



City of Hamilton
GENERAL ISSUES COMMITTEE
AGENDA

Meeting #: 22-014
Date: July 4, 2022
Time: 9:30 a.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

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

1. CEREMONIAL ACTIVITIES

2. APPROVAL OF AGENDA

(Added Items, if applicable, will be noted with *)

3. DECLARATIONS OF INTEREST

4. APPROVAL OF MINUTES OF PREVIOUS MEETINGS

4.1. June 15, 2022

4.2. June 23, 2022

5. COMMUNICATIONS

6. DELEGATION REQUESTS

6.1. WITHDRAWN - Dr. Bob Maton, respecting the City's Vaccine Mandate

6.2. Cesare Di Donato, Industry Education Council, respecting Item 10.1 - Report PED19108(i), respecting the Commonwealth Games 2030 - Revised Memorandum of Understanding

(For the July 4, 2022 GIC)

- 6.3. Richard Gelder, Hamilton Olympic Club, respecting Item 10.1 - Report PED19108(i), respecting the Commonwealth Games 2030 - Revised Memorandum of Understanding

(For the July 4, 2022 GIC)
- 6.4. Carmella Trombetta respecting Item 10.1 - Report PED19108(i), respecting the Commonwealth Games 2030 - Revised Memorandum of Understanding

(For the July 4, 2022 GIC)
- 6.5. Jeff Anders and Mazyar Mortazavi, Aeon Studio Group, respecting Item 10.11 - Report PED19063(d)), Memorandum of Understanding with City and Aeon Studios on Barton-Tiffany Lands

(For the July 4, 2022 GIC)
- 6.6. Mike Strange, Two-time Commonwealth Games Gold Medalist, respecting Item 10.1 - Report PED19108(i), respecting the Commonwealth Games 2030 - Revised Memorandum of Understanding

(For the July 4, 2022 GIC)
- 6.7. Mike Moore, Hamilton Challenger Baseball Association, respecting Item 10.1 - Report PED19108(i), respecting the Commonwealth Games 2030 - Revised Memorandum of Understanding

(For the July 4, 2022 GIC)
- 6.8. WITHDRAWN - Val Sarjeant, Stoney Creek Athletics, respecting Item 10.1 - Report PED19108(i), respecting the Commonwealth Games 2030 - Revised Memorandum of Understanding

(For the July 4, 2022 GIC)
- 6.9. Louis Frapporti and P. J. Mercanti, Hamilton100, respecting Item 10.1 - Report PED19108(i), respecting the Commonwealth Games 2030 - Revised Memorandum of Understanding

(For the July 4, 2022 GIC)
- 6.10. Paul Paletta, President, Alinea Group Holdings Inc., respecting Item 10.1 - Report PED19108(i), respecting the Commonwealth Games 2030 - Revised Memorandum of Understanding

(For the July 4, 2022 GIC)

- 6.11. Shendal Yalchin, General Manager and Chief Operating Officer, The Hamilton Club, respecting Item 10.1 - Report PED19108(i), respecting the Commonwealth Games 2030 - Revised Memorandum of Understanding

(For the July 4, 2022 GIC)

- 6.12. Ed Dunn, President, International Children's Games Hamilton Inc., respecting Item 10.1 - Report PED19108(i), respecting the Commonwealth Games 2030 - Revised Memorandum of Understanding

(For the July 4, 2022 GIC)

- 6.13. Helen Downey, SportHamilton, respecting Item 10.1 - Report PED19108(i), respecting the Commonwealth Games 2030 - Revised Memorandum of Understanding

(For the July 4, 2022 GIC)

- 6.14. Michael Norris, ACFO Hamilton, respecting Item 10.1 - Report PED19108(i), respecting the Commonwealth Games 2030 - Revised Memorandum of Understanding

(For the July 4, 2022 GIC)

- 6.15. Video Submissions

- a. Anthony Frisina, respecting Item 10.1 - Report PED19108(i), respecting the Commonwealth Games 2030 - Revised Memorandum of Understanding

(For the July 4, 2022 GIC)

7. CONSENT ITEMS

- 7.1. Waterdown Business Improvement Area (BIA) Revised Board of Management (PED22152) (Ward 15)

- 7.2. Emergency Operations Centre COVID-19 Recovery Phase and After-Action Reporting (CM22010) (City Wide)

8. STAFF PRESENTATIONS

- 8.1. Annual Update on Economic Development Action Plan (PED22104) (City Wide)

(Deferred from the General Issues Committee on June 1, 2022)

- 8.2. City Manager 2021-2022 Review (CM22011) (City Wide)

- 8.3. Term of Council Priorities 2018 to 2022 Summary Report (CM16003(e)) (City Wide)

9. PUBLIC HEARINGS / DELEGATIONS**10. DISCUSSION ITEMS**

- 10.1. Commonwealth Games 2030 - Revised Memorandum of Understanding (PED19108(i)) (City Wide)
- 10.2. Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application, 415 Main Street West, Hamilton ERG-21-05 (PED22136) (Ward 1)
- 10.3. Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application, 4 Vickers Road, Hamilton ERG-20-03 (PED22148) (Ward 7)
- 10.4. Revitalizing Hamilton Tax Increment Grant - 9 Robert Street (PED22147) (Ward 2)
- 10.5. Public Engagement Policy and Administrative Framework (CM21011(a)) (City Wide)
- 10.6. Business Improvement Area Advisory Committee Report 22-006, June 14, 2022
- 10.7. Hamilton-Wentworth District School Board Liaison Committee Report 22-001, May 9, 2022
- 10.8. Non-Union Compensation Sub-Committee Report 22-001, June 21, 2022
- 10.9. Advisory Committee for Persons with Disabilities Report 22-007, June 14, 2022
- 10.10. Airport Sub-Committee Report 22-002 (June 28, 2022)
- 10.11. Memorandum of Understanding with City and Aeon Studios on Barton-Tiffany Lands (PED19063(d)) (Ward 2)

NOTE: Appendix "D" to Report PED19063(d) is Private & Confidential and may be referenced under Item 14.3.

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

14.1. Property Acquisition and Exchange to Facilitate Parkland and New School (PED22045) (Ward 6 and 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.

14.2. Partial Acquisition of Land in Ward 15 (PED22142) (Ward 15)

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 "D" to Report PED19063(d), respecting the Memorandum of Understanding with City and Aeon Studios on Barton-Tiffany Lands

NOTE: The balance of Report PED19063(d) is public information, and may be referenced under Item 10.11.

Pursuant to Section 9.1, Sub-sections (c) and (i) 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; and, a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

14.4. Red Hill Valley Parkway Class Action Update (LS20014(b)) (City Wide)

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.

14.5. City Manager 2021-2022 Review (no copy)

Pursuant to Section 9.1, Sub-section (b) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (b) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees.

15. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES 22-012

9:30 a.m.

June 15, 2022

Council Chambers, City Hall, 2nd Floor
71 Main Street West, Hamilton, Ontario

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

Absent: Councillors S. Merulla, T. Jackson, T. Whitehead – Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Correspondence from Robert Cooper, respecting Natural Science (Item 5.1)

(Partridge/Wilson)

That the correspondence from Robert Cooper, respecting Natural Science, be referred to the Board of Health for discussion.

Result: MOTION, CARRIED by a vote of 11 to 2, as follows:

| | | |
|--------|---|---|
| No | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | Ward 4 Councillor Sam Merulla |
| Yes | - | Ward 5 Councillor Russ Powers |
| Absent | - | 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 |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| 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. 2022 Tim Hortons NHL Heritage Classic Update (PED22141) (City Wide)
(Item 7.1)**

(Nann/Eisenberger)

That Report PED22141, respecting the 2022 Tim Hortons NHL Heritage Classic Update, be received.

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

| | | |
|--------|---|---|
| Yes | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | Ward 4 Councillor Sam Merulla |
| Yes | - | Ward 5 Councillor Russ Powers |
| Absent | - | Ward 6 Councillor Tom Jackson |
| Yes | - | Ward 7 Councillor Esther Pauls |
| Absent | - | Ward 8 Councillor J. P. Danko |
| Yes | - | Ward 9 Councillor Brad Clark |
| Yes | - | Ward 10 Councillor Maria Pearson |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| 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. 2021 Grey Cup Update (PED18234(g)) (City Wide) (Item 7.2)

(Ferguson/Pauls)

That Report PED18234(g), respecting the 2021 Grey Cup Update, be received.

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

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

| | | | |
|--------|---|---------|------------------------------|
| 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. Core Asset Management Plan (PW22048) (City Wide) (Item 8.1)

(Clark/Wilson)

- (a) That the Corporate Asset Management Plan Overview and Core Asset Management Plans, attached as Appendices “A”, “B”, and “C” to Report PW22048, be approved, as required by Ontario Regulation 588/17: Asset Management for Municipal Infrastructure;
- (b) That staff be authorized and directed to extend the office of Corporate Asset Management permanently, to be reviewed in 2025;**
- (c) That staff be directed to include costs associated with the continued operation of the Corporate Asset Management office, in the 2023 Capital and Operating Budgets for consideration; and,**
- (d) That the Mayor and the City’s Government Relations Office be directed to advocate to both Federal and Provincial governments, as appropriate, for shared Core Assessment Management funding for the City of Hamilton.**

Result: MAIN MOTION, As Amended, CARRIED by a vote of 12 to 0, as follows:

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

5. Pilot Program, Partnership Between Hamilton Civic Museums and the Hamilton Public Library for Free Museum Admission (PED20069(a)) (City Wide) (Item 10.1)

(Pearson/Partridge)

- (a) That staff be directed to extend the Pilot Program, Partnership Between Hamilton Civic Museums and the Hamilton Public Library for Free Museum Admission, for a period of two years, until March 25, 2024; and,
- (b) That staff be directed to continue to monitor the impact of this program on Hamilton Civic Museums' revenue, attendance and visitor demographics and report back to the General Issues Committee for direction.

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

| | | |
|--------|---|---|
| Yes | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | 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 |
| Yes | - | Ward 10 Councillor Maria Pearson |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| Yes | - | Ward 12 Councillor Lloyd Ferguson |
| Yes | - | Ward 13 Councillor Arlene VanderBeek |
| Absent | - | Ward 14 Councillor Terry Whitehead |
| Yes | - | Ward 15 Councillor Judi Partridge |

6. Capital Projects Work-in-Progress Review Sub-Committee Report 22-002 – May 26, 2022 (Item 10.2)

(Danko/Nann)

(a) Capital Project Closing Report as of December 31, 2021 (FCS21080(b)) (City Wide) (Item 10.1)

- (i) That the General Manager, Finance and Corporate Services, be authorized and directed to transfer a net amount of \$314,962 to the Unallocated Capital Levy Reserve (108020) and draw \$8,052 from other reserves, as outlined in Appendix "A" attached to Capital Projects Work-in-Progress Review Sub-Committee Report 22-002;

- (ii) That the General Manager, Finance and Corporate Services, be authorized and directed to close the completed and / or cancelled capital projects listed in Appendix “B” attached to Capital Projects Work-in-Progress Review Sub-Committee Report 22-002, in accordance with the Capital Projects Closing and Monitoring Policy;
- (iii) That Appendix “C” attached to Report FCS21080(b), Capital Projects Budget Appropriations for the period covering October 1, 2021 through December 31, 2021, be received as information;
- (iv) That Appendix “C” attached to Capital Projects Work-in-Progress Review Sub-Committee Report 22-002, Capital Projects Budget Appropriations of \$250,000 or greater and Capital Project Reserve Funding Requiring Council Approval, be approved; and,
- (v) That Appendix “D” attached to Capital Projects Work-in-Progress Review Sub-Committee Report 22-002, Capital Projects Requiring a Budget Adjustment, be approved.

**(b) Capital Projects Status Report as of December 31, 2021
(FCS21079(b)) (City Wide) (Item 10.2)**

- (i) That Appendix “A” to Report FCS21079(b), respecting Capital Projects Status Report – Tax Supported, as of December 31, 2021, be received;
- (ii) That Appendix “B” to Report FCS21079(b), respecting Capital Projects Status Report – Rate Supported, as of December 31, 2021, be received; and,
- (iii) That Confidential Appendix “C” to Report FCS21079(b), respecting Capital Projects Status Report as of December 31, 2021, be received and remain confidential.

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

| | | |
|--------|---|----------------------------------|
| Yes | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | 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 |
| Yes | - | Ward 10 | Councillor Maria Pearson |
| Yes | - | Ward 11 | Councillor Brenda Johnson, Deputy Mayor |
| Yes | - | Ward 12 | Councillor Lloyd Ferguson |
| Yes | - | Ward 13 | Councillor Arlene VanderBeek |
| Absent | - | Ward 14 | Councillor Terry Whitehead |
| Yes | - | Ward 15 | Councillor Judi Partridge |

**7. Environmental Remediation and Site Enhancement (ERASE)
Redevelopment Grant Application, 405 James Street North, Hamilton ERG-
19-06 (PED22107/FCS22035) (Ward 2) (Item 10.3)**

(Farr/Ferguson)

- (a) That the terms for the Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Program, being Appendix “B” to the ERASE Community Improvement Plan, be amended as outlined and highlighted in yellow in Appendix “A” attached to Report PED22107 / FCS22035;
- (b) That Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant (ERG) Program application ERG-19-06, submitted by CityHousing Hamilton Corporation (CHH), owner of the property at 405 James Street North, Hamilton (the site), for a Grant not to exceed \$1,744,445, for estimated eligible building demolition costs, provided over a maximum of ten (10) years, be authorized and approved, in accordance with the terms and conditions of the ERASE Redevelopment Agreement and the following additional conditions:
- (i) That approval of the Grant application be transferred from CityHousing Hamilton Corporation to Jamesville Redevelopment Limited Partnership (JRLP) if/when JRLP becomes the registered owner of the site; and,
- (ii) That approval of the Grant shall not prejudice or fetter City Council’s discretion with respect to any current or future *Planning Act* application(s) regarding the site, including, but not limited to, Official Plan and / or Zoning By-law amendment applications;
- (c) That, subject to approval of Recommendation (b) of Report PED22107 / FCS22035, the General Manager of Planning and Economic Development Department be authorized and directed to execute, on behalf of the City, the Environmental Remediation and Site Enhancement (ERASE) Redevelopment Agreement together with any ancillary documentation required to give effect to the approval of Program application ERG-19-06

and the ERASE Redevelopment Grant to CityHousing Hamilton Corporation, owner of the property at 405 James Street North, Hamilton and / or the intended subsequent property owner being Jamesville Redevelopment Limited Partnership, at such time, as the proposed development has received, at minimum, conditional Site Plan approval and that such agreements and ancillary documentation be in a form satisfactory to the City Solicitor;

- (d) That, subject to approval of Recommendations (b) and (c) of Report PED22107 / FCS22035, the General Manager of the Planning and Economic Development Department be authorized and directed to administer the ERASE Redevelopment Grant and the ERASE Redevelopment Agreement including, but not limited to, implementing any appropriate actions in respect of events of default and executing any appropriate amending agreements and ancillary documentation, all in accordance with the terms and conditions of the ERG Program, as approved by City Council and all in a form satisfactory to the City Solicitor; and,
- (e) That, subject to approval of Recommendations (b) through (d) of Report PED22107 / FCS22035, the General Manager, Finance and Corporate Services, be authorized to execute, on behalf of the City, the City's ERASE Development Charge Deferral Agreement augmented by the additional terms and conditions outlined in Appendix "B" attached to Report PED22107 / FCS22035, in a form satisfactory to the City Solicitor.

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

| | | |
|--------|---|---|
| Yes | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | 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 |
| Yes | - | Ward 10 Councillor Maria Pearson |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| 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. Restricted Acts After Nomination Day Delegated Authority (City Wide)
(CM22009) (Item 10.4)**

(Powers/Johnson)

That the By-Law to Delegate Authority during any Restricted Period following Nomination Day, attached as Appendix "A" to Report CM22009, which has been prepared in a form satisfactory to the City Solicitor, be enacted.

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

| | | |
|--------|---|---|
| Yes | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | 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 |
| Yes | - | Ward 10 Councillor Maria Pearson |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| 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. Revitalizing Hamilton Tax Increment Grant – 16 West Avenue South
(PED22115) (Ward 3) (Item 10.5)**

(Nann/Wilson)

- (a) That a Revitalizing Hamilton Tax Increment Grant Program (RHTIG) Application submitted by Crood Holdings Limited (Tal Dehtiar), for the property at 16 West Avenue South, Hamilton, estimated at \$92,619.68 over a maximum of a four (4) year period, and based upon the incremental tax increase attributable to the redevelopment of 16 West Avenue South, Hamilton, be authorized and approved, in accordance with the terms and conditions of the RHTIG;
- (b) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Revitalizing Hamilton Tax Increment Grant Program for Crood Holdings Limited (Tal Dehtiar) for the property known as 16 West Avenue South, Hamilton, 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 Revitalizing Hamilton Tax Increment Grant Program, as approved by City Council, are maintained.

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

| | | |
|--------|---|---|
| Yes | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | Ward 4 Councillor Sam Merulla |
| Absent | - | 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 |
| Yes | - | Ward 10 Councillor Maria Pearson |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| 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. Advisory Committee for Persons with Disabilities Report 22-006, May 24, 2022 (Item 10.6)

(Eisenberger/Pauls)

(a) Resignation of Paula Kilburn from the Outreach Working Group of the Advisory Committee for Persons with Disabilities (Item 7.3)

That the resignation of Paula Kilburn from the Outreach Working Group of the Advisory Committee for Persons with Disabilities, be received.

(b) Resignation of Kim Nolan from the Transportation Working Group of the Advisory Committee for Persons with Disabilities (Item 7.4)

That the resignation of Kim Nolan from the Transportation Working Group of the Advisory Committee for Persons with Disabilities, be received.

(c) Resignation of Paula Kilburn from the Strategic Planning Working Group of the Advisory Committee for Persons with Disabilities (Item 7.5)

That the resignation of Paula Kilburn from the Strategic Planning Working Group of the Advisory Committee for Persons with Disabilities, be received.

(d) Reimbursement for the Purchase of Plants as Get-Well Gifts (Item 11.1)

- (i) That reimbursement to Aznive Mallett, in the amount of \$37.26, including HST, for the purchase of plants from House of Flowers in Ancaster as get-well gifts for two members of the Advisory Committee for Persons with Disabilities, be approved; and,
- (ii) That a plant be purchased for Patty Cameron on behalf of the Advisory Committee for Persons with Disabilities to express the Committee's condolences on her loss.

(e) Policies and Procedures to Rescue and Safely Transport Stranded Pedestrians and their Mobility Devices (Item 11.2)

That the following resolution be referred to staff for a report back to the General Issues Committee:

WHEREAS, there have been an alarming increase in encounters between pedestrians and vehicles in recent months;

WHEREAS, persons with disabilities, especially those who use mobility devices, are particularly vulnerable as pedestrians;

WHEREAS, persons who use mobility devices are susceptible to having their devices malfunction, stranding them in precarious traffic situations; and,

WHEREAS, the Advisory Committee for Persons with Disabilities (ACPD), have advised stakeholders including the Police Service, Fire Department, Paramedic Service, Hamilton Street Railway (HSR), Disabled and Aged Regional Transportation Service (DARTS), Taxicab Companies and Mobility Device Repair Contractors of the need for a coordinated rescue plan in the City of Hamilton for persons who experience an incapacitated mobility device.

THEREFORE, BE IT RESOLVED:

That staff be directed to investigate developing policies and procedures to rescue and safely transport stranded pedestrians and their mobility devices to an appropriate secure location.

(f) Advisory Committee for Persons with Disabilities Guidance to Hamilton BIA Communities on How to Make Outdoor Dining Locations Fully Accessible (Item 11.3)

WHEREAS, Council approved the Permanent Program for Temporary (seasonal) Outdoor dining Patios in the City of Hamilton, effective in 2022;

WHEREAS, the Temporary Outdoor dining Patios Program was made permanent by City Council in spite of the concern of the Advisory Committee for Persons with Disabilities (ACPD) that there were no specific provisions or obligations for outdoor dining facilities to be accessible and no prohibition to occupying pedestrian pathways; and

WHEREAS, there are opportunities to help make outdoor dining facilities accessible through consultation with the ACPD and its Accessible Outdoor Spaces and Parklands Working Group.

THEREFORE, BE IT RESOLVED:

- (a) That the Advisory Committee for Persons with Disabilities (ACPD), in collaboration with the ACPD Outreach Working Group, work with staff to develop print materials, to come back to ACPD for approval, for dissemination to Hamilton BIA communities to provide guidance on how to ensure outdoor dining is fully accessible including space, facilities, amenities and services; and,
- (b) That the Hamilton BIA communities be advised that the ACPD and its Accessible Outdoor Spaces and Parklands Working Group are available to establishments that have outdoor dining facilities should they require advice or guidance on how to make their outdoor dining locations fully accessible including their space, facilities, amenities and services.

(g) Correspondence to the General Issues Committee Respecting Homeless Encampments (Item 11.4)

That the correspondence to the General Issues Committee from the Advisory Committee for Persons with Disabilities respecting Homeless Encampments attached as Appendix “A”, be approved.

(h) Invitation to Dr. Lovaye Kajiura, McMaster IMPACT Initiative, to Attend a Future Meeting of the Advisory Committee for Persons with Disabilities (Item 11.5)

WHEREAS, the McMaster IMPACT Initiative is an interdisciplinary collaboration that engages students and volunteer clients in a learning process whereby students come together to understand, appreciate and address challenges experienced by our aging population and people living with disabilities; and,

WHEREAS, Dr. Lovaye Kajiura is one of the co-leaders of the McMaster IMPACT Initiative;

THEREFORE, BE IT RESOLVED:

That Dr. Lovaye Kajiura be invited to attend a future meeting of the Advisory Committee for Persons with Disabilities to present respecting the McMaster IMPACT Initiative.

(i) Invitation to the Director of Transit, City of Hamilton, to Attend a Future Meeting of the Advisory Committee for Persons with Disabilities (Item 11.6)

WHEREAS, the Advisory Committee for Persons with Disabilities will benefit from meeting with the City of Hamilton’s Director of Transit to discuss topics of interest to the Advisory Committee for Persons with Disabilities related to Transit Services;

THEREFORE, BE IT RESOLVED:

That the City of Hamilton’s Director of Transit be invited to attend a future regular or special meeting of the Advisory Committee for Persons with Disabilities to discuss topics of interest to the Committee related to Transit Services.

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

| | | |
|--------|---|---|
| Yes | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | Ward 4 Councillor Sam Merulla |
| Absent | - | 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 |
| Yes | - | Ward 10 Councillor Maria Pearson |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| 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 INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

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

(Partridge/Farr)

That the agenda for the June 15, 2022 General Issues Committee meeting, be approved, as presented.

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

| | | |
|--------|---|---|
| Yes | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | 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 |
| Yes | - | Ward 10 Councillor Maria Pearson |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| 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)

There were no declarations of interest.

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

(i) June 1, 2022 (Item 4.1)

(Powers/Pearson)

That the Minutes of the June 1, 2022 General Issues Committee meeting be approved, as presented.

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

| | | |
|--------|---|---|
| Yes | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | 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 |
| Yes | - | Ward 10 Councillor Maria Pearson |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| 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) STAFF PRESENTATIONS (Item 8)

(i) Core Asset Management Plan (PW22048) (City Wide) (Item 8.1)

Patricia Leishman, Director, Corporate Asset Management, Public Works Department, provided a PowerPoint presentation respecting Report PW22048, Core Asset Management Plan, and answered questions of Committee.

(Eisenberger/Powers)

That the presentation, respecting Report PW22048, Core Asset Management Plan, be received.

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

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

(Clark/Wilson)

That Report PW22048, respecting the Core Asset Management Plan, **be amended** by adding new sub-sections (b), (c) and (d), to read as follows:

- (a) That the Corporate Asset Management Plan Overview and Core Asset Management Plans, attached as Appendices “A”, “B”, and “C” to Report PW22048, be approved, as required by Ontario Regulation 588/17: Asset Management for Municipal Infrastructure;
- (b) ***That staff be authorized and directed to extend the office of Corporate Asset Management permanently, to be reviewed in 2025;***
- (c) ***That staff be directed to include costs associated with the continued operation of the Corporate Asset Management office, in the 2023 Capital and Operating Budgets for consideration; and,***
- (d) ***That the Mayor and the City’s Government Relations Office be directed to advocate to both Federal and Provincial governments, as appropriate, for shared Core Assessment Management funding for the City of Hamilton.***

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

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

(e) DISCUSSION ITEMS (Item 10)

(i) Advisory Committee for Persons with Disabilities Report 22-006, May 24, 2022 (Item 10.6)

(Eisenberger/Pauls)

That the following resolution be referred to staff for a report back to the General Issues Committee:

(e) Policies and Procedures to Rescue and Safely Transport Stranded Pedestrians and their Mobility Devices (Item 11.2)

WHEREAS, there have been an alarming increase in encounters between pedestrians and vehicles in recent months;

WHEREAS, persons with disabilities, especially those who use mobility devices, are particularly vulnerable as pedestrians;

WHEREAS, persons who use mobility devices are susceptible to having their devices malfunction, stranding them in precarious traffic situations; and,

WHEREAS, the Advisory Committee for Persons with Disabilities (ACPD), have advised stakeholders including the Police Service, Fire Department, Paramedic Service, Hamilton Street Railway (HSR), Disabled and Aged Regional Transportation Service

(DARTS), Taxicab Companies and Mobility Device Repair Contractors of the need for a coordinated rescue plan in the City of Hamilton for persons who experience an incapacitated mobility device.

THEREFORE, BE IT RESOLVED:

That staff be directed to investigate developing policies and procedures to rescue and safely transport stranded pedestrians and their mobility devices to an appropriate secure location.

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

| | | |
|--------|---|---|
| Yes | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | Ward 4 Councillor Sam Merulla |
| Absent | - | 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 |
| Yes | - | Ward 10 Councillor Maria Pearson |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| 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.

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

(i) Amendments to the Outstanding Business List (Item 13.1)

(Clark/Pearson)

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

(1) Proposed New Due Dates: (Item 13.1.a)

(aa) Community Benefits Protocol Advisory Committee
(Item 13.1.a.a.)

Current Due Date: June 15, 2022

Proposed New Due Date: August 8, 2022

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

| | | |
|--------|---|---|
| Yes | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | Ward 4 Councillor Sam Merulla |
| Absent | - | 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 |
| Yes | - | Ward 10 Councillor Maria Pearson |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| 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) PRIVATE & CONFIDENTIAL (Item 14)

(i) Closed Session Minutes – June 1, 2022 (Item 14.1)

(Partridge/VanderBeek)

- (a) That the Closed Session Minutes of the June 1, 2022 General Issues Committee meeting, be approved; and,
- (b) That the Closed Session Minutes of the June 1, 2022 General Issues Committee meeting, remain confidential.

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

| | | |
|--------|---|----------------------------------|
| Yes | - | Mayor Fred Eisenberger |
| Absent | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | Ward 4 Councillor Sam Merulla |
| Absent | - | 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 |
| Yes | - | Ward 10 Councillor Maria Pearson |

**General Issues Committee
Minutes 22-012**

**June 15, 2022
Page 19 of 19**

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

(h) ADJOURNMENT (Item 15)

(Farr/Pearson)

That there being no further business, the General Issues Committee be adjourned at 12:19 p.m.

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

| | | |
|--------|---|---|
| Yes | - | Mayor Fred Eisenberger |
| Absent | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | Ward 4 Councillor Sam Merulla |
| Absent | - | 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 |
| Yes | - | Ward 10 Councillor Maria Pearson |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| Absent | - | Ward 12 Councillor Lloyd Ferguson |
| Yes | - | Ward 13 Councillor Arlene VanderBeek |
| Absent | - | Ward 14 Councillor Terry Whitehead |
| Yes | - | Ward 15 Councillor Judi Partridge |

Respectfully submitted,

Brenda Johnson, Deputy Mayor
Chair, General Issues Committee

Stephanie Paparella
Legislative Coordinator,
Office of the City Clerk



**GENERAL ISSUES COMMITTEE (SPECIAL)
TRAINING SESSION
MINUTES 22-013**

1:00 p.m.

June 23, 2022

Council Chambers, City Hall, 2nd Floor
71 Main Street West, Hamilton, Ontario

Present: Deputy Mayor B. Johnson (Chair)
Councillors M. Wilson, J. Farr, N. Nann, E. Pauls, J.P. Danko, B Clark,
M. Pearson, A. VanderBeek

Absent: Mayor F. Eisenberger, Councillors L. Ferguson, J. Partridge – Other City Business
Councillors S. Merulla, R. Powers, T. Jackson, T. Whitehead – Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

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

(Clark/Danko)

That the agenda for the June 23, 2022 General Issues Committee (Special) meeting, be approved, as presented.

Result: MOTION, CARRIED by a vote of 8 to 0, as follows:

| | | |
|--------|---|---|
| Absent | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Absent | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | Ward 4 Councillor Sam Merulla |
| Absent | - | 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 |
| Yes | - | Ward 10 Councillor Maria Pearson |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |

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

(b) TRAINING PRESENTATIONS (Item 2)

(i) Introduction: Cultivating a Culture of Public Engagement at the City of Hamilton Summary Report (Item 2.1)

Morgan Stahl, Director of Government Relations & Community Engagement, provided a verbal overview of the Introduction: Cultivating a Culture of Public Engagement at the City of Hamilton Summary Report.

(ii) Introduction to Foundations in Public Participation - City of Calgary Case Study: Public Engagement Policy and Administrative Framework (Item 2.2)

Lara Tierney, of the Canadian Trainers Collective (CTC), provided a PowerPoint presentation respecting Introduction to Foundations in Public Participation - City of Calgary Case Study: Public Engagement Policy and Administrative Framework.

(iii) Overview: Evolution of Public Engagement Practices at the City of Hamilton (Item 2.3)

Cindy Mutch, Manager of Community Initiatives, provided a PowerPoint presentation respecting Overview: Evolution of Public Engagement Practices at the City of Hamilton.

(iv) Reimagining Public Participation Together: City-wide Public Engagement Campaign and Survey Results (Item 2.4)

Cindy Mutch, Manager of Community Initiatives, provided a PowerPoint presentation respecting Reimagining Public Participation Together: City-wide Public Engagement Campaign and Survey Results.

(v) Reimaging Public Participation Together: Community Partner and Key Stakeholder Engagement Results (Item 2.5)

Jesse Shea, Senior Consultant of Public Affairs and Communications; and, Calvin Reid, Director of Public Relations, both of Enterprise Canada, provided a PowerPoint presentation respecting Reimaging Public Participation Together: Community Partner and Key Stakeholder Engagement Results.

(vi) Reimaging Public Participation Together: Specialized Engagement Results with Racialized, Equity-Seeking and Traditional Under-Represented Groups (Item 2.6)

Deirdre Pike, Senior Social Planner, Social Planning & Research Council, provided a PowerPoint presentation respecting Reimaging Public Participation Together: Specialized Engagement Results with Racialized, Equity-Seeking and Traditional Under-Represented Groups.

(Farr/Clark)

That the presentations, respecting public participation and engagement (Items 2.1 through 2.6), be received.

Result: MOTION, CARRIED by a vote of 8 to 0, as follows:

| | | |
|--------|---|---|
| Absent | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | Ward 4 Councillor Sam Merulla |
| Absent | - | Ward 5 Councillor Russ Powers |
| Absent | - | 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 |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| Absent | - | Ward 12 Councillor Lloyd Ferguson |
| Yes | - | Ward 13 Councillor Arlene VanderBeek |
| Absent | - | Ward 14 Councillor Terry Whitehead |
| Absent | - | Ward 15 Councillor Judi Partridge |

(c) ADJOURNMENT (Item 15)

(Pearson/VanderBeek)

That there being no further business, the General Issues Committee be adjourned at 3:48 p.m.

Result: MOTION, CARRIED by a vote of 8 to 0, as follows:

| | | |
|--------|---|---|
| Absent | - | Mayor Fred Eisenberger |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Jason Farr |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Absent | - | Ward 4 Councillor Sam Merulla |
| Absent | - | Ward 5 Councillor Russ Powers |
| Absent | - | 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 |
| Yes | - | Ward 11 Councillor Brenda Johnson, Deputy Mayor |
| Absent | - | 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,

Brenda Johnson, Deputy Mayor
 Chair, General Issues Committee

Stephanie Paparella
 Legislative Coordinator,
 Office of the City Clerk

Submitted on Monday, June 20, 2022 - 12:17pm Submitted by anonymous user: 108.162.241.119
Submitted values are:

==Committee Requested==

Committee: General Issues Committee

Will you be delegating in person or virtually? In person (as of
May 30, 2022)

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

==Requestor Information==

Name of Organization (if applicable): Industry Education Council
of Hamilton

Name of Individual: Cesare Di Donato

Preferred Pronoun: he/him

Contact Number: 9056300752

Email Address: cesare.didonato@iechamilton.ca

Mailing Address:

225 King William Street

suite 221

Reason(s) for delegation request: In support of the 2030
Commonwealth Games Memorandum of Understanding.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

Submitted on Monday, June 20, 2022 - 9:59pm Submitted by anonymous user: 172.70.131.178

Submitted values are:

==Committee Requested==

Committee: General Issues Committee

Will you be delegating in person or virtually? In person (as of
May 30, 2022)

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

==Requestor Information==

Name of Organization (if applicable): Hamilton Olympic Club

Name of Individual: Richard Gelder

Preferred Pronoun: He/Him

Contact Number:

Email Address:

Mailing Address:

Reason(s) for delegation request: To express support for the bid
by the Commonwealth Games committee to host the centenary
edition of the Commonwealth Games in Hamilton in 2030.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes

Submitted on Wednesday, June 22, 2022 - 2:09pm Submitted by anonymous user: 172.70.114.113
Submitted values are:

==Committee Requested==

Committee: General Issues Committee

Will you be delegating in person or virtually? In person (as of
May 30, 2022)

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

==Requestor Information==

Name of Organization (if applicable):

Name of Individual: Carmela Trombetta

Preferred Pronoun:

Contact Number:

Email Address:

Mailing Address:

Reason(s) for delegation request: To support Commonwealth 2030
Games efforts.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

Submitted on Wednesday, June 22, 2022 - 3:05pm 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 (as of
May 30, 2022)

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

==Requestor Information==

Name of Organization (if applicable): Aeon Studio Group

Name of Individual: Jeff Anders

Preferred Pronoun: He / Him

Contact Number: 416-884-2895

Email Address: jeff@aeonstudiogroup.com

Mailing Address:

243 Queen St N

Hamilton, ON, L8R 3N6

Reason(s) for delegation request: Brief councillors, answer
questions

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

Submitted on Thursday, June 23, 2022 - 10:26am Submitted by anonymous user: 172.70.178.179
Submitted values are:

==Committee Requested==

Committee: General Issues Committee

Will you be delegating in person or virtually? In person (as of
May 30, 2022)

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

==Requestor Information==

Name of Organization (if applicable): Mike Strange , City
Councillor of Niagara Falls , two time Commonwealth Games Gold
Medalist

Name of Individual: Mike Strange

Preferred Pronoun:

Contact Number:

Email Address:

Mailing Address:

Reason(s) for delegation request: On July 4, 2022 I would like
to speak to the committee about the potential of hosting the 2030
Commonwealth Games in Hamilton and the impact of young athletes
and legacy to the Games and this will be the 100th year
anniversary of the Commonwealth Games since Hamilton hosted them
back in 1930 .

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

Submitted on Thursday, June 23, 2022 - 1:46pm Submitted by anonymous user: 172.68.170.133

Submitted values are:

==Committee Requested==

Committee: General Issues Committee

Will you be delegating in person or virtually? In person (as of May 30, 2022)

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

==Requestor Information==

Name of Organization (if applicable): Hamilton Challenger

Baseball Association

Name of Individual: Mike Moore

Preferred Pronoun: Mr.

Contact Number:

Email Address:

Mailing Address:

Reason(s) for delegation request: I am requesting permission to speak at the July 4th General Issues Committee meeting in support of the request to authorize staff to be part of the triparty discussion regarding the Commonwealth Games 2030 bid.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes



bright future.

City Council Meeting - 4 July, 2022

Hamilton Challenger Baseball Association

Mike Moore

Hamilton Challenger Baseball Association (HCBA)

COMMUNITY

- HCBA offers sports and social programs for people with disabilities
- Approx. 220 players – aged 4-over 70 years; Approx. 60 volunteers

SPORT

- Most of our sports are at a 'Recreational' skill level with a focus on fun and social interaction
- 3 months of **baseball** on Mon and Tues evenings at Inch Park, Hamilton
 - 4 age / skill level divisions
 - Challenger Tournament – 2022 in Peterborough, Ontario
 - JaysCare Jamboree each summer for Challenger players and includes volunteer opportunities
- 6 months of Off-Season sports programs at Westmount Rec Centre, Hamilton
 - Gymnasium style **bowling, curling** and **boccia**, along with indoor baseball and 3 on 3 basketball

SOCIAL

- Special Events including Annual Banquet, Valentine's Dance, Halloween & Christmas parties
- Treat for players after each game (very popular); Hot Dog Night
- Benevolence

HCBA & Parasport

CREATING INTEREST and HOPE

- HCBA, in partnership with Hamilton Accessible Sports Council (HASC) seeks to promote the growth of Para Sports in Hamilton
 - Para-Basketball
 - Indoor Baseball
 - ‘Boccia Skills and Fun’
 - skills training in a fun environment for members who want to learn the rules of play and want the challenge of higher competition
 - ‘Introduction to Para Sport’ is being considered for 2023 Fall / Winter program

BUILDING A PLACE TO GROW

- **Project** initiated for building **a destination park and playground** at Inch Park, Hamilton that is “physically, socially and emotionally inviting”;
- Building a destination where our players can not only play baseball but ‘hang out’ with families & friends, increase physical activity and nurture wellness;
- **HCBA Fundraising** has raised **~100,000\$** in confirmed donations and grants, in addition to City of Hamilton’s commitments

Benefits of Commonwealth Games

- Creates opportunity for **para-athletes to compete and succeed** at a higher level;
- Opportunity to **showcase** the potential for people with disabilities to **enhance their lives** through sport and fitness and to encourage the community to take positive action in their own behaviors;
- Develop a broader **Multi-Sports** plan in Hamilton;
- Vision for **fully accessible centre** for track & field at Mohawk Sports Park;
- Kickoff an infrastructure that would support **ongoing opportunities** in parasports;
- Inspires **pride and confidence** amongst the challenged community
- Inspires excitement and hope for all residents of Hamilton



Support of Commonwealth Games

THANK-YOU. ❤️

- On behalf of the membership of HCBA and having been invested in life's trials for people with disabilities since the birth of our son, I genuinely thank the city of Hamilton for support for HCBA sports for over 30 years – especially for the enhancements to accessibility at Inch Park and for joining our vision for Inch Park as a future destination for people of all abilities.



BE BRAVE – LET'S TRY!

- I firmly support and encourage the approval of a Memorandum of Understanding between Hamilton100 and the Corporation of the City of Hamilton that would effectively provide the Municipality with the ability to have a seat at a Multi-Party Agreement (MPA) table and to negotiate benefits for the community in the event we host the 2030 Commonwealth Games.

“You miss 100% of the shots you don’t take.” - Wayne Gretzky

Hamilton Challenger Baseball



HCBA is a registered Canadian Charity, providing sports and social activities for players with special needs in the Greater Hamilton area.

Mission Statement

Provide exceptional sports and social activities for youth and adults with challenges in an engaging and supportive setting

Goals

- Provide sports and social activities for challenged athletes
- Develop skills, teamwork and sportsmanship to the maximum of each participant's ability
- Build self-esteem and confidence through participation and social interaction
- Create a fun atmosphere and playing environment
- Promote community awareness and participation

Hamilton Challenger Baseball Association (HCBA) is a local chapter of Challenger Canada. With over 220 players and 70 dedicated volunteers. HCBA is the largest Challenger Baseball league in Canada.

We believe in the transformative power of sport; the Association provides the opportunity for those with developmental and physical disabilities to be empowered and assert their independence through high-quality programming.

- Our priority is to provide social / recreational activities to persons with disabilities
- Sports are an excuse to get together, develop relationships and to have fun
- Membership in HCBA is available to any person age 5 years and up with special needs
- There are Jr & Sr age groups, each with Divisions for skill levels where possible

Baseball

- Baseball played at 5 skill levels
- There is over 220 registered players, 75% play at a 'Recreational' skill level
- 4 games are held on Mondays & Tuesdays in June, July & August
- At Recreational skill level, buddies may assist players, however the priority of the buddies is to encourage the player to participate to the maximum of their ability
- Baseball rules are adapted as required to match players' abilities so that participation and teamwork are emphasized

Off Season Sports

Activities at a Recreational (Fun) Skill level

- Gymnasium Bowling
- Floor Curling
- Indoor Baseball
- 3 on 3 Basketball
- Recreational (fun) Boccia

Boccia Skills and Fun

- Hamilton Sports Challengers' Boccia is partnered with HCBA's Off-Season program
- This program features Boccia skills training in a fun atmosphere for members who would enjoy learning the rules and the challenge of competition



Social Activities

- Halloween Party
- Christmas Party
- Summer Tournaments
- Summer 'Fun' days / BBQs
- Banquets
- Valentine's Dance



Jays Care Foundation (Toronto Blue Jays)

Jays Care Foundation supports Challenger Baseball across Canada

- Knowledge sharing
- Coaches training
- Jays' Swag for players
- Jays Care Community Clubhouse visits
- Opportunities for volunteers
- Donate hats and jerseys each year
- Substantial cash donation each year



Impact Story - Max

Max has been part of the Challenger baseball family for 4 summers now. He's the biggest sports fan you'll ever meet. Because he was born with a rare neuromuscular disorder, we were always worried that Max wouldn't have any opportunities to participate in the activities he loves so much.

Through (Hamilton) Challenger Baseball, he has been able to be active and meet new friends - all while playing the game in a way that's meaningful and adapted to his own unique abilities. He loves being part of a team, and his baseball experience has given him the confidence and courage to continue to play sports all year round. We are so grateful to Jays Care and all the wonderful coaches and volunteers that make this league possible!



Impact Story - Rylie

Rylie is a beautiful, feisty 5 year old little girl in her rookie season with HCBA. Rylie is non verbal, autistic and has a genetic disorder called Angelman Syndrome. Life is not always easy, but Rylie always makes the best of it with her happy demeanor shining through.

HCBA and Jays Care have given the opportunity for Rylie to thrive this summer. It is physical, occupational and play therapy all rolled into one. She gets so excited to go every week and see everyone. She LOVES to hit the ball and run the bases. Most important is the friendships we are both making. Making friends isn't always easy when you're a little different or communicate in a different way. She has friends here. I have friends here. Her best baseball buddy, Max, is always excited to see her and play with her. His parents even negotiated a last minute trade so they could be on the same team together!

Thank you, Jays Care and HCBA for all you do for Rylie and others like her. Your support means more than words can say.



Submitted on Friday, June 24, 2022 - 9:13am Submitted by anonymous user: 172.70.126.91 Submitted values are:

==Committee Requested==

Committee: General Issues Committee

Will you be delegating in person or virtually? In person (as of May 30, 2022)

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

==Requestor Information==

Name of Organization (if applicable): Hamilton100

Name of Individual: :Louis Frapporti and PJ Mercanti

Preferred Pronoun: Mr

Contact Number: 905 512 0763

Email Address: louis.frapporti@gowlings.com

Mailing Address: 1 Main Street West, Hamilton Ontario

Reason(s) for delegation request: In support of the Commonwealth Games initiative

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

Submitted on Friday, June 24, 2022 - 9:17am Submitted by anonymous user: 172.70.178.179 Submitted values are:

==Committee Requested==

Committee: General Issues Committee

Will you be delegating in person or virtually? In person (as of May 30, 2022)

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

==Requestor Information==

Name of Organization (if applicable): Alinea Group Holdings Inc

Name of Individual: Paul Paletta

Preferred Pronoun: Mr

Contact Number: 905 632 3449

Email Address: PPaletta@Pentaproperties.ca

Mailing Address: 4450 Paletta Cr, Burlington Ontario

Reason(s) for delegation request: In support of the 2030

Commonwealth Games Bid

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

Submitted on Friday, June 24, 2022 - 11:20am Submitted by anonymous user: 172.70.114.43 Submitted values are:

==Committee Requested==

Committee: General Issues Committee

Will you be delegating in person or virtually? In person (as of May 30, 2022)

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

==Requestor Information==

Name of Organization (if applicable): The Hamilton Club

Name of Individual: Shendal Yalchin

Preferred Pronoun: She/Her

Contact Number: 905 536 8908

Email Address: gm@thehamiltonclub.com

Mailing Address:

The Hamilton Club

6 Main Street East

Hamilton, Ontario

L8N 1E8

Reason(s) for delegation request:

In support of the

Hamilton 2030 Commonwealth Games

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

Submitted on Monday, June 27, 2022 - 9:12am Submitted by anonymous user: 108.162.241.151
Submitted values are:

==Committee Requested==

Committee: General Issues Committee

Will you be delegating in person or virtually? In person (as of
May 30, 2022)

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

==Requestor Information==

Name of Organization (if applicable): International Children's
Games Hamilton

Name of Individual: Ed Dunn

Preferred Pronoun:

Contact Number:

Email Address:

Mailing Address:

Reason(s) for delegation request: Speak in support of The
Commonwealth Games

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

Submitted on Tuesday, June 28, 2022 - 10:17am Submitted by anonymous user: 172.70.175.96
Submitted values are:

==Committee Requested==

Committee: General Issues Committee

Will you be delegating in person or virtually? In person (as of
May 30, 2022)

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

==Requestor Information==

Name of Organization (if applicable): SportHamilton Official
Sport Council for the City of Hamilton

Name of Individual: Helen Downey President SportHamilton

Preferred Pronoun: she / her

Contact Number:

Email Address:

Mailing Address:

Reason(s) for delegation request: To speak in support of the 2030
Commonwealth Games Bid

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

Submitted on Wednesday, June 29, 2022 - 9:25am Submitted by anonymous user: 172.70.114.111
Submitted values are:

==Committee Requested==

Committee: General Issues Committee

Will you be delegating in person or virtually? In person (as of
May 30, 2022)

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

==Requestor Information==

Name of Organization (if applicable): ACFO Hamilton

Name of Individual: Michael Norris

Preferred Pronoun: he/him

Contact Number: 416-803-4684

Email Address: coordination@acfohamilton.org

Mailing Address: 115 King St E 3rd Floor, Hamilton, ON L8N 1A9

Reason(s) for delegation request:

Discussion and approval of a Memorandum of Understanding between
Hamilton100 and the Corporation of the City of Hamilton that
would effectively provide the Municipality with the ability to
have a seat at a Multi-Party Agreement (MPA) table and to
negotiate benefits for the community in the event we host the
2030 Commonwealth Games.

9:30 meeting on July 4th

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes

Submitted on Monday, June 27, 2022 - 8:59am Submitted by anonymous user: 108.162.241.119
Submitted values are:

==Committee Requested==

Committee: General Issues Committee

Will you be delegating in person or virtually? Virtually

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

==Requestor Information==

Name of Organization (if applicable):

Name of Individual: Anthony Frisina

Preferred Pronoun: He/Him/Hiz

Contact Number:

Email Address: [j](#)

Mailing Address:

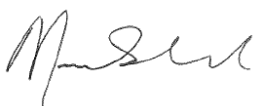
Reason(s) for delegation request: Supporting Commonwealth Games
in Hamilton 2030

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

| | |
|---------------------------|--|
| TO: | Mayor and Members General Issues Committee |
| COMMITTEE DATE: | July 4, 2022 |
| SUBJECT/REPORT NO: | Waterdown Business Improvement Area (BIA) Revised Board of Management (PED22152) (Ward 15) |
| WARD(S) AFFECTED: | Ward 15 |
| PREPARED BY: | Carlo Gorni (905) 546-2424 Ext. 2755 |
| SUBMITTED BY: | Norm Schleeahn Director, Economic Development Planning and Economic Development |
| SIGNATURE: |  |

RECOMMENDATION

- (a) That the following individuals be appointed to the Waterdown Business Improvement Area (BIA) Board of Management, effective July 8, 2022;
- (i) Shari Reaume;
 - (ii) Buket Necip
- (b) That the following individual be appointed to the Waterdown Business Improvement Area (BIA) Board of Management, effective July 19, 2022.
- (i) Christina Birmingham.

EXECUTIVE SUMMARY

Appointment of three new Directors to the Waterdown Business Improvement Area (BIA) Board of Management.

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: Waterdown Business Improvement Area (BIA) Revised Board of Management (PED22152) (Ward 15) - Page 2 of 4

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Not applicable

Staffing: Not applicable

Legal: *The Municipal Act 2001*, Sections 204-215 governs BIAs. Section (204) Subsection (3) stipulates “A Board of Management shall be composed of, (a) one or more Directors appointed directly by the Municipality; and (b) the remaining Directors selected by a vote of the membership of the improvement area and appointed by the Municipality.” Section 204 Subsection (12) stipulates “...if a vacancy occurs for any cause, the Municipality may appoint a person to fill the vacancy for the unexpired portion of the term and the appointed person is not required to be a member of the improvement area.”

HISTORICAL BACKGROUND

At its meeting on May 17, 2022, the Board of Management of the Waterdown BIA appointed Shari Reaume, Buket Necip and Christina Birmingham to fill vacancies in Director positions. Should these appointments be adopted by Council, they would replace Cheri Demenna, Gary Titley and Scott Birmingham respectively.

Should Council adopt the recommendation in PED22152, the aforementioned nominated persons would be appointed to serve on the Waterdown BIA Board of Management for the remainder of this term, through the end of 2022.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Section 204 of the *Municipal Act* (the *Act*), together with the Procedural By-law adopted by the Board of Management (the BIA Procedural By-law), govern the election of Directors, Appointment of Directors by Council, and the Filling of Vacancies within a Board of Management.

Section 204(3) *Act* provides, “A board of management shall be composed of:

- (a) one or more directors appointed directly by the municipality; and,
- (b) the remaining directors selected by a vote of the membership of the improvement area and appointed by the municipality.”

SUBJECT: Waterdown Business Improvement Area (BIA) Revised Board of Management (PED22152) (Ward 15) - Page 3 of 4

Section 204(9) of the *Act* provides, “Subject to subsection (9), if a vacancy occurs for any cause, the municipality may appoint a person to fill the vacancy for the unexpired portion of the term and the appointed person is not required to be a member of the improvement area.”

Article 4, Section 1 of the Procedural By-law provides, “All Directors of the Board of Management are appointed by City Council.

- (a) The Board of Management shall consist of nine Directors (which will provide for a minimum of three Directors and a maximum of 20 Directors), selected by a vote of the Members of the BIA and then appointed as Directors by City Council. In addition, the Board of Management shall consist of the Councillor(s) of the Ward(s) in which the BIA is located, directly appointed as Directors by the City.”

Article 4, Section 3 of the Procedural By-law provides, “Appointment to the Board In the event of a vacancy occurring on the Board of Management:

- (a) The remaining Directors may nominate for the City’s consideration and appointment an individual for Directorship to fill the vacancy for the remaining portion of the term of office;
- (b) In the event that the remaining Directors no longer constitute a quorum, a meeting of the Members shall be called by the remaining Directors for the purpose of nominating an individual for Directorship for consideration and appointment by the City; and,
- (c) The Board of Management shall notify the Co-ordinator of Business Improvement Areas, Economic Development Division, Planning and Economic Development Department, as soon as any vacancy occurs and shall further notify him or her if and when a nomination is made by the remaining Directors or the Members for appointment to the Board of Management by the City.”

Shortly put, pursuant to the *Act* and the Procedural By-law, Council is permitted to directly appoint the Councillor(s) of the Ward in which the BIA is located and appoint person(s) who have been selected by a vote of the BIA membership to fill a vacancy on the Board of Management. Where a vacancy occurs and the remaining Directors no longer constituting a quorum, the BIA membership is required to hold a meeting for the purpose of nominating an individual to fill the vacancy, for consideration and appointment by Council.

While the provisions of the City of Hamilton Policy respecting the Appointment of Citizens to the City’s Agencies, Boards, Commissions, Advisory (Volunteer) Committees and Sub-Committees (the Policy) restrict the filling of vacancies within 12 months of the

SUBJECT: Waterdown Business Improvement Area (BIA) Revised Board of Management (PED22152) (Ward 15) - Page 4 of 4

end of the Term of Council where there are insufficient applicants on file to fill the vacancy, the Policy has no application to the filling of vacancies on a Board of Management. As outlined above, this process is within the control and responsibility of the Board itself and is governed under the *Act* and the Procedure By-law. Therefore, the Policy does not restrict Council from making the appointments being recommended by this Report.

RELEVANT CONSULTATION

N/A

ANALYSIS AND RATIONALE FOR RECOMMENDATION

N/A

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.

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.

APPENDICES AND SCHEDULES ATTACHED

N/A



INFORMATION REPORT

| | |
|---------------------------|--|
| TO: | Chair and Members General Issues Committee |
| COMMITTEE DATE: | July 4, 2022 |
| SUBJECT/REPORT NO: | Emergency Operations Centre COVID-19 Recovery Phase and After-Action Reporting (CM22010) (City Wide) |
| WARD(S) AFFECTED: | City Wide |
| PREPARED BY: | Connie Verhaeghe (905) 546-2424 Ext. 6038 |
| SUBMITTED BY: | Grace Mater Acting City Manager |
| SIGNATURE: |  |

INFORMATION

This Report provides an overview of the activities that will be undertaken by the Emergency Management Program as part of the recovery phase of the response to the COVID-19 pandemic. These activities include the after-action debriefing process and plans for preparing an After-Action Report for Council and the public. The After-Action Report includes successes of the response and recommendations for future responses and will be provided to Council in August 2022.

Emergency Operations Centre (EOC)

The City of Hamilton Emergency Operations Centre (EOC) was activated on March 12, 2020 to support the local response to COVID-19. Originally, the EOC was activated at a Level One, however by March 13, 2020 the response was escalated to a Level Two to better respond to the emerging situation. The spread of COVID-19 quickly became a local, provincial, and national emergency due to the health, social and economic impacts of the COVID-19 pandemic. At this time, the World Health Organization (WHO) classified COVID-19 as a world-wide pandemic. On April 17, 2020, the Mayor of Hamilton declared a State of Emergency in the City of Hamilton. The City responded quickly to the pandemic, working with other levels of government, businesses, health care partners and community organizations.

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: Emergency Operations Centre COVID-19 Recovery Phase and After-Action Reporting (CM22010) (City Wide) - Page 2 of 4

It is a requirement under the *Emergency Management and Civil Protection Act* (EMPCA) and its supporting Regulations 380/04 that every municipality have an Emergency Operations Centre (EOC) and a Municipal Emergency Control Group. The City of Hamilton's Municipal Emergency Control Group is known as the EOC Management Team. This team is comprised of General Managers, Directors and support staff under the direction of the EOC Director. As part of the provincial mandatory compliance to the EMPCA, every member of the EOC Management Team must complete annual mandatory training to ensure they are trained on their response role during an emergency. They must also participate in an annual emergency exercise. The training records and exercise documentation are submitted to the Province's Office of the Fire Marshal and Emergency Management to validate that EOC Management Team members are prepared to respond to an emergency.

Prior to the COVID-19 pandemic, Hamilton's EOC was last activated in December 2013 for the Ice Storm that resulted in a large power outage during frigid winter temperatures.

Emergency Operations Centre COVID-19 Response Overview

The standard emergency response structure used nationally, provincially and locally is the Incident Management System (IMS). Within days of activating the EOC for COVID-19, the City was operating the largest Incident Management System ever implemented in Hamilton with many sections, functions and task groups working daily.

From the outset of the EOC activation, the following strategic priorities were in place which helped to guide all aspects of decision making within the EOC:

Priority One: Save Lives

Priority Two: Prevent overwhelming Hamilton's healthcare system

Priority Three: Protect the economy so that businesses could recover post COVID-19

The EOC Management Team immediately established a meeting schedule to share situational awareness, determine impacts of the pandemic on City services, and establish a response plan to mitigate the spread of COVID-19.

While operational needs varied over the course of the pandemic, generally the EOC's efforts focused on:

- Providing strategic and tactical direction for the overall response and for secondary impacts/events/consequences
- Responding to provincial orders such as closing public spaces (e.g. recreation centres, arenas) and limiting capacity in designated premises
- Arranging for the procurement of essential resources such as Personal Protective Equipment (PPE)

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: Emergency Operations Centre COVID-19 Recovery Phase and After-Action Reporting (CM22010) (City Wide) - Page 3 of 4

- Ensuring logistical support by coordinating staff redeployments to support critical needs
- Ensuring the continued operations of critical City services
- Developing and implementing internal policies and procedures for City staff and City services with respect to public health measures
- Attending to media and public information needs

Incident Action Planning

One of the foundational elements of the Incident Management System is the Incident Action Planning Cycle. The Incident Action Plan Cycle is a process whereby the EOC Management Team receives a situational update from the lead response organization on the emergency. Once the current situation is understood, the EOC Management Team develops response priorities or objectives. These priorities or objectives are recorded on an EOC Action Plan. The EOC Action Plan also defines tasks to be completed by members of the EOC Management team and their Section and/or Unit leads. As these tasks are completed, the team responsible for the tasks will report back to the EOC Management Team stating the action was completed hence removing it from the EOC Action Plan.

During the response to COVID-19, situational awareness was provided by different section leads. Public Health Services provided the situational update by reporting on COVID cases, outbreaks, vaccine uptake and legislated public health measures. Legal Services provided an update on changes to the provincial regulations under the EMPCA and the *Reopening Ontario Act*. The Operations Team provided an update on changes to City services and measures to ensure a safe workplace. At the end of each EOC Management Team meeting, the Communications Team would provide an update on the communication needs for Council, the media, the public and City employees. All decisions made by the EOC Management Team were made with the information available at the time. Decision making was a process of gathering information, assessing alternative solutions and evaluating the implementation of each decision on the health and safety of the public and City staff. All decisions made by the Management Team were recorded in a Decision Log.

As of the time of this report, the EOC held 269 Management Team meetings, and recorded 734 decisions in the EOC Decision Log.

Recovery Strategy and After-Action Report

Emergency management can be considered as recurring events with four phases: Mitigation, Preparedness, Response and Recovery. After two years in a COVID-19 Response phase, the EOC Management Team is now in the 'Recovery' phase. This

SUBJECT: Emergency Operations Centre COVID-19 Recovery Phase and After-Action Reporting (CM22010) (City Wide) - Page 4 of 4

phase is the restoration of services, the rebuilding of resources and partnerships and the process of implementing new strategies to effectively recover from the pandemic.


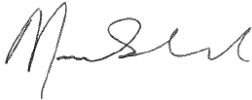
As part of the Recovery phase, and before a potential 7th wave, it's important to do an evaluation of our response now. A thorough debrief process will be initiated by the City's Emergency Managers. An after-action review will be conducted in order to document what happened and, where appropriate, present recommendations to Council with respect to the City's emergency response and any recommended improvements for future emergency responses. The after-action reviews will focus on the response and outcomes of the response. A debrief session will be held with members of the EOC Management Team and the Operations Team. Surveys will be sent to unit leads of the IMS structure and key informant interviews will be conducted with the Mayor and Members of Council. Following the debrief and collation of all data, an After-Action Report will be written and will be shared with Council, with the public, and with the province. The focus of the After-Action Report is the successes of the response and areas for improvements. Areas requiring improvement are highlighted and corrective action are determined. The goal is to reflect and learn from the response in order to build a better more effective response in the future.

APPENDICES AND SCHEDULES ATTACHED

None



INFORMATION REPORT

| | |
|---------------------------|---|
| TO: | Mayor and Members General Issues Committee |
| COMMITTEE DATE: | June 1, 2022 |
| SUBJECT/REPORT NO: | Annual Update on Economic Development Action Plan (PED22104) (City Wide) |
| WARD(S) AFFECTED: | City Wide |
| PREPARED BY: | Adam Durrant (905) 546-2424 Ext. 4486 |
| SUBMITTED BY: | Carrie Brooks-Joiner Director, Tourism and Culture Planning and Economic Development Department |
| SIGNATURE: |  |
| SUBMITTED BY: | Norm Schleeahn Director, Economic Development Planning and Economic Development Department |
| SIGNATURE: |  |

COUNCIL DIRECTION

To report back on the progress of implementing the 2021-2025 Economic Development Action Plan (EDAP) on an annual basis, providing an overview and update on the status of the 77 action items and 13 stretch targets within.

INFORMATION

1. Overview

On October 27, 2021 Hamilton City Council approved the 2021-2025 Economic Development Action Plan (PED21001). This strategy identified six priorities facilitating a skilled and adaptable workforce; enhancing digital infrastructure and services; growing business and investments; moving goods and people; revitalizing priority areas and placemaking; building transformational projects. This update serves as a scorecard on each of those priority areas, noting the completed, in development, and not yet started action items from within the EDAP's 77 action items and its 13 stretch targets.

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: Annual Update on Economic Development Action Plan (PED22104)
(City Wide) - Page 2 of 10**

Overall, 10 of the EDAP's 77 action items were completed in 2021, with 15 awaiting initiation and the remaining 52 in various stages of development. Table 1. provides a high-level breakdown of these actions grouped by each EDAP priority area. It should further be noted among the completed action items that there are some which represent finite projects (e.g. document production or strategy creation) and others that represent ongoing work. This report notes the difference between the two in section 2.

Table 1: EDAP Action Item Scorecard

| EDAP Priority Area | Action Items Completed in 2021 | Action Items in Development in 2021 | Action Items Not Yet Started In 2021 |
|---|--------------------------------|-------------------------------------|--------------------------------------|
| Skilled and Adaptable Workforce | 3 | 6 | 2 |
| Enhancing Digital Infrastructure & Services | 1 | 6 | 2 |
| Growing Business and Investment | 1 | 14 | 3 |
| Moving Goods and People | 1 | 9 | 3 |
| Revitalizing Priority Areas and Placemaking | 3 | 7 | 3 |
| Building Transformational Projects | 1 | 10 | 2 |
| All EDAP Actions | 10 | 52 | 15 |

Table 2. provides a high-level summary of the progress on the EDAP's stretch targets, where data from 2021 could be secured. Several of the targets require extensive calculation by City staff and external partners. Where data are not available, Staff have provided current estimates. Subsequent annual updates on the EDAP will facilitate these data.

**SUBJECT: Annual Update on Economic Development Action Plan (PED22104)
(City Wide) - Page 3 of 10**

Table 2: EDAP Stretch Target Scorecard

| Stretch Target | 2021 Update | Current Status |
|---|---|-----------------------|
| 1. Add seven million square feet of new Industrial/Commercial space | 2,683,882 square feet added | On target |
| 2. Generate a total of \$2.5 billion in Industrial/Commercial construction value | \$717,247,894 generated | On target |
| 3. Increase new gross commercial/industrial assessment by 1.5 % per year | 3.2% increase in assessment in 2021 (\$204 million) | On target |
| 4. Triple the municipal tax assessment on the Stelco lands | 2021 assessment: \$42,270,000 | TBD |
| 5. Increase Hamilton's shovel-ready land supply by 500 acres | 2021 data available Q3-Q4 2022 | TBD |
| 6. Increase immigration to Hamilton by 25% by 2025 (2019 IRCC reported immigration admissions for Hamilton as the baseline) | 5,455 immigrants to Hamilton in 2021 – a 67.8% increase on the 2019 benchmark | Achieved |
| 7. Create and maintain a list of 1,000 living wage employers in Hamilton | Identified 240 self-identified living wage employers | On target |
| 8. Achieve an average ground-floor commercial storefront occupancy of 90% across the Business Improvement Areas | Average of BIA Occupancy: 93.18% | Achieved |
| 9. Reduce downtown office vacancy rate to pre-pandemic levels (2019 as benchmark) | 2021 Vacancy Rate: 12.9% (1.0% above the 2019 rate) | Behind Target |
| 10. Invest a minimum of \$1 million in tourism development from the Municipal Accommodation Tax (MAT) program | Municipal Service Corporation to collect MAT funds approved. On target to create MAT program. Implementation date TBD | On target |
| 11. Attract five major events that generate a total combined economic impact of at least \$50 million | 1 major event hosted in 2021, economic impact data available Q3-Q4 2022 | On target |
| 12. Increase transit ridership to pre-pandemic ridership levels by 2023 | 2021 ridership (revenue rides): 9,717,119 - 44.9% of 2019 benchmark | Behind Target |
| 13. Generate \$1 million in direct City revenue from film production activity within Hamilton | \$957,408 in revenue generated in 2021 | On target |

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: Annual Update on Economic Development Action Plan (PED22104)
(City Wide) - Page 4 of 10**

2. Update on Achieved Action Items

The completed items under the facilitation of a skilled and adaptable workforce include:

Action Item 1 (AI1): Approve and implement the Hamilton Immigration Partnership Strategy (Ongoing activity);

AI1 was completed with the launch of a new Hamilton Immigration Partnership (HIPC) Council and committee structure. This new structure expanded the HIPC membership, and allowed the implementation of the HIPC strategic plan;

Action Item 3 (AI3): Design and deliver an annual Local Economy and Workforce Needs business survey. (Ongoing activity);

AI3 was completed in December of 2021 in partnership with Workforce Planning Hamilton. Economic Development and Workforce Planning Hamilton are committed to ongoing delivery of this survey for the duration of the EDAP, with plans to do a comprehensive review of the survey's design and methodology in late Q2/early Q3 of 2022; and,

Action Item 4 (AI4): Assign a Workforce Development "lead" within the Economic Development Division.

AI4 was completed in late Q4 of 2021 with Karol Murillo, Senior Business Development Consultant, assigned as Economic Development's workforce lead. A staff workgroup has been struck to support this action item throughout the duration of the EDAP's life span. Expected goals for 2022 include the issuing of an RFP for the creation of the workforce strategy, itself.

The completed item under enhancing digital infrastructure and services is:

Action Item 19 (AI19): Develop and implement a Virtual Business Investment and Sales Tour Program. (Ongoing activity).

AI19 was completed over two development phases in 2021. Economic Development staff have expectations to continue adding a depth of features to the tool over the coming three years.

The completed item under growing business investment is:

Action Item 24 (AI24): Create and implement an economic development marketing strategy.

**SUBJECT: Annual Update on Economic Development Action Plan (PED22104)
(City Wide) - Page 5 of 10**

AI24 was completed in late Q4 of 2021 as a five-year document intended to compliment the EDAP. Economic Development staff will review this strategy at annual intervals.

The achieved item under moving goods and people is:

Action Item 48 (AI48): Work with airport partners to attract new international air cargo operators, increase and expand air routes and intensify newer fuel efficient and noise reduction air fleet. (Ongoing activity).

In support of AI48, TradePort and the City of Hamilton worked to attract investments from DHL and Amazon in the Airport Employment Growth District in 2021. Additionally, modern aircraft with increased fuel efficiency and wider bodies have increased cargo capacity while reducing trips into and out of the John C. Munro Hamilton International Airport. Moreover, older aircraft have been retired and replaced with new planes that have reduced engine noise compared to their predecessors.

The achieved items under revitalizing priority areas and placemaking:

Action Item 55 (AI55): Develop and implement a program to retrofit and modernize underutilized storefront and office spaces (e.g. pop-ups);

In support of AI55, Economic Development Staff developed the Commercial Vacancy Assistance Program. This plan was approved by Council as part of Hamilton's Community Improvement Project Plan in Q3 of 2021 as a two-year pilot program. Ongoing monitoring and reporting is expected in 2022;

Action Item 58 (AI58): Support and foster placemaking projects (including the delivery and evaluation of the Placemaking Grant Pilot Program and encouragement of pedestrianization and open street initiatives) (ongoing activity);

In support of AI58, The Placemaking Grant Pilot Program approved by Council in July 2020, funds community-led placemaking projects that animate public spaces across the city. The Placemaking Grant Pilot Program was made possible by a \$100K donation from the Patrick J. McNally Foundation;

The two-year program launched in January 2021 and accepted applications from groups of residents and local non-profit organizations. During the first application intake 30 grant applications were submitted by the community. In May 2021, \$47,530 in total funding was awarded to 13 projects; and,

**SUBJECT: Annual Update on Economic Development Action Plan (PED22104)
(City Wide) - Page 6 of 10**

Action Item 62 (AI62): Revise incentive programs to support the achievement of climate change targets (i.e. supporting the depaving of parking lots to green space, supporting charging stations).

In support of AI62, Economic Development Staff revised the Revitalizing Hamilton's Commercial Districts Community Improvement Plan. The various programs within the plan were updated to incentivize environmental sustainability in new and existing buildings within the city's commercial areas. These changes were approved by Council in Q3 of 2021.

The achieved items under building transformational projects include:

Action Item 66 (AI66): Create landmarks and enhance prominent public places and facilities across the City through the use of design competitions and integrated art (e.g. Copps Pier). (Ongoing Activity); and,

In support of AI66, Tourism and Culture Staff have identified public art as an ongoing activity for the duration of the EDAP. In 2021 Simon Frank's Watershed was selected for installation at Copps Pier Park. Additional pieces were selected for 2022 installations.

3. Update on Stretch Targets

Stretch Target 1: Add Seven Million Square Feet of New Industrial Commercial Space

2021 saw the City of Hamilton add 741,622 square feet of commercial space and 1,942,260 square feet of industrial space for a total of 2,683,882 square feet of new combined industrial and commercial space. This figure represents approximately 35.7% of the stretch target, and subsequently positions the stretch target as a very likely to be met within the life span of the EDAP.

Stretch Target 2: Generate a total of \$2.5 billion in Industrial/Commercial construction value

In 2021 the City of Hamilton achieved \$491,376,348 in industrial construction values and \$225,871,546 in commercial construction values. The combined \$717,247,894 permit value represents 28.7% of this stretch target. Given this figure it is very likely that the stretch target will be met within the lifespan of the EDAP.

**SUBJECT: Annual Update on Economic Development Action Plan (PED22104)
(City Wide) - Page 7 of 10**

Stretch Target 3: Increase new gross commercial/industrial assessment by 1.5 % per year

In 2021, the gross assessment of the industrial and commercial classes combined increased by \$204 million which is equivalent to 3.2%, far exceeding the 1.5% target. Some of the new developments across the City include the L3 Harris facility, the Bridgestone distribution centre and developments around the airport lands including the DHL facility.

Stretch Target 4: Triple the municipal tax assessment on the Stelco lands

In 2021 the Municipal Property Assessment Corporation assessed Stelco: Hamilton Works property at 386 Wilcox St. was assessed at \$42,270,000. A hearing of assessment appeals took place in February of 2022, with a pending decision expected later in 2022. This decision is likely to impact assessed values for 2022 and 2023.

Stretch Target 5: Increase Hamilton's shovel-ready land supply by 500 acres

At the time of this report's production the 2021 data were not yet available. A report to council on the 2021 land supply is expected in Q3-Q4 2022. The 2020 data note that there were 612.6 acres of shovel ready land (i.e. land that is both vacant and fully serviced) within the City of Hamilton's industrial lands. Table 3. breaks the shovel ready land down by business park.

Table 3: Employment Area Inventory 2020

| Industrial Park | Shovel-ready land (acres) |
|---|----------------------------------|
| Airport District Employment District | 60.39 |
| Ancaster Industrial Park | 73.17 |
| Bayfront and East Hamilton Industrial Areas | 98.92 |
| Dundas Industrial Area | 0.00 |
| East Hamilton Industrial Area | 23.92 |
| Flamborough Industrial Business Park | 67.78 |
| Red Hill North Industrial Business Park | 49.84 |
| Red Hill South Industrial Business Park | 152.93 |
| Stoney Creek Industrial Business Park | 77.05 |
| West Hamilton Innovation District | 8.60 |
| Total | 612.60 |

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: Annual Update on Economic Development Action Plan (PED22104)
(City Wide) - Page 8 of 10**

Stretch Target 6: Increase immigration to Hamilton by 25% by 2025 (2019 IRCC reported immigration admissions for Hamilton as the baseline)

Data from Immigration Refugees and Citizenship Canada (IRCC), noted below in Table 4, captures Hamilton's share of Canada's immigrants. These data invite some caveats: notably, the 2020 data is somewhat deflated giving the impact of the COVID-19 pandemic on admissions into the country. Consequently, the 2021 data are somewhat inflated as IRCC attempted to work through an immigration backlog. Thus, the 67.8% increase between 2019 and 2021 should only be seen as a measure of profound early success if they carry over at this level into a second year.

Table 4: Employment Area Inventory 2020

| 2019 Immigration to Hamilton | 2020 Immigration to Hamilton | 2021 Immigration to Hamilton |
|------------------------------|------------------------------|------------------------------|
| 3,250 | 2,200 | 5,455 |

Stretch Target 7: Create and maintain a list of 1,000 living wage employers in Hamilton

Economic Development Staff created a first step toward generating this list by creating an option for employers to self-identify as living wage employers in the recent Hamilton Business and Workforce Needs Survey. Among the 915 qualified responses to that survey 240 employers self-identified as living wage employers with 101 consenting to follow-up and having their information shared with partner organizations in Hamilton for verification.

This living wage question will be maintained as a fixture of future annual deliveries of the Hamilton Business and Workforce Needs Survey. Economic Development staff are also exploring the capacity to market a micro-survey focused on identifying living wage employers through the Economic Development Newsletter, direct email campaigns, and social media campaigns.

Stretch Target 8: Achieve an average ground-floor commercial storefront occupancy of 90% across the Business Improvement Areas

The average ground floor storefront occupancy across all of Hamilton's BIAs stood at 93.18% in 2021. With the rollout of the My Main Street program in Hamilton, City staff are working to support businesses operating in the city's through the current challenge of recovering from the COVID-19 pandemic.

**SUBJECT: Annual Update on Economic Development Action Plan (PED22104)
(City Wide) - Page 9 of 10**

Stretch Target 9: Reduce downtown office vacancy rate to pre-pandemic levels (2019 as benchmark)

In Q4 2021 there was 5,631,982 sq. ft. of office space available in the Downtown Urban Growth Centre, with 728,670 sq. ft. of that space vacant. These results totalled a 12.9% office vacancy rate, which is an increase of 1.0% compared with the 2019 survey results. This is the second time in two years that the office vacancy rate has increased, and this trend can largely be attributed to the COVID-19 pandemic and the changes in workplace arrangements across all sectors as seen through employees working from home and the growth of hybrid/remote work arrangements.

Stretch Target 10: Invest a minimum of \$1 million in tourism development from the Municipal Accommodation Tax program

Council approved the Municipal Accommodation Tax (MAT) in 2021. This authorized the business case for implementing and applying MAT funds and provided authorization for staff to create the Municipal Service Corporation that will collect MAT funds.

Staff in Tourism and Culture anticipate presenting a report before the end of 2022 that will seek Council's approval on a by-law that will put the MAT into effect.

Stretch Target 11: Attract five major events that generate a total combined economic impact of at least \$50 million

As the tourism sector starts to recover, Hamilton has had success in rescheduling paused major events and attracting new ones.

New attracted major events in 2021 include: the 2022 Tim Hortons NHL Heritage Classic; FIFA World Cup Men's Qualifier; ISU World Synchronized Skating Championships 2022 and 2023 110th Grey Cup.

Hamilton hosted one major event in 2021, the 2021 Grey Cup.

Stretch Target 12: Increase transit ridership to pre-pandemic ridership levels by 2023

The data in Table 6. demonstrates the extent to which the COVID-19 pandemic led to a measurable decline in HSR revenue ridership. It should be noted that the 2020 data included two months of pre-COVID-19 ridership trends, which served to inflate the overall 2020 count compared to 2021.

**SUBJECT: Annual Update on Economic Development Action Plan (PED22104)
(City Wide) - Page 10 of 10**

Table 5: HSR Annual Ridership

| 2019 Revenue Ridership | 2020 Revenue Ridership | 2021 Revenue Ridership |
|------------------------|------------------------|------------------------|
| 21,659,817 | 11,782,746 | 9,717,119 |

Preliminary monthly data from 2022 does suggest that ridership trends are beginning to increase. February 2022 reported 969,532 rides, a 56.3% increase from the 620,361 rides reported in February 2021. Should this trend hold it is quite likely that the 2022 data will report a considerable increase in ridership.

Stretch Target 13: Generate \$1 million in direct City revenue from film production activity within Hamilton

Table 6. captures the 2020 and 2021 direct City revenues from film production activity. As has been noted with previous data, the COVID-19 pandemic had an impact on slowing film production in Hamilton and around the world. However, gains in 2021 can be seen as the result of City staff implementing a number of continuous improvements since 2019, including more proactive film attraction activities. Early indicators for 2022 suggest demand for filming in Hamilton will continue at a very high level.

Table 6: City Revenue from Film Production

| 2020 Direct City Revenues | 2021 Direct City Revenues |
|---------------------------|---------------------------|
| \$382,095 | \$957,408 |

4. Next Steps and Concluding Remarks

Staff will provide the next Economic Development Action Plan annual update report in Q2 of 2023. This report will provide an update on the action items completed in 2022 and an update on any achieved stretch goals.

In the interim, Staff will continue to communicate the results of the Economic Development Action Plan to the public through strategic outreach (including media releases, interviews, familiarization tours, and event sponsorship), website promotion (including the City of Hamilton website, InvestinHamilton.ca, Tourism Hamilton, and the Hamilton Business Centre) e-newsletters, (including InvestinHamilton's e-newsletter, Tourism and Culture's e-newsletter, and updates provided to Hamilton's chambers of commerce and Business Improvement Areas) and through various social media channels.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED22104 – Status Update on All EDAP Action Items

AD/NS/CBJ/jrb



INFORMATION REPORT

Status Update on all EDAP Action Items

Table 1: Action Item Update – Facilitating a Skilled and Adaptable Workforce

| Facilitating a Skilled and Adaptable Workforce – Action Item | Status |
|---|-----------------|
| 1. Approve and implement the Hamilton Immigration Partnership Strategy. | COMPLETED |
| 2. Review the CityLAB Program for the purposes of potential continuation and expansion. | IN DEVELOPMENT |
| 3. Design and deliver an annual Local Economy and Workforce Needs business survey. | COMPLETED |
| 4. Assign a Workforce Development "lead" within the Economic Development Division. | COMPLETED |
| 5. In collaboration with the workforce development community, create and implement a Workforce Attraction, Retention & Development (Talent) Strategy. | IN DEVELOPMENT |
| 6. Collaborate with local industry to create an integrated jobs portal. | IN DEVELOPMENT |
| 7. Implement a Future of work series that acts as an experiential conduit between learners/jobseekers and employers to allow local companies to inform future employees of job and career opportunities in Hamilton. | NOT YET STARTED |
| 8. Explore the development of a Talent pipeline program. | IN DEVELOPMENT |
| 9. Implement a Hamilton Collaborative Talent Zone space where industry and local partners focus on teaching and closing any skills gaps in the Hamilton workforce. | IN DEVELOPMENT |
| 10. Apply to participate in the Municipal Nominee Program. | NOT YET STARTED |
| 11. Partner with the workforce and business community to identify employment programs, work development opportunities and initiatives in Hamilton focused on equity-seeking groups, groups disadvantaged by discrimination and marginalized communities in order to recommend future strategies to address existing needs and gaps. | IN DEVELOPMENT |

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.

Appendix "A" to Report PED22104

Page 2 of 6

Table 2: Action Item Update – Enhancing Digital Infrastructure & Services

| Enhancing Digital Infrastructure & Services - Action Item | Status |
|---|-----------------|
| 12. Advocate for and promote investment in broadband connectivity speed increase in Hamilton with a target that all rural Hamilton have access to 50/10 Mbps and urban Hamilton average speed be 100/20 Mbps and 1 Gbps options available to residents and business who need that level of service. | IN DEVELOPMENT |
| 13. Complete a City Digital Strategy. | IN DEVELOPMENT |
| 14. Complete a City of Hamilton Broadband Strategy. | NOT YET STARTED |
| 15. Develop a Smart/Connected Communications Strategy. | NOT YET STARTED |
| 16. Develop and implement expanded Public Internet Access initiatives. | IN DEVELOPMENT |
| 17. Develop and implement Digital Divide/Equity Initiatives. | IN DEVELOPMENT |
| 18. Expansion of Digital Main Street partnerships to support the growth. | IN DEVELOPMENT |
| 19. Develop and implement a Virtual Business Investment and Sales Tour Program. | COMPLETED |
| 20. Increase the number of services that can be accessed digitally/on-line for citizens and businesses. | IN DEVELOPMENT |

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.

Appendix "A" to Report PED22104

Page 3 of 6

Table 3: Action Item Update – Growing Business and Investment

| Growing Business and Investment - Action Item | Status |
|--|-----------------|
| 21. Complete and implement a Tourism Strategy 2021-2025. | IN DEVELOPMENT |
| 22. Identify opportunities to increase "social", "local" and "green" Procurement. | IN DEVELOPMENT |
| 23. Update the Film By-law. | IN DEVELOPMENT |
| 24. Create and implement an Economic Development Marketing Strategy. | COMPLETED |
| 25. Update and implement the Hamilton Music Strategy. | IN DEVELOPMENT |
| 26. Complete a feasibility study on a food business incubator to provide space, training, resources and distribution assets for entrepreneurs to access wholesale or retail markets. | IN DEVELOPMENT |
| 27. Create and implement a Business Succession Planning Program. | IN DEVELOPMENT |
| 28. Create and implement a Life Sciences Sector Strategy. | IN DEVELOPMENT |
| 29. Examine the tourism and business attraction potential of e-Gaming. | IN DEVELOPMENT |
| 30. Initiate and implement an updated Advanced Manufacturing Sector Strategy - including Aerospace, Electrical & Autonomous vehicle opportunities. | IN DEVELOPMENT |
| 31. Establish a local Energy Retrofit accelerator providing a one-stop portal for Hamilton businesses and residents to find local retrofit providers, suppliers and experts. | NOT YET STARTED |
| 32. Encourage environmental sustainability expansion of the LEED CIP. | NOT YET STARTED |
| 33. Study the feasibility of establishing an agriculture, agri-food and rural Community Improvement Plan. | NOT YET STARTED |
| 34. Update the City of Hamilton's Foreign Direct Investment Strategy. | IN DEVELOPMENT |
| 35. Operationalize the Global Hamilton Council to support Foreign Direct Investment. | IN DEVELOPMENT |
| 36. Support and pursue potential funding and partnership opportunities for Hamilton industrial manufacturers to invest in emissions reduction technologies. | IN DEVELOPMENT |
| 37. Implement a Soft-landing program for international businesses wanting to establish a presence in Hamilton. | IN DEVELOPMENT |
| 38. Identify the existing and scope of business support and initiatives in Hamilton focused on equity-seeking groups, groups disadvantaged by discrimination and marginalized communities and recommend future strategies to address needs and gaps. | IN DEVELOPMENT |

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.

Appendix “A” to Report PED22104
Page 4 of 6

Table 4: Action Item Update: Moving Goods and People

| Moving Goods and People - Action Item | Status |
|---|-----------------|
| 39. Develop a comprehensive Curbside Management Strategy. | IN DEVELOPMENT |
| 40. Finalize the Truck Route Master Plan update. | IN DEVELOPMENT |
| 41. Complete feasibility studies for A-line, S-Line and remaining Higher Order Transit (BLAST) corridors. | IN DEVELOPMENT |
| 42. Expand micro-mobility travel options such as Bike Share and E-scooters. | IN DEVELOPMENT |
| 43. Commence development of an Integrated Active Transportation Master Plan including cycling, walking and trails. | NOT YET STARTED |
| 44. Continue to investigate the potential for On-Demand Transit Services to provide or supplement regular public transit services to, from and within employment areas and community nodes, using the Flamborough On-Demand Service as a pilot. | IN DEVELOPMENT |
| 45. Design and Launch Smart Commute Hamilton Airport (SCHA) Association. The SCHA would create a program to meet the specialized needs associated with Airport-related employers by helping to coordinate individual employers travel demand management programs. | NOT YET STARTED |
| 46. Update the Goods Movement Sector Strategy. | NOT YET STARTED |
| 47. Promote and support the Transportation and Connected Vehicle industry with the Centre of Integrated Transportation and Mobility network. | IN DEVELOPMENT |
| 48. Work with airport partners to attract new international air cargo operators, increase and expand air routes and intensify newer fuel efficient and noise reduction air fleet. | COMPLETED |
| 49. Engage with transportation associations, MITL and Fluid Intelligence Program to improve goods movement capabilities, technology and improved sustainable alternatives. | IN DEVELOPMENT |
| 50. Encourage new development within the Airport and AEGD to incorporate District Energy Systems to reduce environmental impacts. | IN DEVELOPMENT |
| 51. Work with Port partners to introduce environmentally sustainable options for cargo movement through container service and increased rail and intermodal operations. | IN DEVELOPMENT |

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.

Appendix “A” to Report PED22104
Page 5 of 6

Table 5: Action Item Update: Revitalizing Priority Areas and Placemaking

| Revitalizing Priority Areas and Placemaking - Action Item | Status |
|---|-----------------|
| 52. Study the short and mid-term pandemic impacts on the Hamilton office market. | IN DEVELOPMENT |
| 53. Complete a study investigating retail trends in various commercial settings across the City. | IN DEVELOPMENT |
| 54. Develop and implement a targeted marketing campaign for Hamilton's office market. | IN DEVELOPMENT |
| 55. Develop and implement a program to retrofit and modernize underutilized storefront and office spaces (e.g. pop-ups). | COMPLETED |
| 56. Explore the feasibility of a small business accelerator centre. | IN DEVELOPMENT |
| 57. Conduct analysis and consultations regarding the potential implementation of the Small Business property tax subclass. | IN DEVELOPMENT |
| 58. Support and foster placemaking projects (including the delivery and evaluation of the Placemaking Grant Pilot Program and encouragement of pedestrianization and open street initiatives). | COMPLETED |
| 59. Transition the operating and capital obligations of the City's Entertainment Assets to Hamilton Urban Precinct Entertainment Group and facilitate the private sector's renovation/redevelopment of the Downtown Entertainment Precinct. | IN DEVELOPMENT |
| 60. Re-envision the existing Hamilton LEEDing the Way Community Improvement Plan to better incentivize environmentally sustainable development and investments. | NOT YET STARTED |
| 61. Review and update the Environmental Remediation and Site Enhancement (ERASE) Community Improvement Plan. | NOT YET STARTED |
| 62. Revise incentive programs to support the achievement of climate change targets (i.e. supporting the depaving of parking lots to green space, supporting charging stations). | COMPLETED |
| 63. Update all Commercial Market Assessments for individual Business Improvement Areas. | NOT YET STARTED |
| 64. Promote and establish the West Hamilton Innovation District / McMaster Innovation Park as a global leader innovation, commercialization for Life Sciences, Bio-Manufacturing, and advanced manufacturing. | IN DEVELOPMENT |

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.

Appendix “A” to Report PED22104
Page 6 of 6

Table 6 Action Item Update: Building Transformational Projects

| Building Transformational Projects - Action Item | Status |
|---|-----------------|
| 65. Complete feasibility study on how to leverage economic potential of waterfalls and adjacent natural amenities with consideration to environmental and neighbourhood impacts. | NOT YET STARTED |
| 66. Create landmarks and enhance prominent public places and facilities across the City through the use of design competitions and integrated art (e.g. Copps Pier). | COMPLETED |
| 67. Prepare a strategy to re-develop City-owned assets with the objective of creating shovel-ready projects for the purposes of affordable housing. | IN DEVELOPMENT |
| 68. Implement the Bayfront Strategy. | IN DEVELOPMENT |
| 69. Complete Dickenson Road trunk sewer to the Airport Employment Growth District. | IN DEVELOPMENT |
| 70. Complete Dartnall Road extension to Dickenson Road. | IN DEVELOPMENT |
| 71. Prepare and execute a Master Development Agreement for the City-owned Barton-Tiffany Lands, with the intention of creating a film studio hub. | IN DEVELOPMENT |
| 72. Execute the West Harbour Re-Development Plan on the City-owned lands transforming the area into a recreational, commercial and residential waterfront destination. | IN DEVELOPMENT |
| 73. Explore and implement decarbonization initiatives with local industry. | IN DEVELOPMENT |
| 74. Promote Hamilton's District Energy Systems to major construction projects as a climate change benefit and as a low carbon alternative to traditional energy systems. | IN DEVELOPMENT |
| 75. Encourage new development within the Airport and AEGD to incorporate District Energy Systems to reduce environmental impacts. | IN DEVELOPMENT |
| 76. Support private and public sector efforts to further start-up business development including attracting and supporting expansion of research facilities. | IN DEVELOPMENT |
| 77. Collaborate with Metrolinx, the impacted BIAs, and the Hamilton Chamber of Commerce on strategies and tactics to mitigate negative impacts of construction and maximizing the economic uplift benefits of the LRT investment. | NOT YET STARTED |

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.



2021-2025 ECONOMIC DEVELOPMENT ACTION PLAN

Six Priorities



- ▶ **FACILITATING A SKILLED AND ADAPTABLE WORKFORCE**
- ▶ **ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES**
- ▶ **GROWING BUSINESS AND INVESTMENTS**
- ▶ **MOVING GOODS AND PEOPLE**
- ▶ **REVITALIZING PRIORITY AREAS AND PLACEMAKING**
- ▶ **BUILDING TRANSFORMATIONAL PROJECTS**

Scorecard – Action Items

| EDAP Priority Area | Action Items Completed in 2021 | Action Items in Development in 2021 | Action Items Not Yet Started In 2021 |
|---|--------------------------------|-------------------------------------|--------------------------------------|
| Skilled and Adaptable Workforce | 3 | 6 | 2 |
| Enhancing Digital Infrastructure & Services | 1 | 6 | 2 |
| Growing Business and Investment | 1 | 14 | 3 |
| Moving Goods and People | 1 | 9 | 3 |
| Revitalizing Priority Areas and Placemaking | 3 | 7 | 3 |
| Building Transformational Projects | 1 | 10 | 2 |
| All EDAP Actions | 10 | 52 | 15 |



COMPLETED/ACHIEVED ACTION ITEMS IN 2021



FACILITATING A SKILLED AND ADAPTABLE WORKFORCE

Actions Completed:

- ✓ Approve and implement the Hamilton Immigration Partnership Strategy (Ongoing activity)
- ✓ Design and deliver an annual local economy and workforce needs business survey (Ongoing activity)
- ✓ Assign a Workforce Development "lead" within the Economic Development Division



ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES

Actions Completed:

- ✓ Develop and implement a Virtual Business Investment and Sales Tour Program (Ongoing activity)



GROWING BUSINESS AND INVESTMENT

Actions Completed:

- ✓ The creation of an economic development marketing strategy



MOVING GOODS AND PEOPLE

Actions Completed:

- ✓ Work with airport partners to attract new international air cargo operators, increase and expand air routes and intensify newer fuel efficient and noise reduction air fleet. (Ongoing activity)



REVITALIZING PRIORITY AREAS AND PLACEMAKING

Actions Completed:

- ✓ Develop and implement a program to retrofit and modernize underutilized storefront and office spaces (e.g. pop-ups)
- ✓ Revise incentive programs to support the achievement of climate change targets (i.e. supporting the depaving of parking lots to green space, supporting charging stations)
- ✓ Support and foster placemaking projects (including the delivery and evaluation of the Placemaking Grant Pilot Program and encouragement of pedestrianization and open street initiatives) (ongoing activity)



BUILDING TRANSFORMATIONAL PROJECTS

Actions Completed:

- ✓ Create landmarks and enhance prominent public places and facilities across the City through the use of design competitions and integrated art (e.g. Copps Pier). (Ongoing Activity)

Completed Priority Action Items, Q1-Q2 2022

- ✓ Review the CityLAB Program for the purposes of potential continuation and expansion
- ✓ Complete a feasibility study on a food business incubator to provide space, training, resources and distribution assets for entrepreneurs to access wholesale or retail markets
- ✓ Create and implement a Life Sciences Sector Strategy
- ✓ Finalize the Truck Route Master Plan update



STRETCH TARGET UPDATES

ST13: Generate \$1 million in direct City revenue from film production activity within Hamilton

Target Status: On Target

In 2021 the City of Hamilton generated \$957,408 in direct revenue from film production.



ST12: Increase transit ridership to pre-pandemic ridership levels by 2023

Target Status: Behind Target

2019 Revenue Generating Rides: 21,659,817

2021 Revenue Generating Rides: 9,717,119



ST11: Attract five major events that generate a total combined economic impact of at least \$50 million

Target Status: On Target

Hamilton's one major event for 2021 was the 2021 Grey Cup. Though economic impact is still being calculated, preliminary estimates place the value of the event in the tens of millions of dollars.



ST10: Invest a minimum of \$1 million in tourism development from the MAT program

Target Status: On Target

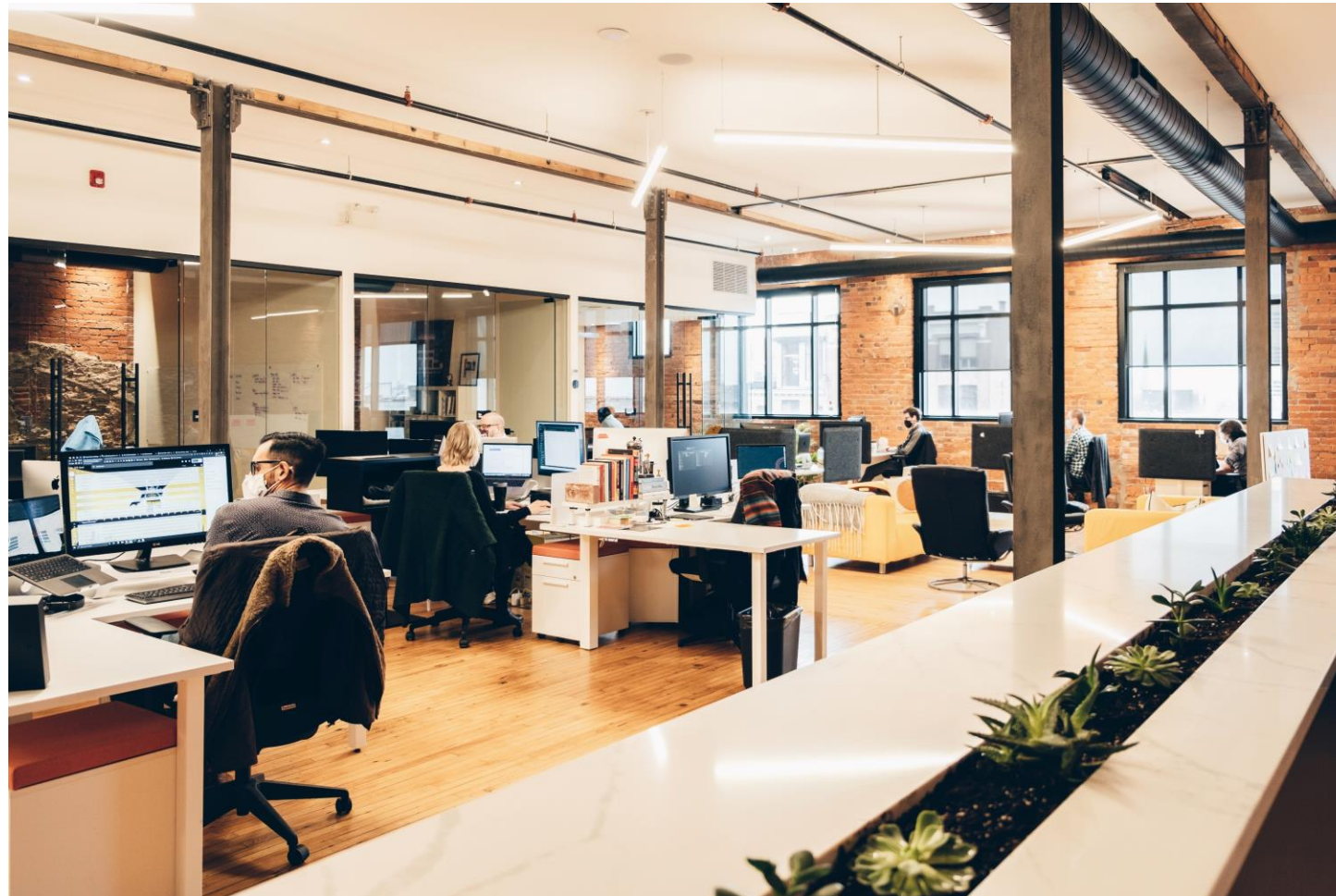
Council approved the Municipal Accommodation Tax in 2021. Tourism and Culture staff anticipate presenting Council with a proposed by-law to enact the MAT in 2022.



ST9: Reduce downtown office vacancy rate to pre-pandemic levels (2019 benchmark)

Target Status: Behind Target

In Q4 2021, there was a 12.9% office vacancy rate, which is an increase of 1.0% compared with the 2019 survey results.



ST8: Achieve an average ground-floor commercial storefront occupancy of 90% across the Business Improvement Areas

Target Status: Achieved

Ground floor occupancy across all of Hamilton's BIAs stood at an average of 93.2% in 2021.



ST7: Create and maintain a list of 1,000 living wage employers in Hamilton

Target Status: On target

The December 2021 Hamilton Workforce and Business Needs Survey saw 240 employers self-identify as living wage employers.



ST6: Increase immigration to Hamilton by 25% by 2025 (2019 IRCC reported immigration admissions for Hamilton as the baseline)

Target Status: Achieved

In 2021 Hamilton attracted 5,455 immigrants, a **67.8% increase on 2019's data.**



ST5: Increase Hamilton's shovel-ready land supply by 500 acres

Target Status: To be determined

The 2020 data note that there were 612.6 acres of shovel ready land (i.e. land that is both vacant and fully serviced) within the City of Hamilton's industrial business parks.



ST4: Triple the municipal tax assessment on the Stelco lands

Target Status: To be determined

In 2021 Stelco's property at 386 Wilcox St. was assessed at \$42,270,000.



ST3: Increase new gross commercial/industrial assessment by 1.5 % per year

Target Status: On target

In 2021, the gross assessment of the industrial and commercial classes combined increased by \$204 million.



ST2: Generate a total of \$2.5 billion in Industrial/Commercial construction value

Target Status: On Target

In 2021 the City of Hamilton achieved \$491,376,348 in industrial construction values and \$225,871,546 in commercial construction values.



ST1: Add Seven Million Square Feet of New Industrial & Commercial Space

Status: On Target

In 2021 Hamilton added 741,622 square feet of commercial space and 1,942,260 square feet of industrial space, for a total of 2,683,882 square feet.



Scorecard – Stretch Targets

| Stretch Target | 2021 Update | Current Status |
|---|---|----------------|
| 1. Add seven million square feet of new Industrial/Commercial space | 2,683,882 square feet added | On target |
| 2. Generate a total of \$2.5 billion in Industrial/Commercial construction value | \$717,247,894 generated | On target |
| 3. Increase new gross commercial/industrial assessment by 1.5 % per year | 3.2% increase in assessment in 2021 (\$204 million) | On target |
| 4. Triple the municipal tax assessment on the Stelco lands | 2021 assessment: \$42,270,000 | TBD |
| 5. Increase Hamilton's shovel-ready land supply by 500 acres | 2021 data available Q3-Q4 2022 | TBD |
| 6. Increase immigration to Hamilton by 25% by 2025 (2019 IRCC reported immigration admissions for Hamilton as the baseline) | 5,455 immigrants to Hamilton in 2021 – a 67.8% increase on the 2019 benchmark | Achieved |
| 7. Create and maintain a list of 1,000 living wage employers in Hamilton | Identified 240 self-identified living wage employers | On target |

Scorecard – Stretch Targets

| Stretch Target | 2021 Update | Current Status |
|---|---|----------------------|
| 8. Achieve an average ground-floor commercial storefront occupancy of 90% across the Business Improvement Areas | Average of BIA Occupancy: 93.18% | Achieved |
| 9. Reduce downtown office vacancy rate to pre-pandemic levels (2019 as benchmark) | 2021 Vacancy Rate: 12.9% (1.0% above the 2019 rate) | Behind Target |
| 10. Invest a minimum of \$1 million in tourism development from the Municipal Accommodation Tax program | Municipal Service Corporation to collect MAT funds approved. | Baseline Established |
| 11. Attract five major events that generate a total combined economic impact of at least \$50 million | 1 major events in 2021, economic impact data available Q3-Q4 2022 | On target |
| 12. Increase transit ridership to pre-pandemic ridership levels by 2023 | 2021 ridership (revenue rides): 9,717,119 - 44.9% of 2019 benchmark | Behind Target |
| 13. Generate \$1 million in direct City revenue from film production activity within Hamilton | \$957,408 in revenue generated in 2021 | On target |

Next Steps

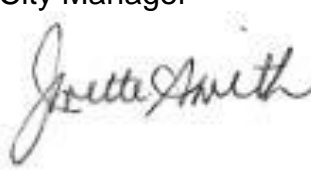

Hamilton

2021-2025

ECONOMIC DEVELOPMENT
ACTION PLAN



INFORMATION REPORT

| | |
|---------------------------|---|
| TO: | Mayor and Members General Issues Committee |
| COMMITTEE DATE: | July 4, 2022 |
| SUBJECT/REPORT NO: | City Manager 2021 – 2022 Review (CM22011) (City Wide) |
| WARD(S) AFFECTED: | City Wide |
| PREPARED BY: | Shannon Honsberger (905) 546-2424 Ext 6524 |
| SUBMITTED BY: | Janette Smith City Manager |
| SIGNATURE: |  |

BACKGROUND

The City of Hamilton is committed to supporting all employees' growth and development by effectively managing performance through the Performance Accountability and Development process. This process includes the City Manager, who is tasked with providing strategic leadership and guidance to the corporation in line with Council's strategic plan and priorities.

The performance review presentation of the City Manager, Janette Smith, takes place annually, following the approval of the budget.

INFORMATION

1. July 2021 – June 2022 Overview

A major focus of the last year was the continued management of COVID-19 impacts across the city. This included:

- Ongoing public health measures such as contact tracing, public health communications, and enforcement.
- A comprehensive sustained vaccination program to ensure access to two doses as well as booster shots of COVID-19 vaccine for all Hamiltonians 12 years of age and older. As of May 20th, 2022, over 1.2 million doses have been administered.
- 337 employees were redeployed to support this work between May 2021 and April 2022.

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: City Manager 2021 – 2022 Review (CM22011) - Page 2 of 5

- Adapting and increasing the shelter system capacity as well as operating warming centres during extreme cold alerts.

Through the success of the vaccination program, improved natural immunity to the virus, and the introduction of anti-virals, the city has been able to lift the state of emergency and return to a greater state of normalcy in Spring 2022. There continues, however, to be an emphasis on vaccinations, wearing masks when in crowded indoor settings and staying home if ill.

As the city moves away from emergency management, recovery work is well underway.

A COVID-19 Recovery Framework was tabled with Council in Q3 of 2021 which addressed:

- Municipal service recovery (i.e. reducing the digital divide, transit ridership recovery, reopening service counters, etc.).
- Term of Council priorities (i.e. climate mitigation and adaptation, expanding the cycling network, adaptation and transformation for people experiencing homelessness).
- Economic Recovery (i.e. Mayor's Task Force Recommendations, Economic Development Action Plan, Tourism, etc.).
 - 74% of the Mayor's Task Force on Economic Recovery recommendations have either been implemented or brought forward as part of the 2021-2025 Economic Development Action plan which was approved in Q4 2021. This represents a 54% increase over this time last year.
- Partnerships and collaboration with other governments (i.e. housing, digital infrastructure, procurement and sustainable financing).
- Return to the workplace, and employee mental health and wellbeing.

With respect to returning to the office, the city has prepared two reports to guide workplace transition: Our Future Work Models and Return to Work Strategy. Both reports were tabled with Council in Q3 2021. In alignment with these documents, the city has:

- Implemented the four models from Our Future Work Models: office employees, home employees, hybrid employees, and mobile and front-line employees.
- Reopened all service counters and resumed in-person Council meetings
- Begun to update Human Resources tools and policies to reflect these new working models.

Work also continues in support of the Term of Council priorities that were confirmed by Council in January 2020, with their importance reinforced throughout the COVID-19 pandemic (i.e., climate change, multi-modal transportation, homelessness and affordable housing, equity, diversity, and inclusion, integrated growth and development,

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: City Manager 2021 – 2022 Review (CM22011) - Page 3 of 5

trust and confidence in city government, fiscal health and financial management, healthy and respectful workplace).

Achievements since the 2020 – 2021 City Manager review include:

- Development of the draft “ReCharge Hamilton – Our Community Energy + Emissions Plan” and the “Hamilton Climate Change Impact Adaptation Plan” which were received by Council in June 2022.
- Council approval in Q3 2021 of the Equity, Diversity, and Inclusion framework and related training plan. A Senior Project Manager was hired in April 2022 to advance the work.
- Launch of an online Equity, Diversity, and Inclusion training module for all supervisors and above in June 2022.
- Committee receipt of the Landmarks and Monuments Review (June 2022)
- New Board of Directors and Executive Director at the Hamilton Anti-Racism Resource Centre are now in place. City staff are working with the Executive Director on sustainable funding and responding to hate-related incidents in the community.
- Continued implementation of the updated 10-year housing and homelessness action plan:
 - Rent Ready Program which supported 683 households pay rent, utility arrears, or first/last month’s rent,
 - Canada Ontario Housing Benefit used to support 192 households pay rent,
 - Use of \$34.5 million in federal investment via the Rapid Housing Initiative to build 155 affordable housing units,
 - Street outreach to 565 individuals in encampments, with 81 housed direct from encampments, and over 540 accessed shelter beds,
 - \$950,000 in annual funding towards a new shelter for women, Indigenous women, trans-feminine, trans-masculine and non-binary community members experiencing homelessness, and
 - Working with key stakeholders and the Province for operational funding for 100 homeless individuals who need significant mental health and addictions support to achieve successful tenancy.
- Updates to the Urban Official Plan, based on Council’s adoption of a “No urban boundary growth scenario” were approved by Council in May 2022 and will go to the Province for approval in June 2022.
 - Staff analysis of Bill 109 – More Homes for Everyone Act, 2022 is underway.
- Posted the Routine Disclosure/Active Dissemination Policy to the City website in that guides the disclosure of information to the public and supports transparency.
- Developed policies, procedures, and guidelines to support staff who manage personal information in the City’s custody.

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: City Manager 2021 – 2022 Review (CM22011) - Page 4 of 5

Within the City Manager's Office, there has been a focus on:

- Ensuring a healthy and supportive workplace with the completion of the 2021 Our People Survey with a 62 % response rate. Results were tabled with Council in Q1 2022, rolled out to all staff and now action planning is underway.
- Government relations planning
 - Federal election priorities approved by Council in August 2021.
 - Government relations strategy approved in April 2022.
 - Provincial election proprieties approved April 2022.
- Public engagement policy and framework
 - Scope of work approved by Council in October 2021.
- Access and use of data
 - Increased the number of datasets available on Open Hamilton by 9%.
 - Vision 0, COVID-19, and housing dashboards launched.
 - HR dashboard continues to expand.
 - a new budget system has been implemented to integrate operating and capital budgets resulting in more efficient, effective, and accurate reports.

2. Looking Ahead 2022 - 2023

Moving forward with COVID-19 recovery will include:

- A review of the City's COVID-19 Emergency response.
- The Emergency Operations Centre will monitor virus activity in the community as we move into fall and winter.
- Increase online service delivery.
- COVID-19 recovery plans for health and social service programs.
- Continued work with partners on community impacts.

In order to advance the Term of Council priorities over the coming year, efforts will be focused on:

- Begin implementation of the Community Energy and Emissions Plan and Climate Change Impact Adaptation Plan actions once approved by Council (Q2 2022) including sustainable resourcing model.
- Completing Light Rail Transit related agreements and advance the Light Rail Transit project in partnership with Metrolinx and Ministry of Transportation.
- Present the Complete, Liveable, Better Streets Design Manual to Council Q3 2022.
- Executing the Equity, Diversity, and Inclusion framework including anti-discrimination training, and advance the Urban Indigenous Strategy Workplan.
- Develop a sustainable Housing Delivery Model and Investment Framework across the continuum that is responsive, reduces dependency on unsustainable interventions, leverages all available housing and Planning Act tools, and accounts for future pressures in the system including end of mortgage and end of operating financial models by Q3 2022.

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: City Manager 2021 – 2022 Review (CM22011) - Page 5 of 5

- Developing and implementing strategies to adapt to and mitigate impacts of More Homes for Everyone Act, some of which will be implemented in Q2 and in Q4.
- Seeking Council approval of the Asset Management Plan for core assets (roads, bridges, water, wastewater and stormwater) by July 2022 and completing an Asset Management Strategy by Q4 2022 detailing the city's approach to asset management for all assets.
- Presenting the recommended Public Engagement Policy and Administrative Framework to Council Q2 2022.
- Continuing to advance access by design and privacy by design principles across the organization.

Human Resources organizational priorities are more important than ever before as we adapt to the new work models; see the impacts of the pandemic on employees' mental health and well-being; and face increased competition for top talent. Simply put, we are in a fight to retain and recruit talent.

In fact, Strategy Corp, a firm that specializes in providing strategic advisory services, conducted its annual survey of Ontario Chief Administrative Officers in 2021 and for the first time in the history of the survey, the top area of concern was human resources. The City will:

- Analyze, and action items highlighted in the December 2021 Our People Survey.
- Review the implementation of Our Future Work Models strategy to address impacts on facility needs, and other policies that may need to be modified to modernize our workplace and ensure we are competitive.
- Advance succession planning, recruitment and retention strategies and address barriers to retain and compete for top talent.
- Enter collective bargaining in early 2023. Preparations for this process will take place through the remainder of 2022.

Priorities within the City Manager's Office will be to:

- Implement the Council-approved Government relations strategy.
- Advance enterprise electronic and records management across the corporation,
- Increase access and use of data for decision making and identification of continuous improvement initiatives.
- Orient new members of Council.
- Update the City's Strategic Plan and establish term of Council priorities with the new Council.

APPENDICES

NA

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

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

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



CITY MANAGER 2021-22 REVIEW

2021-22 Achievements – COVID-19

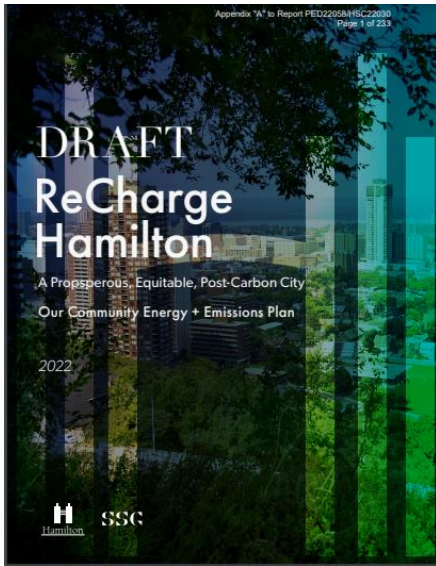
- Redeployed 337 employees to support vaccination program, delivered 1.2 million doses by May 2022
- Increased shelter capacity to address COVID-19 demand
- Tabled Recovery Framework in Q3 2021
- Implemented return to work protocols



2021-22 Achievements – Term of Council Priorities



- ReCharge Hamilton: Our Community Energy + Emission Plans and Hamilton’s Climate Change Impact Adaptation Plan (Q2 2022)
- Equity, Diversity, and Inclusion Framework (Q3 2021) and training module (Q2 2022)
- Housing and Homelessness: 875 households supported through Rent Ready Program and Canada Ontario Housing Benefit
- Updated Urban Official Plan based on “no urban boundary growth scenario”



HAMILTON Climate Change Impact Adaptation



2021-22 Achievements – City Manager’s Office

- Government Relations Planning and Priorities
- Public Engagement Framework consultation
- Increased access to data and transparency
- 62% response rate on Our People Survey

Canada 

Ontario 

 Hamilton

Explore Open Data by Category



All data



Business & Economy



City Services



Census & Demographics



Culture & Tourism



Environment



Health & Safety



Infrastructure



Parking & Transportation



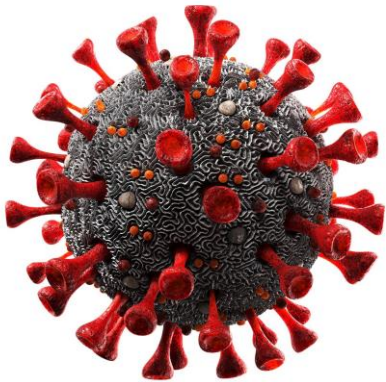
Parks & Recreation



Housing and Homelessness Dashboard



2022-23 Focus – COVID-19



- Review Covid-19 Emergency Response
- Emergency Operations Centre monitoring role
- Increase online service delivery
- Recovery planning for health and social service programs
- Preparing for possible future waves of the virus
- Continued work with partners on community impacts



2022-23 Focus – Term of Council Priorities

- Implement climate change mitigation and adaptation plans
- LRT project advancement
- Bring forward Complete Streets design manual
- Develop sustainable housing delivery model and address Bill 109 – More Homes for Everyone Act

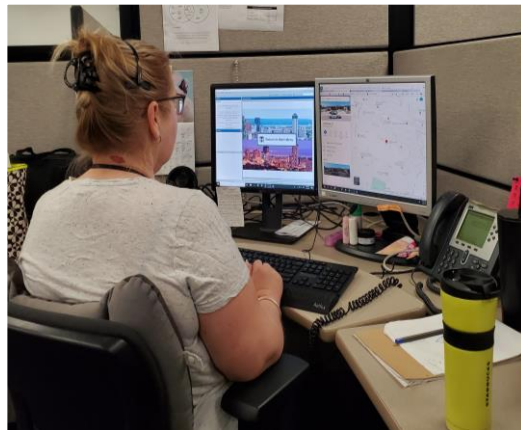


HAMILTON Climate Change Impact Adaptation



2022-23 Focus – City Manager’s Office

- Address recruitment and retention challenges, “fight for talent”
- Orient new members of Council
- Update City’s Strategic Plan and establish new Term of Council priorities
- Implement government relations strategy
- Advance electronic and records management
- Increase use of data





Hamilton

THANK YOU



INFORMATION REPORT

| | |
|---------------------------|--|
| TO: | Mayor and Members General Issues Committee |
| COMMITTEE DATE: | July 4, 2022 |
| SUBJECT/REPORT NO: | Term of Council Priorities 2018 to 2022 Summary Report (CM16003(e)) (City Wide) |
| WARD(S) AFFECTED: | City Wide |
| PREPARED BY: | Lisa Zinkewich (905) 546-2424 Ext. 5312 |
| SUBMITTED BY: | Janette Smith City Manager |
| SIGNATURE: |  |

COUNCIL DIRECTION

Council received Report CM16003(d) in January 2020, confirming the term of Council priorities. Priorities included climate change, multi-modal transportation, homelessness and affordable housing, Equity, Diversity & Inclusion (EDI), integrated growth and development, trust and confidence in city government, fiscal health and financial management, and a healthy and respectful workplace.

BACKGROUND

Term of Council priorities guide staff efforts and guide of the prioritization of investments based on the collective will of Council, in alignment with the desired outcomes of the City's strategic plan. As we responded to, and now adjust to living with COVID-19 in our communities, these term of Council priorities have been reinforced and despite significant resources being diverted towards the City's extended emergency response, progress across all term of Council priorities as been achieved.

Below is the overview of the achievements related to Term of Council priorities from 2018 to 2022.

Climate Change

Hamilton's response to the climate crisis declared by Council (2019) has followed parallel tracks for both climate change mitigation and climate change adaptation. Through the development of planning frameworks, along with concurrent

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: Term of Council Priorities 2018 to 2022 Summary Report (CM16003(e))
(City Wide) - Page 2 of 8**

implementation of immediate actions to achieve net zero greenhouse gas (GHG) emissions before 2050, 2019 community-wide GHG emissions declined by 2% over 2018, totaling a 33% reduction over the 2006 baseline and Corporate-wide GHG emissions continue to experience a steady decline over the 2005 baseline totaling approximately a 43% reduction in 2019, with a 2% decline from 2018. The continued integration of efforts to address climate change, through the creation of a Climate Change Action Strategy that merges climate change mitigation and climate change adaptation, stresses the importance of both the reduction of greenhouse gasses while building resiliency to the impacts of climate change.

Climate Change positive actions include:

- Investment of ~\$57.3 million (2019 to 2022) in bicycle infrastructure, tree planting, electrification of vehicles and equipment, stormwater flooding mitigation etc.
- Updated Corporate Energy and Sustainability Policy, including new greenhouse gas emission targets (50% by 2030 and 100% by 2050).
- Approval (2021) and implementation of Corporate Green Fleet Strategy, with a goal to reduce fleet emissions by 18.4% by 2024 (excludes transit, fire, police)
- Allocation of \$1.5 million towards a newly created climate change reserve fund.
- Council received the draft “ReCharge Hamilton – Our Community Energy + Emissions Plan” (June 2022), setting the pathway to net zero GHG emissions by 2050 and increasing energy resilience, economic prosperity and building from Hamilton’s strengths.
- Council received the draft Hamilton Climate Change Impact Adaptation Plan (June 2022) with a focus on working to ensure a healthy, equitable, vibrant and sustainable community that responds to the needs of all.
- Eco Driving and Anti-Idling training for all fleet operators is planned to begin in Fall 2022. An anti-idling awareness campaign for all city staff will also begin at this time.

Multi-Modal Transportation

Over this Term of Council, the city advanced a multi-faceted approach to improve roadway safety through the promotion of a safe systems approach focused on safe drivers, safe speeds, safe roads and safe vehicles. In addition, the City leveraged its partnerships to increase the active transportation network and enhance transit with a goal of achieving greater modal splits in accordance with the Transportation Master Plan (updated modal splits unavailable due to delays in the Transportation Tomorrow Survey caused by the COVID-19 pandemic).

Actions in support of achieving improved modal splits include:

**SUBJECT: Term of Council Priorities 2018 to 2022 Summary Report (CM16003(e))
(City Wide) - Page 3 of 8**

- Implementation of the approved (2019) Strategic Road Safety Program and the Vision Zero Action Plan which resulted in the planned installation by the end of 2022 traffic safety measures, including 42 red light cameras, 24 speed cameras, creation of 36 community safety zones and 176 of a planned 233 neighbourhood speed reduction programs.
- Council direction (May 2022) to initiate work that will lead to the conversion of Main Street to two-way traffic as an immediate safety intervention.
- Complete, Livable, Better Streets Design Manual to be brought forward for Council approval (August 2022).
- Addition of 54.5 km of enhanced cycling facilities, with an additional 32.1 km planned in 2022, from a \$17.55 million investment (\$9.09 million from partners).
- Signing of a new Light Rail Transit Memorandum of Understanding and re-establishment of all administrative infrastructure to support the planning and construction of the Hamilton LRT by Metrolinx.
- Continued implementation of years 4 through 6 of the Ten-Year Local Transit Strategy (implementation paused in 2020 due to COVID-19 implications) resulting in service enhancements on BLAST network corridors, launch of HSR myRide on-demand transit in Waterdown and 95,000 increased annual service hours through the addition of 27 buses in 2021 and 2022.

* *The COVID-19 pandemic impacted the City's multi-modal transportation goals, particularly transit ridership, which saw a 46% decrease in 2020 and 15% in 2021.*

Homelessness & Affordable Housing

As the Housing Service Manager, the City has focused on fostering partnerships with numerous stakeholders in the community, including urban Indigenous leaders. Through its efforts and key relationships, the City has continued to build a coordinated housing and homeless-serving system in collaboration with community and government partners to ensure everyone in Hamilton has a home, ending chronic homelessness.

This goal is guided by the Council approved 10-year Housing and Homelessness Action Plan (2020) and Hamilton's Systems Planning Framework: Coming Together to End Homelessness, encompassing the entire housing continuum including homelessness prevention and services, emergency shelters, transitional and supportive housing, rent-geared-to-income housing, market rental housing and affordable homeownership.

The City will continue to advocate other levels of government for supports to accommodate individuals who have varying and complex health challenges, including mental health and addictions for which the City lacks the mandate, funds and expertise to address on its own. Addressing this gap will be critical to meeting the goal of ending chronic homelessness.

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: Term of Council Priorities 2018 to 2022 Summary Report (CM16003(e))
(City Wide) - Page 4 of 8**

Housing outcomes achieved include:

- Annual average of 629 applicant households housed from the waitlist (9% of the total waitlist on average).
- Continued investment of \$562 million, including \$256 million from City of Hamilton budgets.
- Construction of an average of 55 new affordable housing units per year with 155 new affordable housing units expected to be available in 2022 as a result of funding received from the federal government as part of Canada's Rapid Housing Initiative.
- In 2021 there as a one-time investment of \$2 million for housing allowances for clients of City funded Intensive Case Management programs.
- Commitment of \$950,000 in annual funding towards a new shelter supporting equity seeking groups, including women, Indigenous women, trans-feminine, trans-masculine and non-binary individuals experiencing homelessness.
- Increase of 95 temporary shelter beds, including 15 women-only beds in fall 2021 and 50 beds (surge capacity 75) in First Ontario place during the peak of the COVID-19 pandemic in 2020, which caused a surge in demand across the homeless serving system.
- Annual investment of \$1 million from the Municipal Poverty Reduction Fund towards indigenous housing supports
- Council approval for a Vacant Home Tax which would deter vacancies and improve housing saturation across the city in June 2022.

Equity, Diversity & Inclusion

The City is committed to ensuring equity-seeking communities feel safe, supported and have an enhanced sense of belonging through strengthening community capacity, City responsiveness and creating inclusive engagement opportunities.

Achievements that support greater understanding and inclusion include:

- Approval and implementation of the City's Urban Indigenous Strategy (2019).
- Approval and implementation of interim Archaeological Monitoring Policy (2020).
- Receipt of the Landmarks and Monuments Review by Committee.
- Re-establishment of Hamilton Anti-Racism Resource Centre and installation of its Board.
- Approval and implementation of City's Hate Flags and Symbols Policy (2021), banning signs or decoration with include expressions and symbols associated with hate from City public property.

Corporate wide initiatives have also been undertaken to ensure the City itself provides a work environment that is safe, supported and that its employees feel an enhanced sense of belonging to. In support of this, Council approved the City's Equity Diversity

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: Term of Council Priorities 2018 to 2022 Summary Report (CM16003(e))
(City Wide) - Page 5 of 8**

and Inclusion (EDI) framework (2021) to embed EDI principles into all service planning and delivery, and policy development.

The ongoing citywide employment equity survey has illustrated an increase in employment for equity seeking groups, including people who identify as women, persons with disabilities and racialized individuals in 2021, over the 2020 baseline. Despite modest gains, the greatest opportunity remains on increasing employment opportunities for those who identify as a Person with a Disability. Employment equity data collection continues to evolve in areas such as retention and promotion and will be used to ensure the City's talent strategy leads to an organization that reflects our community at all levels, including our senior leadership.

Integrated Growth & Development

The City has been focused on moving through a process to update the Urban and Rural Official Plans to conform with Provincial planning documents, to meet City of Hamilton growth forecasts by 2051 for population and employment, identifying where and how population and employment growth can be accommodated. Population growth is tracking to meet provincial growth targets, increasing from 566,532 in 2018 to 584,000 in 2021. Employment growth is only slightly behind the target (96%), increasing from 216,050 in 2018 to 228,432 in 2021.

Growth and development related outcomes include:

- Advanced GRIDS2 and work to implement Council's No Urban Boundary Growth Scenario expansion, including a Municipal Comprehensive Review (MCR), Lands Needs Assessment and How Should Hamilton Grow evaluation of growth options (June 2022).
- Approval of 2021-2025 Economic Development Action Plan (2021), including the integration of the Mayor's Task Force on Economic Recovery recommendations.
- Facilitated record building permit construction, exceeding \$2 billion in 2021 and 10,789 new dwelling units through Q1 2022.
- Launch of e-plans allowing individuals to track their building permits online and support the uninterrupted processing of development applications during the peak of COVID-19.
- Negotiation and approval of Downtown Entertainment Precinct master agreement. Agreement will save taxpayers \$155 million over 30 years, \$50 million upgrade to First Ontario Place as well as upgrades to other City-owned facilities.
- Redevelopment of the City's downtown waterfront, including residential and commercial development on Pier 8. Estimated value is \$160 million.

Trust & Confidence in City Government

The City of Hamilton is committed to providing the public with greater access to City government information and opportunities to become more engaged in decision making

**SUBJECT: Term of Council Priorities 2018 to 2022 Summary Report (CM16003(e))
(City Wide) - Page 6 of 8**

processes that impact their community, promoting an open approach to government and ensuring public information is readily available, accessible, transparent and inclusive.

Outcomes that support increased transparency and accountability include:

- Council approved Routine Disclosure and Active Dissemination Policy (2019) in alignment with Access by Design principles supporting greater access to government information and increase in transparency. This resulted in the release of Departmental Routine Disclosure and Active Dissemination plans on hamilton.ca in 2021 and new practices implemented including the inclusion of Council Communication Updates sent via email to Council agendas, separation of information to limit what is shared in-camera, posting of consultant reports that identify imminent risks to human health or safety and all Orders to the City's website.
- Corporate Privacy Program established and implemented in alignment with Privacy by Design principles, which is responsible for developing, implementing, and monitoring the information privacy practices (policies, procedures, operations) across all City departments, divisions and business units.
- New website that will prioritize searchability and make it easier for citizens to find the information they are looking for in a timely manner (launch summer 2022).
- 88% increase in the number of open data sets available since 2018.
- Launch (2020) of an online engagement platform, Engage Hamilton, to allow citizens to participate in engagement efforts from anywhere at any time. Since launch, the platform has featured 62 projects and welcomed 63,000 visitors.
- Implementation of the Fraud and Waste Hotline pilot. Since hotline launch, 32% of investigations have been confirmed resulting in \$439,000 in Loss or Waste Substantiated.
- Second Ontario municipality to provide real-time on-line reporting of sewage overflow, beginning in June 2019.

Fiscal Health & Financial Management

The City continues to ensure opportunities are realized to enhance its ability to support sustainable service delivery through regular review of its financial policies, evolution and enhancement of its budget management and monitoring tools, in addition to an increased focus on asset management to protect our ability to finance infrastructure renewal as well as fund future investment.

Positive financial outcomes and improved management practices include:

- Continued strengthening of relationships with partners through the Council approval (2021) of a comprehensive government relations plan and framework and advocacy around City priorities to senior levels of government, supporting open, pro-active and transparent relationships, leading to the optimization of funding opportunities.

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: Term of Council Priorities 2018 to 2022 Summary Report (CM16003(e))
(City Wide) - Page 7 of 8**

- Upgraded the City’s global credit rating to AAA stable.
- Continue to support sustainable investments and management of funds and reserves resulting in an average annual increase in the gross percent realized return on investments of 2.64% between 2018 – 2021.
- Development of an integrated financial management and delivery platform that allows for enhanced reporting and tracking, new budget system and introduction of internal financial dashboards.
- Anticipated approval of Asset Management Plan for Core Assets (June 2022) in accordance with Ontario Regulation 588/17 which requires Municipalities to have asset management plans in place for all assets to current levels of service by July 2024 and to proposed levels of service by July 2025
- Key financial policies changes include:
 - Implementation of a revised water leak adjustment policy and residential water/ wastewater warranty protection plan
 - Approved surety bond policy that protects the City’s interests while reducing financial burden on developers
 - Approved changes to area rating tax policies, developed with an equity, diversity and inclusion lens, resulting in the same service levels across the City for sidewalks, streetlighting, recreation, sidewalk snow removal
 - Approval of a vacant home tax

A Healthy, Respectful & Supportive Workplace

The sustained emergency response to COVID-19 has had a significant impact on the City’s workforce, resulting in an increased need for mental health resources and supports across all levels.

Ensuring that City employees continue to be supported in both the short term and long term set the City up for continued effective and efficient service delivery, while remaining an employer of choice. Prior to the COVID-19 pandemic, the organization was focused on improving employee engagement, health, safety & wellness and understanding workforce census and demographics.

Human centred outcomes include:

- Continuation of Our People Survey (2021), with a 62% participation rate. Results were maintained or increased in most areas, with 12 of 22 comparable drivers increasing. Learnings and areas for improvement for each division will be realized through action planning in 2022 and implementation throughout 2023 and beyond.
- Development and continued implementation of the City’s Workplace Mental health and Wellbeing Strategy and associated supports.
- Development and implementation of new work models for the City of Hamilton, including mobile and frontline employees (31%), Office employees (39%), Hybrid

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: Term of Council Priorities 2018 to 2022 Summary Report (CM16003(e))
(City Wide) - Page 8 of 8**

employees (16%), Home-based employees (3%) and those that have not yet been decided or will experience changing categories (11%).

- Top Regional Employer for the Hamilton - Niagara Region 2018 – 2022

CONCLUSION AND NEXT STEPS

Identifying the priorities of Council, outside of the day to day delivery of critical municipal services and ongoing continuous improvement efforts, ensures alignment of organizational efforts and resources.

Typically, although supported by actionable items over the course of the term, these priorities are transformational in nature with goals that require longer time frames to see significant changes realized. The on-going pandemic has reinforced the importance of the priorities identified by this Council and the foundations put in place will be strengthened as efforts continue to build a more resilient, vibrant and inclusive community post-pandemic.

Through advocacy and partnership with senior levels of government, as a result of the Council approved provincial and federal government relations strategies, climate change, housing and supporting health and human services for our most vulnerable populations, support for marginalized and diverse communities and economic tools to support longer term prosperity, will continue to progress.

Going forward, term of Council priorities will be confirmed with the new Council, in addition to the renewal of the City's Strategic Plan, which expires in 2025.

APPENDICES

N/A



Hamilton

2018 – 2022

**TERM OF COUNCIL PRIORITIES
SUMMARY**

TERM OF COUNCIL PRIORITIES (2018 – 2022)

WITH STRATEGIC PLAN ALIGNMENT

- Climate Change
- Multi-Modal Transportation
- Homelessness & Affordable Housing
- Integrated Growth & Development
- Fiscal Health & Financial Management
- Equity, Diversity & Inclusion
- Trust & Confidence in City Government
- A Healthy, Respectful & Supportive Workplace



Climate Change

Reduce community-wide greenhouse gas (GHG) emissions to equal **net zero** emissions before 2050



Green Fleet Strategy

- -33% in the community and -43% as a corporation
 - Target: 50% down by 2030, and 100% by 2050 (corporate)
- \$1.5 M allocated to climate change reserve fund
- \$59.8 M (2019 to 2022) in parks, bicycle infrastructure, vehicle/equipment electrification, and stormwater and flooding drainage

Multi Modal Transportation

Achieve a **48%** non-single occupant vehicle modal split by **2031** with a target of **15%** for Walk/Cycle, **12%** for Transit and **21%** auto passenger and shared modes, in accordance with the Transportation Master Plan.



Complete, Livable, Better (CLB) Streets Design Manual

Homelessness and Affordable Housing

*Transform Hamilton's housing and homelessness system to move closer to **ending chronic homelessness** and to meet annual benchmarks of housing households from the Access to Housing Waitlist.*

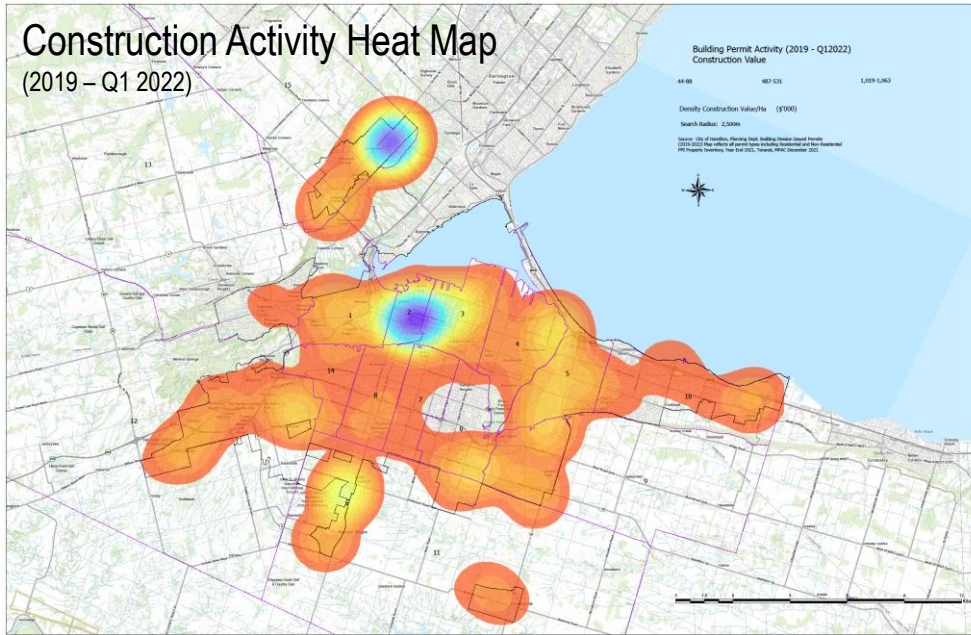
HOUSING AND HOMELESSNESS ACTION PLAN

- **\$562M in housing services funding (2019-2022)**
 - Federal \$129M
 - Provincial \$176M
 - Municipal \$256M
 - City's investments generally provide greater subsidy to our not-for-profit partners vs. direct capital investment, which is typical of other levels of government



Integrated Growth and Development

Meet City of Hamilton **growth forecasts** by **2051** for population and employment in accordance with the *Provincial Growth Plan for the Greater Golden Horseshoe: A Place to Grow (2019)*.



Trust & Confidence in City Government

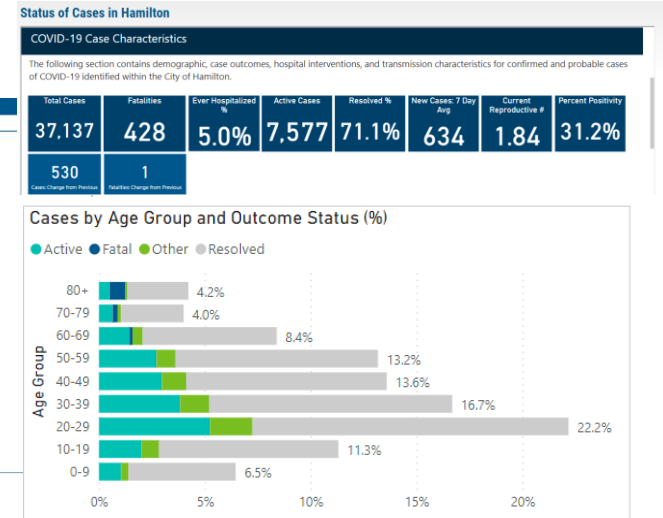
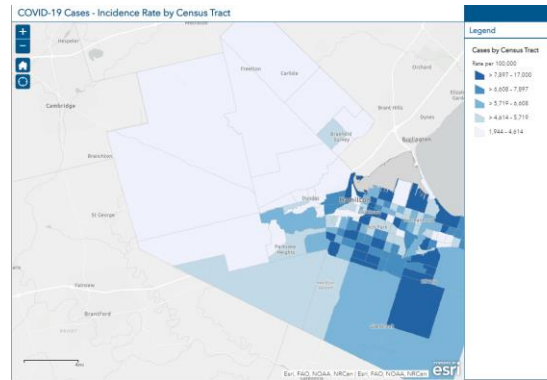
Provide the public with **greater access** to City government information and **opportunities to become more engaged** in decision making processes that impact their community.

Open Data Sets



(2021)

Goal: To increase annually



Fiscal Health and Financial Management

Enhanced ability to fund operations (including capital), both current and future, to support sustainable service delivery.



Credit Rating (2022)

AAA

Gross Realized ROI

2.4%

(2020)

Goal: To increase annually

Healthy, Respectful & Safe Workplace

Ensure a healthy, respectful and supportive workplace (focused around *Engagement, Health, Safety & Wellness* and *Workforce Census and Demographics*)

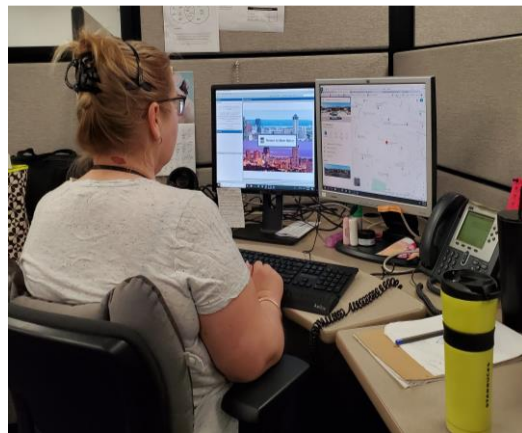
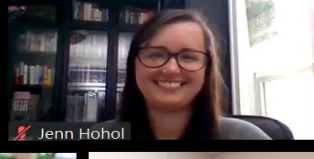
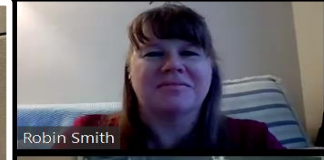
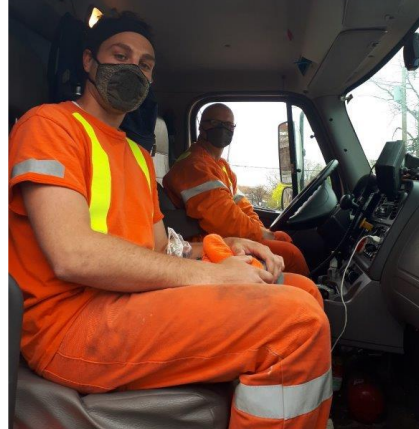


HAMILTON @ WORK

- 39% - OFFICE EMPLOYEES
- 16% - HYBRID EMPLOYEES
- 3% - HOME
- 31% Mobile & Front Line Employees
- 11% not yet designated



Workplace Mental Health and Wellbeing Strategy






Hamilton

THANK YOU



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

| | |
|---------------------------|---|
| TO: | Mayor and Members General Issues Committee |
| COMMITTEE DATE: | July 4, 2022 |
| SUBJECT/REPORT NO: | Commonwealth Games 2030 - Revised Memorandum of Understanding (PED19108(i)) (City Wide) |
| WARD(S) AFFECTED: | City Wide |
| PREPARED BY: | Carrie Brooks-Joiner (905) 546-2424 Ext. 3967 |
| SUBMITTED BY: | Carrie Brooks-Joiner Director Tourism and Culture Planning and Economic Development |
| SIGNATURE: |  |

RECOMMENDATION

That the General Manager of Finance and Corporate Services, or their designate, be authorized and directed to execute, on behalf of the City of Hamilton, a Memorandum of Understanding (MOU) with Hamilton100 Commonwealth Games Bid Corporation (Hamilton100), attached as Appendix "A" to Report PED19108(i), and any other required ancillary documents or agreements, all in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

Development of a Hosting Proposal for the 2030 Commonwealth Games continues to move forward led by the community consortium known as 'Hamilton100 Commonwealth Games Bid Corporation' (Hamilton100) in collaboration with Commonwealth Sport Canada.

This Report Recommends a revised non-binding Memorandum of Understanding attached as Appendix "A" to Report (PED19108(i)) between the City of Hamilton and Hamilton100 to reflect the current stage of the bid development process and the collaborative working relationship between the two parties.

The attached MOU replaces the initial MOU between the City of Hamilton and Hamilton100 from August 2019 and the December 9, 2019 Amending Agreement.

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: Commonwealth Games 2030 - Revised Memorandum of Understanding (PED19108(i)) (City Wide) - Page 2 of 4

Alternatives for Consideration - Not Applicable

FINANCIAL - STAFFING - LEGAL IMPLICATIONS

Financial: The proposed recommendation does not commit the City to capital or hosting costs.

Staffing: The proposed recommendation does commit the City to government relations and communication actions by staff.

Legal: MOU drafted by Legal Services is attached as Appendix "A" to Report PED19108(i).

HISTORICAL BACKGROUND

Council approved the initial MOU between the City of Hamilton and Hamilton100 in August 2019.

The MOU was later amended in December 2019 to allow Hamilton100 to prepare, organize, facilitate, coordinate and finance, in its entirety, a Hosting Proposal Part 2.

On May 25, 2022 Council approved the following recommendation: "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".

The attached MOU fulfils Council's direction to staff.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

RELEVANT CONSULTATION

External

- Executive, Hamilton100 Commonwealth Games Bid Corporation

Internal

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

SUBJECT: Commonwealth Games 2030 - Revised Memorandum of Understanding (PED19108(i)) (City Wide) - Page 3 of 4

- Solicitor, Legal and Risk Management Services Division, Corporate Services Department
- Director Communications and Strategic Initiatives, City Manager's Office
- Director Government Relations and Community Engagement, City Manager's Office

ANALYSIS AND RATIONALE FOR RECOMMENDATION

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

The revised MOU addresses the desired collaborative working relationship moving forward and the City's role in communications and advocacy as requested by Hamilton100. The MOU also includes obligations for the City in advocacy and communications to help position the City of Hamilton to participate in on-going discussions and planning.

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.

Clean and Green

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

Built Environment and Infrastructure

Hamilton is supported by state-of-the-art infrastructure, transportation options, buildings

SUBJECT: Commonwealth Games 2030 - Revised Memorandum of Understanding (PED19108(i)) (City Wide) - Page 4 of 4

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(i) - Memorandum of Understanding 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 the City is a municipality created by the *City of Hamilton Act*, 1999, S.O. 1999, c.14, Sched. C;

AND WHEREAS Hamilton100 is a corporation incorporated under the *Canada Not-for-profit Corporations Act*, S.C. 2009, c.23 and was created for the purpose of organizing, facilitating, preparing, financing and submitting a hosting proposal to secure the 2030 Commonwealth Games in Ontario (the "Proposal");

AND WHEREAS the Parties previously entered into a memorandum of understanding dated October 3, 2019, as amended, which established areas of collaboration between the Parties in relation to the initial development of the Proposal;

AND WHEREAS Hamilton100 has subsequently submitted the Proposal to key Commonwealth Games 2030 stakeholders, including the Provincial Government of Ontario and the Federal Government of Canada, in order to commence the Multi-Party Agreement negotiation process;

AND WHEREAS Hamilton100 wishes for the City to become a key stakeholder in the further development and promotion of the Proposal;

AND WHEREAS on May 25, 2022, the Council of the City of Hamilton ("Council") authorized and directed City staff to negotiate a revised draft memorandum of understanding with Hamilton100 for Council's review and consideration.

AND WHEREAS the Parties acknowledge and agree that the City shall execute this MOU subject to the following conditions: (i) that the City shall not assume any liability of any kind, be it legal, financial or otherwise, in relation to the Proposal and (ii) that this MOU shall not be legally binding upon the City;

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 Hamilton100 agree as follows:

1. PRIMARY OBJECTIVES AND TIMELINES

1.1. The Primary objectives of this MOU are as follows:

- (a) to confirm Hamilton100's commitment to lead the development of the Proposal for a potential Canadian bid in relation to the 2030 Commonwealth Games;
- (b) to establish the scope of work Hamilton100 are assuming in relation to the development of the Proposal; and
- (c) to establish the role and resources required from the City to support the evolution of the Proposal.

1.2. The Parties further acknowledge and agree that the Proposal 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 Hamilton where appropriate;
- (f) engage in public/private partnerships where appropriate; and
- (g) identify and create long-term legacy projects, and supportive public and private stakeholders, that will facilitate serving the needs of the Hamilton community.

2. CITY OBLIGATIONS

The City shall:

- (a) advocate for provincial and federal financial support for the Proposal as part of the City's government relations activities; and

- (b) provide Hamilton100 with an updated letter of endorsement, signed by the Mayor, 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. The City acknowledges that such letter shall be added to the Proposal.

3. HAMILTON100 OBLIGATIONS

Hamilton100 Shall:

- (a) continue to engage with Commonwealth Sport Canada and other public and private stakeholders to advance the primary objectives and timelines under this MOU;
- (b) advocate for provincial and federal financial support for the Proposal, and
- (c) promptly communicate with the City on matters relevant to the advancement of the primary objectives and timelines under this MOU.

4. COMMUNICATIONS

Hamilton100 and the City shall jointly develop and enter into a communications protocol satisfactory to both Parties. The communications protocol will identify Hamilton100 as the lead agency for the development and delivery of bid communications and outline how and when the City will promote Hamilton100 communications on its channels for major announcements and milestones, which shall include the use of the City's social media channels, the City's website and digital/physical assets used by the City for promotional purposes.

5. 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 in the contact information for its principal contacts, from time to time.

6. EFFECTIVE DATES

This MOU shall take effect on July 8, 2022 (the “**Effective Date**”) and shall remain in effect until the earlier of:

- (a) the execution of a Multi-Party Agreement relating to the hosting of the Commonwealth 2030 Games between the City, Hamilton100, Commonwealth Sport Canada, the Provincial Government of Ontario and the Federal Government of Canada;
- (b) either the Provincial Government of Ontario or the Federal Government of Canada declines to participate in the negotiation of a Multi-Party Agreement relating to the hosting of the Commonwealth 2030 Games; or
- (c) either Party provides written notice of termination of this MOU to the other Party.

7. NO JOINT VENTURE/NON-ENFORCEABILITY/ENTIRE AGREEMENT

The Parties agree that, notwithstanding this MOU, they are not entering into a partnership, joint venture, agency relationship or any other business arrangement, nor is the intent of the Parties to enter into a commercial undertaking for monetary gain. Neither Party shall be granted the authority under this MOU to bind the other Party.

For greater certainty, and consistent with the advice provided by Commonwealth Sport Canada, the Parties acknowledge and agree that the City shall execute this MOU subject to the following conditions: (i) that the MOU is not legally binding upon the City and that if the 2030 Commonwealth Games are awarded to Canada then the respective obligations of all parties shall be codified in a subsequent agreement, subject to the mutual agreement of all parties, and (ii) that the City shall not assume any liability of any kind, be it legal, financial or otherwise, in relation to or arising from the Proposal and/or this MOU.

The Parties acknowledge and agree that this MOU sets forth the entire understanding of the Parties with respect to the subject matter contained herein and supersedes all previous memorandums of understanding, agreements or understandings between the Parties with respect to the subject matter herein, whether written, oral, expressed or implied.

[SIGNATURE PAGE TO FOLLOW]

IN WITNESS WHEREOF the Parties have executed this MOU as of the Effective Date.

HAMILTON100 COMMONWEALTH GAMES BID CORPORATION


Per: _____
Name: PJ Mercanti
Title: President
I have the authority to bind Hamilton100.

CITY OF HAMILTON

Per: _____
Name:
Title:
I/We have the authority to bind the Corporation.



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

| | |
|---------------------------|--|
| TO: | Mayor and Members General Issues Committee |
| COMMITTEE DATE: | July 4, 2022 |
| SUBJECT/REPORT NO: | Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application, 415 Main Street West, Hamilton ERG-21-05 (PED22136) (Ward 1) |
| WARD(S) AFFECTED: | Ward 1 |
| PREPARED BY: | Phil Caldwell (905) 546-2424 Ext. 2359 |
| SUBMITTED BY: | Norm Schleeahn Director, Economic Development, Planning and Economic Development Department |
| SIGNATURE: |  |

RECOMMENDATION

- (a) That Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application ERG-21-05, submitted by Main 415 Inc. (Morteza Vossough and Shahram Heidari), owner of the property at 415 Main Street West, Hamilton for an ERASE Redevelopment Grant not to exceed \$239,325, for 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 the 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 Main 415 Inc. (Morteza Vossough and Shahram Heidari), owner of the property at 415 Main Street West, Hamilton in a form satisfactory to the City Solicitor;
- (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

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: Environmental Remediation and Site Enhancement (ERASE)
Redevelopment Grant Application, 415 Main Street West, Hamilton
ERG-21-05 (PED22136) (Ward 1) - Page 2 of 9**

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 and that any applicable Grant Amending Agreements are undertaken in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

An Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant (ERG) Application was submitted for 415 Main Street West, Hamilton (the site) on December 21, 2021, by Main 415 Inc. (Morteza Vossough and Shahram Heidari), the owner of the site.

The Site is approximately 0.17 ha (0.43 ac) in size and located on the southside of Main Street West in the Kirkendall North neighbourhood of central Hamilton. Most recently the site contained a vacant building (since demolished) which was previously the location of a fast-food restaurant. Historically, the site has been used for various auto-oriented uses which included vehicle repair and servicing and gasoline/oil storage among other activities.

Phase Two Environmental Site Assessments (ESA) completed in 2019 and 2020 to investigate the site's soil and groundwater conditions identified the presence of contaminants at levels above the applicable Ministry of Environment, Conservation and Parks (the Ministry) Site Condition Standards (SCS) including Metals (Cadmium and Zinc) in the central portion of the Site and Electrical Conductivity (EC) and Sodium Absorption Ratio (SAR) in the soil throughout the entire site

Based on the site's condition and planned redevelopment for a residential use, site remediation to meet the applicable SCS and the filing of a Record of Site Condition (RSC) with the Ministry will be required in accordance with Ontario Regulation 153/04 (O. Reg. 153/04).

The planned redevelopment of the site, for which Site Plan approval has been granted, consists of a seven-storey condominium building containing 108 dwelling units and one level of underground parking. Construction costs are estimated at approximately \$25,000,000.

Anticipated remediation costs eligible for consideration under the ERG program are estimated at \$239,325.

**SUBJECT: Environmental Remediation and Site Enhancement (ERASE)
Redevelopment Grant Application, 415 Main Street West, Hamilton
ERG-21-05 (PED22136) (Ward 1) - Page 3 of 9**

It is estimated that the planned redevelopment will increase the property assessment from the pre-development value of \$1,465,000 (CT-Commercial) to approximately \$20,310,000 (RT-Residential). This will increase total annual property taxes generated by this site from \$43,511 to \$245,460, an increase of approximately \$201,949. The municipal portion of this increase is \$183,767 of which 80%, representing the maximum potential annual Grant permitted under the ERG Program, would be approximately \$147,013. With a maximum Grant not exceeding \$239,325, it is estimated that the Grant will be provided over two annual payments.

The existing condition of the site as well as renderings of the planned development are provided below:



Existing Conditions – 415 Main Street West, Hamilton viewed looking southwest
(Source: maps.google.ca)

**SUBJECT: Environmental Remediation and Site Enhancement (ERASE)
Redevelopment Grant Application, 415 Main Street West, Hamilton
ERG-21-05 (PED22136) (Ward 1) - Page 4 of 9**



Planned Development – 415 Main Street West, Hamilton viewed looking southwest
(Source: Main 415 Inc.)

Alternatives for Consideration – See Page 8

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: As per the ERG Program, the City will provide the Applicant with a Grant equivalent to 80% of the increase in municipal taxes up to the total eligible cost figure of \$239,325. Based on an estimated maximum potential annual Grant amount of \$147,013, the annual Grant payments will conclude in year two after which the City will realize the full municipal tax increment from the development.

The City will retain the remaining 20% of the annual municipal tax increment estimated at \$36,753, to a maximum of 20% of the total actual Grant to be provided, estimated to total \$47,865 over two years. These funds will be deposited into the Brownfield Pilot Project Account No. 3621755102 to be used by the City for its Municipal Acquisition and Partnership Program. This Program, as approved in the ERASE Community Improvement Plan (CIP), enables the City to acquire strategic brownfield sites, remediate and redevelop property it already owns, or participate in public/private partnerships to redevelop brownfield properties.

**SUBJECT: Environmental Remediation and Site Enhancement (ERASE)
Redevelopment Grant Application, 415 Main Street West, Hamilton
ERG-21-05 (PED22136) (Ward 1) - Page 5 of 9**

Staffing: Applications and Grant payments under the ERG Program are administered by staff from the Commercial Districts and Small Business Section, Economic Development Division and Taxation Section of the Finance and Administration Division.

There are no additional staffing requirements arising from this Report's recommendations.

Legal: The ERG Program is authorized by the ERASE CIP which was adopted and approved in 2001 and subsequently comprehensively updated in 2005, 2010 and 2018 under Section 28 of the *Planning Act*. The Applicant will be required to enter into an ERASE Redevelopment Agreement which will specify the obligations of the City and the Applicant and will be prepared in a form satisfactory to the City Solicitor.

HISTORICAL BACKGROUND

The Site is approximately 0.17 ha (0.43 ac) in size and located on the southside of Main Street West in the Kirkendall North neighbourhood of central Hamilton. The immediate area is primarily characterized by low-rise commercial and mixed-use residential buildings fronting on Main Street West to the north, east and west of the site and low-rise residential buildings immediately to the south. The site is located approximately 130 m from the intersection of Main Street West and Dundurn Street South.

Most recently the site contained a vacant building (since demolished) which was previously occupied by a fast-food restaurant. Historically, the site has been used for various auto-oriented uses which included vehicle repair and servicing and gasoline/oil storage among other activities.

As part of the investigation of the environmental condition of the site, a Phase One ESA was completed by EXP Services Inc. in August 2019 to investigate historical land use activities and the potential for Contaminates of Concern (COC) on the site. The results of the study identified eight on-site and one off-site Area of Potential Environmental Concern (APEC). The on-site APECs were primarily related to historical storage and use of gasoline/oil and associated products and vehicle repair activities. The singular off-site APEC was with respect to historical crude oil refining, processing and storage activities southwest of the site.

A subsequent interim Phase Two ESA and supplementary Phase Two ESA were also completed by EXP Services Inc. in August 2019 and December 2020 respectively to further investigate the site's current soil and groundwater conditions and to further delineate the extent of soil and groundwater contamination in response to the findings of

**SUBJECT: Environmental Remediation and Site Enhancement (ERASE)
Redevelopment Grant Application, 415 Main Street West, Hamilton
ERG-21-05 (PED22136) (Ward 1) - Page 6 of 9**

the Phase One ESA. These studies were overseen by a Qualified Person (QP) and informed by advancing a total of 11 boreholes and nine groundwater monitoring wells on the site. The results confirmed the presence of Metals (Cadmium and Zinc) in the central portion of the Site and Electrical Conductivity (EC) and Sodium Absorption Ratio (SAR) in the soil throughout the entire site at concentrations that exceed the Table 3 Full Depth Generic Site Condition Standards (SCS) for site's in a non-potable ground water condition which are planned for a residential/parkland/institutional land use in accordance with the Ministry's O. Reg. 153/04.

Based on the site's condition and planned redevelopment for a residential use, site remediation to meet the applicable SCS and the filing of a RSC with the Ministry will be required in accordance with O. Reg. 153/04. A Modified Generic Risk Assessment (MGRA) approach will be utilized given the proposed developments use of an underground parking garage which will support risk mitigation measures on the site.

A Remedial Action Plan (RAP) was prepared in March 2022 by EXP Services Inc. to outline the planned remediation method cost estimates. The primary remediation activities for the site will consist of the removal and disposal of impacted soils at a licensed landfill facility.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Urban Hamilton Official Plan

The site is identified as a "Primary Corridor" on Schedule "E" – Urban Structure and designated as Mixed Use – Medium Density on Schedule "E-1" – Urban Land Use Designations of the Urban Hamilton Official Plan. This designation is intended to accommodate a full range of retail, service commercial, entertainment, and residential uses at a moderate scale.

The planned development conforms to these designations.

City of Hamilton Zoning By-law 05-200

The site is zoned C5 - Exception 298 Mixed Use Medium Density Zone under City of Hamilton Zoning By-law 05-200. The C5 zone permits a range of commercial and residential uses along collector and arterial roads. The special exception applicable to the site limits the range of commercial and residential uses permitted.

The planned development is permitted.

**SUBJECT: Environmental Remediation and Site Enhancement (ERASE)
Redevelopment Grant Application, 415 Main Street West, Hamilton
ERG-21-05 (PED22136) (Ward 1) - Page 7 of 9**

Site Plan Control

The site is subject to Site Plan Control. The planned development has received Site Plan approval.

RELEVANT CONSULTATION

Staff from the Taxation Section of the Finance and Administration Division and the Legal Services Division of the Corporate Services Department were consulted, and the advice received incorporated in this Report.

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

Estimated remediation costs, as submitted by the Applicant, which may be eligible under the ERG Program based on the site's location within Area 4 – Downtown Hamilton CIPA of the ERASE Community Improvement Project Area (CIPA), total \$239,325 and includes the following:

- \$151,800 in costs for the disposal of approximately 12,650 metric tonnes of salt impacted soil at a licensed facility;
- \$47,500 in costs for the disposal of approximately 950 metric tonnes of metal impacted soil at a licensed facility;
- \$30,025 in remaining costs for Phase Two ESA and MGRA studies not reimbursed through ERASE Study Grant Applications ESG-20-19 and ESG-20-20; and,
- \$10,000 in environmental remediation testing/management and consulting costs.

Invoices and supporting documentation for the above noted costs shall be required to be submitted to staff and will be the subject of an audit to ensure compliance with the Council approved parameters including ensuring that any invoiced costs determined by staff to have been required to facilitate the development regardless of site contamination/remediation works are identified and excluded from reimbursement. Auditing of invoices and supporting documentation will be undertaken by staff and may be subject to a third-party review at staff's discretion. Where such third-party review is required, the cost will be at the approved Applicant's expense but subject to eligibility under the ERG program for the purposes of the Grant.

The following is an overview of pre and post development property assessments and associated taxes which have informed the estimated maximum potential Grant and Grant payment period contained in this Report:

**SUBJECT: Environmental Remediation and Site Enhancement (ERASE)
Redevelopment Grant Application, 415 Main Street West, Hamilton
ERG-21-05 (PED22136) (Ward 1) - Page 8 of 9**

| | | |
|---|----|----------------------|
| Grant Level: | | 80% |
| Total Estimated Eligible Costs (Maximum): | \$ | 239,325 |
| Total Estimated Grant (Maximum): | \$ | 239,325 |
| Pre-project CVA (CT-Commercial): | \$ | 1,465,000 Year: 2022 |
| Municipal Levy: | \$ | 30,619 |
| Education Levy: | \$ | <u>12,892</u> |
| Pre-project Property Taxes | \$ | 43,511 |
| Estimated Post-project CVA (RT-Residential): | \$ | 20,310,000 Year: TBD |
| Estimated Municipal Levy: | \$ | 214,386 |
| Estimated Education Levy: | \$ | <u>31,074</u> |
| Estimated Post-project Property Taxes: | \$ | 245,460 |

Provisions for Calculations:

- 1) The actual roll number(s), assessed value(s), tax classification(s) and value partitioning (where applicable) are to be determined by the Municipal Property Assessment Corporation (MPAC) upon completion of the development;
- 2) As per Program requirement, the increase in realty taxes is based on the year in which the tax estimate was requested;
- 3) 2021 tax rates have been used for calculation of the estimated pre and post-development property taxes;
- 4) Annual Taxes exclude any Local Charges; and
- 5) All dollar figures rounded to the nearest dollar.

ALTERNATIVES FOR CONSIDERATION

The ERG Application meets the eligibility criteria and requirements of the program. In the event the Project is not considered for the program, the Application should be referred back to staff for further information on possible financial or legal implications.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

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

**SUBJECT: Environmental Remediation and Site Enhancement (ERASE)
Redevelopment Grant Application, 415 Main Street West, Hamilton
ERG-21-05 (PED22136) (Ward 1) - Page 9 of 9**

Healthy and Safe Communities

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

Our People and Performance

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

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED22136 – Site Location Map

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.



● Site Location



Key Map - Ward 1

Location Map



Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:
ERG-21-05

Date:
May 3, 2022

Appendix "A"

Scale:
N.T.S

Planner/Technician:
PC/VS


Subject Property



415 Main Street West, Hamilton



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

| | |
|---------------------------|--|
| TO: | Mayor and Members General Issues Committee |
| COMMITTEE DATE: | July 4, 2022 |
| SUBJECT/REPORT NO: | Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application, 4 Vickers Road, Hamilton ERG-20-03 (PED22148) (Ward 7) |
| WARD(S) AFFECTED: | Ward 7 |
| PREPARED BY: | Phil Caldwell (905) 546-2424 Ext. 2359 |
| SUBMITTED BY: | Norm Schleeahn Director, Economic Development, Planning and Economic Development Department |
| SIGNATURE: |  |

RECOMMENDATION

- (a) That Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application ERG-20-03, submitted by DiCenzo (Linden Park) Holdings Inc., owner of the property at 4 Vickers Road, Hamilton for an ERASE Redevelopment Grant not to exceed \$68,527 in actual eligible costs for the abatement and removal of designated substances and hazardous materials to be 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 the 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 DiCenzo (Linden Park) Holdings Inc., owner of the property at 4 Vickers Road, Hamilton in a form satisfactory to the City Solicitor;
- (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

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: Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application, 4 Vickers Road, Hamilton ERG-20-03 (PED22148) (Ward 7) - Page 2 of 8

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 and that any applicable Grant Amending Agreements are undertaken in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

An Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant (ERG) Application was submitted for 4 Vickers Road, Hamilton (the site) on May 11, 2020, by DiCenzo (Linden Park) Holdings Inc., the owner of the site.

The Application is respecting costs associated with the surveying and abatement/removal of designated substances and hazardous materials required as part of the demolition of the former Linden Park Elementary School building in the mountain neighbourhood of Hill Park.

The conclusion of a Designated Substances and Hazardous Materials (DSHM) Survey undertaken for the building confirmed the presence, or suspected presence, of multiple designated substances and hazardous materials including Asbestos, Lead, Mercury, Silica, and Polychlorinated biphenyls (PCBs) materials, among others, which required abatement/removal to facilitate the safe demolition of the building.

The planned redevelopment of the site, for which conditional Site Plan approval has been granted, consists of 49 townhouses located on a new common condominium road as well as 34 townhouses fronting on the existing East 16th Street, Vickers Road and Jellicoe Court, for a total of 83 townhouses. Construction costs are estimated at approximately \$20,000,000.

Actual eligible costs for the surveying and abatement/removal of the designated substances and hazardous materials confirmed through a staff-led audit of invoices total \$68,527.

It is estimated that the planned redevelopment will increase the property assessment from the estimated pre-development value of \$3,934,000 (CT-Commercial) to approximately \$27,660,000 (RT-Residential). This will increase total annual property taxes generated by this site from an estimated \$119,220 to \$328,770, an increase of approximately \$209,550. The municipal portion of this increase is \$205,783 of which 80%, representing the maximum potential annual Grant permitted under the ERG Program, would be approximately \$164,626 with the maximum Grant not exceeding \$68,527 over an estimated single annual payment.

SUBJECT: Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application, 4 Vickers Road, Hamilton ERG-20-03 (PED22148) (Ward 7) - Page 3 of 8

The former condition of the site as well as renderings of the planned development are provided below:



Former Conditions – 4 Vickers Road, Hamilton viewed looking southeast from Vickers Road (Source: maps.google.ca – dated October 2018)



Planned Development – 4 Vickers Road, Hamilton (example block) (Source: DiCenzo (Linden Park) Holdings Inc.)

Alternatives for Consideration – See Page 7

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: As per the ERG Program, the City will provide the Applicant with a Grant equivalent to 80% of the increase in municipal taxes up to the total eligible cost figure of \$68,527. Based on an estimated maximum potential annual Grant amount of \$164,626, the annual Grant payment will conclude in the

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

SUBJECT: Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application, 4 Vickers Road, Hamilton ERG-20-03 (PED22148) (Ward 7) - Page 4 of 8

first year after which the City will realize the full municipal tax increment from the development.

The City will retain the remaining 20% of the annual municipal tax increment estimated at \$41,157, to a maximum of 20% of the total actual Grant to be provided, estimated to total \$13,705 over a single year. These funds will be deposited into the Brownfield Pilot Project Account No. 3621755102 to be used by the City for its Municipal Acquisition and Partnership Program. This Program, as approved in the ERASE Community Improvement Plan (CIP), enables the City to acquire strategic brownfield sites, remediate and redevelop property it already owns, or participate in public/private partnerships to redevelop brownfield properties.

Staffing: Applications and Grant payments under the ERG Program are administered by staff from the Commercial Districts and Small Business Section, Economic Development Division and Taxation Section of the Finance and Administration Division.

There are no additional staffing requirements arising from this Report's recommendations.

Legal: The ERG Program is authorized by the ERASE CIP which was adopted and approved in 2001 and subsequently comprehensively updated in 2005, 2010 and 2018 under Section 28 of the *Planning Act*. The Applicant will be required to enter into an ERASE Redevelopment Agreement which will specify the obligations of the City and the Applicant and will be prepared in a form satisfactory to the City Solicitor.

HISTORICAL BACKGROUND

The Site is approximately 1.97 ha (4.86 ac) in size and located on the southside of Vickers Road and bounded by East 16th Street to the west and Jellicoe Court to the east in the mountain neighbourhood of Hill Park. The immediate area is primarily characterized by low-rise residential buildings to the west, north and east and the existing Hill Park Secondary School and Recreation Centre to the south. The site is located approximately 125 m from of intersection of Upper Wentworth Street and Vickers Road.

Most recently the site contained a vacant building that formerly housed the Hamilton Wentworth District School Boards' Linden Park Elementary School. The school building

**SUBJECT: Environmental Remediation and Site Enhancement (ERASE)
Redevelopment Grant Application, 4 Vickers Road, Hamilton ERG-20-
03 (PED22148) (Ward 7) - Page 5 of 8**

was constructed in 1957 with additions occurring in the 1960's and has since been demolished.

As part of the investigation of the existing building, a DSHM Survey was prepared by Landtek Limited in February 2020. The purpose of the study was to identify the presence of any designated substances and hazardous materials through visual assessments and the collection and analysis of suspect materials present within the building which could present a concern as part of the planned demolition of the building.

The conclusion of the survey confirmed the presence, or suspected presence, of multiple designated substances and hazardous materials including Asbestos, Lead, Mercury, Silica, and Polychlorinated biphenyls (PCBs), among others.

The identification of designated substances is undertaken in accordance with Ontario Regulation 490/09 with the abatement/removal of any Asbestos Containing Materials (ACM) found required to be undertaken in accordance with Ontario Regulation 278/05.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Urban Hamilton Official Plan

The site is identified as Neighbourhood on Schedule "E" – Urban Structure and designated as Institutional on Schedule "E-1" – Urban Land Use Designations of the Urban Hamilton Official Plan. This designation is intended to accommodate a wide range of institutional uses including educational, religious, cultural, health care and long-term care facilities as well as low density residential uses where the institutional function of the lands has ceased.

The planned development conforms to these designations.

City of Hamilton Zoning By-law 05-200

The site is zoned I2 Community Institutional under City of Hamilton Zoning By-law 05-200. The I2 zone permits a range of institutional and low-density residential uses.

The planned development is permitted.

Site Plan Control

The site is subject to Site Plan Control. At the time of writing this Report the planned development has received conditional Site Plan approval.

**SUBJECT: Environmental Remediation and Site Enhancement (ERASE)
Redevelopment Grant Application, 4 Vickers Road, Hamilton ERG-20-
03 (PED22148) (Ward 7) - Page 6 of 8**

RELEVANT CONSULTATION

Staff from the Taxation Section of the Finance and Administration Division and the Legal Services Division of the Corporate Services Department were consulted, and the advice received incorporated in this Report.

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

In accordance with the Council-approved terms of the ERG Program, costs associated with the surveying and abatement/removal of designated substances and hazardous materials may be eligible for sites containing current/closed institutional buildings and which are located within the ERASE Community Improvement Project Area (CIPA) boundary.

The Applicant has submitted invoices totalling \$219,100 which have been the subject of a staff-led audit to ensure eligibility and compliance with the terms of the ERG Program.

The outcome of staff's audit identified eligible costs for the study and abatement/removal of designated substances and hazardous materials totalling \$68,527 including:

- \$67,127 in costs for supervision and labour, consumables (including personal protective equipment and construction materials) and disposal costs associated with the removal of designated substances and hazardous materials; and
- \$1,400 representing the remaining 50% of the cost for the DSHM Survey not reimbursed through ERASE Study Grant application ESG-20-04.

The remaining costs submitted by the Applicant, totalling \$151,973, were found to be ineligible due to the costs either having been incurred prior to the ERG application being submitted or being associated with general building demolition which are not eligible in accordance with the terms of the ERG Program.

The following is an overview of pre and post development property assessments and associated taxes which have informed the estimated maximum potential Grant and Grant payment period contained in this Report:

**SUBJECT: Environmental Remediation and Site Enhancement (ERASE)
Redevelopment Grant Application, 4 Vickers Road, Hamilton ERG-20-
03 (PED22148) (Ward 7) - Page 7 of 8**

| | | |
|---|----|----------------------|
| Grant Level: | | 80% |
| Total Actual Eligible Costs (Maximum): | \$ | 68,527 |
| Total Estimated Grant (Maximum): | \$ | 68,527 |
| Estimated Pre-project CVA (CT-Commercial): | \$ | 3,934,000 Year: 2020 |
| Municipal Levy: | \$ | 80,667 |
| Education Levy: | \$ | <u>38,553</u> |
| Pre-project Property Taxes | \$ | 119,220 |
| Estimated Post-project CVA (RT-Residential): | \$ | 27,660,000 Year: TBD |
| Estimated Municipal Levy: | \$ | 286,450 |
| Estimated Education Levy: | \$ | <u>42,320</u> |
| Estimated Post-project Property Taxes: | \$ | 328,770 |

Provisions for Calculations:

- 1) The actual roll number(s), assessed value(s), tax classification(s) and value partitioning (where applicable) are to be determined by the Municipal Property Assessment Corporation (MPAC) upon completion of the development;
- 2) The increase in realty taxes is based on the year in which the Applicant was the owner of the site and in which the building subject to the eligible designated substances and hazardous materials abatement/removal costs existed prior to being demolished;
- 3) 2020 tax rates have been used for calculation of the estimated post-development property taxes;
- 4) Annual Taxes exclude any Local Charges;
- 5) Pre development tax estimated and annualized. Currently tax exempt. Actuals to be used once assessed by MPAC; and,
- 6) All dollar figures rounded to the nearest dollar.

ALTERNATIVES FOR CONSIDERATION

The ERG Application meets the eligibility criteria and requirements of the Program. In the event the Project is not considered for the Program, the Application should be referred back to staff for further information on possible financial or legal implications.

**SUBJECT: Environmental Remediation and Site Enhancement (ERASE)
Redevelopment Grant Application, 4 Vickers Road, Hamilton ERG-20-
03 (PED22148) (Ward 7) - Page 8 of 8**

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

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

Healthy and Safe Communities

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

Our People and Performance


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

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED22148 – Site Location Map



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

| | |
|---------------------------|---|
| TO: | Mayor and Members General Issues Committee |
| COMMITTEE DATE: | July 4, 2022 |
| SUBJECT/REPORT NO: | Revitalizing Hamilton Tax Increment Grant - 9 Robert Street (PED22147) (Ward 2) |
| WARD(S) AFFECTED: | Ward 2 |
| PREPARED BY: | Carlo Gorni (905) 546-2424 Ext. 2755 |
| SUBMITTED BY: | Norm Schleeahn Director, Economic Development Planning and Economic Development |
| SIGNATURE: |  |

RECOMMENDATION

- (a) That a Revitalizing Hamilton Tax Increment Grant Program (RHTIG) Application submitted by 2691597Ontario Inc. (Golden Spruce Homes Inc., 1943255 Ontario Inc., Damian Guiducci, Joshua Abraham, Terrence Chung), for the property at 9 Robert Street, Hamilton, estimated at \$155,738.85 over a maximum of a four year period, and based upon the incremental tax increase attributable to the redevelopment of 9 Robert Street, Hamilton, be authorized and approved in accordance with the terms and conditions of the RHTIG;
- (b) That the General Manager of the Planning and Economic Development Department be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the RHTIG for 2691597Ontario Inc. (Golden Spruce Homes Inc., 1943255 Ontario Inc., Damian Guiducci, Joshua Abraham, Terrence Chung) for the property known as 9 Robert Street, Hamilton, in a form satisfactory to the City Solicitor;
- (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

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: Revitalizing Hamilton Tax Increment Grant - 9 Robert Street
(PED22147) (Ward 2) - Page 2 of 7**

conditions of the RHTIG Program, as approved by City Council, are maintained and that any applicable Grant Amending Agreements are undertaken in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

The RHTIG Application for the redevelopment of the property at 9 Robert Street, Hamilton was submitted by 2691597 Ontario Inc. (Golden Spruce Homes Inc., 1943255 Ontario Inc., Damian Guiducci, Joshua Abraham, Terrence Chung), owner of the property. This address contains a vacant commercial building. The proposed works will see the redevelopment of the building resulting in the creation of a six-storey mixed use building with one (1) commercial unit on the ground floor and twenty-eight rental residential units on the upper floors.

Redevelopment costs are estimated at \$6,885,328 and it is projected that the proposed renovations will increase the assessed value of the property from its current value of \$652,000 to approximately \$6,388,000.

This will increase total annual property taxes generated by the property. The municipal share of this property tax increase (municipal tax increment) will be approximately \$62,295.54 of which 100% would be granted to the owner during year one, 75% or approximately \$46,721.66 in year two, 50% or approximately \$31,147.77 in year three and 25% or approximately \$15,573.89 in year four. The estimated total value of the Grant is approximately \$155,738.85. Note that every year the tax increment is based on actual taxes for that year.

Alternatives for Consideration – See Page 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The City will collect full property taxes on the property and, in turn, provide a Grant for four years, declining each year after the first year by 25%, based on the increase in the municipal portion of the taxes, post-redevelopment completion of 9 Robert Street, Hamilton. Following year one of the Grant Payment, the City will start to realize the positive results of the Program from a financial perspective. Based on the projected figures, the estimated tax increment over four years totals \$249,182.16, of which the Applicant would receive a Grant totalling approximately \$155,738.85 and the City retaining taxes totalling approximately \$93,443.31.

Staffing: Applicants and subsequent Grant Payments under the RHTIG are processed by the Commercial Districts and Small Business Section and Taxation

**SUBJECT: Revitalizing Hamilton Tax Increment Grant - 9 Robert Street
(PED22147) (Ward 2) - Page 3 of 7**

Section, Corporate Services Department. There are no additional staffing requirements.

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

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

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

HISTORICAL BACKGROUND

City Council, at its meeting held on August 22, 2001, approved an amendment to the Downtown and Community Renewal Community Improvement Plan which introduced the Hamilton Tax Increment Grant Program. The RHTIG Program is currently established through the updated Revitalizing Hamilton's Commercial Districts Community Improvement Plan (RHCD CIP) which was approved by City Council on September 29, 2021 by way of By-law No. 21-164.

The RHTIG is intended to incentivize property owners located in Downtown Hamilton, Community Downtowns, Business Improvement Areas, the Mount Hope/Airport Gateway, the corridors of Barton Street and Kenilworth Avenue as identified in the Revitalizing Hamilton's Commercial Districts Community Improvement Project Area and to properties designated under Part IV or V of the *Ontario Heritage Act* to develop, redevelop or otherwise improve properties and/or buildings in a manner that will support the broader revitalization of these districts as well as generate new municipal property tax revenue through increased property assessments. The exact geographic boundaries within which the RHTIG is available are defined through the associated Revitalizing Hamilton Community Improvement Project Area By-law No. 21-163.

**SUBJECT: Revitalizing Hamilton Tax Increment Grant - 9 Robert Street
(PED22147) (Ward 2) - Page 4 of 7**

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Urban Hamilton Official Plan

The subject site is municipally known as 9 Robert Street and is located within the “Downtown Urban Growth Centre” on Schedule “E” – Urban Structure. The site is further identified as being within the Downtown Hamilton Secondary Plan area (OPA 102) and designated “Downtown Mixed Use - Pedestrian Focus” on “Map B.6.1-1 – Land Use Plan” and “Low-rise 2” on “Map B.6.1-2 – Maximum Building”. These designations are intended to maintain the governmental, institutional, educational, cultural, and residential centre of Downtown Hamilton and to support intensive, urban-scale mixed use developments up to six storeys in height.

The planned use of the site conforms to the designation. Future ground floor commercial uses will be subject to the respective sections of the in force and effect Urban Hamilton Official Plan with respect to permitted uses and associated policies.

Zoning By-law No. 05-200

The subject site is zoned D2, Exception 759 (Downtown Mixed Use – Pedestrian Focus Zone) which is intended to support a range of active street level commercial uses and a pedestrian-oriented built form which may include residential uses above grade. Site specific exception 759 modifies regulations respecting required building setbacks and minimum front yard depth.

The planned use of the site is permitted. Future ground floor commercial uses will be subject to the respective sections of the in force and effect Zoning By-Law with respect to permitted uses and associated regulations.

RELEVANT CONSULTATION

Staff from the Taxation Section and the Finance and Administration Section, Corporate Services Department and the Legal Services Division, Corporate Services Department was consulted, and the advice received is incorporated into Report PED22147.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Commercial Districts and Small Business staff, in co-operation with staff from the Taxation Section and Legal Services Division, developed an estimated Schedule of Grant Payments under the terms of the Program. The final Schedule of Grant Payments will be contingent upon a new assessment by the Municipal Property Assessment Corporation (MPAC) following completion of the project. The Applicant will be required to sign a Grant Agreement. The Grant Agreement contains provisions for

**SUBJECT: Revitalizing Hamilton Tax Increment Grant - 9 Robert Street
(PED22147) (Ward 2) - Page 5 of 7**

varying the Grant payment in each, and every year based on MPAC's assessed value. By signing, the Applicant will accept the terms and conditions outlined therein prior to any Grant Payments being made. The Agreement outlines the terms and conditions of the Grant Payments over the four-year period.

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

| | | | |
|--|-------------|------|------------|
| Grant Level: | | 100% | |
| | | | |
| Total Eligible Costs (Maximum) | \$6,885,328 | | |
| Total Pre-Project CVA: | | | Year: 2021 |
| CT Commercial | \$652,000 | | |
| | | | |
| Pre-Project Property Taxes | | | |
| Municipal Levy | \$13,626.94 | | |
| Education Levy | \$5,737.60 | | |
| Pre-Project Property Taxes | \$19,364.54 | | |
| | | | |
| *Post-Project CVA | | | |
| CVA NT New Multi-Residential | \$5,567,000 | | |
| CVA XT Commercial | \$821,000 | | |
| Estimated Post-Project CVA | \$6,388,000 | | Year: TBD |
| | | | |
| **Estimated Municipal Levy | \$75,922.48 | | |
| **Estimated Education Levy | \$15,742.31 | | |
| **Estimated Post-Project Property Taxes | \$91,664.79 | | |

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

**2021 tax rates have been used for calculation of the estimated post-development property taxes.

Pre-project Municipal Taxes = Municipal Levy = \$13,626.94

Municipal Tax Increment = \$75,922.48 - \$13,626.94 = \$62,295.54

Payment in Year One = \$37,047.87 x 1.0 = \$62,295.54

**SUBJECT: Revitalizing Hamilton Tax Increment Grant - 9 Robert Street
(PED22147) (Ward 2) - Page 6 of 7**

ESTIMATED GRANT PAYMENT SCHEDULE for redevelopment of a vacant commercial building into a six storey mixed use multi residential building containing 28 residential rental units and one commercial unit.

| Year | Grant Factor | Tax Increment* | Grant |
|--------------|---------------------|-----------------------|---------------------|
| 1 | 100% | \$62,295.54 | \$62,295.54 |
| 2 | 75% | \$62,295.54 | \$46,721.66 |
| 3 | 50% | \$62,295.54 | \$31,147.77 |
| 4 | 25% | \$62,295.54 | \$15,573.89 |
| Total | | \$249,182.16 | \$155,738.85 |

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

Details of the proposed redevelopment and its estimated assessment and municipal tax increments are based on the project as approved, or conditionally approved, at the time of writing this Report. Any minor changes to the planned redevelopment that occur prior to the final MPAC reassessment of the property may result in an increase/decrease in the actual municipal tax increment generated and will be reflected in the final Grant amount.

ALTERNATIVES FOR CONSIDERATION

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

Financial: Grants totalling \$155,738.85 over a four-year period would not be issued.

Staffing: Not applicable

Legal: Not applicable

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

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

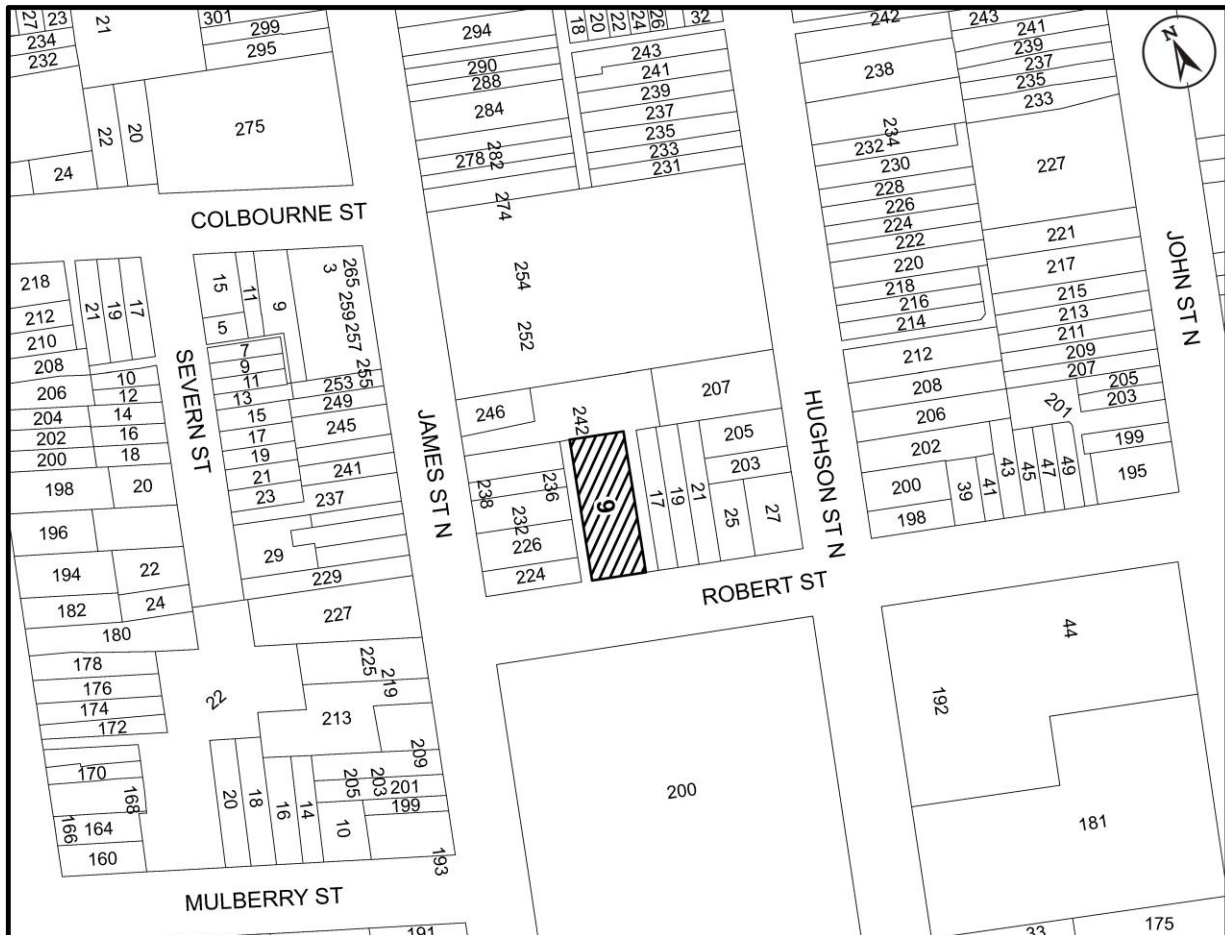
**SUBJECT: Revitalizing Hamilton Tax Increment Grant - 9 Robert Street
(PED22147) (Ward 2) - Page 7 of 7**

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED22147 – Location Map

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.

Appendix "A" to Report PED22147



● Site Location



Key Map - Ward 2

Location Map



PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:
9 Robert St

Date:
May 16, 2022

Appendix "A"

Scale:
N.T.S

Planner/Technician:
CG/NB


Subject Property



9 Robert Street, Hamilton
(Ward 2)



CITY OF HAMILTON
CITY MANAGER'S OFFICE
Government and Community Relations

| | |
|---------------------------|--|
| TO: | Mayor and Members City Council |
| COMMITTEE DATE: | July 4, 2022 |
| SUBJECT/REPORT NO: | Public Engagement Policy and Administrative Framework (CM21011(a)) (City Wide) (Outstanding Business List Item) |
| WARD(S) AFFECTED: | City Wide |
| PREPARED BY: | Cindy Mutch, Manager of Community Initiatives (905) 546-2424 Ext. 4992 |
| SUBMITTED BY: | Morgan Stahl, Director of Government Relations and Community Engagement |
| SIGNATURE: |  |

RECOMMENDATION

- (a) That staff be directed to develop a corporate-wide Public Engagement Policy and Administrative Framework that is informed by public feedback and consultation efforts with relevant stakeholder groups including residents, community partners, the City's Public Engagement Community of Practice cross-departmental staff members, City's Senior Leadership Team, special workshop with City Council, and priority City-led equity, diversity and inclusion initiatives;
- (b) That temporary resources for 9 months for an amount up to but not exceeding \$225,000.00 be funded from the Tax Stabilization Reserve #110046 be approved for estimated operating costs to support the development of a corporate-wide public engagement policy and framework, corporate-wide public engagement programming and training, and Our Future Hamilton Public Engagement Summit be occurred in order to continue the momentum of existing work;
- (c) That the equivalent of 2 FTE and the associated program budget of \$300,000.00 be referred to the 2023 budget for the Government and Community Relations team, to facilitate corporate-wide public engagement programming, training, and annual costs associated with the Our Future Annual Public Engagement Summit, in order to provide the necessary resources and structure to the support the Government and Community Relations team;

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: Public Engagement Policy and Administrative Framework
(CM21011(a)) (City Wide) - Page 2 of 14**

- (d) That staff be directed to identify and source options to support corporate-wide public engagement efforts that are accessible and meet the City's Equity, Diversity and Inclusion goals;
- (e) That staff be directed to update the City's Public Engagement Charter in consultation with key stakeholders to ensure alignment with the City's Public Engagement Policy, Administrative Framework, and Implementation Plan; and,
- (f) That staff report back to the General Issues Committee by December 31, 2023 with a status update respecting the Public Engagement Policy and Administrative Framework.

EXECUTIVE SUMMARY

Community engagement is a key pillar of the City's 25-year Community Vision (Our Future Hamilton), 2016-2025 Strategic Plan, and 2018-2022 Term of Council Priorities. Community engagement builds transparency, trust and confidence in City government through increased public access to City information and participation in decision-making processes that impact residents and their community. Many City services rely on community engagement as a critical component of City building initiatives, placemaking, legislative-required processes, and as a best practice to help inform the development of City projects, policies and initiatives.

The COVID-19 pandemic impacted public engagement. From March 13, 2020 through to May 25, 2022, in-person public engagement was placed on hold in accordance with public health guidelines and safety measures. In addressing the emerging challenges of conducting public consultation during the COVID-19 pandemic, the need to establish a corporate-wide Public Engagement Policy was identified as a leading priority for the City Manager's Office, as indicated discussed during the City Manager's 2021 budget presentation to the General Issues Committee (GIC) on February 5, 2021.

Following the October 6, 2021 GIC meeting (Report CM21011), Council unanimously supported the direction for staff to establish a corporate-wide Public Engagement Policy and Administrative Framework. A consistent, transparent and accountable City-led public engagement process requires input from residents and stakeholders using an equity, diversity and inclusion lens as well as various communication tactics to share how public input has influenced the outcome.

In accordance with Council's direction, on February 23, 2022, the City launched a multi-faceted "*Reimagining Public Participation*" campaign to better understand resident preferences and experiences with City-led public engagement. Public participation opportunities supporting this initiative included a city-wide public engagement survey in addition two online polls (results attached as Appendix A); one-on-one interviews with

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: Public Engagement Policy and Administrative Framework
(CM21011(a)) (City Wide) - Page 3 of 14**

City Councillors, City staff, and key community stakeholder groups (results attached as Appendix B); as well as specialized consultation sessions with racialized, equity-seeking, and traditionally under-represented groups (results attached as Appendix C).

Feedback collected through the campaign's various engagement methodologies illustrate consistent insights, themes, and core recommendations that will inform the development of the City's Public Engagement Policy and Framework. These themes, feedback, results and training opportunities were presented to Council in the form of a special training General Issues Committee session on June 23, 2022 in order to inform Council on the campaign's feedback. This feedback will also contribute to improving current City-led public engagement processes and instill a corporate culture of effective, meaningful, decision-oriented and goal-driven public engagement practices.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Budget forecast of up to \$50,000 annually to support corporate-wide public engagement programming, training, and annual costs associated with the Our Future Hamilton Public Engagement Summit. Additional ongoing budget to support 2 FTE starting in 2023 with an annual estimated forecast of \$250,000. Total estimated annualized project budget forecast of \$300,000 inclusive of programming, training and staffing.

Staffing: Two (2) staff required to provide the necessary resources to develop the City's Public Engagement Policy, Administrative Framework, Implementation Plan, and Evaluation Framework. To be successful, this Council-recommended priority initiative requires dedicated resources to deliver this work. It is recommended that a Senior Project Manager, full-time permanent role, and a Project Coordinator, full-time permanent role, be committed to support this initiative and related corporate-wide cross-departmental public engagement efforts.

In the interim, it is recommended that temporary resources for 9 months for an amount up to but not exceeding \$225,000.00 be funded from the Tax Stabilization Reserve #110046 be approved to adequately implement a consistent corporate-wide public engagement policy and framework between now and the 2023 budget process.

Legal: There are no legal impacts of Public Engagement Policy and Administrative Framework (CM21011(a)) Report (City Wide)

**SUBJECT: Public Engagement Policy and Administrative Framework
(CM21011(a)) (City Wide) - Page 4 of 14**

HISTORICAL BACKGROUND

Public engagement at the City of Hamilton is continuously evolving. Following the City's controversial Our Voice, Our Hamilton engagement strategy in 2013, the City has made significant progress towards improving public engagement practices. In 2014, the City established the resident-driven Hamilton's Engagement Committee to advise staff on how to actively involve residents in the City's decision-making processes. A key outcome of the Committee was the creation of the Hamilton's first Public Engagement Charter in 2015.

Using the eight core principles of the Public Engagement Charter as guide, the City's Our Future Hamilton engagement initiative captured the voices of over 55,000 residents from 2015-2016, making it the broadest and most inclusive engagement strategy ever conducted by the City of Hamilton. Our Future Hamilton is the city's 25-year community vision. It builds on the legacy of Vision 2020, Hamilton's first community vision that was approved by City Council in 1992.

Our Future Hamilton Community Vision was approved by Council in 2016 and features six community priorities that were adopted by the City of Hamilton to inform and guide the City's Strategic Plan priorities. Over 125 community organizations have also adopted the community vision and are using the vision to guide their strategic priorities and lead collaborative community-wide initiatives that support collective progress towards the achievement of Our Future Hamilton.

Hamilton's annual public engagement summit is one of the legacies of the City's Our Future Hamilton Community Vision and has been successfully bringing over 450 residents, partners, and stakeholders together every year to explore key issues prioritized by the community since 2017. The annual summit is a leading best practice in municipal-led public engagement. It provides an opportunity inform the public on key priorities, collectively explore issues, generate ideas, and obtain feedback while simultaneously fostering community collaboration and collective-action involving government, community partners and residents. As a result of the COVID-pandemic, the summit has been on hold since 2020 and could resume in 2023 pending approval of recommendations outlined in this report.

In 2019, the Community Initiatives Unit within the City Manager's Office established an internal Public Engagement Community of Practice that currently consists of over 85 cross-departmental staff that meet regularly to share knowledge, explore best practices, and improve public engagement outcomes for residents and staff. In 2020, the City's Community Initiatives and Practice, launched the first internal Public Engagement Survey to better understand the breadth of City-led public engagement initiatives planned over the year.

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: Public Engagement Policy and Administrative Framework
(CM21011(a)) (City Wide) - Page 5 of 14**

Feedback from the 2021 internal survey identified a total of 76 City-led public engagement projects and initiatives; an increase from 71 projects identified in 2020. Despite the significant impacts of COVID-19 on City-led public engagement practices during this timeframe, annual survey results continued to depict a diverse mix of City engagement projects ranging from public art, park renewal, recreation, and community well-being to public transit, roadway improvements, transportation networks, infrastructure growth, land use, and sustainability plans.

Internal survey results also indicated that a substantial proportion of all City-led public engagement projects are Council directed and/or directly related a Term of Council Priority, representing a combined total of 80% of identified projects. More than half of all projects are Department, Division or Senior Leadership directed and 30% of all City-led engagement initiatives are legislatively required. For more details, please refer to Appendix D).

Another key priority of the Practice's four-year workplan was the creation of a centralized online public engagement platform. In 2020, the City launched engage.hamilton.ca, a new interactive website for residents to learn about important City initiatives, share their feedback, and engage with community. From June 15, 2020 to December 31, 2021, Engage Hamilton featured 62 projects and welcomed 63,382 individual visitors to the site. During this timeframe, 28,038 participants undertook further action such as clicking a link or downloading a document and 14,041 individuals actively contributed their feedback by using one of the sites many engagement tools.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The City of Hamilton has various policies and related guidelines that are relevant to the establishment of Public Engagement Policy and Administrative Framework. These include:

- Accessibility Standards for Customer Service Policies and Procedures
- Accessible Customer Service Principles
- Assistive Devices Policy
- Clear, Accessible and Large Print Guidelines
- Communications Policy
- Disruption Notice Policy
- Equity and Inclusion Policy
- General Guidelines for Providing Services to People with Disabilities
- Protocol for Gender Identity and Gender Expression
- Service Animals Policy
- Support Persons for Person with Disabilities Policy
- Resident and Visitor Feedback and Complaints Policy
- Training Policy

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: Public Engagement Policy and Administrative Framework
(CM21011(a)) (City Wide) - Page 6 of 14**

- Use of Indigenous Medicines Policy

Additional relevant legislation includes:

- Accessibility for Ontarians with Disabilities Act (AODA) and Integrated Accessibility Standards
- Environmental Assessment Act
- Ontario Human Rights Code
- Ontario Planning Act
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)

Staff acknowledge that there are legislated requirements for specific public engagement activities. Federal and provincial regulations dictate a minimum level of engagement that must be carried out for certain projects. The corporate-wide public engagement policy and framework is intended to act as a support to augment the abilities of staff to conduct those engagement activities and fully comply with all applicable legislation.

Legal requirements will be outlined in a core section of the City's public engagement policy. The legal requirement section will stipulate that the policy does not supersede any legal requirements for public consultation. For example, this would include provincially legislated community consultation requirements under a legislative authority such as the Environmental Assessment Act and Ontario Planning Act.

RELEVANT CONSULTATION

Reimagining Public Participation Campaign: Overview

As part of key efforts to involve the public and relevant stakeholders in identifying areas for improvement and use public feedback to inform the development of corporate-wide public engagement policy and framework, the City launched a multi-faceted public engagement and awareness campaign in February 2022. The Reimagining Public Participation Campaign kicked-off with a city-wide public survey inviting residents to share their thoughts and experiences with City-led public engagement on February 23, 2022 along with two community polls on the City's engage.hamilton.ca website.

Additional public engagement activities included one-on-one interviews with City Councillors, senior City staff, and key community stakeholder groups, as well as specialized consultation sessions with racialized, equity-seeking, and traditionally under-represented groups taking place from March through to May 2022.

The project utilized a variety of communications tactics to ensure broad and inclusive participation across all municipal wards and geographical regions including rural residents. Key methods comprised of the City's digital communication and social media

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: Public Engagement Policy and Administrative Framework
(CM21011(a)) (City Wide) - Page 7 of 14**

channels, city-wide electronic billboards, community and stakeholder e-newsletters, paid digital advertising, print advertisements in nine community newspapers, direct mail marketing, printed campaign posters and surveys, and local radio announcements. The project's awareness campaign also coincided with the public release of the City's first Engage Hamilton Summary Report (Attached as Appendix E).

City-wide Public Engagement Survey and Online Polls

To help better understand resident preferences and experiences with City-led public engagement initiatives and to help make our engagement efforts and interactions better, the City's *Reimagining Public Participation* online survey and polls were open for public feedback on engage.hamilton.ca from February 23 – April 3, 2022. During the six-week period, the online project page received 3,696 visitors. A total of 669 residents completed the survey, including both online and hard copy submissions. The project's two quick polls received a total of 319 responses for both polls combined.

Survey respondents included individuals who had participated in City-led engagement activities as well as those who had not previously participated (81% and 19% respectively). Responses were received from all municipal wards, with Ward 1 reflecting the highest percentage of respondents (10-12%) followed by Wards 2, 3, 7, 13 and 15 (5-9.9%). Close to half of all survey respondents were in the 30-54 age group (47%) and 30% of respondents self-identified with at least one equity-seeking or racialized group. For additional results, refer to Appendix A.

Specialized Consultation Sessions

To ensure inclusive public participation through additional measures, the City of Hamilton partnered with the Social Planning and Research Council of Hamilton (SPRC) to conduct specialized engagement sessions with diverse community stakeholders using an equity, diversity, and inclusion lens. SPRC is a non-profit local organization that strives to improve the quality of life for everyone in Hamilton through research, community development, community engagement, and system and service planning.

Through their trusted and collaborative relationships with local community groups and networks, SPRC led a combination of targeted focus groups and one-on-one interviews with over 50 participants including individuals representing youth, senior, Indigenous, racialized, equity-seeking and traditionally under-represented groups. Outreach, collaboration, and consultation efforts included diverse community groups and networks such as the Coalition of Hamilton Indigenous Leaders, Hispanic Association of Hamilton, Immigrant Workers' Centre, Hamilton Organizing for Poverty Elimination, Empowerment Squared, Disability Justice Network, HamOnt Youth Table, St. Matthew's House Virtual Seniors, and various Citizen Committees of Council. For more details, refer to Appendix C.

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: Public Engagement Policy and Administrative Framework
(CM21011(a)) (City Wide) - Page 8 of 14**

One-on-One Interviews with Key Stakeholders

In order to support authentic and meaningful dialogue through a fully transparent and unbiased process, the City of Hamilton retained a local Hamilton-based third-party consulting group, Enterprise Canada, to conduct one-on-one interviews with the Mayor and City Councillors, City staff, and key public stakeholder groups. More than 60 individuals received requests to participate in the comprehensive one-hour interview process, with a total of 34 interviews being conducted from March to May 2022.

A series of comprehensive discussion guides were developed to engage each of the three target groups. Discussion topics ranged from defining the purpose of public engagement and gathering perceptions of City-led public engagement practices to understanding barriers to engagement and assessing equity, diversity and inclusion efforts. For more details, refer to Appendix B.

Municipal Best Practice Research and Consultation

Extensive research regarding municipal best practices in public engagement was conducted through a student placement opportunity with McMaster University through the School of Social Work. Research efforts included an environmental scan and comparative analysis of municipal public engagement policies, frameworks, and staffing levels as well as one-on-one interviews with municipal public engagement leads from across Canada.

Several Canadian municipalities have policies for public engagement. These are often accompanied by an administrative document that outlines procedures and provides further guidance for staff. Some municipalities may have an overall “Public Engagement Strategy” or an all-encompassing “Public Engagement Framework” which contains similar content to a Council Policy, in addition to standardized procedures and/or administrative guidelines. Table 1 indicates the approaches taken by a variety of Canadian municipalities based on consultation findings and available public information.

Based on cross-comparison research efforts, municipalities across Canada all vary in how they structure and staff public engagement. Some municipalities have a dedicated Engagement Section or Engagement Division that supports a unified public engagement approach while others may hire engagement specialists that conduct engagement activities independently from other units and departments. Table 2 outlines the staffing structure of comparator municipalities consulted through this initiative.

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: Public Engagement Policy and Administrative Framework
(CM21011(a)) (City Wide) - Page 9 of 14**

Table 1: Municipal Public Engagement Approaches

| Municipality | Engagement Policy | Engagement Framework | Engagement Procedures | Online Platform | Evaluation Framework |
|---------------------|--------------------------|-----------------------------|------------------------------|------------------------|-----------------------------|
| City of Calgary | ✓ | ✓ | ✓ | ✓ | ✓ |
| City of Edmonton | ✓ | ✓ | ✓ | ✓ | ✓ |
| City of Guelph | ✓ | ✓ | ✓ | ✓ | ✓ |
| City of Hamilton | | | | ✓ | |
| City of London | ✓ | ✓ | ✓ | ✓ | ✓ |
| City of Kingston | | ✓ | ✓ | ✓ | |
| City of Kitchener | ✓ | ✓ | ✓ | ✓ | |
| City of St. John's | ✓ | | ✓ | ✓ | ✓ |
| City of Toronto* | | | | | |
| City of Thunder Bay | | ✓ | ✓ | ✓ | |
| City of Victoria | | ✓ | ✓ | ✓ | ✓ |
| City of Windsor | | | | ✓ | |
| City of Winnipeg | ✓ | ✓ | ✓ | ✓ | |

*Note: The City of Toronto recently received Council-direction to explore municipal best practices in public engagement to assist with informing the development of centralized public engagement processes and procedures. These efforts are currently being supported by three dedicated FTE staff.

Table 2: Public Engagement Staffing Structure Comparison

| Municipality | Population | Size of Municipal Corporate-wide Engagement Team / Dedicated FTE Staff |
|---------------------|-------------------|---|
| City of Calgary | 1.239 million | (20) Twenty FTE staff members |
| City of Edmonton | 981,280 | (9) Nine FTE staff members |

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: Public Engagement Policy and Administrative Framework
(CM21011(a)) (City Wide) - Page 10 of 14**

| Municipality | Population | Size of Municipal Corporate-wide Engagement Team / Dedicated FTE Staff |
|---------------------|-------------------|---|
| City of Guelph | 145,000 | (4) Four FTE staff members |
| City of Hamilton | 776,000 | (0.5) ½ FTE staff member |
| City of London | 422,324 | (11) Eleven FTE staff members |
| City of Kingston | 136,685 | (8) Eight FTE staff members |
| City of Kitchener | 256,885 | (1) One FTE staff member |
| City of St. John's | 108,860 | (2) Two FTE staff members |
| City of Toronto | 2.732 million | (3) Three FTE staff members* (note pg.9) |
| City of Thunder Bay | 108,843 | (3) Three FTE staff members |
| City of Victoria | 91,867 | (11) Eleven FTE staff members |
| City of Windsor | 336,000 | (7) Seven FTE staff members |
| City of Winnipeg | 705,244 | (4) Four FTE staff members |

Additional research activities were conducted by volunteer graduate-level students participating in McMaster University's Research Shop. These research efforts included an environmental scan and comparative analysis of various Canadian municipality's core principles of public engagement along with potential recommendations for consideration. This work is currently being drafted and will be used towards informing the guiding principles section of the City's future Public Engagement Policy.

Internal Consultation and Collaboration

Additional collaboration and consultation efforts were conducted with priority City initiatives such as the Youth Engagement Strategy, Age-Friendly Strategy, Hate Prevention and Mitigation Action Plan, and relevant Citizen Advisory Committees of Council along with key internal City Division's including Children's Services and Neighbourhood Development Division, Early Years Operations, Recreation, and Hamilton Public Library. Select City staff including members of the City's Senior Leadership were also invited to participate in one-on-one interviews led by Enterprise.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

To ensure the engagement process for this initiative was robust, staff gathered feedback from the following stakeholders:

*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: Public Engagement Policy and Administrative Framework
(CM21011(a)) (City Wide) - Page 11 of 14**

1. Residents
2. Community Stakeholders
3. City of Hamilton's Senior Leadership Team
4. City Council

Residents – Residents are stakeholders in all of the City's public engagement activities. As part of the City's engagement efforts, staff reached out to residents via an online survey and community polls to seek feedback on our engagement practices and activities and to gather opinions on how the City could enhance public engagement moving forward. Specialized consultation efforts led by Social Planning and Research Council (SPRC) supported additional measures to ensure the inclusion of racialized, equity-seeking, and traditionally under-represented group voices.

Community Stakeholders – Public stakeholder groups have a vested interest in supporting public participation and community integration. They are valued partners in supporting the City to connect with residents, build relationships and community, and help shape City decisions. Community stakeholders were engaged in this initiative through the online survey, specialized consultation sessions and one-on-one interviews.

City Staff – City staff are responsible for leading the City's public engagement practices and for implementing the City's future engagement policy and framework. Senior staff members including all staff members comprised of the City's Senior Leadership Team (SLT) participated in one-on-one interviews. The City's Public Engagement Community of Practice played a key role in promoting the project's survey through their extensive networks and will continue to be engaged throughout the development of this initiative as they are on the frontline of public engagement.

Council – Council interacts with residents on a daily basis. As indicated earlier, 80% of City-led public engagement projects are Council directed and/or directly related a Term of Council Priority. Council members are the City's ultimate decision makers, determining when public engagement is required, at what level, and use the results of engagement activities to help inform the decisions they make on behalf of residents. Members of City Council were engaged in this initiative to better understand their perspectives, to identify what is working and what could be improved.

What We Heard: Key Themes

The information collected from the project's survey, polls, specialized engagement sessions, one-on-one interviews, and related consultation activities has enabled staff to learn more about the City's overall public engagement processes and practices. Public engagement is important to, and valued by, staff, residents, community stakeholders, and Council. We also learned how well we are doing and what we can improve.

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: Public Engagement Policy and Administrative Framework
(CM21011(a)) (City Wide) - Page 12 of 14**

Based on the comprehensive engagement findings from over 1,075 project participants, eight key themes emerged. These themes will inform the development of a corporate-wide public engagement policy and administrative framework.

1. Incorporate Public Input into Decision Making Efforts
2. Establish Clear and Consistent Public Engagement Processes and Expectations
3. Lead Authentic Community Collaboration and Outreach Efforts
4. Ensure Inclusive, Equitable and Accessible Public Engagement Planning and Design
5. Use Multiple Engagement Methods to Collect Feedback
6. Share Information Broadly, Listen and Report Back
7. Enhance Capacity through Public Engagement Training and Awareness
8. Strengthen Public Trust and Improve Transparency

Value of Consistent Corporate-wide Engagement Practices: Engage Hamilton

The enterprise-wide investment in the City's Engage Hamilton website has been positively received by residents, staff and Council. The interactive public engagement site highlights the benefits of using consistent and unified approaches that can be further advanced through the corporate-wide development of effective engagement guidelines and standards of practice. Table 3 provides an overview of the current corporate-wide use of Engage Hamilton as listed by departmental use and number of projects key City service areas have featured on the site.

Table 3: Projects Featured on Engage Hamilton listed by Department and Service Area

| Department | Projects Featured | City of Hamilton Service Areas | | | |
|---------------------------------|--------------------------|--|--------------------------------|---|----------------------|
| Public Works | 42 | Transportation | Infrastructure | Landscape Architectural Services /Parks | Sustainable Mobility |
| | | 9 | 5 | 25 | 3 |
| Planning & Economic Development | 22 | Heritage, Tourism and Economic Development | Parking and By-law Enforcement | Policy & Art | Growth Management |
| | | 4 | 2 | 12 | 4 |

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: Public Engagement Policy and Administrative Framework
(CM21011(a)) (City Wide) - Page 13 of 14**

| Department | Projects Featured | City of Hamilton Service Areas | | | |
|----------------------------|-------------------|--------------------------------|---------------------|-----------------------|------------------------|
| | | Housing | Priority Strategies | Recreation | Public Health Services |
| Healthy & Safe Communities | 7 | 1 | 2 | 2 | 2 |
| | | | | | |
| City Manager's Office | 10 | Public Engagement | Strategic Services | Community Initiatives | Communications |
| | | 4 | | 3 | 3 |
| Corporate Services | 3 | Budget and Tax | Human Resources | Elections | |
| | | 2 | | 1 | |

The current cost to maintain the City's external digital engagement software platform (Engage Hamilton) as an enterprise tool, including annual licencing costs and strategic support services, is covered by existing Council-approved budget.

The City's public engagement processes can continue to advance by building upon existing achievements such as the City's Public Engagement Charter, Annual Engagement Summit, Internal Community of Practice, and Engage Hamilton online platform. The recommendations contained within this report directly contribute to advancing a consistent, transparent, accountable, equitable and inclusive public engagement process for the City Hamilton. A dedicated and effectively-resourced effort is required to establish a corporate-wide public engagement policy and framework.

ALTERNATIVES FOR CONSIDERATION

None

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

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

Economic Prosperity and Growth

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

Healthy and Safe Communities

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: Public Engagement Policy and Administrative Framework
(CM21011(a)) (City Wide) - Page 14 of 14**

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

Clean and Green

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

Built Environment and Infrastructure

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

Culture and Diversity

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

Our People and Performance

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

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report CM21011(a): Reimagining Public Participation Survey Summary

Appendix “B” to Report CM21011(a): Reimagining Public Participation Report – Enterprise

Appendix “C” to Report CM21011(a): Reimagining Public Participation in the City of Hamilton – Social Planning and Research Council of Hamilton

Appendix “D” to Report CM21011(a): Annual Public Engagement Survey and Project Inventory Summary Report

Appendix “E” to Report CM21011(a): Community Engagement Review: June 2020 – December 31, 2021



Reimagining Public Participation Survey Summary

Reimagining Public Participation Survey Summary

Contents

| | |
|---------------------------------------|----|
| Survey Summary | 2 |
| Survey Administration..... | 2 |
| The Respondents | 3 |
| Survey Questions Summary | 5 |
| Comments and Suggestions Summary..... | 18 |
| Appendix A: Survey Tool..... | 19 |

Reimagining Public Participation Survey Summary

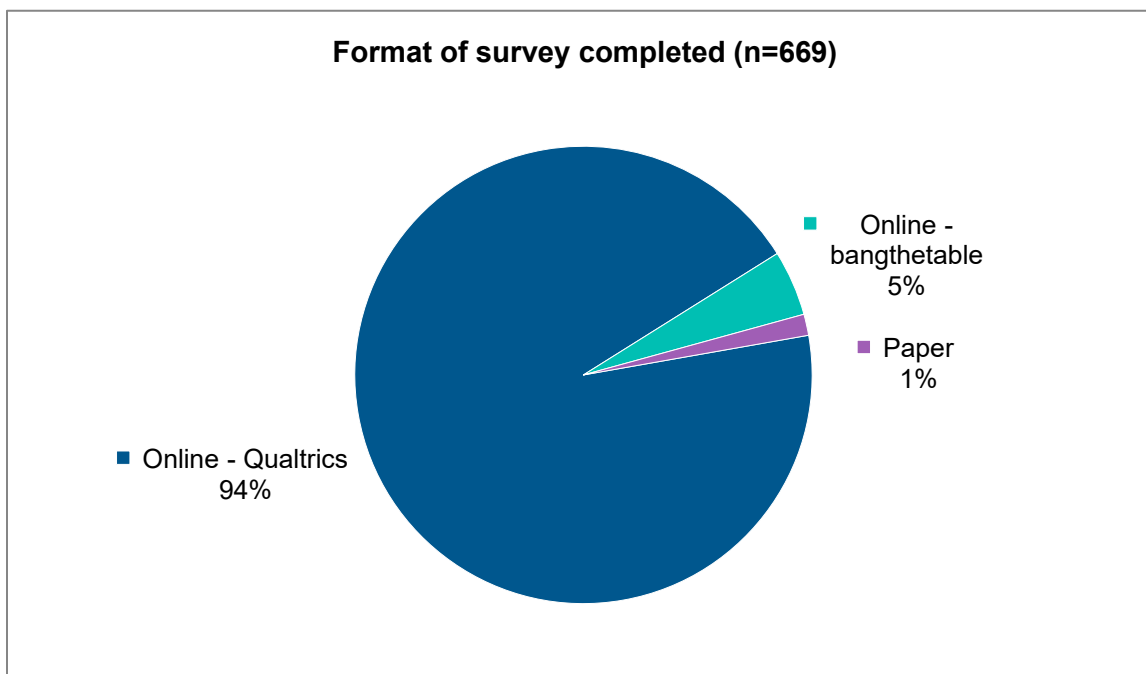
Survey Summary

Survey Administration

The Reimagining Public Participation Survey was made available online between February 23, 2022 and April 3, 2022. The survey was initially launched online using the platform bangthetable. However due to limitations of this platform to collect the data according to the survey design, the survey was subsequently transferred to the survey platform Qualtrics. Paper copies of the survey were also made available at Municipal Service Centers. The survey questions are provided in Appendix A.

Due to slight differences in question design and data collected between the online platforms and the paper surveys, some recoding and adjustments to the data were made to ensure data is reported in an appropriate and most consistent way.

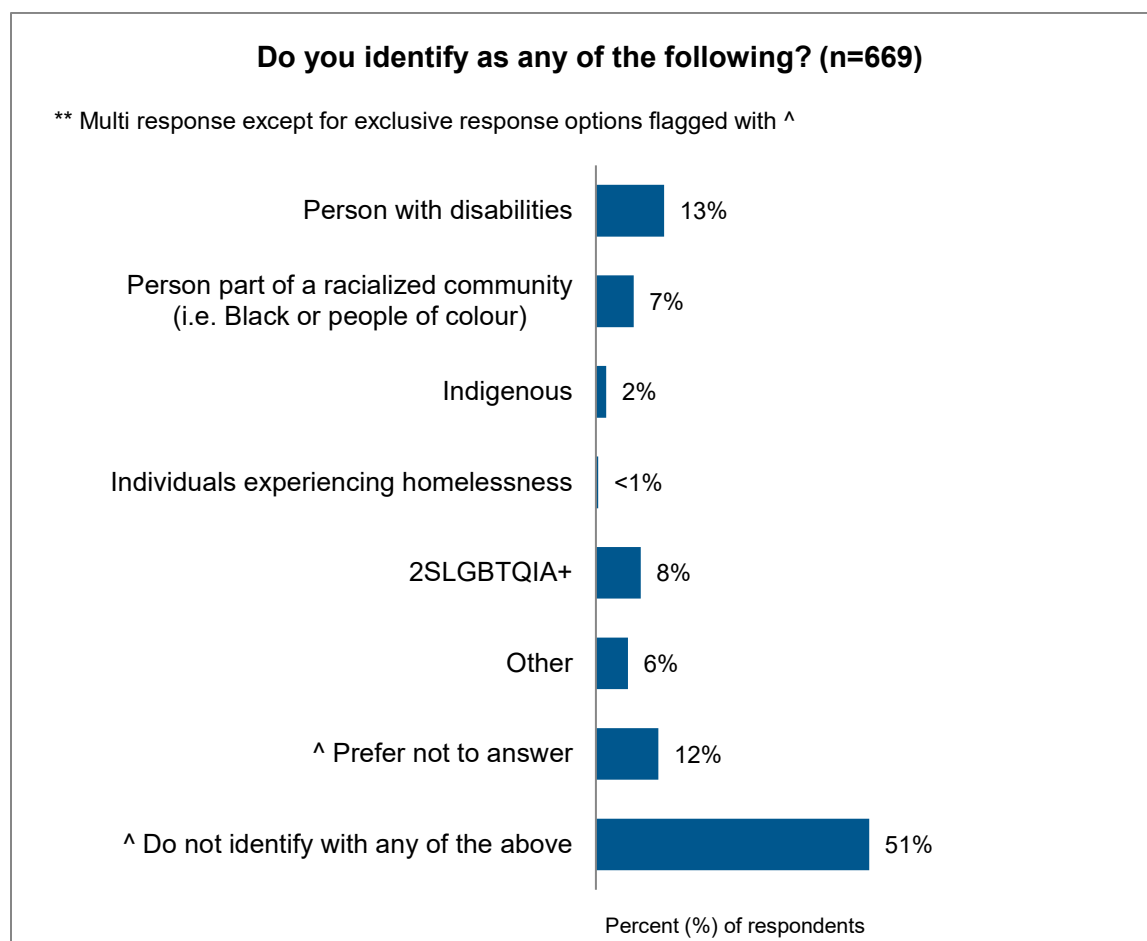
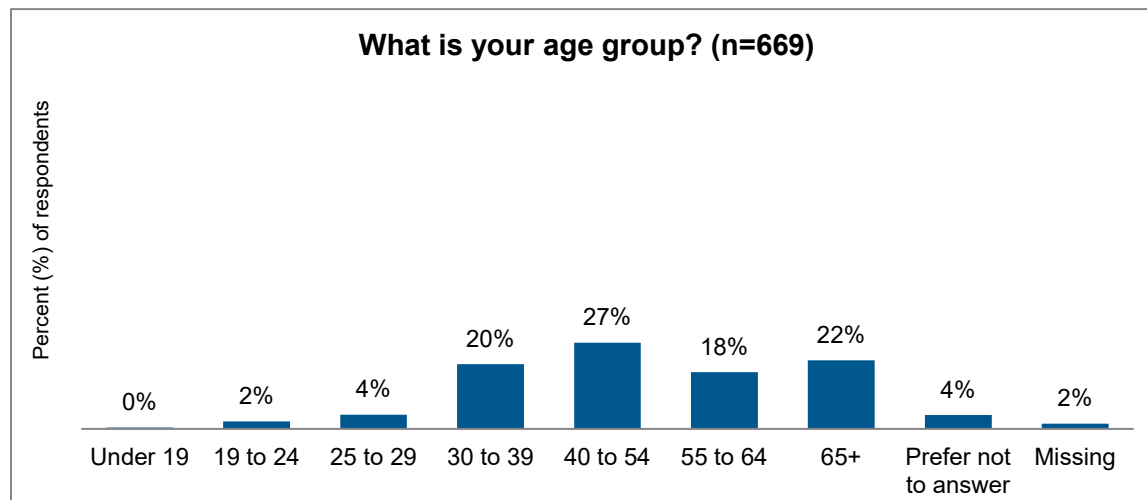
A total of 669 surveys were collected, with the majority (99%) being from the online survey.



The following is a summary of the responses collected. The universe of respondents (n) is provided in brackets for each question.

Reimagining Public Participation Survey Summary

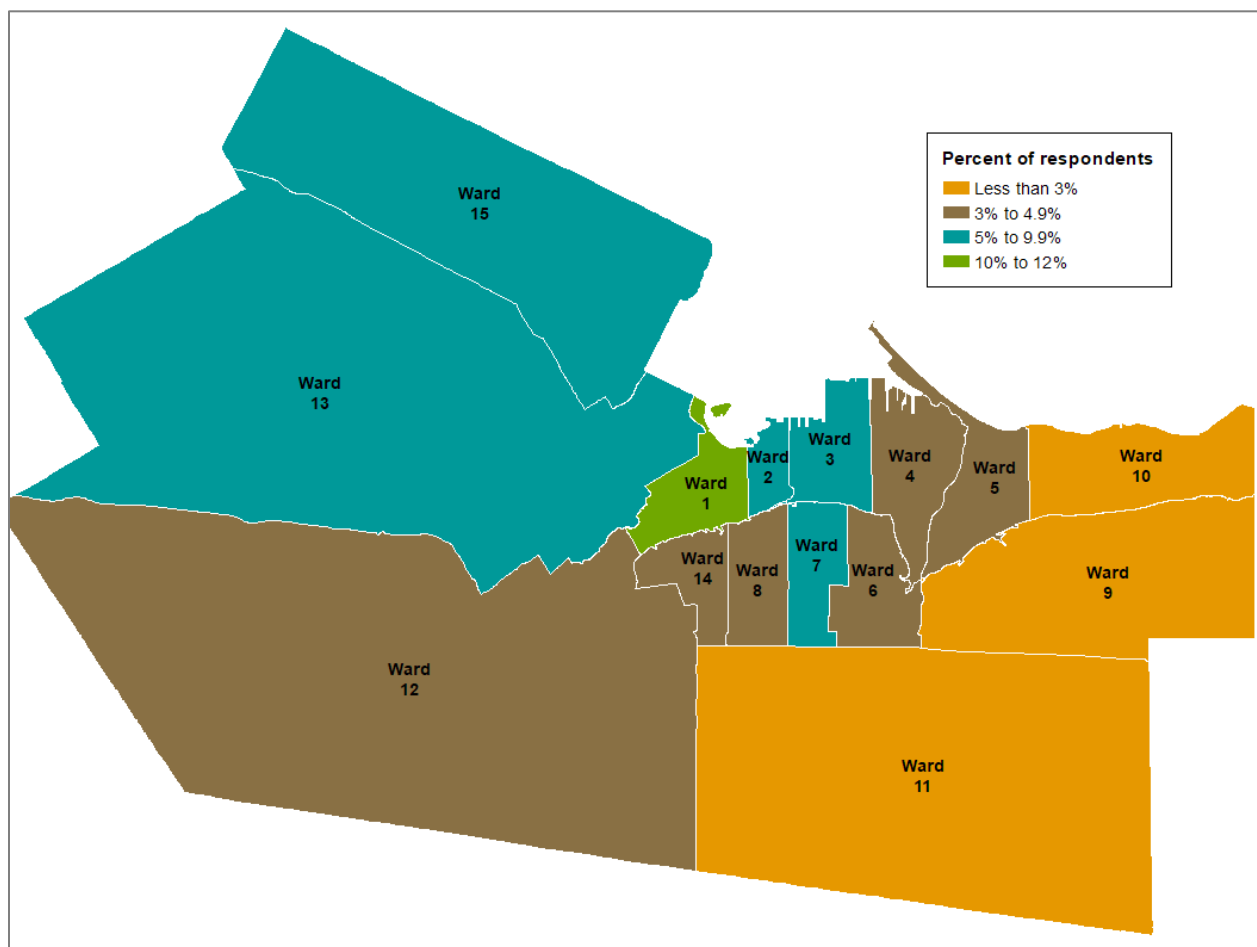
The Respondents



Reimagining Public Participation Survey Summary

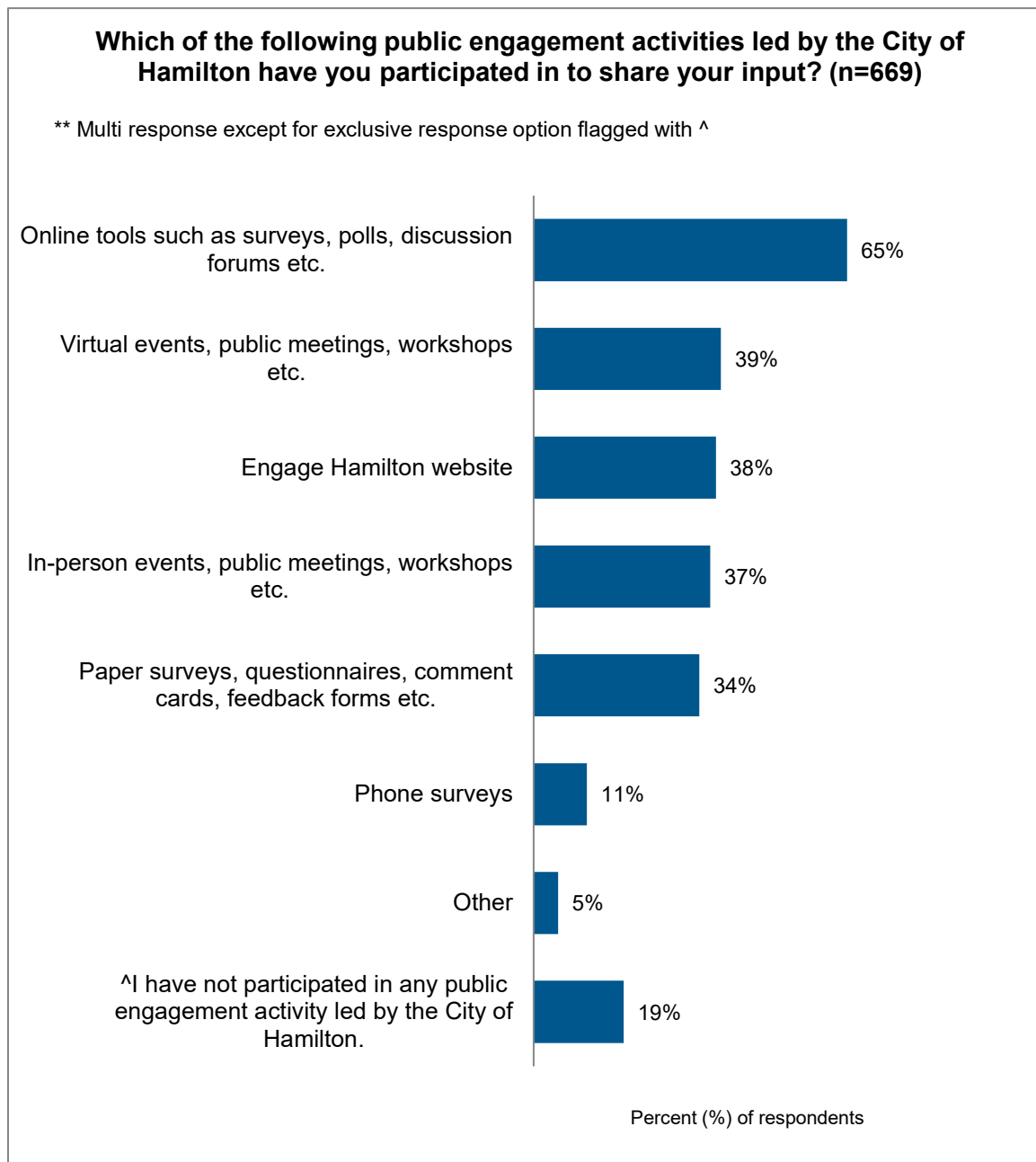
The text entered for the “Other, please specify” response option for other groups respondents identify with include references to being a senior, elderly, female/woman etc.

The following map shows the distribution of respondents based on the Ward associated with the postal code provided by respondents. The map reflects approximately 79% of total respondents as 21% of respondents did not provide a valid Hamilton postal code that could be mapped to a Ward.



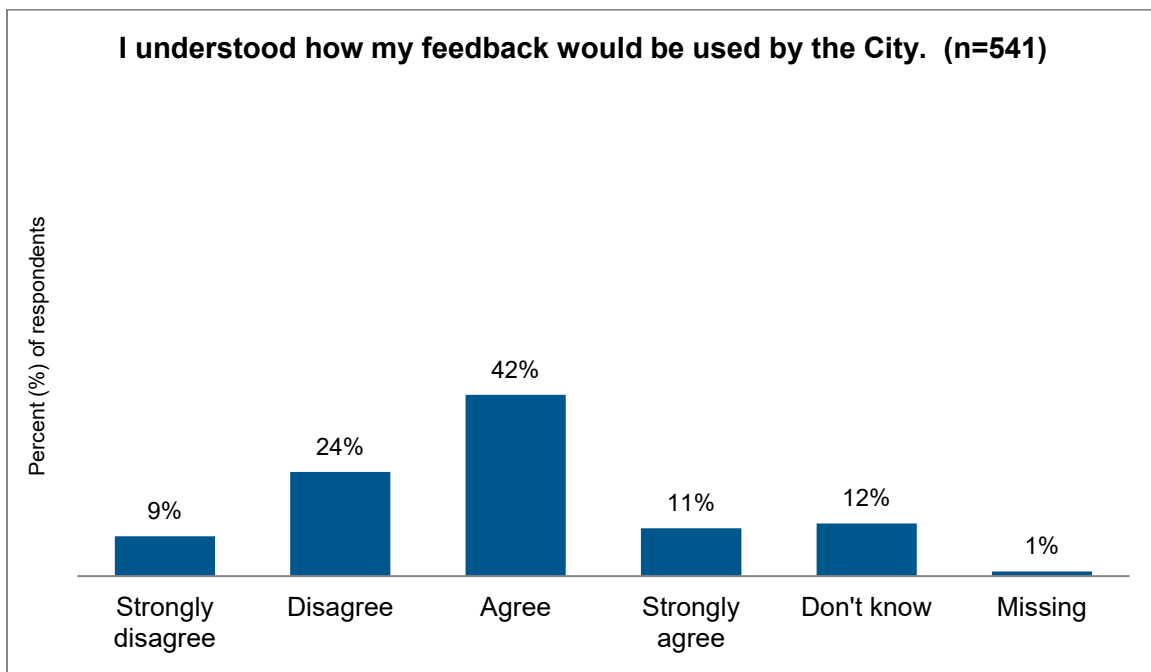
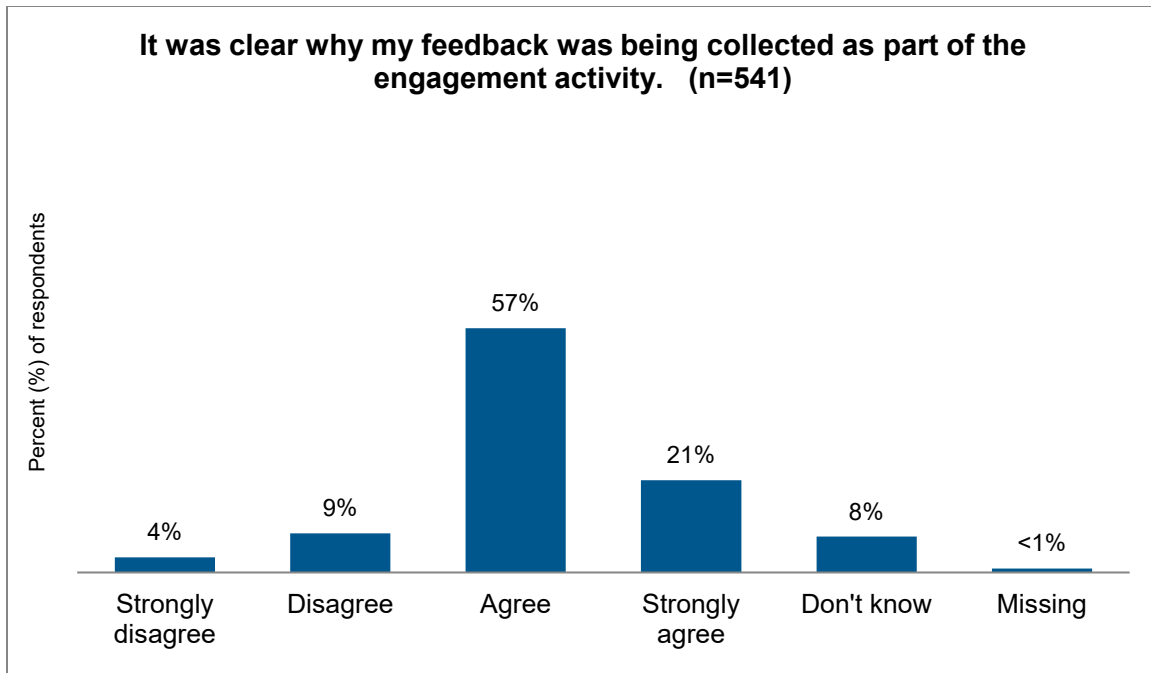
Reimagining Public Participation Survey Summary

Survey Questions Summary

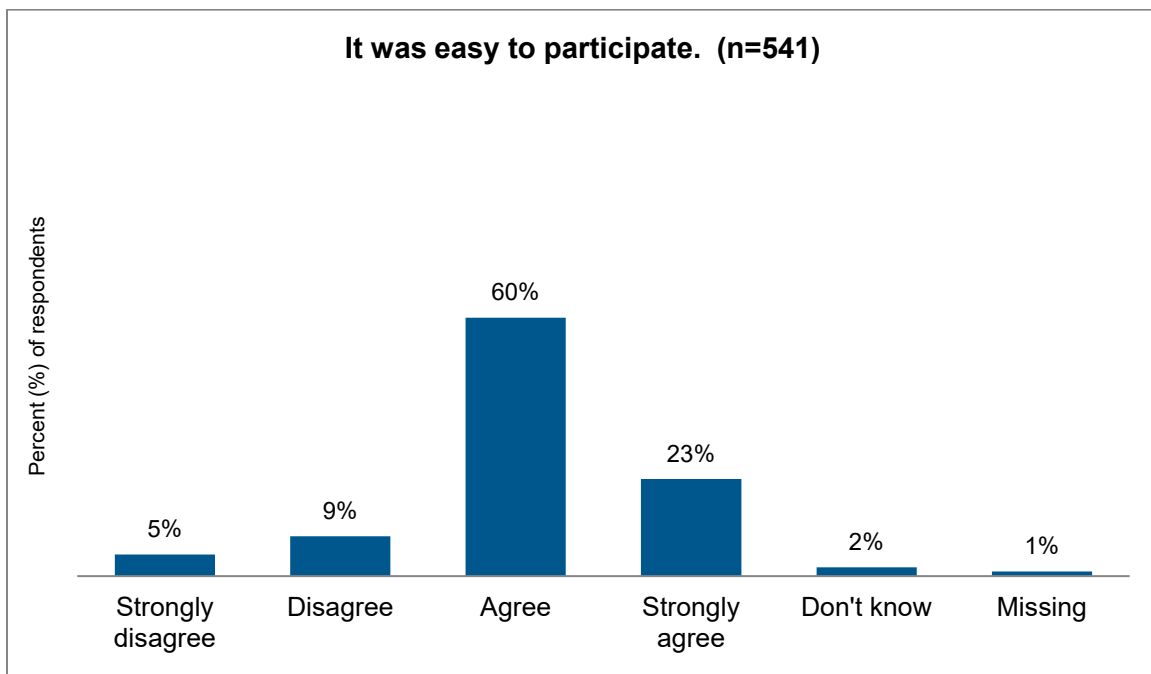
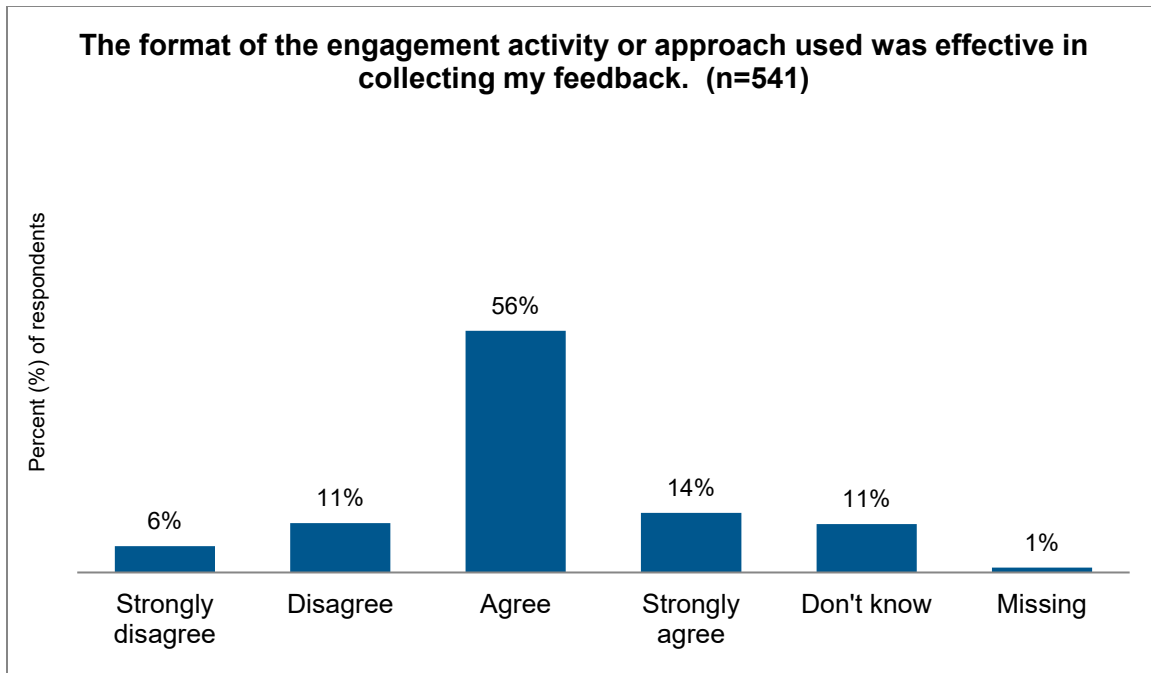


The text entered for the “Other, please specify” response option to describe other ways of participating in engagement activities include references to being a delegate at Council, contacting the city/Councillor through phone, email etc.

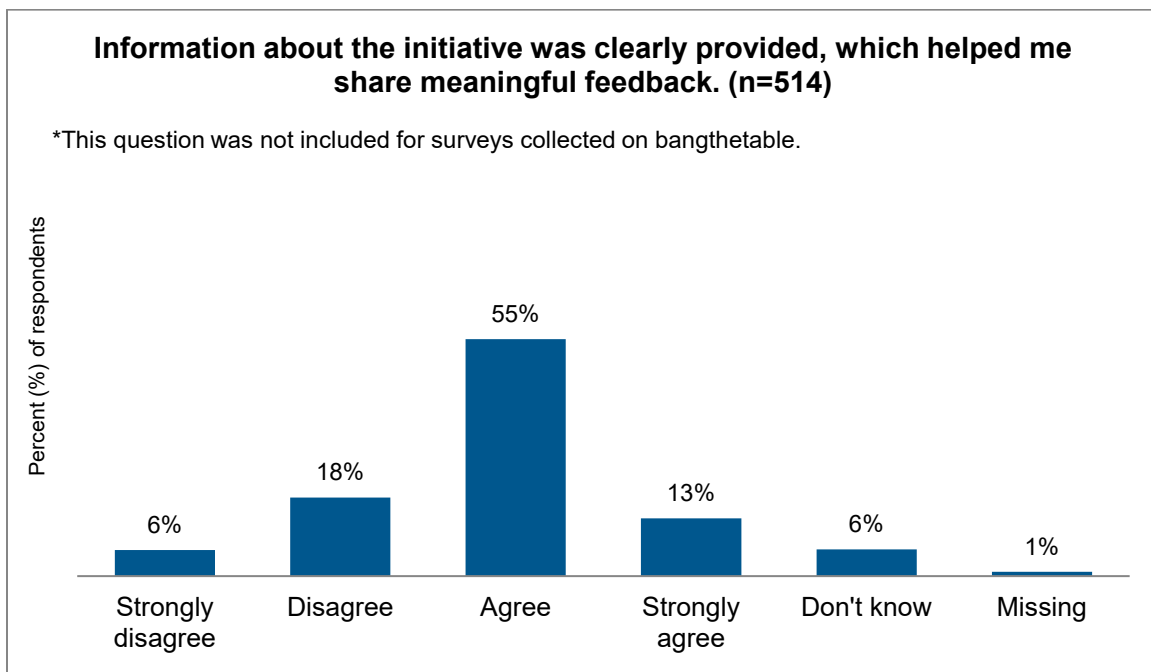
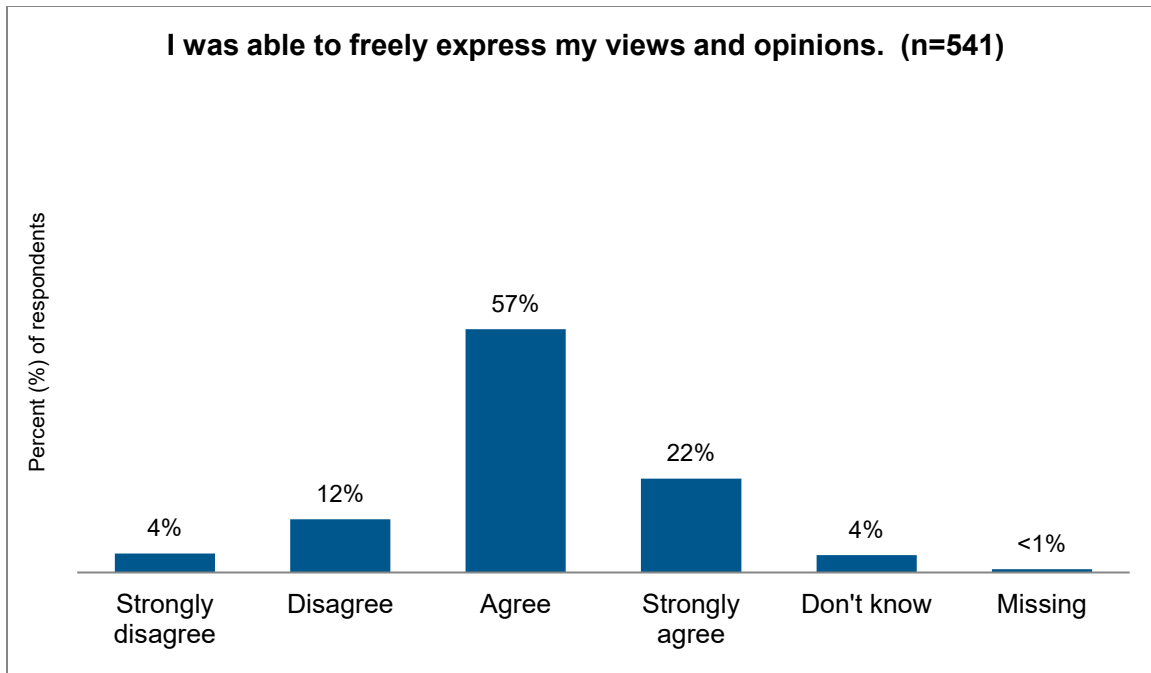
Reimagining Public Participation Survey Summary



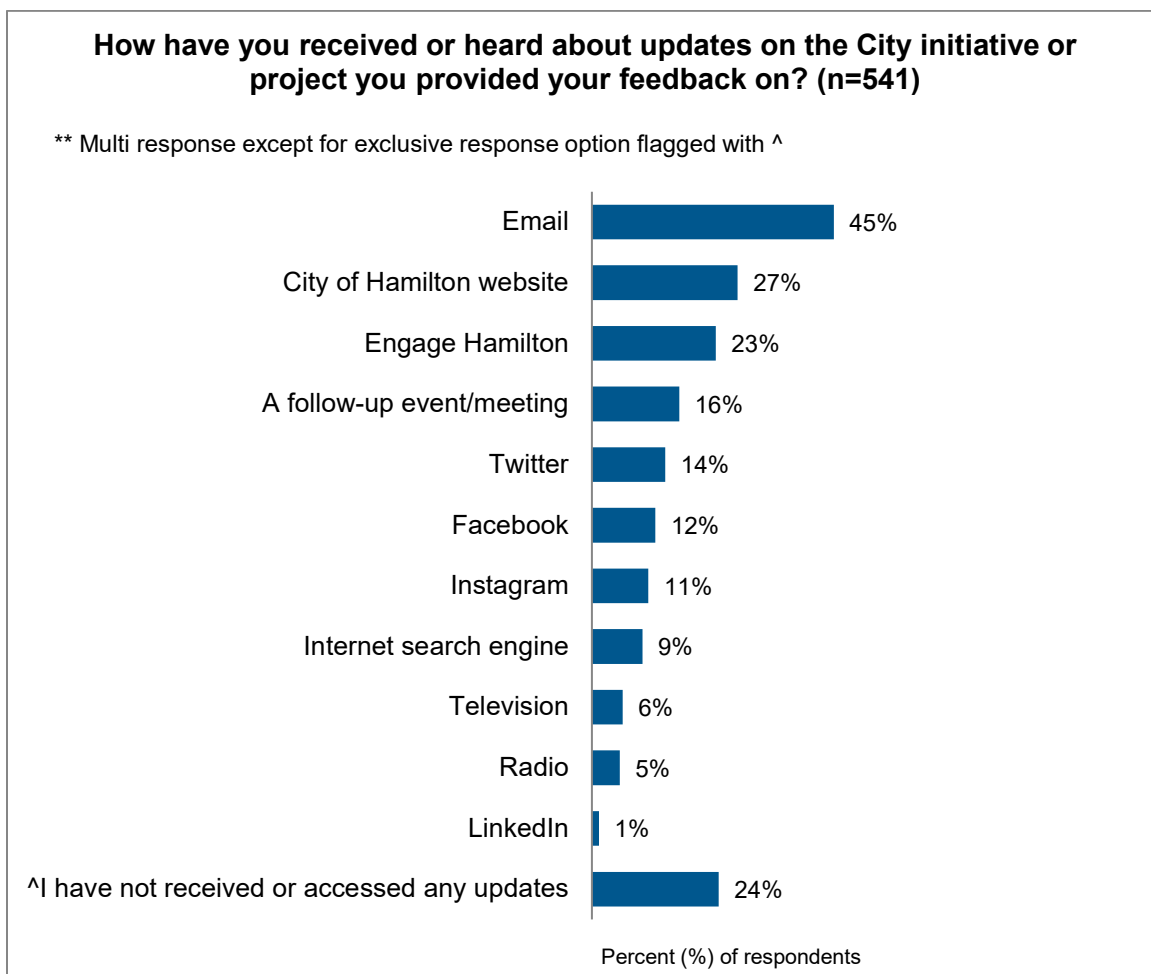
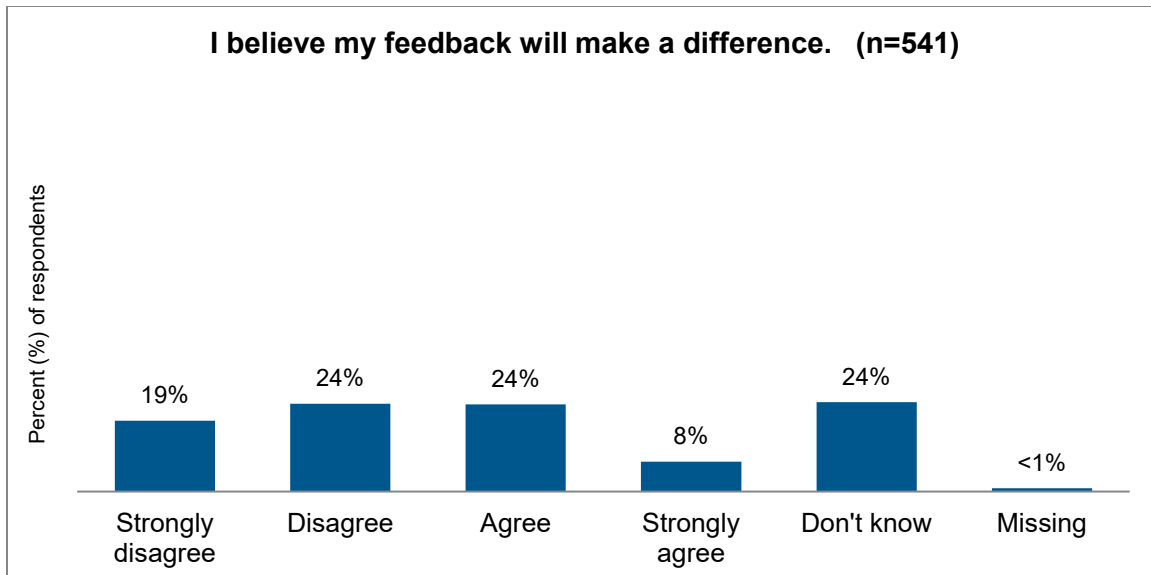
Reimagining Public Participation Survey Summary



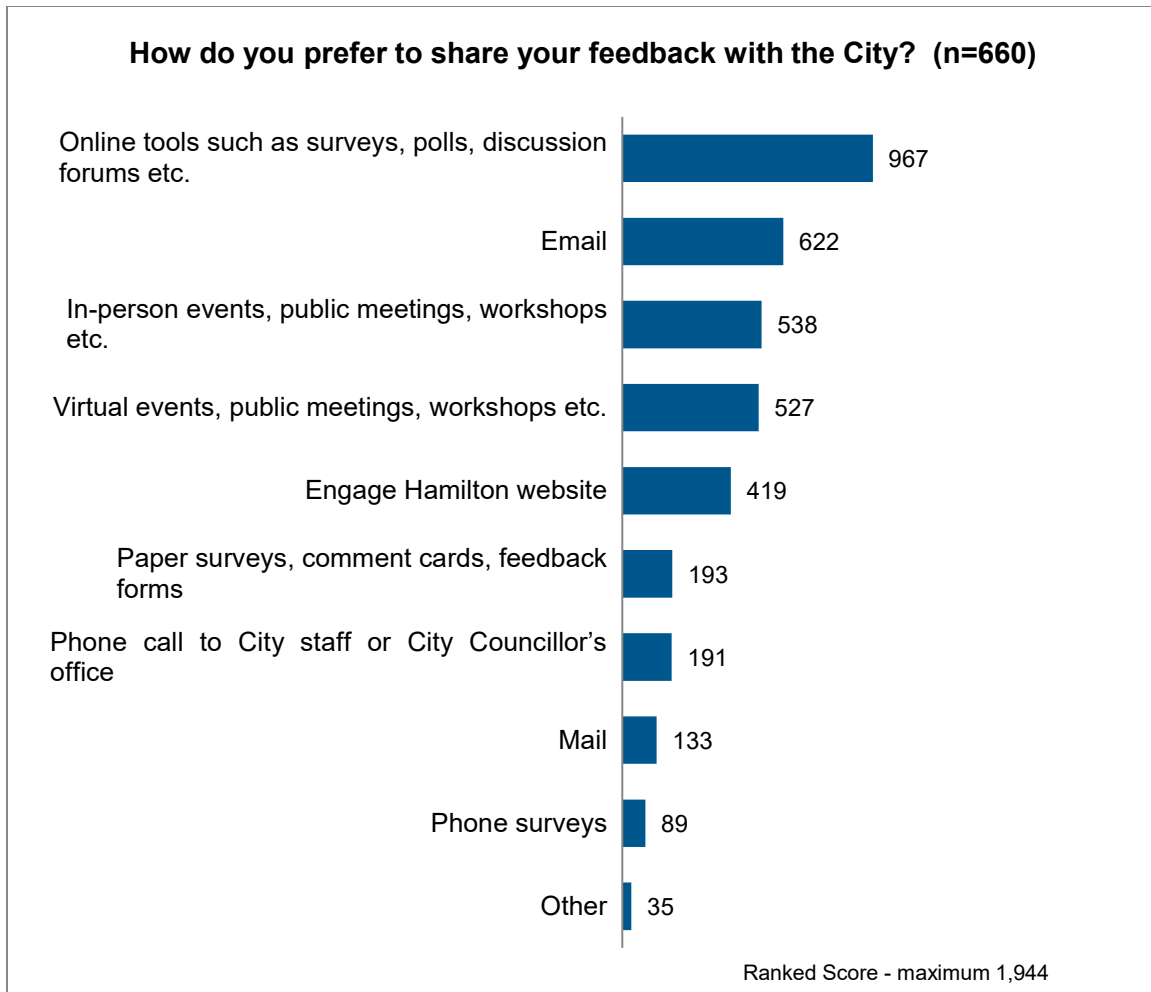
Reimagining Public Participation Survey Summary



Reimagining Public Participation Survey Summary

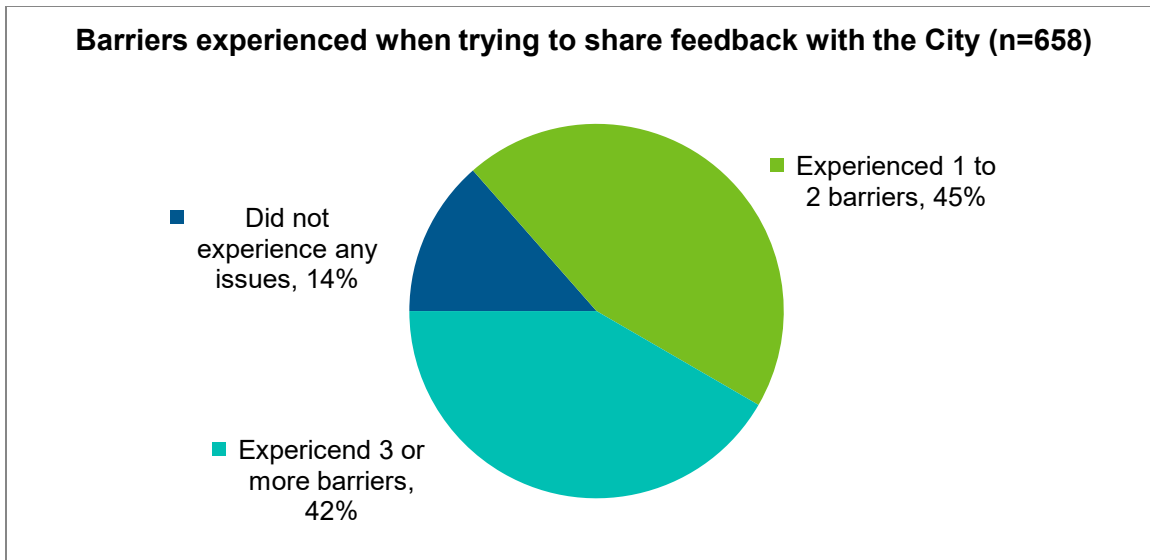


Reimagining Public Participation Survey Summary



The text entered for the “Other, please specify” response option of preferred ways to share feedback with the City include references to email and other online/virtual methods.

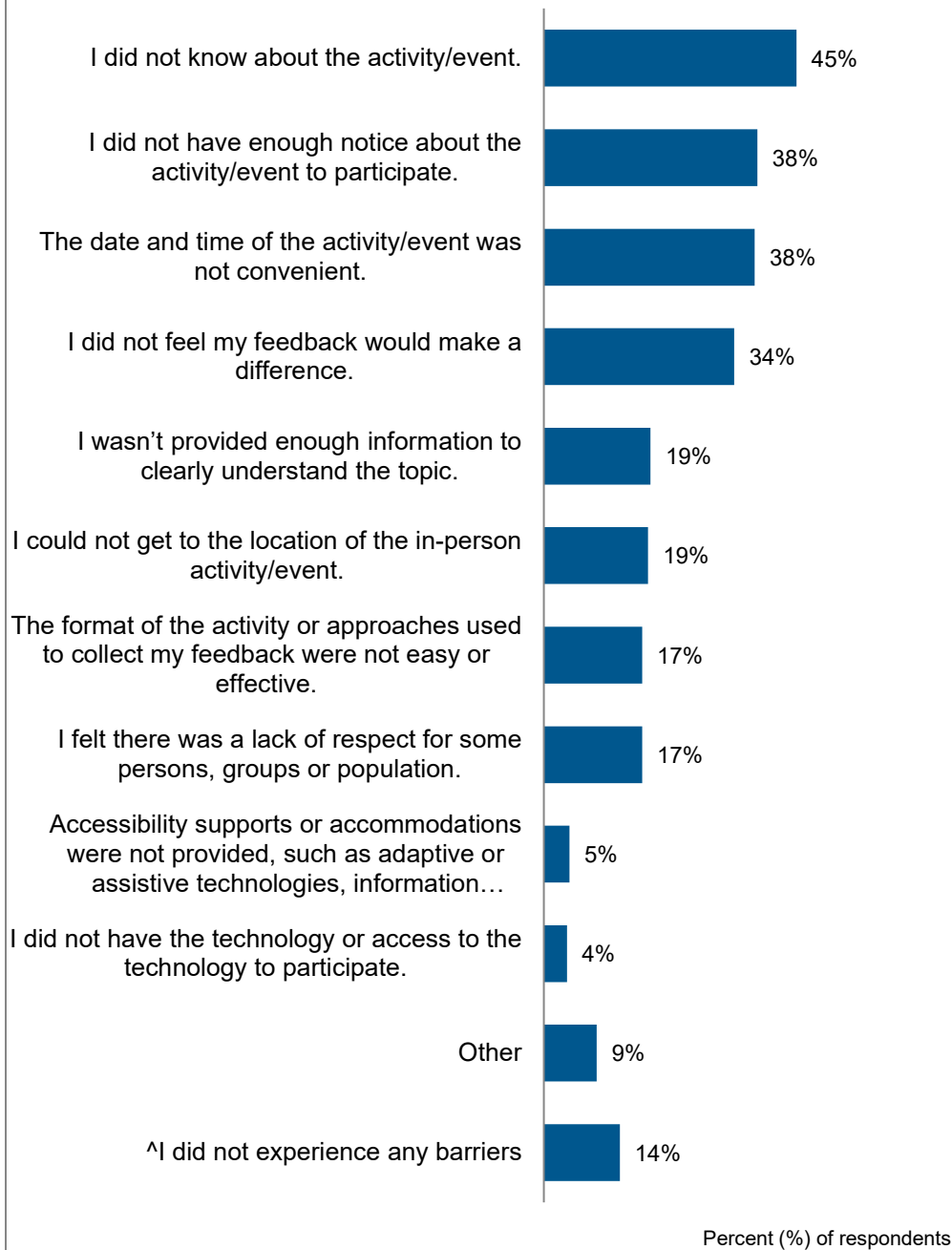
Reimagining Public Participation Survey Summary



Reimagining Public Participation Survey Summary

Which of the following barriers have you experienced when trying to share your feedback with the City? (n=658)

** Multi response except for exclusive response option flagged with ^

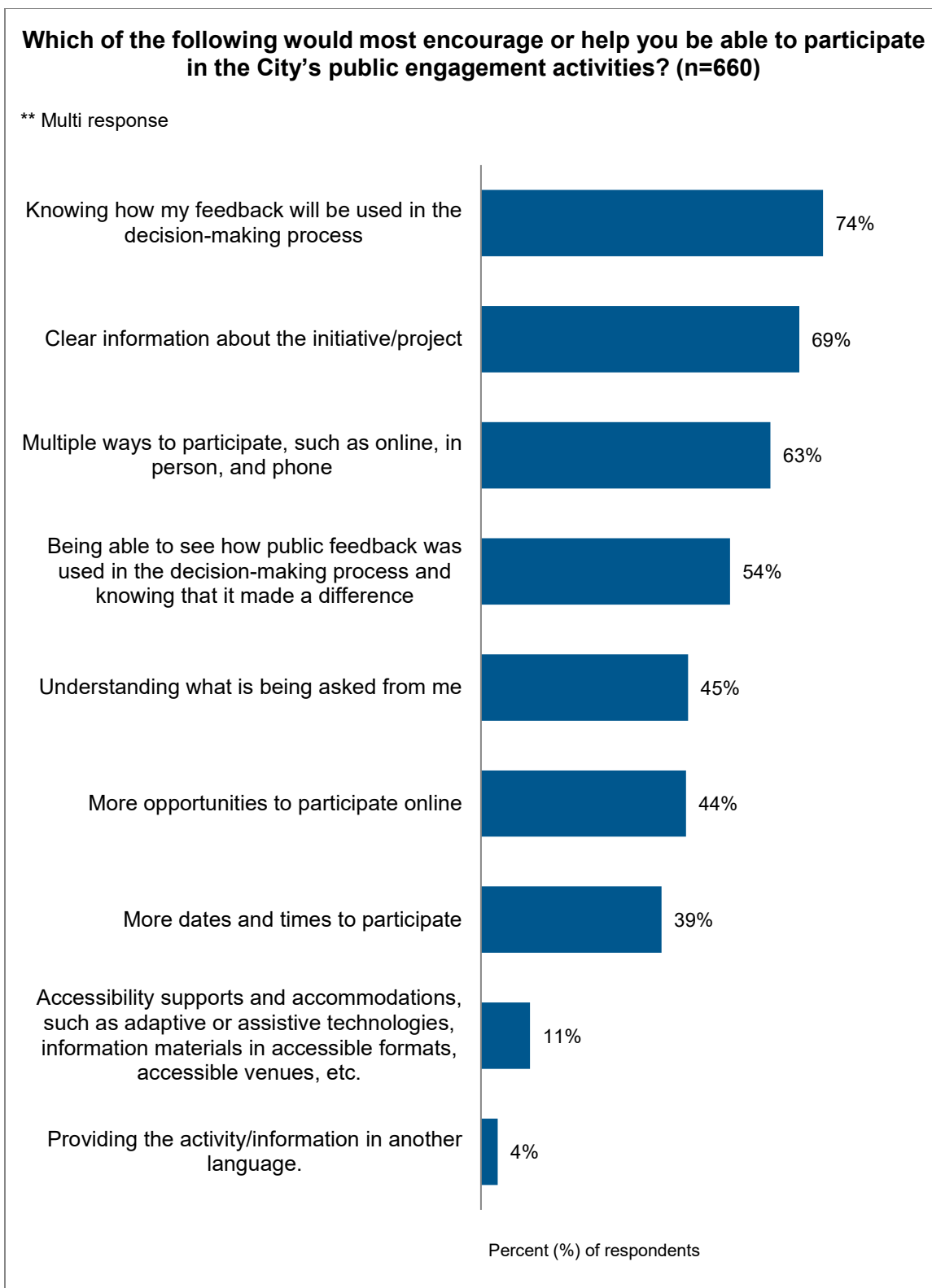


Reimagining Public Participation Survey Summary

There were 61 text responses provided to the “Other, please specify” response option for barriers experienced when trying to share feedback with the City. The issues identified were primarily regarding:

- feeling like feedback/input is not heard and/or used
- experiences of not being respected
- not receiving responses to inquiries/emails/requests
- not being aware of engagement activities/opportunities
- engagement activities being done for show and/or when there is already a predetermined decision

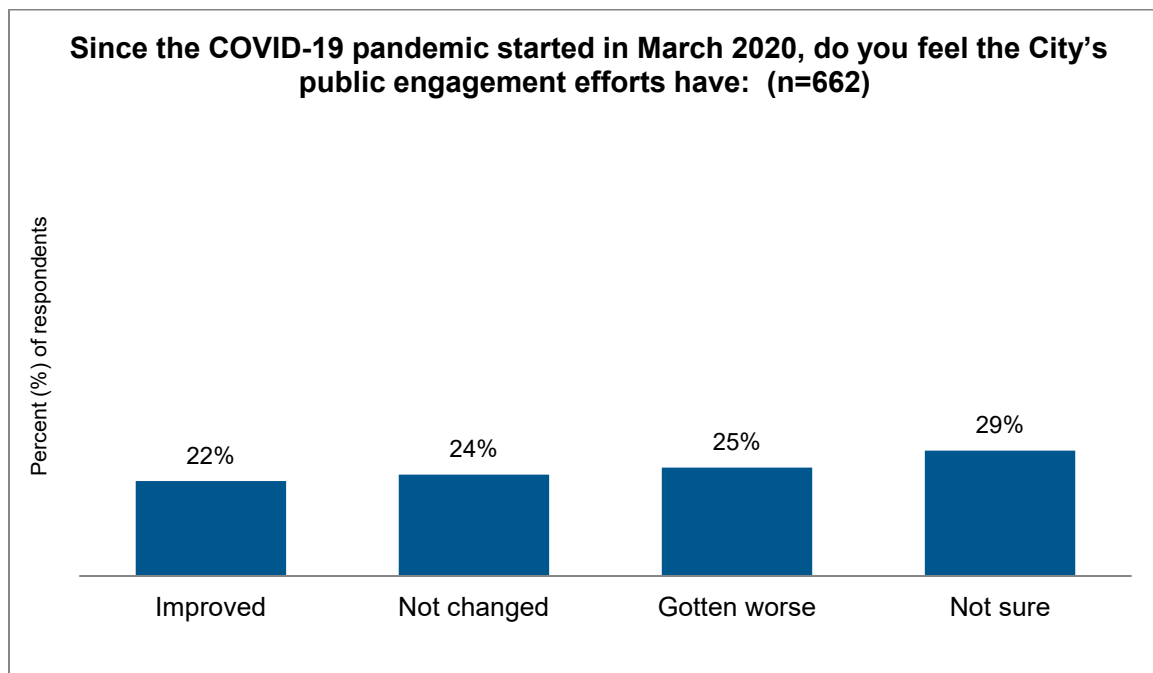
Reimagining Public Participation Survey Summary



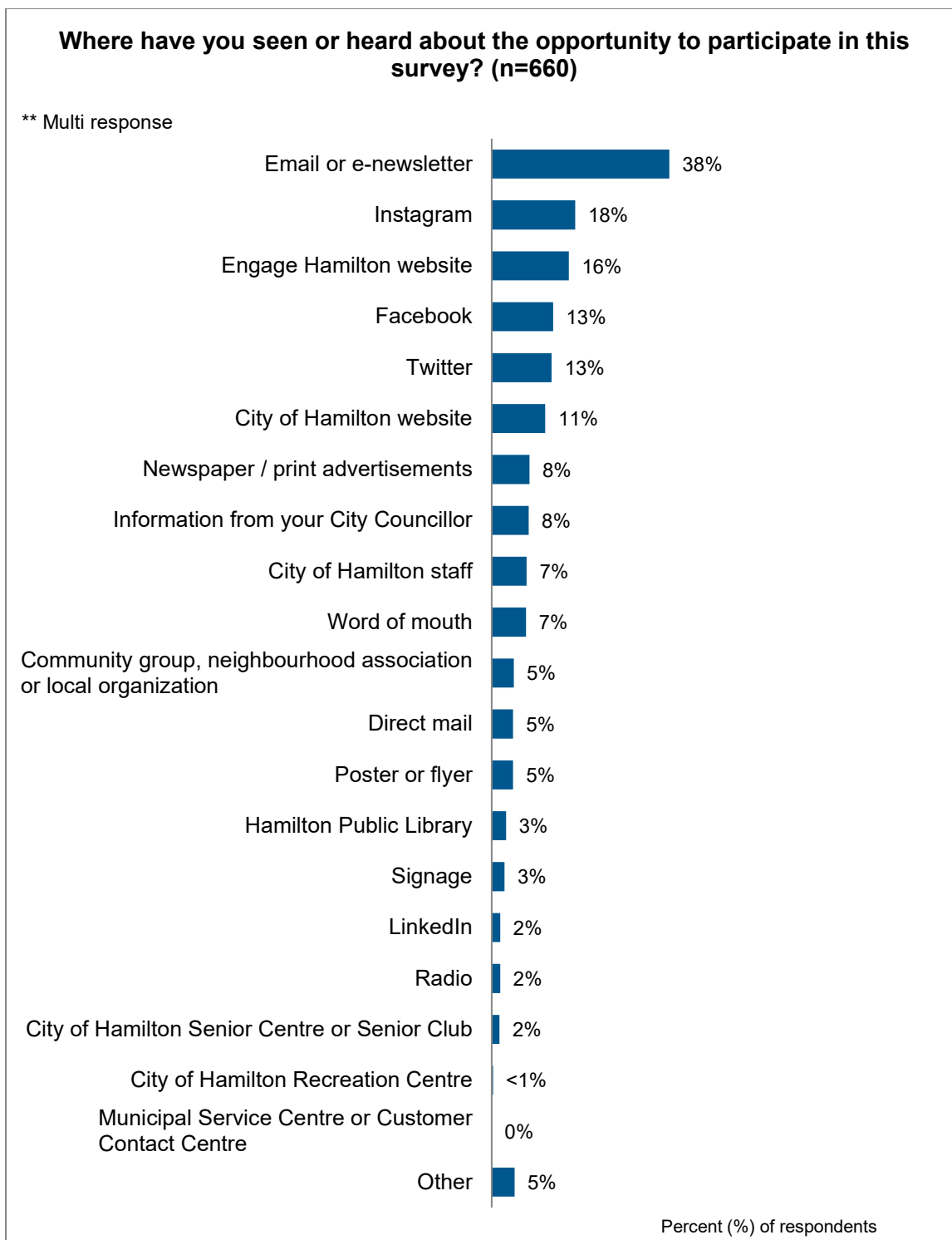
Reimagining Public Participation Survey Summary

The text entered for the “Accessibility supports and accommodations, please specify” response option include references to : Braille, ASL, accommodations for hearing impaired persons etc.

The text entered for the “Providing activity/information in another language, please specify” response option include references to French and a variety of other languages.

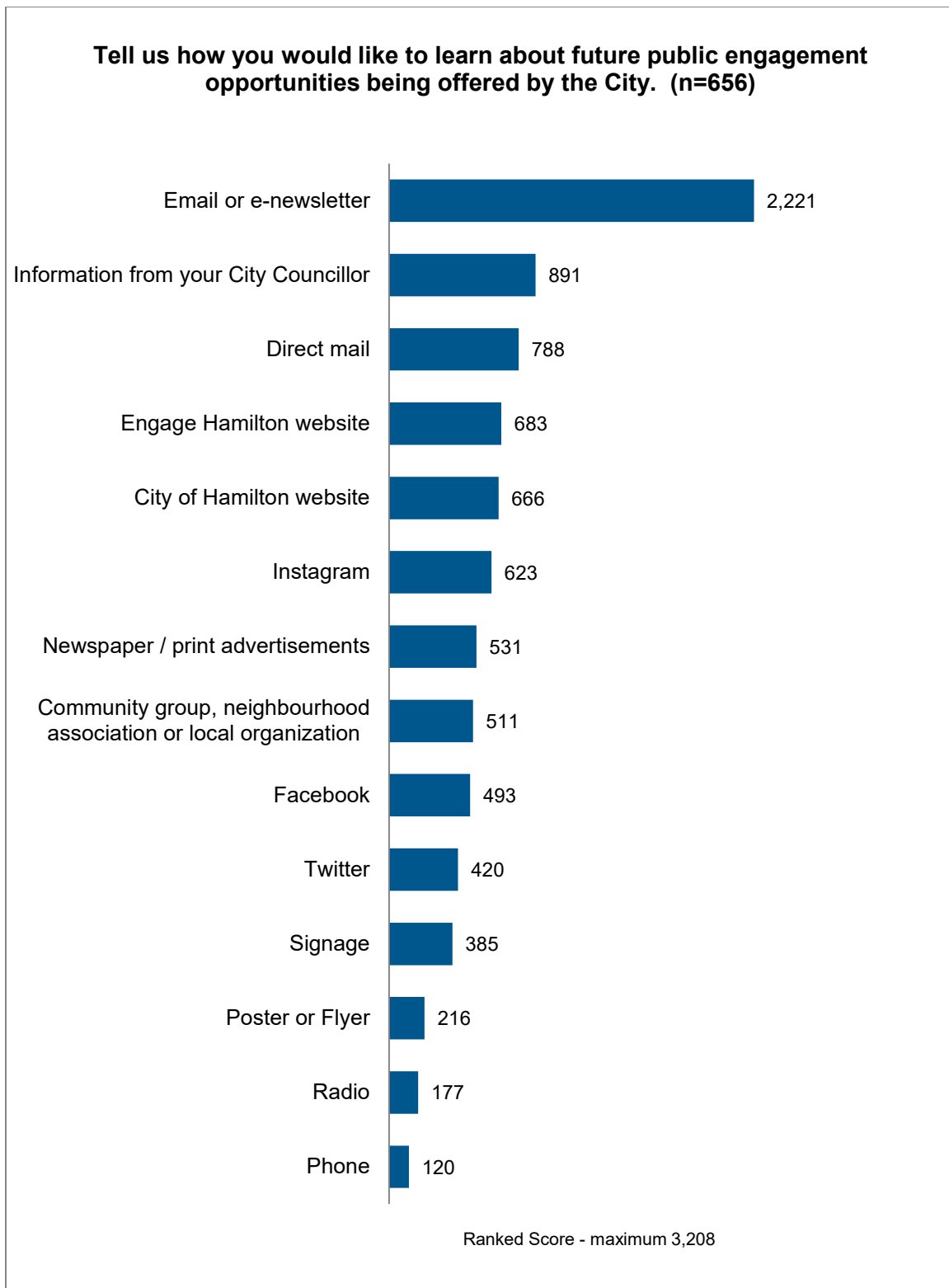


Reimagining Public Participation Survey Summary



The text entered for the “Other, please specify” response option of where respondents saw or heard about the opportunity to participate in the survey include references to: ads, Councillors, emails, newsletters, online forum etc.

Reimagining Public Participation Survey Summary



Reimagining Public Participation Survey Summary

Comments and Suggestions Summary

The survey included an open-ended question asking respondents to share comments or suggestions to improve public engagement at the City of Hamilton. Approximately 37% (248) of respondents provided a response to this question. Each response was reviewed and coded by theme areas mentioned in the comment. A response may be coded into multiple themes when more than one was referenced. The following is a list of the more common response themes listed by descending number of mentions in the responses.

| Theme area | Includes comments and concerns primarily related to ... |
|--|---|
| Public engagement event/activity | <ul style="list-style-type: none"> - ensuring opportunities are available in multiple formats (online, in person etc.) - ensuring more dates/times of events - improving process/format |
| Awareness of public engagement opportunity | <ul style="list-style-type: none"> - promoting/advertising events/opportunities more - ensuring different populations are aware of the engagement opportunity |
| Reporting results and communication | <ul style="list-style-type: none"> - need to report back on the input collected, next steps, how used etc. - need more and/or better communication - need clear information about process and results |
| Collected input not used | <ul style="list-style-type: none"> - input is ignored by council/mayor - input is not really used or considered in decision making - input is not really wanted, engagement only done as part of a process |
| Transparency, Trust, Honesty | <ul style="list-style-type: none"> - lack of trust in the City, Council and/or engagement processes - need for (more) transparency |
| Listening | <ul style="list-style-type: none"> - need to listen to residents/everyone |
| Respect | <ul style="list-style-type: none"> - citizens need to be respected |

Reimagining Public Participation Survey Summary

Appendix A: Survey Tool

Reimagining Public Participation

The City of Hamilton is currently assessing how we communicate and receive feedback from residents. Your feedback will be used to help us better understand preferences and experiences with City-led public engagement initiatives and to help us make our interactions better.

Please complete this short survey to share your thoughts, feedback, and experiences on City-led public engagement.

The survey will take approximately 10 minutes.

Responses are anonymous and will not identify any individuals. Results from the survey will be shared in a summary report and posted on the project page.

Survey closes April 3, 2022.

Q1 The City of Hamilton seeks resident feedback on City initiatives and projects through various public engagement activities. Which of the following public engagement activities led by the City of Hamilton have you participated in to share your input? Select all that apply.

- In-person events, public meetings, workshops etc.
- Virtual events, public meetings, workshops etc.
- Phone surveys
- Paper surveys, questionnaires, comment cards, feedback forms etc.
- Online tools such as surveys, polls, discussion forums etc.
- Engage Hamilton website (engage.hamilton.ca)
- Other, please specify: _____
- I have not participated in any public engagement activity led by the City of Hamilton (skip to Q4)

Reimagining Public Participation Survey Summary

Q2 Please tell us how strongly you agree with the following statements about your experience participating in a public engagement activity led by the City of Hamilton.

| | Strongly agree | Agree | Disagree | Strongly disagree | Don't Know |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| It was clear why my feedback was being collected as part of the engagement activity. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I understood how my feedback would be used by the City. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The format of the engagement activity or approach used was effective in collecting my feedback. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| It was easy to participate. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I was able to freely express my views and opinions. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Information about the initiative was clearly provided, which helped me share meaningful feedback. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I believe my feedback will make a difference. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Reimagining Public Participation Survey Summary

Q3 How have you received or heard about updates on the City initiative or project you provided your feedback on?
Select all that apply.

- Email
- City of Hamilton website (hamilton.ca)
- Engage Hamilton (engage.hamilton.ca)
- A follow-up event/meeting
- Facebook
- Twitter
- Instagram
- LinkedIn
- Television
- Radio
- Internet search engine (e.g. Google, Bing etc.)
- I have not received or accessed any updates

Q4 How do you prefer to share your feedback with the City?
Please indicate your top 3 preferred ways, with 1 being your most preferred way, 2 being your second most preferred way etc.

- ___ In-person events, public meetings, workshops etc.
- ___ Virtual events, public meetings, workshops etc.
- ___ Email
- ___ Phone call to City staff or City Councillor's office
- ___ Phone surveys
- ___ Online tools such as surveys, polls, discussion forums etc.
- ___ Paper surveys, comment cards, feedback forms
- ___ Mail
- ___ Engage Hamilton website (engage.hamilton.ca)
- ___ Other, please specify: _____

Reimagining Public Participation Survey Summary

Q5 Which of the following barriers have you experienced when trying to share your feedback with the City?

Select all that apply.

- I could not get to the location of the in-person activity/event.
- I did not have the technology or access to the technology to participate.
- The date and time of the activity/event was not convenient.
- I did not have enough notice about the activity/event to participate.
- The format of the activity or approaches used to collect my feedback were not easy or effective.
- Accessibility supports or accommodations were not provided, such as adaptive or assistive technologies, information materials in accessible formats, accessible venues, etc.
- I wasn't provided enough information to clearly understand the topic.
- I felt there was a lack of respect for some persons, groups or population.
- I did not know about the activity/event.
- I did not feel my feedback would make a difference.
- Other, please specify: _____
- I did not experience any barriers

Q6 Which of the following would most encourage or help you be able to participate in the City's public engagement activities?

Select all that apply.

- Clear information about the initiative/project
- Understanding what is being asked from me
- Knowing how my feedback will be used in the decision-making process
- More dates and times to participate
- Multiple ways to participate, such as online, in person, and phone
- More opportunities to participate online

Reimagining Public Participation Survey Summary

- Accessibility supports and accommodations, such as adaptive or assistive technologies, information materials in accessible formats, accessible venues, etc. Please specify: _____
- Providing the activity/information in another language. Please specify: _____
- Being able to see how public feedback was used in the decision-making process and knowing that it made a difference

Q7 Since the COVID-19 pandemic started in March 2020, do you feel the City's public engagement efforts have:

- Improved
- Not changed
- Gotten worse
- Not sure

Q8 Where have you seen or heard about the opportunity to participate in this survey? Select all that apply.

- City of Hamilton website (hamilton.ca)
- Engage Hamilton website (engage.hamilton.ca)
- Email or e-newsletter
- Newspaper / print advertisements
- Facebook
- Twitter
- Instagram
- LinkedIn
- Radio
- Direct mail
- Poster or flyer

Reimagining Public Participation Survey Summary

- Signage (Digital sign, bus shelter sign)
- Word of mouth
- Information from your City Councillor
- City of Hamilton staff
- Municipal Service Centre or Customer Contact Centre
- Hamilton Public Library
- City of Hamilton Recreation Centre
- City of Hamilton Senior Centre or Senior Club
- Community group, neighbourhood association or local organization
- Other. Please specify: _____

Q9 Tell us how you would like to learn about future public engagement opportunities being offered by the City.

Please indicate your top 5 preferred ways, with 1 being your most preferred way, 2 being your second most preferred way etc.

- ___ Email or e-newsletter
- ___ Newspaper / print advertisements
- ___ Direct mail
- ___ Facebook
- ___ Twitter
- ___ Instagram
- ___ City of Hamilton website (hamilton.ca)
- ___ Engage Hamilton website (engage.hamilton.ca)
- ___ Radio
- ___ Phone
- ___ Poster or Flyer
- ___ Signage (Road signs, digital signs, billboards, bus shelter sign)
- ___ Information from your City Councillor
- ___ Community group, neighbourhood association or local organization

Reimagining Public Participation Survey Summary

Q10 Please share any additional comments or suggestions to help us continue to improve public engagement at the City of Hamilton.

If you are comfortable, please tell us a little about yourself.

Q11 What is your age group?

- Under 19
- 19 to 24
- 25 to 29
- 30 to 39
- 40 to 54
- 55 to 64
- 65+
- Prefer not to answer

Q12 Do you identify as any of the following?
Select all that apply.

- Person with disabilities
- Person part of a racialized community (i.e. Black or people of colour)
- Indigenous
- Individuals experiencing homelessness
- 2SLGBTQIA+
- Other, please specify:
- Prefer not to answer
- I do not identify with any of the above

Q13 What is your postal code?



CITY OF HAMILTON

Reimagining Public Participation Report

June 10, 2022

Table of Contents

| | |
|--|-----------|
| I. INTRODUCTION | 1 |
| OBJECTIVES | 2 |
| METHODOLOGY | 2 |
| II. PUBLIC ENGAGEMENT | 3 |
| WHAT IS CONSULTATION? | 4 |
| 1. To Inform | 4 |
| 2. To Listen | 4 |
| 3. To Follow Up | 5 |
| RISKS OF ENGAGEMENT | 5 |
| STARTING THE PROCESS | 5 |
| Expectation Setting | 6 |
| Building Trust Flowchart | 8 |
| III. DIVERSITY, EQUITY & INCLUSION | 11 |
| WHAT IS ACCESSIBILITY? | 11 |
| WHAT IS INCLUSION? | 12 |
| Over/Under-Representation | 13 |
| HOW TO FIX THIS | 13 |
| Barriers (Inclusion) | 14 |
| IV. TRUST & CONFIDENCE IN CITY GOVERNMENT | 17 |
| HOW IS THE CITY DOING? | 17 |
| CONSISTENCY | 19 |
| STAKEHOLDER/THIRD PARTY FACILITATION | 19 |
| MEDIA PARTICIPATION | 19 |
| V. SUMMARY/CONCLUSION | 20 |
| APPENDIX A: WHAT WE ASKED | 21 |
| STAKEHOLDERS | 21 |
| General | 21 |
| Accessibility | 21 |
| Perceptions of Engagement | 21 |

| | |
|--|-----------|
| CITY COUNCILLORS | 22 |
| General | 22 |
| Accessibility | 22 |
| Citizen Advisory Committees | 22 |
| CITY OF HAMILTON SENIOR LEADERSHIP TEAM | 22 |
| General | 22 |
| Impact of Public Engagement | 23 |
| Barriers | 23 |
| <hr/> | |
| VI. APPENDIX B: WHAT WE HEARD | 24 |
| <hr/> | |
| STAKEHOLDERS | 24 |
| Experience Engaging with the City | 24 |
| What is Public Engagement? | 25 |
| Accessibility | 27 |
| Perceptions of Public Engagement | 31 |
| COUNCILLORS | 32 |
| Why Engage the Public? | 32 |
| Barriers and Accessibility | 34 |
| Citizen Advisory Committees | 37 |
| SENIOR LEADERSHIP TEAM | 37 |
| What is Public Engagement? | 37 |
| Barriers | 40 |

I. INTRODUCTION

"The success of any engagement is on the relationships that you build."

Trust and confidence in government is critical for a well-functioning democracy.

But it is challenging to earn that trust and confidence if there is a divide between the governing and the governed. Public consultations and engagements can help bridge that divide, but when that process is flawed – or seen to be flawed – that divide must be bridged.

This effort is part of the City's Reimagining Public Participation project, a snapshot of the thoughts and feelings of key community groups, City Councillors and senior city staff on the public consultation and engagement process in Hamilton.

Across the spectrum of our research, it was accepted at public consultation and engagement in the City of Hamilton is not perfect. To help illustrate the direct feedback we had received, direct participant comments have been quoted throughout the document.

At a high level, there is a lack of consistency in the way an engagement exercise is executed, whether department by department or ward to ward. Sometimes a consultation is too insular, seeking feedback from a single ward on an issue that may have a pan-Hamilton interest. As was told to us, sometimes, there is "almost too much discretion."

There are challenges with the so-called "feedback loop". Residents are providing input, but then feel cut out of the process, unaware of their influence – or lack thereof – on the outcome.

For certain, public engagement in Hamilton is not reaching a broad enough spectrum of residents to be truly representative of the city.

The goal here is when you walk into a consultation you see the City of Hamilton reflected in its occupants.

But in most consultations conducted by the city, that isn't happening. If the City wants to hit its Equity, Diversity and Inclusion priorities, engaging with equity-seeking groups has to be a top priority and this needs to be reflective of the budgetary process.

We heard an acknowledgement from councillors, senior City staff and community groups that barriers stand in the way of certain segments of the community being truly represented in public engagement with the City.

Several factors – both systemic and practical – can create these barriers. A few examples:

- A lack of daycare that prevents a single mom from attending an event.
- The fears in communities that have been harassed their entire lives — such as LGBTQ+ or racialized groups — that they will be ridiculed, disrespected and, ultimately, ignored.
- A venue that isn't accessible to those with physical disabilities or is not close to a public transit line preventing those who do not drive from attending.

And all of these challenges and barriers existed before a pandemic that forced almost all of our interactions to a virtual platform, shutting out some rural residents, seniors and those facing socio-economic challenges from participating online.

Emerging from the pandemic is the ideal time to pause, take a step back and reconsider how Hamilton approaches public engagement.

The reality is that people want to be engaged in the decision making of their government — and engagement can't be limited to only the people who have the resources, whether that be the time or capacity, to do so.

"The worst thing that can happen to a city is apathy. There is no apathy in Hamilton. Just a lot of differing opinions on where we should go and how we should get there."

OBJECTIVES

The purpose of this project is to support the City's broader Reimagining Public Participation initiative with a series of one-on-one interviews to gather qualitative data on the City's public consultation process.

"We have to create an environment where there can be an honest exchange of information and opinions without offence being taken and people backing into corners."

METHODOLOGY

To execute this project, we completed a series of interviews with:

- 7 City Councillors, plus the Mayor;
- 8 members of the City of Hamilton Senior Leadership team; and
- 18 community stakeholder organizations.

The information collected in those interviews was collated, analyzed and summarized in this report.

A script of the questions used with each group consulted is included in Appendix A.

A summary of the feedback we received is included in Appendix B.

"As a City, if we are going to reimagine this, we can't do it to the lowest common denominator. We have to strive to be overachievers."

II. PUBLIC ENGAGEMENT

“What worries me about Public Consultation is it leads individuals to believe that whatever they say will become part of public policy.”

Put simply, there is no consensus on what it is like to engage with the City of Hamilton.

Feedback ranged from pleasant to frustrated but there was no real anger encountered. It was noted repeatedly that the City’s engagement process lacks consistency. From department to department or ward to ward, there is an inconsistent amalgamation of methodologies, approaches and even temperament in terms of how defensive or amenable the City is to receiving input.

For the most part, community groups and stakeholders reported that they were satisfied that the City was trying to engage, but their thoughts on the process and how effective it is were as varied as the different methods the City uses to consult with residents.

The Our Future Hamilton engagement was repeatedly mentioned as a model engagement process that people felt was effective and – perhaps more importantly – made people feel like they were being heard. In contrast to what we heard about the City’s public engagement process as a whole, some of the biggest take aways from Our Future Hamilton were:

- People felt it was effective.
- Made people feel like they were being heard.
- Events were open to everyone.
- There was follow up and action on what was to come of the process.
- Included notes and quotes from the participants.
- Was interactive, and efficient way of collecting information from large number of stakeholders.
- Really well represented in terms of community stakeholders.

The COVID pandemic was also cited as an impetus for changing the way the city engages and the limitations it imposed on engagement.

Outside of Our Future Hamilton, respondents noted that the City wasn’t always clear on what it wanted or needed from the effort. In addition, participants commented on a perceived lack of follow-up and next steps being communicated to those who engaged.

The impact of social media on public engagements was noted as a negative, for two main reasons.

1. It has a tendency to foment hostility, which can taint the relationship between those doing the consulting and those who are being consulted. Amongst the community stakeholders, there was a clear sentiment that if an individual or group has been critical of the City in the past, their feedback will not be taken into serious consideration.
2. It is an under-utilized tool for reaching a broader spectrum of residents and promoting City engagement events and efforts. Many felt that the City should be more active on more channels to expand its scope.

“The biggest problem with social media is it becomes a replacement for engagement. Often people will adopt a position on an issue, maybe go so far as submitting a letter or a comment, based on having read a 200-character tweet. There needs to be a push back against that kind of Twitter-framing, and people adopting positions or reacting based on how Twitter has framed something. It can be problematic.”

It was also clear from the community groups — and also from some Councillors — that engagement should not be limited to specific issues.

There is not a magic solution that will forge a connection between the City and under-represented communities or equity-seeking groups. But those connections can be built with time and effort, spending time in their neighbourhoods and communities and truly engaging them.

The City should engage at the community level as a relationship-building exercise which will also build a foundation on which future consultations can be executed.

Throughout our engagement, several different kinds of consultations were highlighted: statutory, information sharing, relationship oriented, ward issue-focused, city planning and reports.

WHAT IS CONSULTATION?

“From a public perception perspective, feedback perspective, accountability perspective, news perspective, public engagement is a huge component of what a municipal government does as a whole.”

Subjects in each of the three interviewed groups were asked for their definition of public consultation. There was clear consensus that consultations are a key tool for building trust and confidence between the City and its residents.

Almost without exception, the responses we received can be sorted into three categories.

1. TO INFORM

The City has an obligation to educate its citizens.

It is inherent in the function of a City Council to ensure that people living in its jurisdiction are aware — or at the very least have the avenues to be made aware — of the changes that are being proposed for their community, whether it is a new structure for a playground, the realignment of an intersection or the re-shaping of the city boundaries.

According to some City Councillors, this education piece needs improvement but is a vital element to ensuring the work of the City is meeting the needs of the residents.

2. TO LISTEN

Collecting thoughts and opinions from the community on a policy proposal or public project is critically important. Engaging citizens in the decision-making process is part of an open and transparent government and helps residents build a sense of place in their community.

While public feedback is important, staff recommendations are the advice of subject matter experts in a particular field. Good public policy finds the intersection of the two.

This requires Councillors to perform a delicate balancing act.

Sometimes, the public's thoughts on a particular matter simply cannot be ignored, particularly if it can be demonstrated that it is the collective thought of a truly representative sample of the city's residents. On the other hand, good public policy that will help the city advance is not always publicly popular.

It is the challenge of Council to identify those instances and vote accordingly.

3. TO FOLLOW UP

Consultation is more than just the process of getting input. There are questions about how that input is going to be used, and ultimately affect the results of the consultation.

This "feedback loop" was identified as an area that the City can improve upon.

Broadly, those interviewed felt that input provided to the City ends up in a void and has no impact on recommendations or decisions.

While most public engagements are captured in staff reports – perhaps as an executive summary or an appendix – how accessible these staff reports are to the public remains in question. They may be made available online as part of a council agenda package, but uncertainty remains first about how many residents are aware of that, and second how many residents can navigate through the City's website to locate the agenda package, then the relevant report and then the summary of the consultation within that report.

However, the public also bears an element of responsibility. While community stakeholders expressed the sentiment that not enough is done to make residents feel like they have been heard, the City feels that they face a challenge in that not all the feedback they get is feasible. Participation in a public consultation does not mean one's ideas will become public policy or impact a design.

"The City has been better at consultations – well organized and well led, teasing out voices – but the perception is still very true, and deservedly so, that the input goes into some report that they will never see or it will be gathering dust."

RISKS OF ENGAGEMENT

As vital as public engagement is for the functioning of a healthy democracy, it does carry an element of risk.

Making policy recommendations based on an engagement process that does not reach a representative sample of city residents may result in policy that is skewed towards certain groups over others.

There is also the risk of believing that louder voices share the opinion of the city-at-large or that a stakeholder group representing a specific community speaks for that entire community when that is not necessarily the case. It is important to remember that no community of people is homogenous, and every individual has different experiences.

"Is a decision overly influenced by those who show up? And those who show up are rarely representative of the city. Does NIMBYism overly influence decision making? There could be 30 people in a room who are loud, angry, vocal and opinionated. Do we do what they want knowing there are 500,000 other residents whose views are not being expressed at that time?"

STARTING THE PROCESS

There is no single solution to reimagining public consultation in the City of Hamilton, and from the perspective of the community stakeholders, there is a lot of work that must be done.

As a starting point, it is helpful to acknowledge where those we surveyed feel the City can improve its engagement process.

A perception exists that Councillors often don't want to hear what others have to say.

The message is listened to, but it isn't actually heard. This is particularly true if the view expressed by a stakeholder doesn't align with the views of Council.

Some expressed fear in talking directly to Council because of an expectation that they will be berated for their point of view or opinion, and that some concerns will be met with outright hostility. It is believed that if an individual or group has been critical of the city in the past, their feedback will not be taken into serious consideration. Some respondents shared direct examples of witnessing such behaviour.

A consultation doesn't have to be about a specific policy proposal or project.

It was widely cited that building a broad community for consultation starts with building relationships with the target communities that are under-represented in consultations.

One recommendation was submitted that the City spend time in the neighbourhoods and get to know the residents. They should attend community events without an agenda outside of building trust and connections, and engage at the community level as a relationship-building exercise that will build a foundation upon which future consultations can be executed.

Too often, a consultation is designed to meet the bare minimum statutory requirements.

Some previous consultation events were perceived to be put together just to check off a box that the public was consulted; they were poorly advertised (and hence, sparsely attended), had little useful information and no feedback to the folks who participated.

The City can better utilize the tools available.

Specifically, this refers to the double-edged sword that is social media. Many felt it is under-utilized as a promotional tool, and that the City is not active on certain platforms that speak to different pockets of the community, such as Facebook where many communities have group pages or TikTok where young people are engaged.

Coming out of the COVID-19 pandemic, respondents felt that the City needs to embrace multi-modal forms of engagement, using a variety of tools in each outreach effort to capture a broad swath of city residents. Some of the tools that could be used for this include:

- In-person events
- Virtual meetings
- Focus groups
- Surveys – online, mailed, telephone
- Public Information Centres
- Town halls
- Telephone town halls
- Presence at community events

EXPECTATION SETTING

"We have to set expectations with council about a standardization of what public engagement should look like so there is less ability for griping or perceived expertise from council about how engagement occurs."

All of the groups interviewed felt that the biggest problem with the City's consultation process is a lack of consistency.

Respondents commonly felt that this should start with a Charter of Engagement, a Council-approved policy that establishes a general philosophy on the approach towards an engagement exercise — that includes direction on engaging with groups that are historically under-represented in the engagement process — with suggested tools, tactics and processes to solicit the best possible feedback.

This framework will also need to have the flexibility to be tailored to the specifics of a certain issue or engagement topic.

Based on the feedback we collected, a Charter of Engagement should be built on six key principles:

PRINCIPLES OF SUCCESSFUL ENGAGEMENT

1. Diversity, Equity and Inclusion

One of the first questions that should always be asked in a consultation outreach is: *Who isn't in the room?*

There must be a commitment to hear from as many voices as possible. Each consultation project should have a clear idea of the people, groups, communities, neighbourhoods and stakeholders that have an interest in that particular matter and a clear plan for how those target audiences will be reached.

When all groups that should be involved have been invited to participate, review the list again to ensure that *all* groups impacted are being engaged.

The goal is to ensure that the group consulted is truly representative of the complexity of the city.

2. Scalability

While guiding principles are needed, so too is a recognition that not all consultations are the same. The ability to shift approaches and tactics based on the size and scope of the project is critical to success.

In each case, there should be multi-modal methods of engagement to help expand the reach. Much like in any research project, the more methods deployed in collecting the data, the more robust your findings will be.

3. Transparency

The City must be clear about why it is conducting the consultation, (statutory requirement, a ward issue, community building, a City bylaw), the information it collects and how it will be used.

A summary of the findings and the recommendations that come from it should be publicly available in accessible formats and easily found and referenced.

4. Reporting

This has two key parts.

First, the information received from residents must be reported to City Council in a clear and concise – yet still informative – format.

But it is also important that a consultation close the “feedback loop” and re-engage with those consulted so that they are aware of how their input was assessed and used.

5. Capacity

The staff resources required to do a consultation have to be a key piece of the process, ensuring they have the right tools at their disposal and the training and skill sets to do what is asked and expected of them. This may require consideration of public engagement specialists who are trained in matters such as data science and survey design.

6. Clarity

There is a need to distinguish between the different kinds of consultation or engagement; those that are mandated under statute versus those that are not. The City should also be clear about the purpose of consultation, the nature of the issue at hand and what response the City is looking to elicit from residents.

BUILDING TRUST FLOWCHART

People feel disenfranchised, but that can be addressed with a good process. Respondents recommended that the City develop a flow chart as part of the Charter of Engagement to guide all the steps and considerations that should be top of mind when planning and executing a public engagement.

To be built on the foundation of the six principles above, the flow chart should address the “Five Ws and How” of the consultation:

STEP 1 — WHAT?

First and foremost, what is the consultation about? Residents want and need to know the issue at hand.

STEP 2 — WHY?

Residents must understand the purpose and objectives of the consultation. In order to do this, the City needs to consider the following elements

- Define the nature of the consultation;
- Identify the information it requires from residents;
 - Background information needed for residents to participate
 - What metrics and information will the City need to collect
- How the information collected will be used; and
- How the City will report back to those who were consulted.

STEP 3 – WHO?

Who the City consults on any given issue is vitally important. The City has a responsibility to ensure that all of the groups potentially affected by the matter at hand are involved.

This is especially true of under-represented and equity-seeking groups who are not typically involved in a public engagement. At the outset, it should be asked who isn't in the room, and why aren't they there?

When considering what voices the City needs to hear from to make for a successful consultation, staff should consider;

- Is it a neighbourhood matter, ward issue or pan-city concern?
- Which stakeholder groups have an interest? Among the groups to consider:
 - Ethnic communities
 - Racialized communities
 - Newcomers / Immigrants
 - Youth
 - Homeowners
 - Developers
 - Transit Users
 - Sport facility users
 - Low-income households
 - Environmentalists / Conservationists
 - Indigenous communities
 - LGBTQ+
 - Disabled Community
 - Renters / Tenants
 - Business Owners
 - Rural residents
 - Cyclists
 - Park users
 - Homeless
 - English-as-a-second language residents
- How do we best engage our target groups?

STEP 4 — WHERE?

A commonly-heard sentiment was that the most effective consultations are staged where the people are.

In determining a venue, accessibility questions should be among the first considered:

- Is the venue on or close to a transit line?
- Can the venue accommodate the disabled community?
- Are translation services needed / available?
- Is sign language required?
- Will food be provided?
- Is child care available?
- Are any documents or presentation materials AODA compliant?

STEP 5 — WHEN?

When planning a consultation, consideration needs to be given to the timing of both the physical engagements and the necessary supporting steps:

- Is the engagement taking place at a reasonable time that is accessible to the broadest audience?
- Can there be multiple events or opportunities to engage to ensure that it captures the most people?
- Has sufficient notice been given to those engaging with the organization, promotion and participation in a consultation?
- Is there sufficient time for decision makers to weigh the considerations of the engagement in their deliberations?

STEP 6 — HOW?

Emerging from the COVID-19 pandemic, there is more desire to ensure that consultations are conducted across multiple platforms. While many feel that the forced move to virtual engagements during the pandemic expanded the City's reach, there is also acknowledgement that not everybody in the city has access to the Internet, such as seniors, rural residents and residents in a lower socio-economic bracket.

A multi-modal approach to engagement was mentioned by many of our interview subjects as a preferred way to reach target communities. Some potential engagement methods include:

- In-person events.
- Virtual meetings.
- Town Hall meetings.
- City booth / presence at events around the community.
- Social media outreach.
- Polling.
- City call centre as a first point of contact.
- Telephone town halls.
- Door knockers.
- Mailers.
- Public Information Centres.

How the consultation is conducted also includes promoting the event, particularly targeting under-represented communities.

III. DIVERSITY, EQUITY & INCLUSION

Without exception, across all three groups interviewed, Diversity, Equity and Inclusion was cited as the biggest concern for the City when it comes to consultations.

It wasn't felt that this is a result of malice, but it is very much a systemic problem. No concerns were raised about the City's attempts to make consultation outreach accessible to as many people as possible, but it was also clearly noted that providing opportunity to engage is not the same as an equitable outcome and representative engagement.

The City has a stated goal to create an atmosphere of inclusivity for everyone, but has more work to do to achieve that objective according to respondents; and that work starts at City Hall. The lack of diversity in City departments and on City Council tends to reflect the groups and individuals who are most likely to participate in consultations.

It was noted that Hamilton has never had a female mayor and it has never had a non-white mayor.

To truly begin breaking down the systemic barriers that are limiting representative consultation, every division of the City should prioritize DEI, a commitment that will require a comprehensive review of hiring and promotion practices.

- The only way the City will hear from DEI groups is to ensure it is to include them before a formal consultation process begins and work with them to co-design an effective and accessible engagement.
 - A monitoring committee was proposed — composed of DEI groups, LGBTQ+, black community, Jewish; folks who need to know their voices can be heard – that can provide guidance and direction to ensure a broader variety of people are coming to the table.
- The City can and should be much more thorough in engaging equity-seeking communities.
 - Prioritize the needs of these communities and address the systemic inequities that exist.
- Language is very much a barrier that needs to be overcome.

WHAT IS ACCESSIBILITY?

“The experience of a black disabled woman with cerebral palsy in a wheelchair is vastly different from someone who doesn't experience life in that way.”

“I keep thinking about what it would be like to go present to council. It's an intimidating, structured environment that only gives you five minutes to make your point. That could be hard because of language barriers, or it doesn't flow with your communication style culturally. When consultation is shoved into the way council operates, there is an implicit bias. That is why certain voices are over-represented. They know how to talk and influence in this structure.”

Accessibility is a concept that can be viewed through too narrow a lens. Traditionally, people have talked about accessibility in terms of accommodating the needs of people with physical disabilities, such as having closed captioning available for the visually impaired or wheelchair ramps for people with mobility

issues. These measures are certainly important and should always be factored in when conducting public consultation.

But accessibility as a concept has been broadened to go beyond ensuring that those with physical limitations are able to participate and is now viewed as taking steps to ensure that people feel both welcome and encouraged to participate, regardless of their individual circumstances.

A few examples to consider:

- A planning meeting should have information presented in plain language terms wherever possible. Overly technical or bureaucratic language can be difficult for community members to understand and hinder their participation.
- If the City were to hold public consultations on police services, having them at Police Headquarters could create anxiety for people from communities who traditionally have a tense relationship with the police, making them less likely to participate.

WHAT IS INCLUSION?

Inclusion is not only about ensuring that those from marginalised communities have received an invitation to participate in the public engagement process, but that they are also made to feel that their presence and input is valued and appreciated.

This means working with the principles of both co-design and collaboration to ensure that their voices and recommendations are being structured into the engagement process from the ground up. If a blind spot is not addressed in the initial creation of a public consultation, the barrier will continue to exist even if that community group is invited to participate.

When speaking of inclusion there are a number of key constituencies to consider:

- Indigenous groups have the most reasons to be skeptical of government efforts. Historically, through all levels of government, they have been taken advantage of in previous consultations so that the "Consulted with Indigenous Communities" box could be checked.
- Racialized communities and newcomers also require specific considerations, particularly if they are coming here from a country where there was a lack of trust in government or an oppressive regime. They also could be facing language and cultural barriers and could be uncomfortable or unfamiliar with public transit to get around the city.
- Families facing socio-economic barriers and generational poverty are less likely to engage with government. Across many equity-seeking groups, individuals facing socio-economic hardships are often stuck in a mode of survival that generally leads to a lower rate of electoral and community participation. These groups are some of the most important voices that our government needs to hear from as we look to strengthen programs and policies.
- The representation of younger people and children is also an important missing factor, but how to entice them is an ongoing challenge. An often-overlooked segment of the population in the context of governmental engagement, youth rely on and participate in many programs and services that are offered by the City. Having their voices at the table is important when considering fostering long-term citizen engagement.
- Special consideration should also be placed on increasing the representation of tenants as opposed to homeowners. Tenants in the City often have less interaction with the City. A concerted effort is needed to ensure that the voice of tenants is included in consultations.

- The disabled community and those with accessibility requirements have historically been left out of the engagement process due to lack of accommodations. With increased technology and the City moving towards AODA compliance, work needs to be done to bridge this gap.
- The homeless – who have become political pawns in a process that very much speaks to middle-class, single-family homeowners – are uncomfortable with what they are seeing on the Escarpment and in some parks.
- Rural residents face serious challenges due to the limited Internet available in rural areas and to those who are socio-economically challenged. This is exacerbated by the geographic barriers that exist in the City when it comes to in-person engagements. Members of our community who live in the rural and remote neighbourhoods of our city will have additional challenges to participating in events at City Hall and other “centralized” locations.

OVER/UNDER-REPRESENTATION

In the most general terms, the groups or individuals who are most likely to engage with the City are organized, informed and relatively sophisticated, such as the Chamber of Commerce, a development company or, from the other side of the table, Environment Hamilton. These groups are experienced, have the capacity to conduct research and often come to the table with an understanding of how to affect public policy decisions and political discourse.

If a sketch were to be sketched of the typical person engaging with the City, they would be over 40 years old, educated, an affluent homeowner and white. This caricature is not to suggest that these voices are unimportant or any less important than the rest of the community, but rather a way to identify the perception of who is currently at the table.

Another set of groups that is often represented at the vast majority of community engagements is community and advocacy organizations. While these organizations bring an immense value to the public discourse, it needs to be acknowledged that these groups do not directly represent the holistic voices of the community they purport to represent. As mentioned, this is not to suggest these voices are less important, but the city needs to recognize that more work needs to be done to properly consult with equity-seeking groups in Hamilton and not to conflate consulting community organizations with consulting the broader community.

In order to address this, we need to identify the barriers to participation and look at ways to facilitate more robust engagement. This is looked at in depth in future sections.

“The political process historically and will always over-represent the views of the affluent, educated, engaged homeowners and business owners; the folks who have access to power. If you want to re-balance that scale, you have to be intentional about drawing out the voices of people who have not been able to advocate for themselves.”

HOW TO FIX THIS

“If you want to talk about parks, engage with people in parks, the people who use the parks. Don’t do two sessions in a public library and call it a day.”

Consistently through the interview process, two central themes and recommendations were raised in the context of increasing representation of equity-seeking groups in the municipal public engagement process. These recommendations should be seen as two equal elements.

As the city begins establishing a new public consultation process, effort should be made to work with third-party community group and service organizations that represent the populations that the city is trying to reach and improve engagement with. By including these organizations into the creation of the process, staff will be equipped to better understand the tools, methods and considerations that should be reflected in the overall engagement to address systemic barriers. If these organizations are not involved from the outset, this could lead to systemic barriers being built into the consultation process which will inevitably lead to less participation.

The other fundamental aspect of increasing representation of equity-seeking groups is to ensure that the city is hosting consultations in the physical communities of the populations that they are trying to reach. Systemic barriers and power imbalances between government and marginalized communities can lead to lower levels of engagement if these communities do not feel welcome or are uncomfortable participating at venues like City Hall or municipal buildings. It is important to ensure that the conversations taking place are physically taking place in a related location that makes it accessible to those impacted stakeholders.

“You have to give priority to listening to those whose voices can be neglected. That’s very important. You can always hear the strong voices. You have to put a high priority on those whose voices aren’t normally heard.”

BARRIERS (INCLUSION)

“Councillors often comment that we are always hearing from the same people. That argument is presented as a means to dissuade the rest of Council from hearing or considering the concerns of these people, rather than Council looking in the mirror and asking, “why are we only hearing from the same people? Could it be because the process is broken?” That’s the broader issue here. We’re hearing from the same groups all the time because we have not gone out and engaged others in the broader community. Naturally, we are going to hear from the same people all the time.”

Barriers to inclusion take many different forms. Overall, the comments received were defined by three main categories: physical, systemic and cultural. It is important to note that this list is not exhaustive, but reflective of the information and feedback heard during this process.

Each one of these barriers can lead to lack of engagement and participation with the city. It is important to recognize that these barriers do not work in silos; they are often compounded, especially when looking at increasing the participation of equity-seeking groups.

PHYSICAL

Physical barriers are the most common barrier that comes to mind when individuals think about lack of participation. While progress has been made to ensure that venues and consultations are physically accessible, more work needs to be done to ensure this is balanced across all groups.

As the city works to build more inclusive and accessible public engagements, the following physical accommodations should be considered at every step.

- Physical accessibility of the location for those who use assistive mobility devices.

- American Sign Language interpreters and having closed captioning available.
- Braille and other devices and tools for individuals with sight loss.
- Lighting, room setup and accommodations for those with physical disabilities.
- Time of day to ensure a broad range of participants.
- Geographic location of the event, for those with transportation considerations.
- Hybrid and multi-modal engagement methods:
 - In-person
 - Virtual
 - Focus Groups
 - Surveys – online, mailed, telephone
 - Event pop-ups
 - Public Information Centres
 - Town Halls
 - Telephone town halls
 - Telephone surveys

SYSTEMIC

“The City and the people who work at the City have to reflect the community. The fact that they don’t is not an accident. There are systems in place that value the same old, same old. Until we start breaking that apart, the City won’t truly represent the city.”

Systemic and organisational barriers are manifested through city procedures, policies and practices. These institutional barriers can lead to low levels of engagement and mistrust within equity-seeking and marginalized groups. Addressing these barriers is a critical component of both increasing representation and building trust in the City's engagement process.

The community’s comments reflect a central theme that while the City is likely not acting in a malicious attempt to uphold these barriers, more needs to be done to recognize the blind spots of the City. It is a fair assessment that everyone has blind spots that are a result of their lived experience, socio-economic status and identity. When we speak of the City The only way to remedy these blind spots is to increase the representation of equity-seeking and marginalized groups within the establishment.

“We should see gender and racial diversity on Council and in the mayor’s office. We have to have a discussion about changing the systems; Councillors need to understand that so that they can lead the charge.”

In the absence of the City not holistically reflecting the diversity of the City of Hamilton, decision makers and City staff will need to recognize that the only way to build policies and engagement tactics that will be fully inclusive is to include these communities in the co-designing of the engagements themselves.

CULTURAL

The City of Hamilton is filled with a wide breadth of cultural diversity. Despite this, the City and City Council do not reflect this. The diversity of the City staff and elected officials is equally important for

eliminating systematic barriers as it to addressing the cultural barriers that can lead to a lack of participation.

Understanding these barriers requires individuals with lived experience to be at the table to identify the tools and methods that the City can use to build trust and higher levels of engagement. This is particularly important for the Indigenous community and newcomers to the country or city who could have experienced negative interactions with government and law enforcement officials in the past.

A particular example that was shared focused on the inherent lack of trust some refugee communities could have with government based on their experiences of fleeing an oppressive regime before immigrating to Canada. If we do not have these voices at the table helping to design engagement tactics, we can not be surprised when those groups do not participate.

Lastly, ensuring that language accommodations can be made available and are widely promoted would assist the city in building those relationships with under-represented communities and those in our community in which English is not their first language.

“In some communities, it will take a lot of time to build trust. You have to do a lot of getting to know a community before you get to the questions you want, and then you have to show some reciprocity in return. Don’t just show up when you want something. Show up and be there for no reason at all.”

“There is a lot of value in the voice of lived experience. Those are the people who have the expertise in those areas. You can’t talk about homelessness unless you talk to people who are experiencing that in their lives. We should respect their testimony as much as we do that from ‘experts.’”

IV. TRUST & CONFIDENCE IN CITY GOVERNMENT

“There are folks out there who are incredibly cynical and portray Councillors as conniving. But we create the environment for that type of conspiracy to flourish by not being more engaged with the public, and representing that engagement.”

In the 2016 ten-year strategic plan, the City of Hamilton identified Trust and Confidence in City Government as one of Council’s priorities. This goal includes promoting an open approach to government and ensuring that public information is readily available and accessible.

The City committed to strengthening its ability to consistently undertake coordinated, transparent and inclusive engagement practices rooted in an evidence-based approach. The desired outcome is to enable residents, business owners and community stakeholders to be more involved in the decision-making process and find value in the experience of partnering and investing in City programs.

Meeting this objective is a critical step in delivering effective, efficient and meaningful public consultations. Before the public can have faith in the public consultation process, there needs to be faith in the City’s staff and the elected officials behind the process.

From a demographics perspective, it is patently clear that the current City Council does not reflect the broader diversity of the city’s population. While there is approximately an equal number of men and women serving on council, there is only one person of colour.

The City of course cannot directly affect who is elected to council. Through hiring and management decisions, the City can demonstrate an awareness of the fact that residents want to see City officials that are reflective of the community as a whole.

Ensuring that public consultations involve City staff from a variety of lived experiences and communities creates a more accessible atmosphere for participants and will continue to build the positive relationships and trust in the process required for meaningful outcomes.

INTERACTING WITH THE COMMUNITY

“Many residents have been increasingly discouraged for fear they would be berated by a Council member for something they believe is a real concern.”

An important consideration that was brought up across all interviewees was the need to foster a more hospitable environment for the general public to engage with the City and City Council. While the City is doing important work to increase participation in public engagement and consultations, there are extenuating factors that can lead to reduced levels of engagement.

At its core, there is a stated need for increased decorum and the creation of a more hospitable environment for delegates and community members to come forward to express their views. It should not be lost on the City and the decision makers leading this important work that any negative interactions with the general public during these processes will inevitably lead to roadblocks to success.

HOW IS THE CITY DOING?

“It is quite literally community engagement theatre. It is a process of ‘check boxing’ where the city comes to community engagement events with a pre-canned template to present to residents and take input, compile it into report somewhere and promptly ignore it.”

“In general, Hamilton does a very good job of trying to listen and engage with people. Nothing is perfect, but based on my previous experience it is fairly solid.”

There is a definite feeling that the City's approach to public consultations is haphazard and disjointed. This holds true at the Councillor level, where ward consultations vary widely across the city depending on the ward (and, thus, which Councillor is hosting the event).

Several Councillors raised concerns about consultations meeting the bare minimum statutory requirements, which is limiting awareness about the event and subsequently the participation of residents potentially impacted by the proposal in question. For example, information about an issue impacting the urban boundary may go out to houses within the mandated 120 metres, but if that urban boundary is in a rural area, there may be no homes to notify. This poses a particular problem when the impacts of urban boundary expansion have an impact on the entire city through changes in density and intensification.

On the opposite side of this, it is felt the City does consultations well when the process had asked for written feedback within a 30-day window. Mailed surveys were also mentioned to be effective, as was evidenced by the urban boundary expansion issue.

Complaints from residents can be loosely categorized into two groups:

1. Why didn't I know about this consultation?
2. My feedback was ignored.

WHY DIDN'T I KNOW ABOUT THIS CONSULTATION?

"If the City can track me down to mail me several reminders for every parking ticket, surely they can put a similar effort into notifying me about a public engagement opportunity"

The lack of awareness and accessibility of public consultation notices was a consistent theme throughout the interviews. This has been attributed to either short notification periods or the lack of a centralized system that holistically houses all engagement opportunities.

The Engage Hamilton platform was mentioned on a number of occasions as a great new tool in the City's public engagement toolkit, but many wish to see the functionality of the website improved to provide more methods of engagement, to promote timely and larger consultations at the outset, and better user journey to allow for easier access to pertinent information.

MY FEEDBACK WAS IGNORED

Respondents shared many experiences where their feedback – solicited by the city – was ignored. This is not to say the people and organizations we interviewed feel they weren't heard. Rather, it's that the City had already set itself on a course of action no matter what feedback it received.

We heard instances cited where it was apparent that public feedback influenced a decision — such as the urban boundary expansion — and where it was ignored, for example, the John A. Macdonald statue in Gore Park.

While there is an understanding that every community voice cannot be reflected in the final policy outcomes and decision made by council, there remains a consistent desire to see this feedback and have a more transparent process for how community comments were evaluated, actioned or disregarded.

"Sometimes I think it's performative. They have already made up their decision, but are required to ask people their thoughts."

CONSISTENCY

Outside of discussions about barriers and accessibility, the lack of consistency in public consultation was one of the top concerns raised among the three groups we surveyed.

There was a universal understanding that each consultation outreach will have its own unique nuances and requirements, negating any suggestion of a standardized approach.

However, it was also acknowledged that the City needs a set of standards or a framework outlining a common set of tools and philosophies that all City consultations should be expected to follow. To be most effective, this set of principles should be formalized by a vote of Council to be applied across the entire City.

STAKEHOLDER/THIRD PARTY FACILITATION

Participants were generally reluctant to have a third-party facilitator conduct public consultations on the City's behalf. It was acknowledged that there could be instances where it would be worth considering having an outside agency participate, but no examples were provided where this would be the preferred option.

Participants indicated a clear preference to have City consultations be organized and executed by City staff. The City should see public engagement as an opportunity to build trust within a community, which cannot be done through a third party.

MEDIA PARTICIPATION

Almost universally, it was felt the media should not only be permitted to attend public consultations, but should be encouraged to, as it has an important role to play in informing the public, both about upcoming opportunities to engage in consultations and what was said during them.

The media is a conduit of information for those who could not attend the engagement.

However, it was acknowledged that media participation can be a barrier to sharing sensitive information and an honest exchange of ideas. The presence of the media may influence who participates — and to what extent they will participate — and who doesn't.

In those instances, it was suggested that utilizing private focus groups will help collect real, honest feedback.

"Sometimes it is about creating a safe space for marginalized communities. Sometimes we need a space where people can speak their truth without fear of their mug appearing in the newspaper."

V. SUMMARY/CONCLUSION

In reflecting on everything we heard throughout these interviews and trying to draw conclusions for the future, it is important to first acknowledge that conducting these interviews and reviewing the process for public engagement is a laudable first step for the City towards better consultation. Even some of the harshest critics of the City's current engagements were encouraged by the fact that Hamilton is reviewing the process and reaching out to stakeholders to make improvements.

While opinions vary as to how successfully Hamilton currently conducts public consultations, there was near-universal agreement that the process can improve. The opportunity to use this review process to establish greater trust across communities cannot be overstated and serves as a reminder that process matters as much as outcome to stakeholders across the city.

Engage Hamilton was consistently held up as an example of public consultation being done well. It is worth exploring this topic further to understand how this program was developed, the features that distinguish it from other types of consultations and which lessons can be applied to public consultation efforts across the City's various departments.

While most respondents were not in favor of a standard approach across all departments, preferring to see consultations tailored to the communities and issues involved, it was expressed that having a standard "tool kit" available for the City to draw from would be beneficial. Reviewing Engage Hamilton is a good place to start in determining what tools can be developed and made available as a common suite of resources for public consultations.

To deliver the most value for the City, this report must be seen as a catalyst and not a conclusion. These discussions have brought out examples of practical and systemic barriers people face to participating in the civic discussion about Hamilton's future.

It is up to Councillors, City staff, and community stakeholders to ensure that discussions continue to explore how these barriers can be overcome. In doing so, not only can the City bring more people into the process, but it can establish stronger relationships and trust across communities that will deliver greater credibility for future engagements and decisions.

APPENDIX A: WHAT WE ASKED

Following are the discussion guides used to engage each of the three target groups.

STAKEHOLDERS

GENERAL

What has your experience been like either overseeing or participating in public consultations?

How would you describe the current process for public consultations by the City?

How would you define the purpose of conducting public consultations?

How well do you think the City meets that purpose?

Do you favour a standardized approach to public consultations by the City, or should it be tailored to the nature of the subject of the consultations?

Have you noticed a difference in how a public consultation is conducted depending on what city department is running it?

Would you support having an independent third-party facilitate public consultations?

Should media be allowed to cover in-person public consultations?

ACCESSIBILITY

How would you characterize the people or groups who participate in public consultations?

Are there groups that you feel are typically underrepresented at public consultations?

Are there groups that you feel are typically overrepresented at public consultations?

Do you think the City makes an effort to ensure that public consultations are as accessible as possible?

What can the City do to ensure that a wider range of people and groups participate in public consultations?

For in-person consultations, do you think the City should make child care available to allow more people to attend?

Have you ever been to an in-person public consultation where you were concerned about safety in any way?

PERCEPTIONS OF ENGAGEMENT

How effective do you think the City is at incorporating people's feedback into its plans?

Do you think people believe that their feedback during consultations has an impact on the outcome?

What can the City do to make you feel like your suggestions in a public consultation have been heard?

How would you like the City to share the information it receives during a public consultation?

What are some of the complaints that you have heard about public consultations?

Are there any public consultations that you have attended that stand out as being a particularly effective use of everyone's time?

What is your biggest concern about the way that the City currently conducts public consultations?
What would you like to see done to address that concern?

CITY COUNCILLORS

GENERAL

How would you define the purpose of conducting public engagements?
How would you describe the current process for City-led public engagements?
What parts of the City's public engagement process are working well?
What parts of the City's public engagement process need improvement?
What feedback have you heard from constituents on City-led public engagement efforts?
Do you think residents believe that their feedback obtained through City-led public participation initiatives informs Council decision-making efforts or has an impact on the outcome?

ACCESSIBILITY

How can the City of Hamilton ensure its public engagement process reflects an equity, diversity, and inclusion lens?
Specific groups that are either overrepresented or underrepresented?
Do you have any suggestions for tools or tactics the City can use to improve its public engagement processes and practices?
How would you characterize the people or groups who participate in City-led public engagement efforts or consultations?
Are there specific community groups in your ward that you feel are left out of the engagement process as a result of participation barriers?
Can you identify a few Council decisions where public engagement efforts were critical to your vote on the matter?
What can the City do to report on consultations to mitigate those kinds of dilemma in the future?
Have your own views ever been challenged by what you heard in a public consultation?

CITIZEN ADVISORY COMMITTEES

Do you believe Council is receiving the advice needed from the citizen advisory committees to inform Council's decision making?
As a Council Representative on the Citizen Advisory Committees, what do you think is working from an engagement perspective and what do you think needs to change?

CITY OF HAMILTON SENIOR LEADERSHIP TEAM

GENERAL

Why is public engagement important?

How would you define the purpose, role and risks of public engagement?

What are the elements of effective public engagement?

How well do you think the City meets that purpose?

Please describe your experience with the City's public engagement process.

What elements of the City's public engagement process are working well?

What areas of the City's public engagement process need improvement?

IMPACT OF PUBLIC ENGAGEMENT

How does public input inform City decision-making efforts?

How does the City present/share the information and feedback it gathered from a public engagement process?

How does the public access this information? Is this consistent across the corporation?

The City's delivery of public engagement is highly decentralized and is carried out by staff from across all City departments. While the City has led many successful public engagement efforts, do you feel a decentralized approach can or does lead to inconsistencies in delivery?

The City is currently in the process of creating a Public Engagement Policy. What other steps should the City take to ensure a more consistent, transparent, accountable, equitable and inclusive approach for all City-led public engagement processes?

What are some key principles that the City of Hamilton should uphold for City-led public engagement efforts in the future?

BARRIERS

What do you see as key barriers to achieving more effective public engagement in Hamilton?

How would you characterize the people or groups who participate in public consultations?

Are there groups that you feel are typically underrepresented at public consultations?

What are some reasons for non-participation?

Are there groups that you feel are typically overrepresented at public consultations?

What can the City do to ensure a wider range of people and groups participate in public consultations?

What approaches should the City adopt to encourage harder-to-reach groups/stakeholders participation? (i.e., child care, increased notice, more dates/times, multiple ways to participate, accessibility supports and accommodations)

VI. APPENDIX B: WHAT WE HEARD

STAKEHOLDERS

EXPERIENCE ENGAGING WITH THE CITY

- No consensus.
- Feedback ranged from pleasant to frustrating, but there was no real anger encountered.
- City's engagement process lacks consistency, from department to department or ward to ward.
 - Mish-mash of methodologies, approaches and even temperament in terms of how defensive or accessible the City is to receiving input.
 - Disjointed, as if the City departments do not communicate with each other.
- Community groups and stakeholders reported satisfaction that the City was trying to engage, but the thoughts on the process were as varied as the different methods the City uses to consult with residents.
- Our Future Hamilton engagement was repeatedly mentioned as a model engagement process
 - People felt was effective
 - Made people feel like they were being heard.
 - Event open to everyone
 - Follow up and action on what was to come of the process.
 - Our Future Hamilton included notes and quotes from 50,000 participants – that's why it's the gold star example of consultation in Hamilton.
 - Allowed for interventions around small groups around the table.
 - Was interactive, and efficient way of collecting information from large number of stakeholders.
 - Really well represented in terms of community stakeholders.
- Too often, feels like Councillors don't want to hear what others have to say.
 - The message is listened to, but it's not necessarily heard.
 - Perception of a hesitancy from Council to accept certain points of view, and that some issues/concerns raised are met with hostility.
 - Felt that if an individual or group has been critical of the city in the past, their feedback will not be taken into serious consideration.
 - There is a hesitancy among Councillors to accept views that don't align with their own.
- COVID pandemic often cited in regards to changing the way the city engages and the limitations it imposes.
 - Combination of methods important when looking at communication engagement.
 - In-person.

- Virtual.
 - Focus Groups.
 - Surveys – online, mailed, telephone.
 - Event pop-ups.
 - PICs.
 - Town Halls.
 - Telephone town halls.
 - Telephone surveys
- Instances cited of communication breakdown, where the City wasn't clear on what it wanted or needed from a consultation effort.
 - Impact of social media on public engagements is a negative
 - It is an underutilized tool but it also fosters dissent and hostility
 - Poor influence on the relationship between the consulters and the consultees.
 - Not enough representation in who the City engages with.
 - It is a long, tedious process.
 - Councillors and staff have proven accessible for one-on-one meetings/engagements, but some are more available than others.

WHAT IS PUBLIC ENGAGEMENT?

PURPOSE

- About accountability to those who live and work in Hamilton.
- Educational obligation by the city to educate its citizens.
- To inform the decision making of council.
- Ensure the work of the City is reflecting the needs of the residents.
 - There are a variety of opinions across the city; it is a good idea to have an idea of what is being felt in all corners of the city.
- Inclusion – having conversations with a directive in mind
- Consultation is more than the process of getting feedback.
 - It is what are you going to do with the information?
 - What are the results of the consultation?
- Assess how the community thinks and feels, and then using that information to guide decision making.

HOW IS THE CITY DOING?

- Not too well.

- Many experiences where the feedback solicited by the city is ignored.
- People and organizations may feel they were heard, but the City had already set itself on a course of action no matter what feedback it received.
- Conflicting examples of engagement both influencing a decision and being ignored:
 - Urban boundary expansion.
 - John A. Macdonald statue in Gore Park.
 - Issues affecting the disabled are an afterthought.
- Some wards have better consultation than others.

WHERE CAN IT BE BETTER?

- Don't just inform residents. Truly engage them.
- Spend time in the neighbourhoods and get to know the residents.
 - Not every consultation has to be about a specific project or policy proposal.
 - City should engage at the community level as a relationship-building exercise that will build a foundation on which future consultations can be executed.
- The City will not get 100% consensus on any issue, but the process has to be allowed to play out.
- The difference between stakeholder consultation and community consultation are night and day.
 - Stakeholders (re: affluent voices, developers, business representatives) given louder voice, more weight in City decisions.
 - Community groups more likely allowed or treated as observers.

IDEAS AND SUGGESTIONS FOR IMPROVEMENT

- Meet people where they are at.
 - If you are doing a consultation about parks, hold the event in the park and talk to the park users.
- Universal acceptance that City should have the ability to tailor consultation projects to the issue;
 - One size fits all is not a good idea.
 - Develop a tool kit for engagement with best practices.
 - Standardized methodology with flexibility to tailor to unique situations.
 - Also universal that this should rest on a set of standards or a framework that all city departments have to follow.
 - Each situation is different, requiring some nuance to be worked into the process, but the city should have a framework that guides every consultation effort — a common set of tools and philosophies.
 - Much like any research project — the more methods and ways you collect the data, the more effective your findings will be.

- Whatever the policy framework, it shouldn't be considered a minimum standard; have to strive to go above and beyond.
- Use a third-party facilitator or organizer in strictly prescribed situations.
 - Ideally, a City consultation is organized and executed by city staff.
 - There are instances where it may be better that an outside agency manage the process
 - Encourage residents to be more open and honest about their thoughts and feelings.
 - The City should be looking at engagements as a way to build trust within a community, and it can't do that through a third party.
 - Conflicting opinions
 - A third party may be better, more efficient, open-minded and not beholden to a pre-determined outcome.
 - Outside consultants are still beholden to the people paying the contract; not sure that would solve any of the core issues.
- Neighbourhood engagements (ward level) tend to be less confrontational

THE MEDIA

- Media should be permitted to attend public consultations
 - Role to play in informing the public, both about upcoming opportunities and what was said.
 - The media is a conduit of information for those who could not attend the engagement.
- Concerns that media presence may influence who participates, and who doesn't.
- Private focus groups are an alternative to engage groups who are media shy.

ACCESSIBILITY

DIVERSITY, EQUITY AND INCLUSION

- Providing opportunity is not the same as an equitable outcome.
- Timing and means are big barriers.
- Lack of diversity in City departments and on City Council; tends to reflect the groups/individuals who are consulted.
 - Every division of the city needs to be made up of representation of EDI so everything has that semblance of importance.
 - Hamilton has never had a female mayor and never had a racialized mayor.
 - We should see gender and racial diversity on council and in the mayor's office.
 - We have to have a discussion about changing the systems; Councillors need to understand that so that they can lead the charge.
 - Change has to be led from the top.
 - Look at hiring and promotion practices.

- Not enough representation, not enough authentic, genuine respect towards the needs of different, diverse groups.
 - Tends to shift lens and focus to what can we do monetarily rather than what we need to do.
- Broad call to engage, without specific outreach to desired communities, those groups who are under-represented will not participate.
 - Outreach has to be deliberate.
 - Have a checklist to reference to ensure accessing communities that don't typically participate.
- Build connections with under-represented and equity-seeking communities at times when a consultation event isn't under way.
 - Has to be a regular, ongoing engagement to build a trusting relationship.
 - There is no point in talking if it's just words. Needs action as a follow up.
- Have to think about who the City is trying to reach, and the best mechanism for reaching that constituency.
- Geographically, this can be a challenge.
- Make an effort to go to the people to remove barriers of time and planning.
 - On a bus route?
 - What are the facilities like?
 - Adequate advance notice of the event with all relevant details, including languages that will be accommodated.
- Go to where the people are.
 - Neighbourhood issues should not have consultations at City Hall.
- There are many engagement tools that could be used to encourage participating, but City only uses a few.
- Lack of translation services, closed captioning and/or sign language is a big barrier.
 - Zero translations of Council and consultation materials.

WHO IS BEING HEARD?

- Those most likely to engage with the City are organized, informed and relatively sophisticated.
 - Voices heard delegating to city council are the same voices time and again.
- Experienced, have capacity to conduct research and often come to the table with an understanding of how to affect public policy decisions and political discourse.
- People who are doing OK socio-economically; but this also doesn't mean that they shouldn't be heard.
 - But their participation cannot be mistaken for broader consultation.
- Self-advocates who believe they have something to say or contribute.

- Seniors - Active, invested retirees.
- Middle-class homeowners who have time to attend a session.
- Middle-aged white folks.
 - The typical person engaging with Hamilton are over the age of 40, white and affluent.
 - The heterosexual white man is highly represented.

WHO ISN'T?

- Should always be looking at who isn't in the room.
 - Who aren't we hearing from, and why aren't we hearing from them?
 - The people who have the least access – mobility/transportation, racial, disability, technology.
- Indigenous groups have the most reasons to be skeptical of government efforts.
 - They have been taken advantage of in previous consultations so that the "Consulted with Indigenous Communities" box could be checked.
- Racialized communities and newcomers, particularly if they are from a country where you can't trust the government.
 - Facing language and potentially cultural barriers.
 - May not be established in the community to have a reliable Internet connection.
 - Could be uncomfortable or unfamiliar with public transit to get around the city.
- LGBTQ+
 - City has not done a great job engaging the queer community.
- Those facing socio-economic barriers and generational poverty are less likely to vote and less likely to show up at a public meeting and share their voice.
 - Marginalized housing residents.
 - Those who use foodbanks.
- Families with young children and two working parents can't do daytime engagements and unlikely to participate in the evening – making dinner, taking kids to activities, relaxing
- Younger people, but how to entice them is an ongoing challenge.
- Tenants as opposed to homeowners.
- Disabled community.
 - Differences of individuals in disability community is ignored – all treated the same.
 - Consultations appease non-disabled community first, then refer to disabled community as an after-thought.
 - Example of sidewalk patios during COVID – made it difficult for people in wheelchairs to navigate through those areas.

- The homeless, who have become political pawns in a process that very much speaks to middle-class, single-family homeowners who are uncomfortable with what they are seeing on the Escarpment and in some parks.
- Rural residents - There are serious challenges because the limited Internet available in rural areas and to those who are socio-economically challenged.
- Introverted and quiet people, perhaps those for whom English is not their first language.

HOW TO MAKE ENGAGEMENT MORE OPEN AND INVITING

- There are two parts to this, fixing the process and fixing the tone.
- The process is the logistics, and as we enter the post-COVID era, this means giving deeper thought to the use of different modalities of engagement.
 - It is the “how” of the engagement process: The strategies to be used to connect with residents.
 - Physical characteristics of the buildings or facilities used to host events — accessible, near transit, adequate space, etc.
 - How the information gathered will be shared.
- The tone is more dismissive.
 - The attitude of Council to show they are receptive to feedback from all who take the time and effort to offer it.
 - It is the tone that can be alienating and off-putting, particularly to people who feel their voices won't, or can't, be heard.
- Provide alternatives for consideration.
 - If there is a consistent amount of feedback that goes against staff will, it never appears in reports; it should be included, can even say why staff doesn't agree with it (money, resources, feasibility) , but it should be included.
 - Provide reasons why they are recommending what they are recommending.
 - Then councillors can take the balanced info and decide as political leaders what direction to go in.
 - Helps citizens understand it is a complex system – if there is a way City can incorporate info, it closes the circle.
 - Provide an executive summary of the feedback received.
- Some suggestions to address the process challenges faced by the City include:
 - Provide postage-paid surveys
- Use multiple strategies in each engagement to ensure reaching a broad audience from different experiences.
- Improve access to City documents, in accessible formats.
 - Make City website compliant.

IDEAS AND SUGGESTIONS FOR IMPROVEMENT

- Grassroots engagement needs to take place well in advance of a consultation
 - Build relationships and credibility before you go looking for feedback or sharing information.
- Multiple time slots over different days
- Providing food at a consultation was almost universally cited as a way to increase engagement.
- Go to where the people are.
 - Work with community groups to be part of existing events; not crashing the party, but seeking permission to have a space to talk with residents during community festivals or celebrations or other such events.
 - Pop-ups at local festivals, fairs, events — there is value in setting up in a community neighbourhood.
 - Go to neighbourhoods, flyers, door knocking, sending letters, putting up posters.
 - Collecting data on where the bulk of info is coming from and identifying where the gaps are.
 - Make an extra effort to reach those communities/postal codes that don't often participate – and go to those communities
 - Places of religion.
- Child care can make a difference, accepted that logistically this could be a challenge.
 - Mentioned that there is opportunity to build future base for engagement by providing child care.
 - It supports inter-generational learning and gives children a first-hand sense of what it's like to be involved and engaged.
- Provide bus tickets or transportation.
- The Neighbourhood Planning Tables tend to attract a more diverse, engaged crowd with a sense of hope and optimism that their voices will be heard.
- Create a new department – Community Engagement.
 - Small team whose job it is to think about DE&I in every consultation event.
 - Own and enforce the council-approved engagement policy.
 - Engagement team to work in each ward, coordinate with Councillor, residents and staff to build bridges, trust and rapport.
 - Establish where under-represented groups are at and develop the asset lists where they can be contacted.

PERCEPTIONS OF PUBLIC ENGAGEMENT

- City not seen to heed the advice or input of residents.
- The effort to hear has to be seen to be turned into action.

- It is part of human nature that those who are opposed to the final decision will feel that their voice wasn't heard.
- There are good examples of neighbourhood planning projects incorporating public feedback into their reports, and public housing was cited as being effective at listening to the voices of its residents.
- But when it gets to the level of City Council, there is definitively a perception that the relationship is paternalistic — that Council will tell you what is best.

HOW CAN RESIDENTS BE MADE TO FEEL LIKE THEY ARE BEING HEARD?

- People will be more willing to engage if they know what will happen with the findings.
- Response back to be timely – too much time passes and people get jaded about the process.
- More engagement on social media.
- Follow up meetings, or mailers, outlining what was heard.
- Not everybody is going to go to the City's website to look for a specific report in a council agenda package and leaf through to find the summary of the feedback.
 - There is a need to make a direct effort to close the feedback loop with the citizens who were consulted.
- Be up front and honest from the start of the process.
 - Acknowledge the limitations, whether they are fiscal, regulatory or political
 - Pretending those limitations don't exist guarantees distrust and skepticism.
- Build a communications plan around sharing the feedback from a consultation effort.
 - Emphasize elements that are influencing the decisions.
 - Provide reasons as to why or why not feedback was incorporated or rejected.

COUNCILLORS

WHY ENGAGE THE PUBLIC?

PURPOSE

- Collect feedback from the community on a particular initiative or policy proposal.
 - Getting thoughts and opinions is critically important
- Educate the public on an upcoming project or policy proposal.
- Solicit thoughts and opinions from experts in a specific field

"What worries me about public consultation is it leads individuals to believe that whatever they say will become part of public policy."

- The more focus we put on public engagement, the less flexible decision making is going to be.

- Build trust and confidence between the City and its residents.
- To have people feel like they can participate and their voice is being heard.
- To inform and seek feedback.
 - Missing element in much of our consultation is to educate.

CITY'S PERFORMANCE

- Approach to public consultations is haphazard and disjointed.
- There is no consistency to the process — differs from department to department, ward to ward
 - No policy or framework to which the process can be linked.
 - This holds true at the Councillor level, where ward consultations vary widely across the city depending on the ward (and, thus, which Councillor is hosting the event).
- Several Councillors raised concerns about consultations meeting the bare minimum statutory requirements.
 - Limits awareness about the event and subsequently the participation of residents potentially impacted by the proposal in question.
 - Information about an issue impacting the urban boundary may go out to houses within the mandated 120 metres, but if that urban boundary is in a rural area, there may no homes to notify.

“This city really sucks at planning. It does not use user-friendly language. It uses Planning Act language – a lot of thereof, and heretos. It’s not helpful.”

- It is felt the City does consultations well, and receives thoughtful feedback, when it asks for written feedback within a 30-day window.
- Mailed surveys can be effective, as was evidenced by the urban boundary expansion issue.
- City should expand its use of social channels and use them more effectively to promote engagements.
 - Facebook where many Boomers and older GenX are active.
 - TikTok to engage youth and young adult residents
- Praise for City doing consultations at pre-existing events – going to where people are as opposed to making people come out to attend a consultation.
- Complaints from residents can be loosely categorized into two groups:
 1. Why didn’t I know about this consultation? And
 2. My feedback was ignored.
- Similar to the community stakeholders, there was praise for the Engage Hamilton process.
 - Consistent place for residents to engage.
 - Advance information was provided to residents.

“There are limitations. You can engage until you are blue. It eats up an awful lot of time and resources and is not always helpful.”

“Just because you didn’t do what the people wanted, they think that means you didn’t hear them.”

HOW TO IMPROVE

- Council should cease the practice of waiving its bylaw that requires at least 48 hours between the decision of a committee of council and ratification by City Council.
- Conscious effort has to be made to let people know they have at least been heard; when residents raise concerns, those concerns should be documented in staff reports, with notes on what staff did to mitigate those concerns.
- Can’t just listen to one sector – consultation has to be broad.
- Councillor offices can serve as project managers for local engagements.
 - Have a set of standards for them to follow to build consistency into the process.
 - A set council policy prevents individual councillors from dictating the process.
- Re-build a more amicable atmosphere in the council chambers.
 - Growing sense that councillors will only accept the results of a public engagement if the findings echo their personal stance on the issue.
- During the pandemic, some comments from residents that virtual consultation was limiting.
- Questioning of the value of newspaper ads to promote a public engagement event.
 - More use of social media.
- Make access to documents much easier – an online database that is easily navigated.

“Many felt the online portals don't capture the true narrative of the community. They just quantify input and it becomes so data-driven that priorities get skewed.”

“You can do all the engagement and outreach and hand-deliver notices and knock on doors, but however you do it, you can put in the effort but you can’t make people participate if they don’t want to participate.”

“It’s easy for Councillors to come to the opinion that we have all the experts sitting around the table who have done their homework and reviews so we don’t need to go out for public comment. But in a democracy, that is exactly what you do. They may not comment. But then again, they may.”

BARRIERS AND ACCESSIBILITY

- It was largely acknowledged that most of Council is representative of the groups and individuals who are most likely to engage with the City.
 - Acknowledgement that they are likely not the best voices to provide thoughts on how a racialized or religious community would best welcome engagement.
- Universal acknowledgement that the City does have to improve its outreach into groups that are under-represented and/or silent in the public engagement process.
- Language is a big barrier.
 - Accommodating the different languages used in the city.
 - Also, City using plain language that everybody can understand.

“You can tell when they want to engage and when they don’t want to engage based on the language they use during the consultation process.”

DIVERSITY, EQUITY & INCLUSION

- This is an area where the city is struggling; it’s easy to say DE & I, but it’s not as easy to play out.
- City’s mission is and always will be to provide atmosphere of inclusivity for everyone – male, female, racialized, disabled.
- The only way the City will hear from EDI groups is to ensure it is doing the work that needs to be done to include them before a formal consultation process begins.
- A monitoring committee was proposed — composed of ED&I groups, LGBTQ+, black community, Jewish – folks who need to know their voices can be heard.
 - They can provide guidance and direction to ensure a broader variety of people are coming to the table.
- City can and should be much more thorough in engaging equity-seeking communities.
 - Prioritize the needs of these communities and address the systemic inequities that exist.
- Language is very much a barrier that needs to be overcome.

WHO NEEDS TO BE HEARD?

- Racialized / Ethnic groups were noted as some of the hardest to reach and engage.
 - The voice of immigrants is not being heard.
 - Newcomer family trying to raise their kids and navigate in a new country.
 - Challenge reaching people whose first language isn’t English.
- Homeless / Socio-economically challenged.
 - More likely to be jaded and feel like no one is listening
- Many groups are under-represented, but the vast majority of residents simply aren’t paying attention.
- Indigenous community.
- LGBTQ+.
- Disability Community.

“We have highest density of people with disabilities in the entire province, but I don’t believe we capture that population properly.”

“We will always have people who say we didn’t reach out to them.”

WHO IS BEING HEARD?

- There is a core group of engaged citizens who are “regulars” at City Hall and public consultation events.

- “Squeaky wheels” who use every channel in the process to say the same thing over and over again.
- 50-65 years old, skews predominantly white and female.
- Developers.
 - City “definitely” hears more from people out to make a profit as opposed to those who are marginalized.
- City has to be cautious that it doesn’t assume a representative from a specific group speaks for that entire population.
- Environment Hamilton.
- There is a really strong activist, racialized component that is noisy and loud
 - These get the most attention because they are noisy and generate media coverage.
- Hear more from homeowners than from renters.

“There is a lack of understanding that we are giving too much credence to the smaller voices that are looking to divide us as opposed to the broader voices who are truly working towards EDI.”

BREAKING DOWN BARRIERS

- Civic engagement should be the No. 1 priority for City Council.
- Need a more personal approach to engage isolated and ethnic communities
- Be on platforms where the people are active – but be cautious that aren’t always engaging the same small group (i.e., on Twitter).
- Re-examine PICs – they are sparsely attended and largely ineffective.
- Sam Lawrence Master Plan consultation as a good example
 - The City has ideas about what it wanted to do, but the process was driven by community feedback that implemented a variety of tactics and tools — mailers, advertisements, public meetings.
- Use Canada Post more often.
- Develop a Civic Engagement Charter; an outline of what the City is committed to doing when it comes to engaging the public.
- Tactics to engage broader audiences:
 - Town Hall meetings
 - City booth / presence at events around the community
 - Social media outreach
 - Polling
 - City call centre as a first-point of contact
 - Door knockers

- Even more important in time when many city residents no longer have door-to-door mailbox delivery.

- Similar to what was heard from community groups, one councillor noted providing food

“Far too often today we rely on technology, and I think it frustrates a lot of people.”

“It’s a process the residents don’t understand.”

CITIZEN ADVISORY COMMITTEES

ARE THEY WORKING?

- Some are more effective than others.
- Pivotal and tension-filled space with advisory committees right now.
- City is receiving advice, but often that advice is not acted upon or commented upon, which creates a cognitive disconnect with advisory groups.
- No – they are quiet bodies.
 - Rarely receive citizen reports with recommendations.
 - Wonder if the committees are aware of the matters council is deliberating that matter to them. i.e., Housing and Homelessness committee doesn’t know what it can or cannot do about the encampments issue.
- Some of them have just become a special interest that really doesn’t move the issue or the committee forward.

“Because we are at the stage we are – almost another stage of civil rights advancement and acknowledgement of DEI – those individuals who are participating on the committees and observing the committees have a sense that they are being contained and controlled by procedural stuff that does not enable them to actually advise. If that sentiment is there, will have to talk about it.”

HOW CAN THEY BE IMPROVED?

- Could be more effective if they had action items as part of their minutes, require council to consider their recommendations for seriously.
- Remove the politics from the appointment process.

SENIOR LEADERSHIP TEAM

WHAT IS PUBLIC ENGAGEMENT?

PURPOSE

- Engage residents in the decision-making process and help them develop a sense of place.
- Key piece of an open and transparent government.
 - Demonstrate the transparency of the decision-making process.

“From a public perception perspective, feedback perspective, accountability perspective, news perspective, public engagement is a huge component of what a municipal government does as a whole.”

- Information and feedback to help shape public policy.
- Educating and informing the public.

RISKS OF ENGAGEMENT

- Making policy recommendations to Council based on an engagement process that isn’t holistic, resulting in policy recommendations that may not be reflective of the community at large.
- Inconsistency.
- Over-promising and under-delivering.
- The loud voices of a few tainting or influencing the greater interest.

“Is a decision overly influenced by those who show up, and those who show are rarely representative of the city. Does NIMBYism overly influence decision making? There could be 30 people in a room who are loud, angry, vocal and opinionated. Do we do what they want knowing there are 500,000 other residents whose views are not being expressed at that time?”

ELEMENTS OF SUCCESSFUL ENGAGEMENT

- Inclusivity
 - Who are we reaching with public engagement?
 - Know who to target, and how to reach them, for each engagement.
 - Need a broadly representative sample
- Scalability
 - If we are doing big, massive policy, we have to lean in
 - If doing something smaller that only impacts a certain group, it would be different.
 - Multi-modal methods of engagement.
- EDI
 - Recognizing all of the groups who should be engaged.
 - Noting “who isn’t in the room.”
 - Commitment to reach and incorporate as many voices as possible.
- Reporting
 - Providing the information that Council needs in a concise format with effective use of appendices.
- Transparency
 - Reporting back to the community
 - About the information collected and how it will be used

- Public availability of findings and recommendations
- Engagement should be baked into how the City does its work.
- Capacity
 - What are the staff resources required to execute a consultation?
 - Do they have the training and skill set to do this?
 - What tools do they have at their disposal to use?
- Clarity
 - There is a need to distinguish between the different kinds of consultation or engagement; is it mandated under statute versus those that are not.
 - The purpose of the consultation; the nature of the issue and what the City is looking to elicit from residents.

CITY'S PERFORMANCE

- There are pockets where Hamilton is doing well and others where it is not.
- An effort is made to go to the people
- Use of a variety of engagement tools.
 - The City has been doing well with engagement on virtual platforms.
- There are few significant policy initiatives in Hamilton that don't have any engagement tied to them.
- The input received is relevant and considered in staff recommendations.
 - Staff reports do outline what was heard in a consultation.

“The input matters. It gets analyzed. It affects staff recommendations. It shows up in reports and it gets discussed in committee. It matters.”

WHERE CAN IT BE BETTER?

- There needs to be consistency built into the process, especially coming out of the pandemic.
 - Standardized principles of public engagement and what it looks like

“We have to set expectations with council about a standardization of what public engagement should look like so there is less ability for griping or perceived expertise from council about how engagement occurs.”

- On EDI, there is a ways to go.
- How the City reports back to the public.
- Second-hand anecdotal evidence that some staff will do the bare minimum consultation because they have already determined their recommendation.
- Some tools aren't working that well; i.e. PICs
- Advertising or promoting a public consultation.

- Need to ensure balance between resources, time and effort.
- There is a need to update the current antiquated models of community engagement, and look at better formats of regularly engaging residents.
- A centralized approach would likely remove inconsistencies in the process, but is also likely cost-prohibitive.
 - Require special skill sets like data scientists and survey design specialists
- Can be too technocratic and weighed down with jargon.
 - Policy experts may use terminologies and not appreciate they are speaking a language the public doesn't fully understand.
 - But also have seen things "dumbed down" too much where you can't do anything with the feedback you collect.
- Breaking out of the social media bubble.

"The biggest problem with social media is it becomes a replacement for engagement. Often people will adopt a position on an issue, maybe go so far as submitting a letter or a comment, based on having read a 200-character tweet. There needs to be a push back against that kind of Twitter-framing, and people adopting positions or reacting based on how Twitter has framed something. It can be problematic."

RE-BUILD THE CITY'S REPUTATION

- Improve the process for reporting back to the community;
 - Maybe make City reports more accessible online
 - Provide executive summaries of consultation events.
- There is a need for a policy, with clear procedures and protocols, to support the City's public consultation efforts.
- Find the right balance of public opinion, the expertise of City staff and the voices that aren't in the room.
- Acknowledge that sometimes good policy is not always going to be popular, but still need the political will to move forward.
- Preserve a process where the people who are writing the policy and making the recommendations are in the room / at the engagement.
 - Interaction with the City shouldn't be filtered through a professional engagement person.
 - But a centralized professional advisor can help set and enforce a process; ensure effort is made to bring in more groups who are typically underrepresented.

BARRIERS

- The lack of a council-approved policy for public engagement is a key barrier to more effective public engagement in Hamilton.
- From staff perspective, lack of knowledge of best practices in engagement.

- Structure.
 - Reaching under-represented groups isn't a matter of having a better mailing list; it's structural in how we conduct engagements.
- COVID-inspired reliance on virtual platforms.
- Timing and location.
 - In-person events should be on a bus route, and happen at various times to accommodate people who work different shifts.
- Language.
 - Is there tech available to translate on WebEx or other virtual platforms?
 - Keeping jargon out of the process so residents can understand what it is at issue; turn complicated policy initiatives into something people can understand and engage with.
- Promotion.
 - How much do you spend to inform the public?
- Diversity.
 - When staff itself is not particularly representative of the city at large, have to consciously go outside your comfort zone.

WHO IS BEING HEARD?

- Angry voices on Twitter – but that is not representative of the city.
- Development sector certainly over-represented on housing issues.
- Citizen groups who have their own perceptions, but lack understanding of what a pan-city organization can or should do.
- Most likely those who are directly and immediately impacted.
- Generally — older, whiter, wealthier, English is their first language, educated.

“The ones that are most popular are the ones where people are mad or upset about something happening. If you are building a high-rise apartment in their backyard, they’ll show up.”

WHO ISN'T?

- Have to be cautious; sometimes an organization says they speak on behalf of a group, but these groups are not homogenous.
 - If we hear from HCCI, does that mean we have heard from the black community?
- We have a ways to go with the Indigenous community.
- English-as-a-second-language residents.
- BIPOC and other marginalized communities.

“We can do better leveraging the various community stakeholder groups to be the communications pathway to inform those various groups about engagement. Sometimes hearing it from a trusted

voice and support for engagement would be different than it is just coming from the city's normal channels."

- Residents with limited access to communications channels.
 - No Internet.
 - Lack of transit/transportation.
- Lower income residents.
- Youth.
- The people who aren't here yet.
 - People who have yet to move to Hamilton, but will do so in the future, will be impacted by growth planning decisions made today. That person is not going to attend a growth planning session held in the city today, but they will be impacted by it.

HOW MAKE THE PROCESS MORE OPEN AND INVITING

- Provide opportunities.
- Come in with truly open eyes and ears.
- Be open and transparent about the matters that are not up for debate so that we can in turn be open and transparent about the subject of the consultation.
- Hybrid options; consultations should not be singular events.
 - In-person events should be accompanied by virtual options for participation.
 - Some may not feel comfortable speaking in a public forum, but are willing to fill out a survey.
- Engage with target communities and ask them what they want/need to participate in a public engagement.
- Provide child care.
- Multiple days/times for each engagement, multi-modal engagement tools.
- Accessibility supports and accommodations.

Reimagining Public Participation in the City of Hamilton

“Are they really listening?”



Social Planning and Research Council of Hamilton

Deirdre Pike
Senior Social Planner

June 2022



Reimagining Public Participation in the City of Hamilton “ARE THEY REALLY LISTENING?”

**Social Planning and Research Council of Hamilton
June 2022**

INTRODUCTION

The City of Hamilton engaged the Social Planning and Research Council to assist its **Public Engagement Policy and Administrative Framework Project** by working on the **Targeted Public Engagement Initiative**. The goal of this component was to focus on conducting targeted engagement efforts with equity-seeking and traditionally underrepresented community groups to better understand current perceptions, experiences, issues, and barriers regarding City-led public participation efforts to inform City decision-making processes and to identify recommendations for improvements.

Outreach included email and phone call invitations to the Immigrant and Refugee Advisory Committee, Age-Friendly Hamilton, Hamilton’s Advisory Committee on Seniors, HamOntYouth Table, Coalition of Hamilton Indigenous Leaders, Indigenous Community Advisory Board, Hamilton Mental Health Outreach, Hispanic Association of Hamilton, Compass Community Health Centre, Immigrant Workers’ Centre, Hamilton Organizing for Poverty Elimination, Pride Hamilton, Empowerment Squared, Hamilton’s Advisory Committee on Persons with Disabilities, Disability Justice Network Ontario, and St. Matthew’s House Virtual Seniors.

Invitations were also extended through the SPRC Twitter and Facebook accounts to opportunities for Youth and Senior Focus groups, with specific note to include racialized, people with disabilities, LGBTQ+, and others in traditionally marginalized communities.

Qualitative data was collected through a combination of focus groups and one-on-one interviews with people, facilitated by a Senior Social Planner with the SPRC. Five focus groups were conducted with seniors (2), youth, Indigenous people, and an organization serving newcomer youth and families.

Open-ended interviews were focused on collecting data from communities known to face barriers in public engagement processes including Indigenous and racialized people, immigrants and refugees, people with mental health challenges, people with disabilities, youth, and seniors. Many interviewees self-identified with intersecting identities such as being part of the LGBTQ+ community, or seniors who were racialized, or people with disabilities who had mental health diagnoses, for example.

While conversations were intended to collect feedback on diverse experiences with public engagement, the information collected in this project cannot, of course, be seen as representative of all persons within these groups.

Participants were made aware the information they shared would be kept anonymous. They were also informed of a small honourarium in the form of a \$10 gift card from either Tim Horton's or Starbucks. (Options chosen by participants.)

Prior to the beginning of the interview or focus group, participants were provided with a brief review of the City of Hamilton's Public Engagement Charter. Of over 60 participants, only two noted hearing about the charter.

KEY MESSAGES

🔦 PEOPLE WERE HAPPY TO BE ASKED THEIR OPINIONS

Although many people said this was their first time being asked for their input by the City of Hamilton, everyone was willing to do so and expressed hope for meaningful engagement.

🔦 WANT TO OFFER INPUT BUT DON'T SEE OPPORTUNITIES

While many participants had provided input in some kind of engagement process with the City at least once, almost everyone reported it is difficult to access these opportunities.

🔦 WEBSITE IS NOT ACCESSIBLE FOR INFORMATION

People identified the difficulty they have finding information on the City of Hamilton website. Participants who were visually impaired or unsighted noted particular issues of incompatibility with accessible screen reader tools and the City's website, making it impossible to complete surveys or find other important information.

🔦 PEOPLE FELT HEARD BUT DID NOT FEEL IT MADE A DIFFERENCE

Aligned with the findings of the City's survey, participants regularly reported sensing they were being listened to, but in the end felt it made no difference to the outcomes or actions they saw afterward.

🔦 HYBRID ALL THE WAY

While every group identified the barriers people face in accessing the internet and accompanying tools through poverty, there was a clear call going forward to use both in person meetings, when necessary, while maintaining the possibility of people joining virtually.

🔦 IN PERSON MEETINGS NEED HOSPITALITY, TRANSPORT, AND CHILD CARE

The value of in person meetings such as the ability to communicate better by reading body language and energy in the room, was detailed by many participants. Some also noted the importance of sustainability and economics when it comes to meeting and why avoiding travel was important. When necessary for celebrations or townhalls, in person meetings should be staffed with welcoming people, provide transportation for those who need it, and supply beverages and light snacks especially for longer sessions. A lack of child care options was noted as a barrier, particularly for newcomer families.

📌 **BARRIERS CAN BE PHYSICAL AND ATTITUDINAL**

Many participants reported not only physical barriers such as inaccessible spaces for wheelchairs and walkers or limited virtual meetings, but also identified “attitudinal barriers.” These were described as the attitudes witnessed in public meetings by elected officials, as well as those from staff at the City of Hamilton when interviewees had attended a meeting or visited an office.

📌 **INDIGENOUS and RACIALIZED PEOPLE; IMMIGRANTS and REFUGEES**

It was repeated often that councillors and staff at the City of Hamilton needed to know more in order to engage more meaningfully with people who are Indigenous, racialized, immigrants and refugees. The lack of a Territorial and Land Acknowledgement on the homepage of the City’s website was seen as a strong example of this. Translation was cited as necessary to assist some newcomers in their participation. It was also deemed essential by many to educate new residents on how decisions are made and how it is important and safe for people to give their opinions.

📌 **MIX IT UP**

In an ideal world, everyone would have an opportunity to provide input to the City of Hamilton in the way that works for them. This includes one-on-one interviews in person and over the phone, small focus groups, large townhall meetings with transportation, beverages/food, and chances to have all voices heard. When possible, small group meetings should be held in appropriate community spaces. Virtual links to these meetings would be provided and even virtual participants are offered a chance to give feedback and have their presence make a difference.

FORMAT

The following questions were formulated based on the initial findings of the City of Hamilton's survey on Reimagining Public Engagement, made available to residents throughout the month of March. Over 600 people completed the survey.

These questions were asked in both focus groups and individual interviews. The answers have been collated and assessed for common themes and key findings.

- 1. a) Have you ever participated in a City-led engagement session in any form?**
- b) If yes, did you feel your voice was heard?**
- c) Did it make a difference?**

More than three-quarters of participants indicated that they had previously participated in City-led engagements in some form, including: surveys, townhalls, and participatory budgets.

In both individual interviews and focus groups, most participants felt that their voices were not heard and that their input did not have an impact. Some discussed that while there were opportunities to have their voices heard, they questioned whether the City truly listened as their opinions and recommendations did not lead to any noticeable outcomes.

Participants in one focus group spoke of the experiences faced by Indigenous people within the City-led engagement process. Those in attendance noted that although the City provides opportunities for input, they do not feel there is action being taken in response to input and recommendations made through research. Participants stated there is a disconnect and dismissal of values in the relationship and feel that the City "does not seek opinions, but approval for their agenda". Individuals attribute this to tokenism, noting it is a symptom of systemic racism. For example, participants identified concerns over the Sir John A. MacDonald statue were heard by the City, but not listened to.

2. Participants in the City’s recent survey reported a slight preference for virtual meetings over in-person meetings.

How would you like to provide your input or feedback to the City?

Participants identified a number of advantages and disadvantages associated with both virtual and in-person modalities.

Virtual meetings were seen as being more accessible for some as transportation can be unreliable, costly, and time-consuming. Providing a virtual option allows for those with health and mobility barriers to participate in feedback processes and may be viewed as more financially feasible and environmentally sustainable. Simultaneously, virtual meetings can be a barrier for those who may not be able to use these platforms, such as people who are not familiar with technology, people who experience disabilities, or people who do not have access to phones, computers, or the internet.

Participants expressed that in-person meetings tend to be better channels for engagement and group interactions. In-person meetings may allow people to meet, connect, and build on each other’s ideas more naturally than what is possible in virtual meetings. However, others noted that attending meetings at City Hall may be intimidating or inaccessible for some.

It was suggested that providing people with transportation, hosting orientations to City Hall, or holding meetings at accessible locations aside from City Hall could assist in reducing this barrier. One participant pitched the idea of in-person meetings being reserved for celebrations or special experiences where human touch is needed.

Overall, participants would like to see the City move forward with a hybrid model for engagement, offering both virtual and in-person options to provide feedback.

Methods of feedback collection suggested by participants include surveys, interviews, door-to-door engagement, agency outreach, Facebook, webinars, phone calls, and e-mails. To improve accessibility for people with diverse communication needs, participants suggested that the City should invest in expanding accessible formats, such as: translating materials into other languages, voice screen accessibility, braille, and plain language materials. Participants suggested that the City should provide flexible meeting times and small meeting sizes to accommodate the needs of diverse groups and ensure their voices are heard.

3. Participants in the survey noted a variety of barriers that prevented their participation in City engagement opportunities.

a) What would prevent you from sharing feedback with the City?

b) What barriers do you face in providing input or feedback?

Participants identified a number of barriers to providing feedback. While some participants noted they have felt unwelcome at engagement events, the majority said they were unaware of the City requesting their feedback.

It was noted that not all people have access to the internet and others may be unable to meet in-person. Some participants noted City staff running events seem unapproachable and unwelcoming.

Many noted the engagement processes have been too bureaucratic, full of jargon, not accessible in their language, and at times confusing overall. A bias towards engaging with English-speaking individuals was also identified.

The lack of follow-up and reporting back to participants by the City was also noted as a reason why individuals choose not to participate. Participants noted that they felt unvalued, and their contributions were not recognized. They were surprised at the lack of incentives such as transportation costs or simply having coffee and tea available.

Newcomers/refugees: Many noted that people in this community may not be used to going to meetings and would benefit from someone explaining that this is how their voices are heard. There is a fear of power and authority for many newcomers as well as systemic barriers like racism is experienced through derogatory remarks as well as a lack of visible difference in people present at meetings. People do not see themselves represented and feel isolated.

Awareness/Communication: Participants did not know something was out there and expressed the need for the City to “get the word out and make it widely known.”

Some acknowledged an effort with translation, but target communities need to be aware of opportunities to have their voices heard. Some of their suggestions included:

- Better efforts needed to spread awareness: teaming up with agencies to retrieve and provide information.
- Advertisements in different media forms (websites, local paper, radio, library, buses)

Accessibility

Many participants reported a lack of access to computers and internet. “Not everyone has the means to participate online,” was commonly heard. Finding ways to target digital illiteracy by increasing opportunities for skills and training and providing technology to people who cannot afford it, was identified as essential.

Overcoming physical barriers were identified as key to participation because “City housing and meetings are not always handicapped friendly.” This means not just ensuring the location is accessible for people with varying mobility realities, but also recognizing some people have social phobias, making crowds difficult and smaller meetings preferable.

Incentives were articulated as essential for participation for most participants, as financial barriers often mean people do not have money for technology, transportation, food or drink.

Participants from the Indigenous community question the authenticity and intention of engagement opportunities with City, indicating the need for “more than just engagement; we are looking for relationship and connection.” There were questions as to whether the information collected would be used for anything other than the original purpose.

Some of the comments included:

- “Nothing for us without us.”
- “We feel heard but there is no action.”
- “We keep coming but is it really making change? Are they really listening?”
- “This can be discouraging and draining to keep having these sessions without change.”
- “Low hanging fruit of engagement like powwows and they don’t take it.”
- “At times you wonder if it’s worth bothering anymore when you give your heartfelt input and it’s ignored or not taken seriously. You just think ‘what’s the point?’”

Persons with disabilities

Participants reported they were unable to find what they were looking for on the City website with one participant saying, it is “horrendously inaccessible.”

For example, people who are visually impaired have assistive equipment that does not read maps and other complicated aspects of the website. Surveys are not accessible with screen-readers and paper is not helpful unless braille is available. Some specific comments included:

- “We ask for documents in advance but we don’t always get them.”
- “There are not a lot of meetings on the mountain so DARTS adds another 2 hours (to come downtown).”
- “I don’t think people with disabilities are listened to. We don’t think our voices are heard. They think we just complain but we have the right. You don’t make our lives easy.”

Youth: Attitudinal barriers were identified by many participants, particularly youth. People felt like their voices were not welcome. Some even noted from the first point of contact in a City office, they felt unwanted.

Some youth identified racism as a barrier to participation, noting “disparaging remarks,” have been heard before.

“It might make you feel heard if you know that people with similar backgrounds as you were making the decision, for people to feel equal representation.”

4. How would you like the City of Hamilton to let you know what was done with your feedback and how it was used?

Participants expressed wanting to receive results in different formats based on their preferences and abilities. Some suggestions include through the City website, by phone, mail, e-mail, and other accessible formats. Many would be open to attending collective meetings to receive follow-up in a hybrid format. Participants noted that they would appreciate an acknowledgement of their contributions.

“Close the circle with me – take the information, but don’t make that the last we hear of it. We can’t take information and never hear what happened.”

As many participants feel their feedback has not made a difference, they emphasized a desire to see their feedback used in practice. Participants want the City to report on the information that they receive and see movement and change that reflects what they heard.

Participants want to see the data they have contributed to, understand how it will be implemented, have an opportunity to challenge how this information is implemented in an open forum, and receive regular updates as relevant City projects progress. It was noted that this will help people to feel heard and involved in the issues that matter to them. Participants noted that if they can see the benefits of communicating, they will feel encouraged to continue engaging.

5. In an ideal world, how would you like the City of Hamilton to engage with you on issues that matter most to you?

Participants requested townhalls and community forums that are accessible. Connecting with service providers to let them know how their clients can be involved was seen as an important method of contact. This could mean inviting community partners and clients to be present together.

Some comments from specific populations speak to particular needs and direction on engagement

Newcomers/Immigrants

- Pay attention to all cultural groups.
- Reach out to people in multiple formats to get to know their problems
- Put more money into researching pertinent issues

Racialized communities

- We need a diverse range of City employees to engage the diversity of people in our city
- City employees need to begin building more lasting relationships with the community, not only around election time or when something is needed
- Currently, engagement seems to be centered in the downtown area, and not everyone lives downtown

Indigenous/First Nations/Metis

- To build trust you need to honour our treaty agreements
- Include a land acknowledgement or more about Indigenous people on the first page (of the City's website), something that acknowledges our relationship

People with mental health challenges

- Need more regular communication and getting to where the people are
- Celebrating diversity, giving everyone a voice
- Not hiding people who are homeless
- Help people get to know their councillors.

People with disabilities

- Getting feedback from people on issues that matter to the population such as how "talking crosswalks" work. Some didn't know how to use them and have ideas about where they are needed most. "We need one at Hess and York and other priority intersections."
- Provide messages that include key points summarized
- Open mind and true insightful attitude of seeing us as a resource
- Accessible place, smaller groups to engage more, different times of day/year, accessible formats and features

- Give people with lived experience the leadership because they understand the challenges and know them the most. Put people with disabilities in charge of issues that impact them and let them design it.

2SLGBTQ+

LGBTQ+ participants noted the need for sessions to take place in Queer and Trans friendly spaces.

- “It has to go one beyond the advisory committee. It is not welcoming for LGBTQ folk right now in the current environment.”
- The City has to visible and assertive in outreach because LGBTQ are not always very politically engaged and some are still closeted so we need opportunities for individuals to reach out.”

Seniors

Individuals expressed wanting the City to seek out input from seniors and to have them come to where seniors are and engage with them. “I’d like them to come here to me.”

It was often noted that it is unrealistic to expect seniors to check the website for opportunities to engage.

Participants noted wanting to be engaged with directly and have their contributions acknowledged with one participant noting that it can feel insulting when the City offers unrealistic incentives and expects people to be interested in participating. This highlights the time and costs associated with participating in engagement. It was also noted that City staff can be unapproachable creating the perception that they think “they are better than community members” and that conducting more pop-up community events might be a way for this to be mitigated.

Youth: In the ideal world of the youth participants, the consensus was to have the city engage youth with youth. One youth noted that “the city should engage people and other youth through accessible platforms. Not all people have social media like me which is something to take into account.”

RECOMMENDATIONS

◆ EXTEND THE INVITATION EVEN FURTHER

While many participants had provided input in some kind of engagement process with the City at least once, almost everyone reported not knowing where to access these kinds of opportunities.

Use email and phone, City councillor’s newsletters, libraries, social service agencies, faith communities, and a better website overall or a separate website used to inform people about public engagement opportunities.

◆ MAKE WEBSITE CLEARER AND MORE ACCESSIBLE

Without any prompting, people identified the difficulty they have finding information on the City of Hamilton website. Participants who were visually impaired or unsighted noted particular issues of incompatibility with accessible screen reader tools and the City’s website, making it impossible to complete surveys or find other important information.

Upgrade the website to be clearer and easier to use, accessing resident input to be sure it is user-friendly. Make it fully compatible with accessibility tools such as screen readers for people who have vision loss.

◆ TELL PARTICIPANTS HOW YOU USED THEIR FEEDBACK

Aligned with the findings of the City’s survey, participants regularly reported sensing they were being listened to but in the end, it made no difference to the outcomes or actions they saw afterward.

Invite people who participate in surveys, interviews, focus groups, public meetings, and other engagement opportunities, to hear how their feedback was used in City decision making. Hold a public meeting or email people a final report summary so they know what happened with their input.

◆ MAKE YOUR MEETINGS HYBRID ALL THE WAY

While every group identified the barriers people face in accessing the internet and accompanying virtual tools through poverty, there was a clear call going forward to use both in person meetings, when necessary, while maintaining the possibility of people joining virtually.

Always ensure in person meetings have a virtual option. Save in person meetings for important celebrations or townhalls with reports to the community.

◆ **ENSURE IN PERSON MEETINGS HAVE HOSPITALITY AND TRANSPORTATION**

The value of in person meetings such as the ability to communicate better by reading body language and energy in the room, was detailed by many participants.

In person meetings should be staffed with people to welcome and assist people, provide transportation for those who need it, and supply beverages and light snacks especially for longer sessions. Incentives for participation are also important and indicate value for the participants' time and input.

◆ **ATTITUDE ADJUSTMENTS**

Many participants reported not only physical barriers such as inaccessible spaces for wheelchairs and walkers or limited virtual meetings, but also identified “attitudinal barriers.” These were described as the attitudes witnessed in public meetings by elected officials, as well as those from staff at the City of Hamilton when interviewees had attended a meeting or visited an office.

Ensure City councillors and staff understand the importance of treating residents with respect and valuing their attendance at meetings. City councillors should model inclusive and respectful public engagement.

◆ **INDIGENOUS and RACIALIZED PEOPLE; IMMIGRANTS and REFUGEES**

It was repeated often that councillors and staff at the City of Hamilton needed to know more in order to engage more meaningfully with people who are Indigenous, racialized, immigrants and refugees.

Include an Indigenous land and territorial acknowledgement on the first page of the website. Provide Anti-Racism/Anti-Oppression (AR/AO) and 2SLGBTQ+ Positive Space training to all City councillors and staff. Provide information sessions for new residents to the City to learn how and why public engagement is important and necessary.

◆ **MIX IT UP**

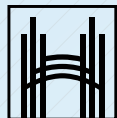
In an ideal world, everyone would have an opportunity to provide input to the City of Hamilton in the way that works for them.

Opportunities to provide feedback should include one-on-one interviews in person and over the phone, small focus groups, large townhall meetings with transportation, beverages/food, and chances to have all voices heard. Virtual links to these meetings would be provided and even virtual participants are offered a chance to give feedback and have their presence make a difference.

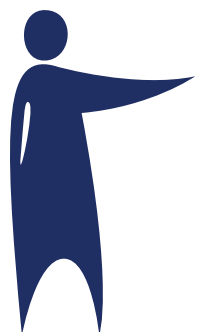
CONCLUSION

It is clear people were enthused to be engaged in this process of providing feedback on the City of Hamilton's, "Reimagining Public Participation". Overall, participants value being asked to give input on decisions being made by City staff and council.

However, while they appreciated being asked their opinions, there were many barriers to participation, both physical and attitudinal. They also noted there was no evidence to know if their participation made a difference. Alerting residents of the opportunities through better channels of communication and ensuring they know how their participation was used to in decision-making, will ensure more robust engagement in the future.



Hamilton

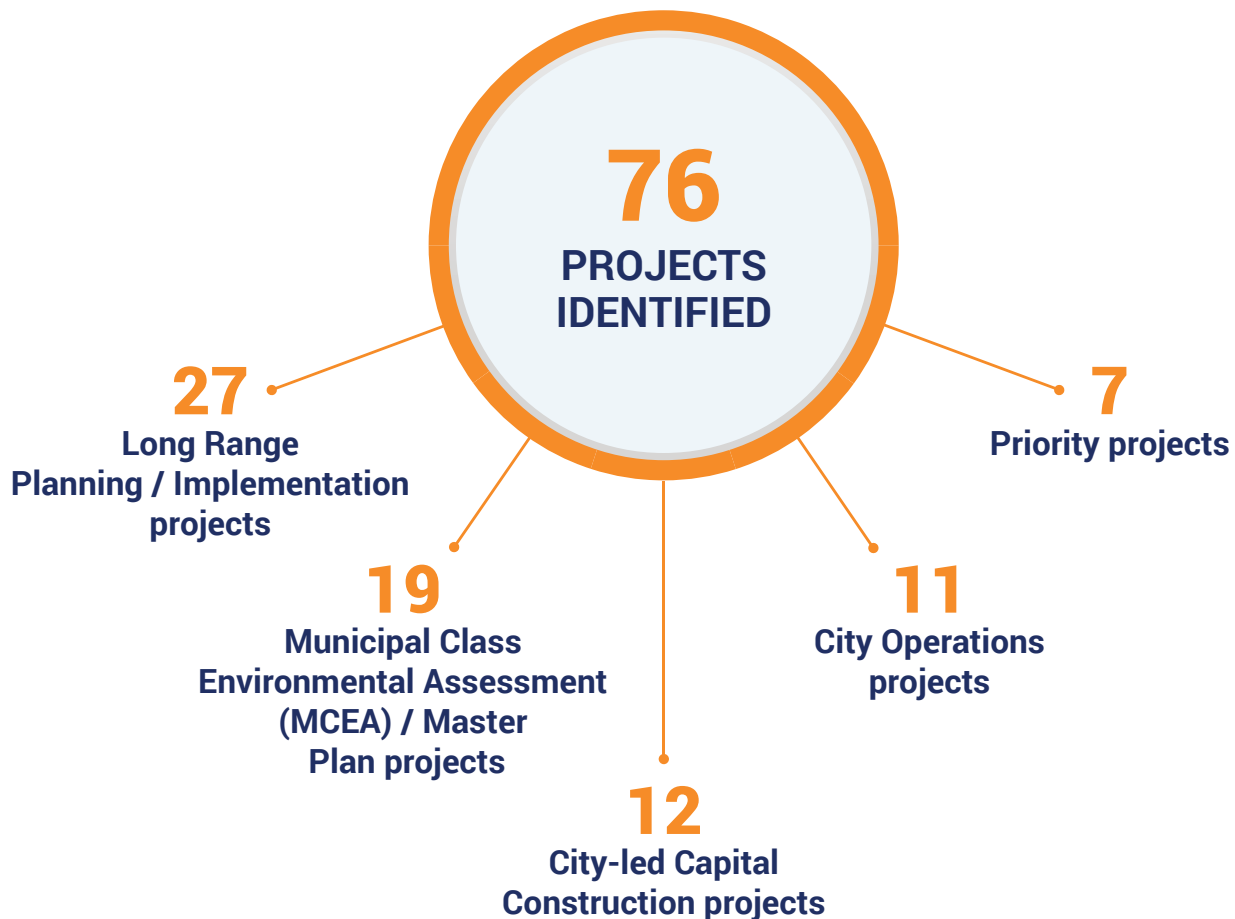


ANNUAL

Public Engagement Survey and Project Inventory

SUMMARY REPORT

2021 Project Inventory **HIGHLIGHTS**



Background Overview

Community engagement is a key direction of our City's Strategic Plan and Term of Council Priority to build transparency, trust, and confidence in City government through increased public access to City information and participation in decision-making processes that impact residents and their community.

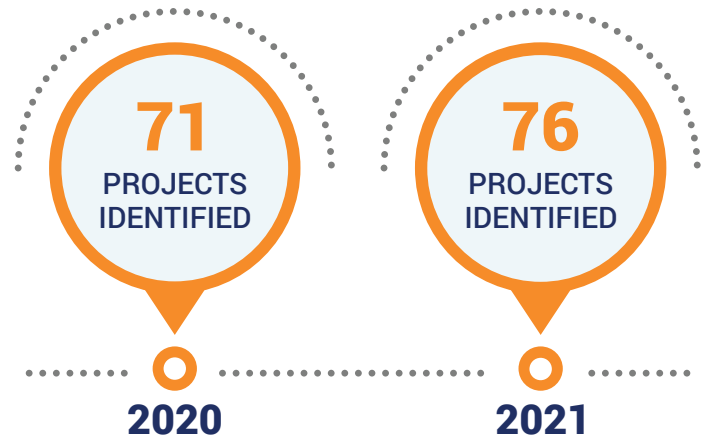
Enterprise-wide, many business units lead community engagement activities as a critical component of legislative-required processes, City building initiatives, placemaking, or as best practice to support key City-led projects.

In 2020, the City's Community Initiatives unit and Public Engagement Community of Practice launched its first annual internal Public Engagement Survey to better understand the breadth of City-led public engagement initiatives planned for the year.

Feedback from the 2020 Public Engagement Survey helped to inform Community of Practice strategic priorities, such as the City's new online engagement platform (engage.hamilton.ca) and support key leadership decisions regarding the reactivation of all non-in-person community engagement following the first wave of COVID-19.

2021 Public Engagement Survey

The City's Annual Public Engagement Survey was open for cross-departmental staff input from May 18 to June 4, 2021. The City's Senior Leadership Team (SLT) authorized this data collection initiative to help identify key City-led projects and initiatives requiring any form of public engagement from January 1, 2021 to March 31, 2022. A total of 76 City-led public engagement projects and initiatives were identified through the annual survey.



Survey Results

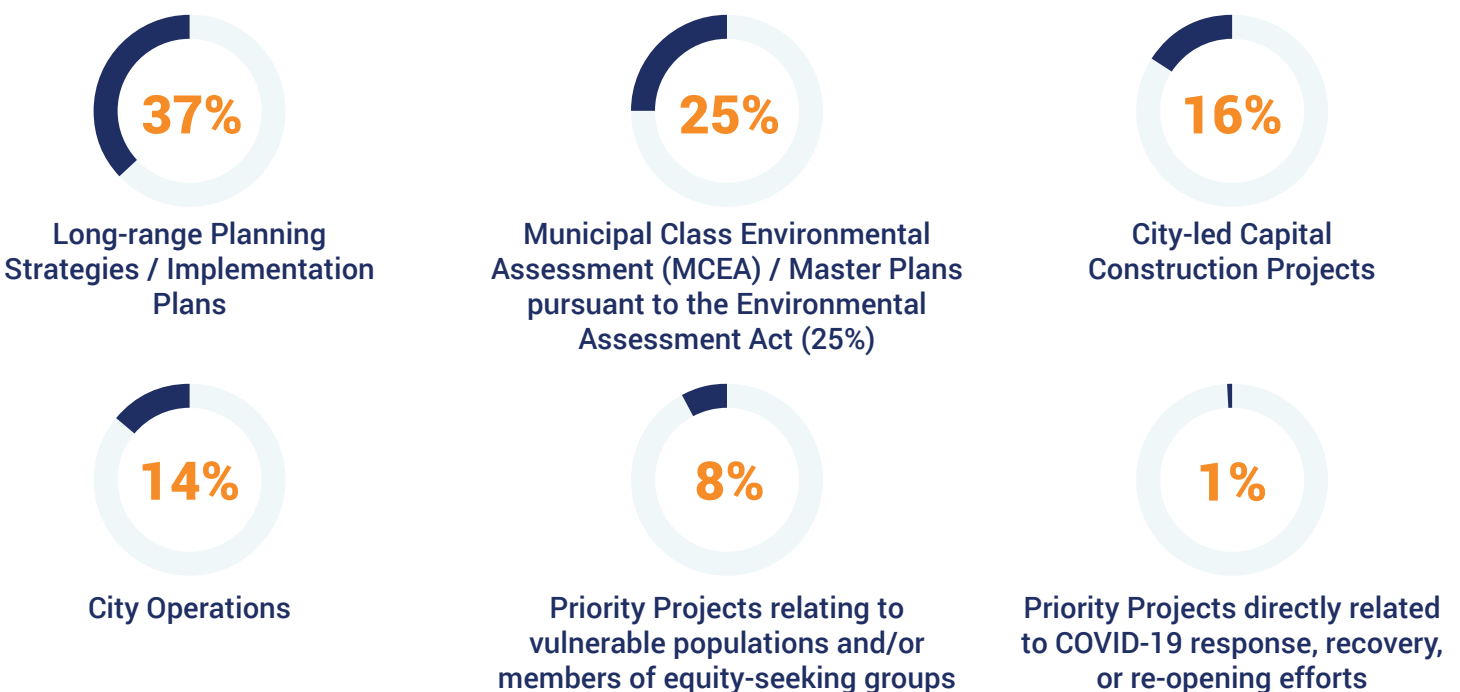
Results from the 2021 survey represent public consultation initiatives, engagement methods, and promotional tactics identified at this time. Since public engagement planning is a fluid process, some projects may change over time as a result of shifting needs and new emerging priorities.

Feedback from the survey has been consolidated to support enhanced corporate-wide public engagement planning, cross-departmental collaboration, knowledge exchange, reporting, and benchmarking efforts.

Project Categories

The largest category of City-led public engagement projects relates to long-range planning strategies or implementation plans, followed by engagement processes that are mandated by legislation such as the Environmental Assessment Act.

The 2021 Public Engagement Project Inventory depicts a diverse mix of engagement projects ranging from public art, park renewal, recreation, and community well-being to public transit, roadway improvements, transportation networks, infrastructure growth, land use, and sustainability plans.



Project Direction

A substantial proportion of all City-led public engagement projects are Council directed and/or directly related to a Term of Council Priority, representing a combined total of 80% of projects identified through the annual survey. More than half of all projects are SLT, department or division directed and 30% of engagement initiatives are legislatively required.



Target Audiences

Survey results show a balanced combination of targeted audiences representing a broad range of stakeholders including the general public, community groups, partner networks and local organizations, as well as government institutions, agencies, associations, adjacent municipalities, and members of Council.

More than half of all projects included geographically targeted engagement initiatives within rural, ward-specific, and individual neighbourhood areas. Over a third of all projects identified targeted efforts to engage equity-seeking groups and specific populations such as youth, persons with disabilities, and members of the LGBTQS1A community.



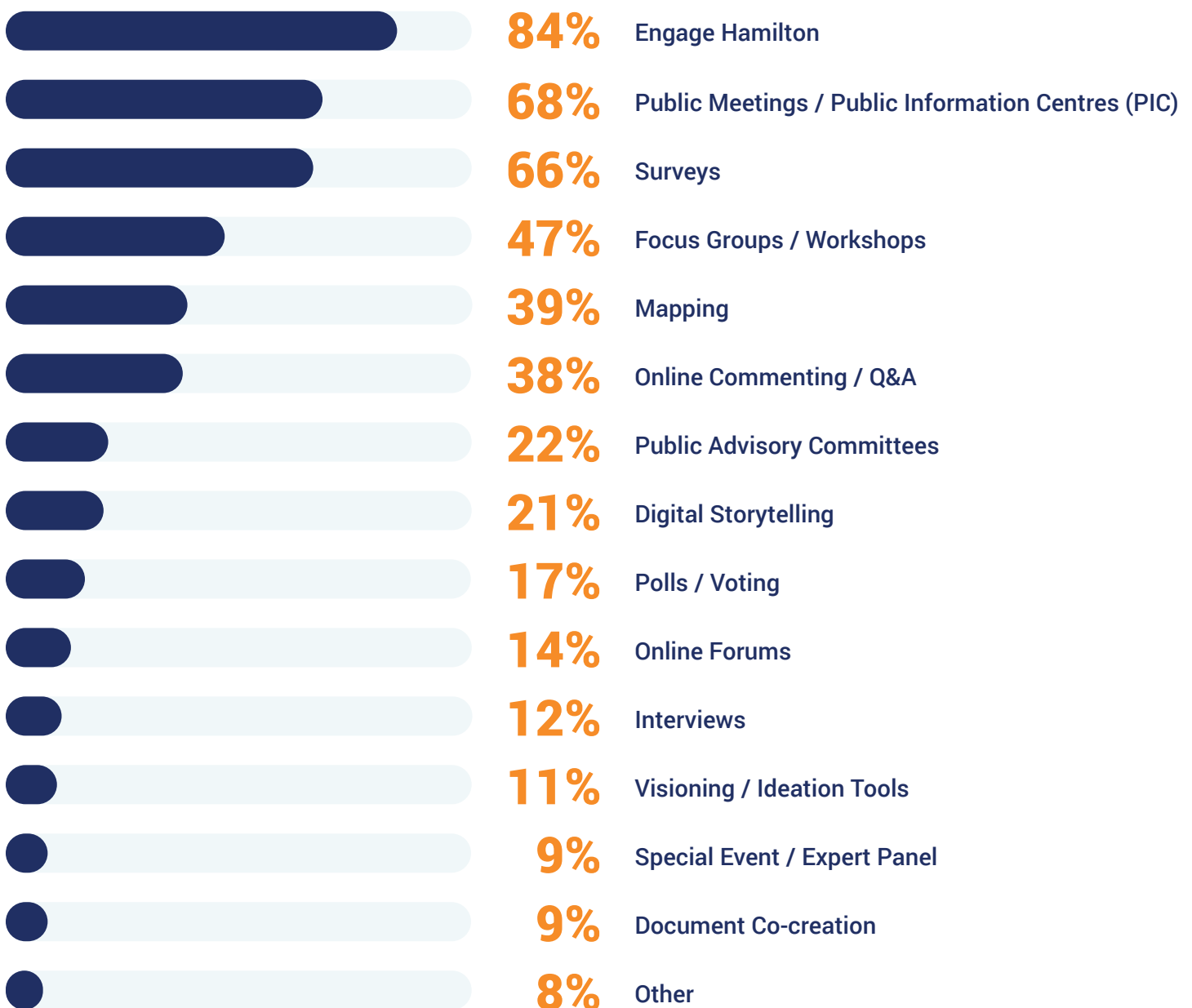
Engagement Tools and Techniques

Preferred engagement methods indicated by cross-departmental staff demonstrate an impressive corporate-wide adoption of the City's new online engagement platform (engage.hamilton.ca), along with a continued commitment to hosting public meetings and conducting focus group discussions.

Surveys were listed among the top selected tools used by staff to gain public feedback, followed by mapping tools, and opportunities for participants to provide digital comments or questions.

Spurred by the challenges of engaging during a time of physical distancing, staff have shown an interest in exploring creative online engagement tools such as digital storytelling, virtual polls, interactive rich media and online discussion forums.

Most projects identified through the survey illustrated the robust use of multiple engagement methods as well as traditional communication strategies such mailings and print advertisements (listed under the promotional tactics section).

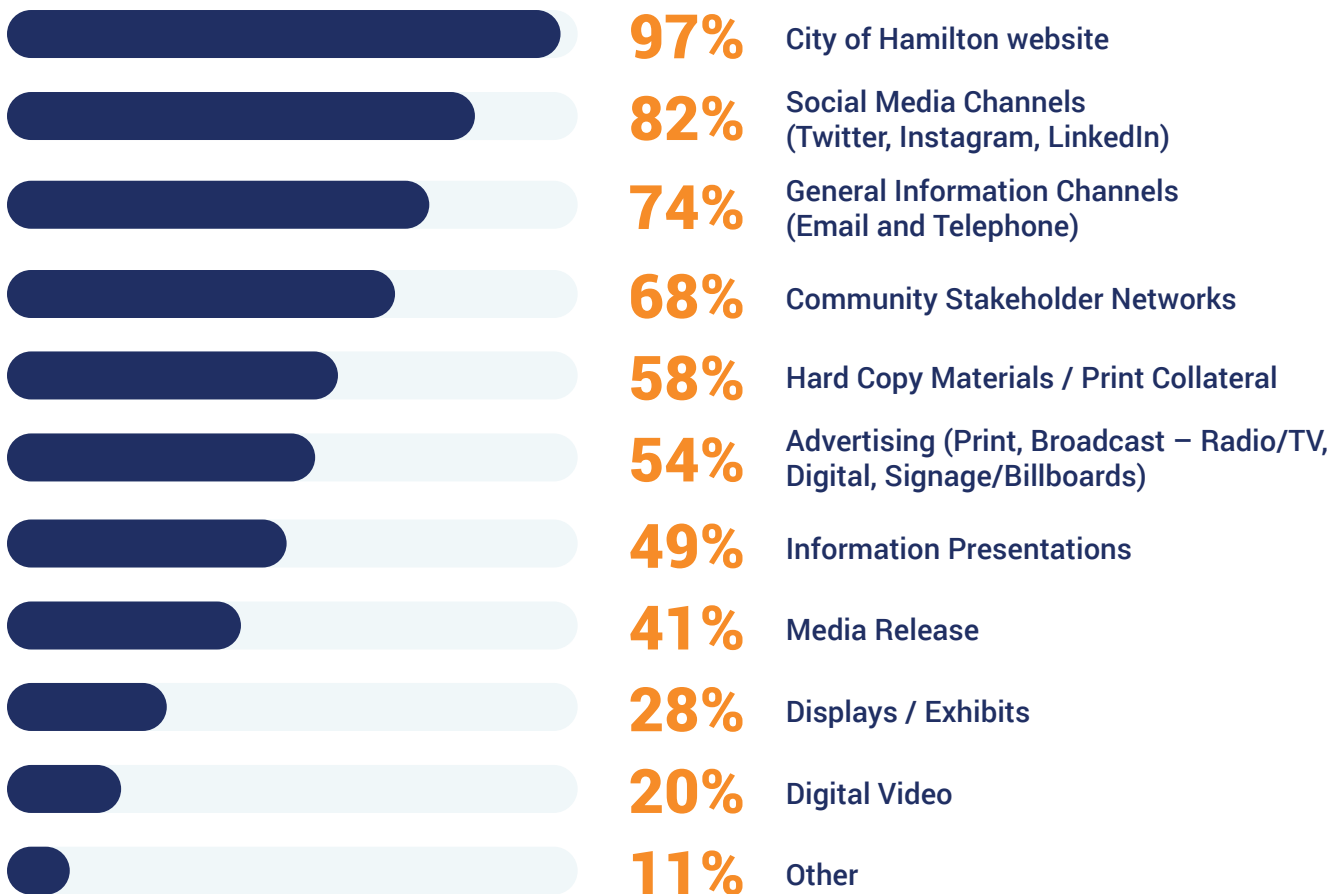


* respondents could select all that apply

Promotional Tactics:

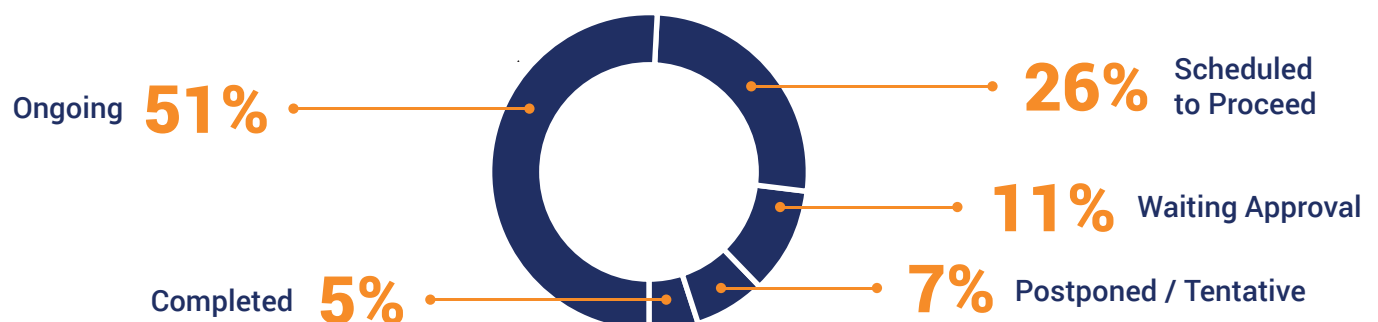
Strategic communication is an essential tool for effective public engagement. A whopping 97% of projects indicated the use of the City's main website as a core communications tactic (www.hamilton.ca). Social media channels were selected as the second-largest driver of public engagement initiatives, followed by general information channels and community stakeholder networks.

The consistent use of hard copy materials, advertising and marketing, informational presentations, displays, and video production signify the strong use of communications strategies, organizational collaboration, and comprehensive approaches in City-led public engagement planning and implementation efforts.

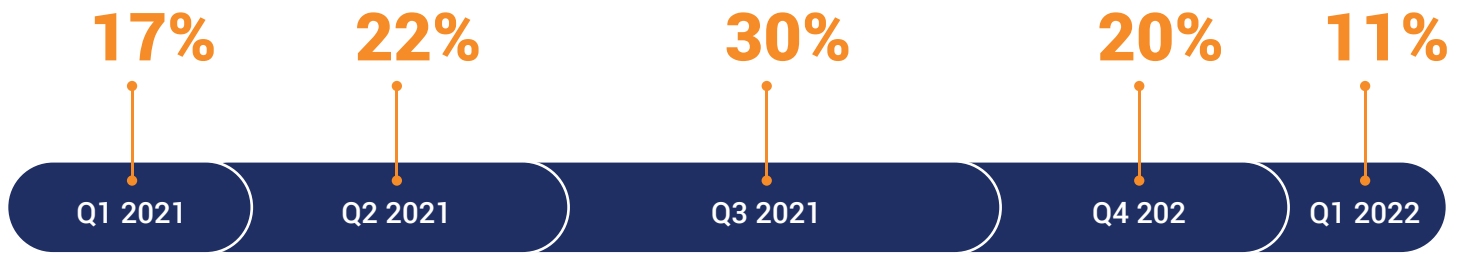


* respondents could select all that apply

Current Status of Engagement Projects



Initial Engagement Launch Timelines*



* This represents the first identified engagement activity scheduled in 2021. Many projects will have multiple engagement activities scheduled over the year. Future surveys will capture all phases of anticipated engagement activities throughout a project's annual timeline.

Projects Listed by Department



To receive a copy of the 2021 Public Engagement Project Inventory and to join the City's Public Engagement Community of Practice, please contact Cindy Mutch, Senior Project Manager of Community Engagement (Cindy.Mutch@hamilton.ca).



Public Engagement COMMUNITY OF PRACTICE



COMMUNITY ENGAGEMENT REVIEW:

June 2020 – December 31, 2021

Appendix E to Report CM21011(a)
Page 1 of 3

Share Your Voice. Shape Our City.

The City of Hamilton recognizes the importance and value of involving local residents to help shape City projects, policies and initiatives. Engaging residents on issues that affect their lives and their city is a vital component of a well-functioning democratic society and is a key priority of the City's 25-year Community Vision.

Public engagement encourages participation, action and personal responsibility. It also helps to identify sustainable solutions and lead more informed decision-making through a wide range of perspectives, experience and knowledge. By sharing your voice, you are shaping our city and helping to make Hamilton an even better place to live, work and play.

Community Engagement During COVID-19

The COVID-19 pandemic has impacted the delivery of many City services, including public engagement. Although in-person engagement activities were put on hold in March of 2020, we enhanced our traditional engagement processes to ensure residents had the opportunity to provide feedback and inform City decision-making efforts.

To keep our community conversations going, we maximized digital platforms, launched the Engage Hamilton website, offered phone meetings, virtual events and focus groups, and continued to leverage existing channels such as social media, marketing, paid advertising and direct mail where possible.

New Interactive Online Space for Public Feedback

In June 2020, the City of Hamilton launched www.engage.hamilton.ca, a new and interactive online space for Hamiltonians to learn about important City initiatives, share their feedback and engage with the community. While in-person engagement activities remain on hold, Engage Hamilton has proven to be a valuable tool for the City to gather feedback and stay connected with residents throughout the pandemic.

From June 15, 2020 to December 31, 2021, Engage Hamilton has featured **62 projects** and welcomed **63,382 individual visitors** to the site. During this timeframe, **28,038 participants** undertook further action while visiting a project page such as clicking on a link or downloading a document and **14,041 individuals actively contributed their feedback** by using one of the site's many engagement tools.

2020 SNAPSHOT



26
PROJECTS
FEATURED



25,149
SITE
VISITORS



11,756
INFORMED
PARTICIPANTS*



6,107
VISITORS SHARED
FEEDBACK



985
NEW REGISTERED
USERS

POPULAR PROJECTS:



Hamilton High Speed
Internet Survey



Hamilton's Truck Route
Master Plan



Public Engagement
During COVID-19



Sidewalk
Snow Clearing



Supporting Healthcare
Public Art

2021 SNAPSHOT



36
PROJECTS
FEATURED



39,590
SITE
VISITORS



16,762
INFORMED
PARTICIPANTS*



8,080
VISITORS SHARED
FEEDBACK



2,230
NEW REGISTERED
USERS

POPULAR PROJECTS:



Century Street Parkette
Public Art



GRIDS 2 and Municipal
Comprehensive Review



Mountain Drive Park
Master Plan



Municipal Election 2022:
Voter Experience



Vacant Home Tax

*Note: Informed participants completed an action to become more informed about a project, such as clicking on a link or downloading a document.

ENGAGE HAMILTON 2020 – 2021 SNAPSHOT

| | |
|------------------------|--|
| WHAT WE SHARED | 153 Engagement opportunities for public feedback |
| | 198 Documents (8,319 downloads) |
| | 59 Key dates for public input (2,392 views) |
| | 33 Project FAQs (1,539 views) |
| | 36 Project news feeds (221 visitors) |
| | 30 Videos (161 views) |
| | 10 Photos (149 views) |
| WHAT YOU SHARED | 12,541 Submissions to 68 surveys |
| | 3,031 Responses to 4 quick polls |
| | 1,038 Ideas on “virtual post-it notes” to 13 project boards |
| | 1,762 Pins dropped on 11 project maps |
| | 395 Questions asked on 18 project pages |
| | 60 Entries to 4 project guestbooks |
| | 22 Contributions to 6 forum topics |

| | | | |
|-----------------------------|---|--------------------------------------|--|
| TOP ENGAGEMENT TOOLS |  SURVEY Vacant Home Tax Survey: 3,861 Contributors | TOP INFORMATION-SHARING TOOLS |  DISCUSSION PAPER Creation of Secondary Dwelling Units in Hamilton: 1,238 Downloads |
| |  POLL Public Engagement During COVID-19 Poll: 1,226 Contributors | |  PROJECT FAQs GRIDS 2 and Municipal Comprehensive Review Project: 372 Views |
| |  VIRTUAL STICKY NOTES Community Safety and Well-Bring Plan Ideation Board: 136 Contributors (140 ideas shared) | |  NEWSFEED Complete Streets Report for Ward 14: 79 Visitors |
| |  DISCUSSION FORUM Community Energy & Emissions Plan Forum: 6 Contributors | | |
| |  MAPPING Complete Streets Report for Ward 3 Map: 228 Contributors (760 pins on map) | | |
| |  Q&As Hamilton Truck Route Master Plan Review Q&As: 235 Questions Asked | | |
| |  GUESTBOOK Sidewalk Snow Clearing Guestbook: 30 Contributors | | |

Visit engage.hamilton.ca to join the conversation and have your say on issues that are important to you!



Hamilton, We Need To Talk.

**REIMAGINING
Public Participation Together**

WE'RE MAKING CHANGES.

Have Your Say in How You Shape City Decisions.

COVID-19 has changed the way we engage with our community, but it has not changed how important your feedback is to the decision-making process. Over the past two years, we have shifted engagement efforts online with virtual public meetings, live streamed events and digital tools to make it easier for you to share your thoughts with us.

We understand that online engagement isn't for everyone - that's why we need to hear from you!

Take our short survey and help us shape the way we do public engagement at the City of Hamilton.

To learn more, visit engage.hamilton.ca/ReimaginingPublicParticipation.

Hardcopies of the survey are also available at City Municipal Service Centres, City Recreation Centres and Hamilton Public Library branches.



Hamilton

BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE

REPORT 22-006

8:00 a.m.

Tuesday, June 14, 2022

Hamilton City Hall

71 Main Street West

Room 264

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

Absent: Councillor Arlene VanderBeek – Dundas BIA – City Business
 Michal Cybin – King West BIA
 Bender Chug – Main West Esplanade BIA
 Bettina Schormann – Locke Street BIA
 Jessica Myers – Barton Village BIA

THE BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE PRESENTS REPORT 22-006 AND RESPECTFULLY RECOMMENDS:

- 1. International Village Business Improvement Area Expenditure Request (Item 11.1)**
 - (a) That the expenditure request from the International Village Business Improvement Area, in the amount of \$7,316.97 for the purchase of banners, programming and promotions to be funded from the Community Improvement Plan (CIP) Contribution Program (BIA Payments Account 815010-56905), be approved; and,
 - (b) That the expenditure request from the International Village Business Improvement Area, in the amount of \$12,362.71 for the cost of graffiti removal and banners, to be funded from the Shared Parking Revenue Program (Parking Revenue Account 815010-45559), be approved.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

The agenda for the June 14, 2022 Business Improvement Area Advisory Committee meeting was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(i) May 10, 2022 (Item 4.1)

The May 10, 2022 Minutes of the Business Improvement Area Advisory Committee were approved, as presented.

(d) STAFF PRESENTATIONS (Item 8)

(i) Open Streets Temporary Linear Urban Park (Item 8.1)

Alison Carlyle, Project Manager – Sustainable Mobility and Peter Topalovic, Program Manager - Sustainable Mobility, addressed the Committee with a presentation on the Open Streets Temporary Linear Urban Park.

The staff presentation respecting the Open Streets Temporary Linear Urban Park, was received.

(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, addressed the Committee respecting an update on Commercial Districts and Small Business.

The verbal update respecting Commercial Districts and Small Business, was received.

(ii) Statements by Members (Item 13.2)

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

The updates from Committee Members were received.

(f) ADJOURNMENT (Item 15)

There being no further business, the Business Improvement Area Advisory Committee adjourned at 8:51 a.m.

Respectfully submitted,

Councillor E. Pauls
Chair Business Improvement Area
Advisory Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



**Hamilton-Wentworth District School Board
Liaison Committee
REPORT 22-001
Monday, May 9, 2022
9:30 a.m.
Room 264, 2nd Floor
City Hall, Hamilton**

Present: D. Danko, Chair, HWDSB (Co-Chair)
Mayor F. Eisenberger (Co-Chair)
Councillor J. Partridge
P. Deathe, Trustee, HWDSB
M. Felix, Trustee, HWDSB

THE HAMILTON-WENTWORTH DISTRICT SCHOOL BOARD LIAISON COMMITTEE PRESENTS REPORT 22-001 AND RESPECTFULLY RECOMMENDS:

- 1. Public Access to Modernized Hamilton Wentworth District School Board Facilities (Artificial Turf Fields) (Item 10.1)**
 - (a) That the Public Access to Modernized Hamilton-Wentworth District School Board (HWDSB) Facilities (Artificial Turf Fields) report, be referred to HWDSB staff for a formal detailed response to be brought forward at the next Committee meeting; and
 - (b) That Hamilton-Wentworth District School Board (HWDSB) staff report back to the Hamilton-Wentworth District School Board Liaison Committee with a formal response respecting Public Access to Modernized HWDSB Facilities (Artificial Turf Fields), with all details including costs.

- 2. Bernie Custis Secondary Access to Tim Horton's Field (Item 10.2)**

That staff from the City and Hamilton-Wentworth District School Board report back to the Hamilton-Wentworth District School Board Liaison Committee, with respect to the details, including costs, regarding the removal of the berms at Bernie Custis Secondary School.

3. Status of City of Hamilton and Hamilton-Wentworth District School Board Property/Facility Agreements (Item 10.3)

That the report respecting the Status of City of Hamilton and Hamilton-Wentworth District School Board Property/Facility Agreements, be received.

4. Active and Sustainable School Transportation Charter Agreement - Opportunities coming out of the pandemic (Added Item 10.5)

That Staff report back to the Hamilton-Wentworth District School Board Liaison Committee on the status of and availability of Metrolinx funding for the Active and Sustainable School Transportation Charter Agreement.

5. Hamilton-Wentworth District School Board Liaison Committee Terms of Reference Review (Added Item 10.6)

That the Membership and Mandate sections of the Hamilton-Wentworth District School Board Liaison Committee Terms of Reference be amended to read as follows:

(a) MEMBERSHIP

Total of three Trustees (Chair of the Board and two Trustees)
Total of two Members of Council (Mayor and one member of Council)
Total of **three** HWDSB Secondary Students (non-voting)

City and Board Staff will be invited to attend meetings as required.

The term of membership on each committee shall be consistent with the practices of each of the respective bodies.

(b) MANDATE

- (1) To strengthen the relationship between the City and HWDSB
- (2) To assist in addressing issues affecting the governing bodies
- (3) To promote increased co-operation, synergies and efficiencies between City Council and HWDSB
- (4) To explore common interests
- (5) To better understand and co-ordinate services
- (6) To increase and maintain regular communication

- (7) To work in a spirit of co-operation to further the mission of the City and HWDSB
- (8) Joint initiatives and outcomes will align
- (9) To develop ongoing collaborative and timely public communication strategies reflective of common purpose, work in progress and outcomes
- (10) To monitor the work developed by staff on the Joint Property Asset Committee (JPAC) as outlined in the Terms of Reference of JPAC and attached as Appendix A.
- (11) ***To promote the health and wellbeing of children and their families***

FOR INFORMATION:

(a) APPROVAL OF THE AGENDA (Item 2)

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

- 5. COMMUNICATIONS (Item 5)
 - 5.1 Correspondence from Dawn Danko, Hamilton-Wentworth District School Board, respecting Traffic Calming and Pedestrian Safety on Wilson Street, at the Dr. J. E. Davey Elementary School - March 15, 2021
- 10. DISCUSSION ITEMS (Item 10)
 - 10.5 Active and Sustainable School Transportation Charter Agreement - Opportunities coming out of the pandemic (no copy)
 - 10.6 Hamilton-Wentworth District School Board Liaison Committee Terms of Reference Review

The agenda for the May 9, 2022 meeting of the Hamilton-Wentworth District School Board Liaison Committee was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(i) October 10, 2019 (Item 4.1)

The Minutes of the October 10, 2019 meeting of the Hamilton-Wentworth District School Board Liaison Committee were approved, as presented.

(d) COMMUNICATIONS (Item 5)

(i) Correspondence from Dawn Danko, Hamilton-Wentworth District School Board, respecting Traffic Calming and Pedestrian Safety on Wilson Street, at the Dr. J. E. Davey Elementary School - March 15, 2021

The correspondence was received.

(e) DISCUSSION ITEM (Item 10)

(ii) Sir John A. Macdonald High School Property Update (Item 10.4)

Stacey Zucker, Associate Director, Support Services, from the Hamilton Wentworth District School Board provided an update on the status of the Sir John A. Macdonald High School property.

The verbal update on the status of the Sir John A. Macdonald High School property, was received.

(f) ADJOURNMENT (Item 15)

There being no further business, the Hamilton-Wentworth District School Board Liaison Committee meeting was adjourned at 11:56 a.m.

Respectfully submitted,

Dawn Danko, Chair
Hamilton Wentworth District School
Board Liaison Committee

Aleah Whalen
Legislative Assistant
Office of the City Clerk



Hamilton

**NON-UNION COMPENSATION SUB-COMMITTEE
REPORT 22-001**

1:00 p.m.

June 21, 2022

Council Chambers, City Hall, 2nd Floor
71 Main Street West
Hamilton, Ontario

Present: Councillors L. Ferguson (Chair), M. Pearson (Vice Chair)

Absent: Councillor T. Whitehead - Personal

**THE NON-UNION COMPENSATION SUB-COMMITTEE PRESENTS REPORT 22-001
AND RESPECTFULLY RECOMMENDS:**

- 1. Senior Leadership Team Preventative Health Assessment (HUR22009) (City Wide) (Item 9.2)**
 - (a) That the direction provided to staff in Closed Session respecting Report HUR22009, Senior Leadership Team Preventative Health Assessment, be approved; and,
 - (b) That Report HUR22009, Senior Leadership Team Preventative Health Assessment, remain confidential until approved by Council.

- 2. Non-Union Benefit Policy (HUR22008) (City Wide) (Item 9.3)**
 - (a) That the Non-Union Benefit Policy, attached as Private & Confidential Appendix "A" to Report HUR22008, be approved; and,
 - (b) That Report HUR22008, respecting the Non-Union Benefit Policy and its Private & Confidential Appendix "A" remain confidential until approved by Council, at which time both the report and the appendix may be publicly released.

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

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

8. GENERAL INFORMATION / OTHER BUSINESS

- 8.1 Revised Terms of Reference for the Non-Union Compensation Sub-Committee, with the balance of the agenda items to be renumbered accordingly.

The agenda for the June 21, 2022 Non-Union Compensation Sub-Committee was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)**(i) December 3, 2021 (Item 3.1)**

The Minutes of the December 3, 2021 meeting of the Non-Union Compensation Sub-Committee were approved, as presented.

(d) GENERAL INFORMATION / OTHER BUSINESS (Item 8)**(i) Revised Terms of Reference for the Non-Union Compensation Sub-Committee (Item 8.1)**

The revised Terms of Reference for the Non-Union Compensation Sub-Committee was received for information.

(e) PRIVATE AND CONFIDENTIAL (Item 9)**(i) Closed Session Minutes – December 3, 2021 (Item 9.1)**

- (a) The Closed Session Minutes of the December 3, 2021, meeting of the Non-Union Compensation Sub-Committee were approved, as presented; and,

- (b) The Closed Session Minutes of the December 3, 2021, meeting of the Non-Union Compensation Sub-Committee shall remain confidential.

The Non-Union Compensation Sub-Committee moved into Closed Session, respecting Items 9.2 and 9.3, pursuant to Section 9.1, Sub-sections (b) and (d) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b) and (d) of the *Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including City employees; and, labour relations or employee negotiations.

(f) ADJOURNMENT (Item 6)

There being no further business, the Non-Union Compensation Sub-Committee adjourned at 1:14 p.m.

Respectfully submitted,

L. Ferguson, Chair
Non-Union Compensation Sub-Committee

Stephanie Paparella
Legislative Coordinator
Office of the City Clerk



Hamilton

**ADVISORY COMMITTEE FOR PERSONS WITH
DISABILITIES**

REPORT 22-007

4:00 p.m.

Tuesday, June 14, 2022

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

Present: A. Mallett (Chair), J. Kemp (Vice-Chair)
S. Aaron, P. Cameron, J. Cardno, M. Dent,
A. Frisina, L. Janosi, T. Manzuk, M. McNeil,
T. Murphy, K. Nolan, T. Nolan

Absent

with Regrets: Mayor F. Eisenberger, L. Dingman,
P. Kilburn, C. McBride, R. Semkow

Chair Mallett called the meeting to order and recognized that the Committee is meeting on the traditional territories of the Erie, Neutral, HuronWendat, Haudenosaunee and Mississaugas. This land is covered by the Dish with One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. It was

further acknowledged that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation. The City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and it was recognized that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.

THE ADVISORY COMMITTEE FOR PERSONS WITH DISABILITIES PRESENTS REPORT 22-007 AND RESPECTFULLY RECOMMENDS:

1. Accessible Open Spaces and Parklands Working Group Draft Terms of Reference (Item 7.6 (a))

That the Accessible Open Spaces and Parklands Working Group Draft Work Plan attached as Appendix “A” to Advisory Committee for Persons with Disabilities 22-007, as amended, be approved.

2. Appointment of Paula Kilburn to the Accessible Open Spaces and Parklands Working Group (Added Item 7.6 (c))

That Paula Kilburn be appointed to the Accessible Open Spaces and Parklands Working Group of the Advisory Committee for Persons with Disabilities.

3. Invitation to Staff Respecting the Differences Between By-laws, Regulations and Guidelines (Added Item 7.6 (d))

That the appropriate staff be invited to a future meeting of the Advisory Committee for Persons with Disabilities (ACPD) respecting the differences between by-laws, regulations and guidelines, what the City can and cannot enact and what ACPD could recommend be enacted with respect to by-laws, regulations and guidelines.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

7. CONSENT ITEMS

- 7.6 (b) Accessible Open Spaces and Parklands Working Group Meeting Notes - May 25, 2022

8. PRESENTATIONS

- 8.3 Presentation by Andrea McDonald, Senior Project Works Manager, Public Works respecting the Location of a

Wheelchair Swing in William Connell
Park**CHANGES TO THE ORDER OF ITEMS:****11. MOTIONS**

The following item is to be moved up on the agenda to be considered following Item 4.1 Approval of the Minutes of the Previous meeting:

11.1 Operation of Vehicles in Public Parks and Green Spaces

The agenda for the June 13, 2022 meeting of the Advisory Committee for Persons with Disabilities, was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES (Item 4)**(i) May 24, 2022 (Item 4.1)**

The minutes of the May 24, 2022 meeting of the Advisory Committee for Persons with Disabilities, were approved, as presented.

(e) CONSENT ITEMS (Item 7)**(i) Built Environment Working Group Update
(Item 7.1)**

The verbal update from T. Manzuk respecting the Built Environment Working Group Meeting, was received.

**(ii) Housing Issues Working Group Update
(Item 7.2)****(1) Housing Issues Working Group Meeting
Notes – April 19, 2022 (Item 7.2 (a))**

The Housing Issues Working Group Meeting Notes of April 19, 2022, were received.

(iii) Outreach Working Group Update (Item 7.3)**(a) Outreach Working Group Meeting Notes:****(1) Accessibility Fair Update, May 2022
(Item 7.3 (a))****(2) May 17, 2022 (Item 7.3 (b))****(3) June 1, 2022 (Item 7.3 (c))**

The above Outreach Working Group Meeting Notes, were received.

**(iv) Transportation Working Group Update
(Item 7.4)**

The verbal update from S. Aaron respecting the Transportation Working Group, was received.

**(v) Strategic Planning Working Group Update
(Item 7.5)**

No update.

**(vi) Accessible Open Spaces and Parklands
Working Group Update (Item 7.6)**

**(1) Accessible Open Spaces and Parklands
Working Group Draft Terms of Reference
(Item 7.6 (a))**

The Accessible Open Spaces and Parklands Working Group Draft Terms of Reference, were ***amended*** as follows:

- (a) That the main motion be ***amended*** by deleting the words ***“Terms of Reference”*** and replacing with the words ***“Work Plan”***, to read as follows:

That the attached Accessible Open Spaces and Parklands Working Group

Draft ~~*Terms of Reference Work Plan*~~,
be approved.

- (b) That the Accessible Open Spaces and Parklands Working Group Draft Work Plan be ***amended*** as follows:
- (i) By deleting, in its entirety, the ***“Membership and Administrative Assistance”*** section, as follows:

~~***Membership and Administrative Assistance***~~

-

~~***Members of ACPD as assigned to the working group by the ACPD.***~~

~~***Staff members as assigned by senior staff and management.***~~

~~***Members of any other City Committee as may be assigned by invitation of the ACPD.***~~

~~***Meeting agendas shall be prepared by the Working Group chair in consultation with working group members and City staff.***~~

~~***For purposes of taking notes of monthly meetings, maintenance***~~

~~**and distribution thereof, this will be undertaken by staff.**~~

~~**Any proposed guidelines, standards or related designs shall be maintained by staff, converted to technical requirements and reported to City Council as appropriate by staff.**~~

~~**Any final report due to Council respecting any design guidelines or standards shall be reported to City Council by staff following endorsement of the full ACPD.**~~

For disposition of this matter, refer to Item 1.

(2) Accessible Open Spaces and Parklands Working Group Meeting Notes - May 25, 2022 (item 7.6 (b))

The Accessible Open Spaces and Parklands Working Group Meeting Notes of May 25, 2022, were received.

(f) PRESENTATIONS (Item 8)**(i) Presentation by Rich Padulo, Founder of Treat Accessibly respecting the Treat Accessibly Campaign (Item 8.1)**

Rich Padulo, Founder of Treat Accessibly, addressed the Committee respecting the Treat Accessibly Campaign, with the aid of a PowerPoint presentation.

The presentation by Rich Padulo, Founder of Treat Accessibly respecting the Treat Accessibly Campaign, was received.

(ii) Presentation by Alison Carlyle, Project Manager - Sustainable Mobility, respecting the Ontario Cargo E-Bike Pilot Program (Item 8.2)

Alison Carlyle, Project Manager - Sustainable Mobility, provided a presentation respecting the Ontario Cargo E-Bike Pilot Program, with the aid of a PowerPoint presentation.

The presentation by Alison Carlyle, Project Manager - Sustainable Mobility, respecting the Ontario Cargo E-Bike Pilot Program, was received.

(iii) Presentation by Andrea McDonald, Senior Project Works Manager, Public Works respecting the Location of a Wheelchair Swing in William Connell Park (Item 8.3)

Andrea McDonald, Senior Project Works Manager, Public Works, provided a presentation respecting the Location of a Wheelchair Swing in William Connell Park, with the aid of a PowerPoint presentation.

The presentation by Andrea McDonald, Senior Project Works Manager, Public Works, respecting the Location of a Wheelchair Swing in William Connell Park, was received.

(g) MOTIONS (Item 11)

(i) Operation of Vehicles in Public Parks and Green Spaces (Item 11.1)

The Motion respecting Operation of Vehicles in Public Parks and Green Spaces was referred to the Built Environment Working Group for discussion with staff.

(i) GENERAL ISSUES / OTHER BUSINESS (Item 13)

The following items were deferred to the July 12, 2022 Advisory Committee for Persons with Disabilities meeting due to time constraints:

- (1) Accessibility Complaints to the City of Hamilton (Item 13.1)
- (2) *Accessibility for Ontarians with Disabilities Act, 2005 (AODA) Update* (Item 13.2)
- (3) Presenters List for the Advisory Committee for Persons with Disabilities (Item 13.3)
- (4) Virtual Meetings for ACPD Working Groups (Item 13.4)

(j) ADJOURNMENT (Item 15)

There being no further business, the Advisory Committee for Persons with Disabilities, adjourned at 6:19 p.m.

Respectfully submitted,

Aznive Mallett, Chair
Advisory Committee for
Persons with Disabilities

Carrie McIntosh
Legislative Coordinator
Office of the City Clerk

Accessible Open Spaces and Parklands Working Group
Work Plan (Working Group Guidelines)
Draft 2
March 23, 2022

Purpose

The Accessible Open Spaces and Parklands Working Group (OSPWG) supports the work of the City of Hamilton’s Advisory Committee for Persons with Disabilities (ACPD) by providing guidance to the Committee as it advises City Council on matters of accessibility and compliance with the Accessibility for Ontarians with Disabilities Act. Specifically, the working group focuses on open spaces, parklands and all components or facilities contained therein not regulated by statute or addressed under other ACPD working groups, except where specified.

Scope

The OSPWG scope shall include, but not necessarily limited to:

- City owned or leased open spaces, parklands and facilities contained therein;
- Parks, sports parks and outdoor recreational areas including play areas and play area structures;
- Outdoor recreational pools, splash pads and other related water facilities;
- Trails;
- Golf Courses;

- Outdoor dining sites including dining which encroaches sidewalks;
- Any AODA regulation insufficient for which upgraded accessibility is deemed necessary by ACPD or City staff;
- Any other outdoor spaces not specifically cited herein or at the pleasure of the ACPD or City Council and staff.

Outdoor spaces NOT typically in scope include, and not necessarily limited to:

- Sidewalks;
- Parking lots;
- Roads and highways;
- New building construction and related site plans;
- Any AODA regulations deemed sufficient by ACPD or City staff.

Meetings

Meetings shall be held the fourth Wednesday of each month from 1:30 p.m. – 3:30 p.m.

Meetings to be held at City Hall, when in person, or virtually via the City's supported virtual meeting platform.

City staff, those who support the work of the ACPD, shall make arrangements for any virtual meetings or arrange meeting space at City Hall whatever is appropriate month to month.

Activities

Advise staff with the design of any open space and parkland facilities which comprise any part of City owned or leased open spaces and parklands as may be necessary.

Advise on the development of a range of accessible standard features regularly incorporated as part of many, or most parks and open spaces for staff reference when designing new projects.

Respond to any questions or concerns regarding open spaces and parklands which may be raised by the ACPD

Respond to any questions or concerns raised by City Council or staff as they relate to open spaces and parklands.

Review, as requested by staff, open space design standards arising from the AODA to determine suitability or need for upgrade.

Review any current open spaces under design as requested by staff or as may be permissible under the AODA.

Make any recommendations to staff or City Council respecting open spaces and parklands as may be necessary from time to time, even where such recommendations may be controversial.

Communicate with ACPD for referral to City Council any concerns regarding perceived contravention of the AODA in the design of any open spaces or parklands.

Communicate with any other ACPD working group where clear overlap exists, or in response to inquiries for information.



AIRPORT SUB-COMMITTEE REPORT 22-002

**9:30 a.m.
June 28, 2022
Council Chambers
Hamilton City Hall
71 Main Street West**

Present: Councillors L. Ferguson (Co-Chair), B. Johnson (Co-Chair), J.P. Danko, J. Partridge, M. Pearson, and R. Powers

Regrets: Councillors E. Pauls and T. Whitehead – Personal
Mayor F. Eisenberger – City Business

THE AIRPORT SUB-COMMITTEE PRESENTS REPORT 22-002 AND RESPECTFULLY RECOMMENDS:

1. Airport Sub-Committee – Terms of Reference (Item 7.1)

That the updated Terms of Reference for the Airport Sub-Committee, that were approved by City Council on June 8, 2022, be received.

2. John C. Munro Hamilton International Airport - Conventional Transit Service Levels and Ridership (PW22057) (City Wide) (Item 7.2)

That Report PW22057 respecting the John C. Munro Hamilton International Airport - Conventional Transit Service Levels and Ridership, be received.

3. Potential Development and Expansion Proposal at John C. Munro Hamilton International Airport (CYHM, YHM) (PED22159) (Ward 11) (Item 14.2)

- (a) That the Closed Session Recommendations respecting Report PED22159, Potential Development and Expansion Proposal at John C. Munro Hamilton International Airport (CYHM, YHM), be approved and remain confidential;
- (b) That the complete Report PED22159 respecting the Potential Development and Expansion Proposal at John C. Munro Hamilton International Airport (CYHM, YHM), remain confidential.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

The agenda for the June 28, 2022 Airport Sub-Committee meeting was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(i) February 24, 2022 Minutes (Item 4.1)

The Minutes of the February 28, 2022 meeting of the Airport Sub-Committee were approved, as presented.

(d) COMMUNICATIONS (Item 5)

(i) Correspondence from Arcadis Canada Inc., respecting Notice of Project Update - Hamilton International Airport - Off-Site Risk Assessment (Item 5.1)

The Correspondence from Arcadis Canada Inc., respecting Notice of Project Update - Hamilton International Airport - Off-Site Risk Assessment, was received.

(e) DELEGATION REQUESTS (Item 6)

(i) Anthony Marco, Hamilton and District Labour Council, respecting an explanation of the procedure for the Hamilton Airport Authority issuing a trespass order for the entire airport property at the behest of the OPP on the evening of May 26, 2022 (Item 6.1)

The Delegation Request from Anthony Marco, Hamilton and District Labour Council, respecting an explanation of the procedure for the Hamilton Airport Authority issuing a trespass order for the entire airport property at the behest of the OPP on the evening of May 26, 2022, was approved for today's meeting.

(f) PRESENTATIONS (Item 8)

(i) Cathie Puckering, President and CEO, John C. Munro Hamilton International Airport - The Runway Quarterly Update (Item 8.1)

Cathie Puckering, President and CEO, and Cole Horncastle, Executive Managing Director, John C. Munro Hamilton International Airport, addressed the Committee respecting the Runway Quarterly Update, with the aid of a PowerPoint presentation.

The presentation from Cathie Puckering, President and CEO, and Cole Horncastle, Executive Managing Director, John C. Munro Hamilton International Airport, respecting the Runway Quarterly Update, was received.

(g) PUBLIC HEARINGS / DELEGATIONS (Item 9)

- (i) Anthony Marco, Hamilton and District Labour Council, respecting an explanation of the procedure for the Hamilton Airport Authority issuing a trespass order for the entire airport property at the behest of the OPP on the evening of May 26, 2022 (Item 6.1)**

Anthony Marco, Hamilton and District Labour Council, addressed the Committee respecting an explanation of the procedure for the Hamilton Airport Authority issuing a trespass order for the entire airport property at the behest of the OPP on the evening of May 26, 2022.

The delegation from Anthony Marco, Hamilton and District Labour Council, respecting an explanation of the procedure for the Hamilton Airport Authority issuing a trespass order for the entire airport property at the behest of the OPP on the evening of May 26, 2022, was received.

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

- (i) Amendment to the Outstanding Business List (Item 13.1)**

The following amendment to the Governance Review Sub-Committee's Outstanding Business List, was approved:

- (a) Item Considered Complete and Needing to Be Removed (Item 13.1(a)):**

2022 - 2023 John C. Munro Hamilton International Airport - City of Hamilton Joint Marketing Incentives (PED22063) (City Wide)

That staff be directed to investigate Hamilton Street Railway (HSR) ridership to the John C. Munro Hamilton International Airport, to include information on frequency, capacity loads, and stop locations and report back to the Airport Sub-Committee.

Added: February 24, 2022 - at Airport Sub-Committee - Item 10.1

Completed: June 28, 2022 - at Airport Sub-Committee - Item 7.2

OBL Item: 22-A

(i) PRIVATE AND CONFIDENTIAL (Item 14)

Committee determined that discussion of Items 14.1 and 14.2 were not required in Closed Session, therefore, the item was addressed in Open Session, as follows:

- (i) February 24, 2022 Closed Minutes (Item 14.1)**

- (a)** The Closed Session Minutes of the February 24, 2022 Airport Sub-Committee meeting, were approved as presented; and,
- (b)** That the Closed Session Minutes of the February 24, 2022 Airport Sub-Committee meeting, remain confidential.

**(ii) Potential Development and Expansion Proposal at John C. Munro
Hamilton International Airport (CYHM, YHM) (PED22159) (Ward 11)
(Item 14.2)**

For further disposition of this matter, refer to Item 3.

(j) ADJOURNMENT (Item 15)

There being no further business, the Airport Sub-Committee adjourned at 10:36
a.m.

Respectfully submitted,

Councillor L. Ferguson, Co-Chair
Airport Sub-Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk

Appendix “E” to Report PED19063(d)

Page 1 of 3

Framework of City Conditions for Disposition of Barton-Tiffany Lands

| | |
|----------------------------------|--|
| Location: | Lands as identified in the Barton-Tiffany Area with Appendix “A” to Report PED19063(d). |
| Parties: | City of Hamilton (the “City”); AEON Studio Group Inc. and its partner companies (collectively the “Studios”). |
| Objectives: | Creation of Studio District (Film and Studio TV Production and related supports, and local artistic and creative industry centre/hub). |
| Value Considerations: | All financial transactions to be based on defined “Highest and Best Use”, or “Fair Market Value” financial considerations |
| Key Terms and Conditions: | <p>(a) Lands to be developed in a manner that is substantially consistent with the development concept as provided to the City on February 28, 2022 and the Memorandum of Understanding;</p> <p>(b) Disposition transaction of parcels owned, fee-simple, by the City in the areas as identified on the map attached as Appendix “A” to Report PED19063(d).;</p> <p>(c) There will be no representations and/or warranties by the City whatsoever with respect to any of the lands being sold and that the lands are being sold and purchased on an “as is”, “where is” basis subject to and inclusive of easements and rights-of-way (if any) held by the City and as may be necessary towards an approved development by the Studios;</p> <p>(d) The City will not make any representations or warranties with respect to the suitability of any of the lands for the contemplated development as outlined in Report PED19063(d) or representation, warranty, condition, as to soil or other environmental conditions, utilities, fitness for purpose, zoning and building by-laws, parkland, road widenings, or other possible dedications, or as to charges, levies, and regulations of the City, Utilities or other Regulatory Authorities;</p> <p>(e) Responsibility for ascertaining the suitability of any of the lands to rest solely with the purchaser;</p> <p>(f) The purchaser is to assume any and all risks relating to the physical condition of any of the lands including any and all geotechnical and</p> |

Appendix "E" to Report PED19063(d)

Page 2 of 3

| | |
|--|--|
| | <p>environmental liabilities relating to any of the lands that may exist, including but not limited to any liability for clean-up of any hazardous substances on or under the lands;</p> <p>(g) Agreements to include the City's standard registered conditions that follow on closing towards a purchaser's obligation to develop, including:</p> <ul style="list-style-type: none">(1) To immediately after closing, seek the formal approval of the City as a municipal authority for the development and use which shall be in the nature of and in keeping with the contemplated development outlined in Report PED19063(d) and use set out in an agreed upon Master Plan;(2) To commence any construction and landscaping required by virtue of the formal approvals within a set time (i.e. 30 months) of the closing of a transaction, subject only to force majeure and delays attributable to the City as a municipal authority in providing approvals;(3) Completion of the construction and landscaping within a set time (i.e. 54 months) of the closing of a transaction subject only to force majeure and delays attributable to the City as a municipal authority in providing approvals; <p>(h) In the event of termination or default on development and/or disposition agreements, the City shall have the right of first opportunity to re-purchase the respective lands (as identified in the Barton-Tiffany Area with Appendix "A" to Report PED19063(d));</p> <p>(i) The Studios shall substantially develop and construct the non-residential elements of the Studio District (Film and TV Studio District) before any residential development; and,</p> <ul style="list-style-type: none">(1) No transfer of a property may be made by the purchaser until the City confirms that the registered covenants to commence and complete the contemplated non-residential development have been complied with; |
|--|--|

Appendix “E” to Report PED19063(d)

Page 3 of 3

| | |
|-------------------------------|--|
| | <p>(2) That any contemplated development outlined in Report PED19063(d) pursuant to the approved Master Plan will not require any amendments to the City’s applicable zoning by-law or Official Plan for the development outlined in Report PED19063(d), without the unfettered consent, in its sole discretion, of the City; and,</p> <p>(3) That, should the purchaser, prior to completing construction, and having received the consent of the City, successfully obtains incremental improvements to land use permissions, then the City shall be granted additional reasonable consideration, either financially or equivalent social or other benefit, in accordance to the value uplift.</p> <p>(j) Any agreements contemplated herein are:</p> <ol style="list-style-type: none"> (1) subject to Council approval, and (2) shall not fetter the City’s Municipal discretion and decision-making authorities. <p>(k) Any agreements shall have specific requirements with respect to:</p> <ol style="list-style-type: none"> (1) the provision of affordable space for local artists; (2) residential unit mix, inclusive of family-friendly residential units; (3) affordable housing;and, (4) sustainability, climate resilience, and environmental performance. |
| Development Framework: | As contemplated in this Report PED19063(d) and proposed by the Studios towards any agreed upon Master Plan. |

BAYFRONT STUDIO DISTRICT

Hamilton, ON

Submitted: February 28, 2022

Revised: June 22, 2022



Aeon Studio Group

243 Queen Street North
Hamilton, Ontario, L8R 3N6
info@aeonstudiogroup.com

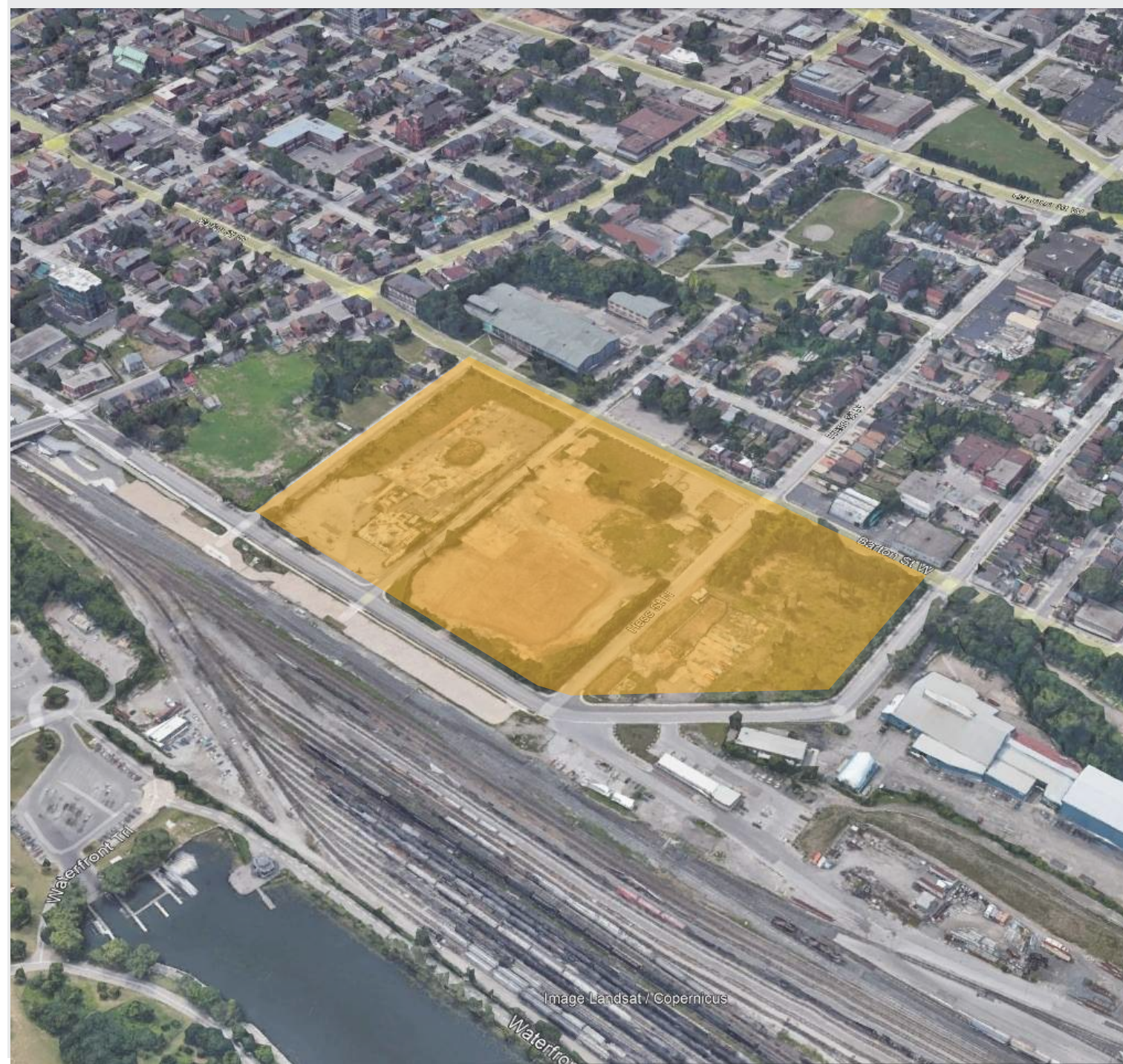


TABLE OF CONTENTS

Executive Summary

| | |
|---|-----------|
| 01 Introduction | 4 |
| 1.1 Vision Statement | |
| 1.2 Aeon Studio Group | |
| 1.3 Project Team | |
| 1.4 Developer Team | |
| 1.5 Background | |
| 1.6 Economic Context | |
| 1.7 Site Information | |
| 02 Policy Framework | 10 |
| 2.1 General Policies | |
| 2.2 West Harbour Secondary Plan | |
| 2.3 Barton-Tiffany Urban Design Study | |
| 03 Site Analysis | 19 |
| 3.1 Existing Conditions | |
| 3.2 Connections and Adjacencies | |
| 3.3 Future Development | |
| 04 Proposed Concept | 27 |
| 4.1 Design Strategy | |
| 4.2 Site Plan | |
| 4.3 Project Statistics | |
| 4.4 Program Typologies | |
| 4.5 Retail Typologies | |
| 4.6 Public Realm Character Areas | |
| 4.7 Sustainability Concepts | |
| 05 Public Consultation | 53 |
| 06 Consortium Partner Profiles | 62 |
| 6.1 TAS Impact | |
| 6.2 Forge & Foster | |

EXECUTIVE SUMMARY

The Bayfront Studio District will be a live-work-play hub for the creative industries on the Barton Tiffany lands, and on surrounding properties, in Hamilton's West Harbour.

In the May 1, 2019 MOU signed between Hamilton Studios Ltd ("Aeon") and the City of Hamilton, Aeon committed to present a concept plan for the site, and to consult with stakeholders and the general public to collect feedback on that plan.

This report summarizes the efforts Aeon has undertaken to fulfill those commitments.

Aeon's objective now is to acquire the properties contemplated in the MOU, and get to work building the Bayfront Studio District.

01 | INTRODUCTION

1.1 Vision

The Bayfront Studio District sets out a framework for the vision and development of a new, mixed-use creative arts and film district for the Barton-Tiffany area. The site is a +/- 14 acre brownfield area, to be part of a larger +/- 25 acre campus, in Hamilton Centre, bound by Queen Street North, Barton Street West, Tiffany Street and Stuart Street and the CN rail lands to the north. The future vision for this area places a significant focus on establishing a unique, animated public realm that creates a continuous, active pedestrian network, linking surrounding communities, open spaces and street networks within the City of Hamilton. In addition to the film production studios, the Master Plan incorporates institutional, office, retail, hospitality and residential uses, through an architecturally significant and sensitive built form.

1 **Lights, Camera, ACTION**
Thriving Film & Creative Arts District

2 **Vibrant Social Hub**
Live, Work, Play

3 **Anchor to West Harbour Area**
Positive Community Impact

4 **The Walkable Neighbourhood**
Pedestrian Focused Design

5 **Something for Everyone**
Inclusive & Diverse Programs & Design

6 **Building for Tomorrow**
Sustainable, Resilient & Innovative Design

1.2 Aeon Studio Group



Jeff Anders

Jeff is a media industry entrepreneur who has founded companies in the real estate, advertising, and publishing sectors.



Mike Bruce

Mike is a film studio operator, real estate entrepreneur, and Location Manager in the Director's Guild of Canada.



Phil Lefko

Phil Lefko is a lawyer specializing in complex commercial transactions, including real estate land banking, land acquisitions, real estate ownership and development structuring, debt and equity financing and related matters.



Robbie David

Robbie David is a TV and film Producer with extensive relationships with industry unions, suppliers and other stakeholders. He has been filming in Hamilton for more than a decade.



Stephany Mandin

Stephany Mandin is a lawyer specializing in civil, administrative and municipal law, focusing on complex commercial transactions and large scale development projects.



1.3 Project Team

Aeon's plans to date have been developed in partnership with world class providers (in alphabetical order):

Aercoustics – An engineering consultancy specializing in acoustics, noise reduction and vibration control.

BDP Quadrangle – An architecture, design and urbanism practice that designs for the full spectrum of the built environment including mixed-use, residential, workplace, retail, transit, media, education and health, with particular expertise in studio facility design.

Finnegan Marshall – A multidisciplinary real estate and development cost consulting company.

GSP - A practice based in Kitchener and Hamilton that specializes in land use planning, urban design, landscape architecture, GIS and graphic design to deliver projects that are embraced by communities.

McCallum Sather - An integrated team of architects, mechanical engineers and interior designers that embraces an inclusive approach to design, and aims to contribute to a more resilient world through the advancement of sustainable design intelligence.

MTE - A multidisciplinary engineering firm providing services in civil and structural engineering, building and environmental science, toxicology and land surveying.

WSP - An engineering professional services firm, with 500 offices, across 40 countries.



1.4 Developer Partner

TAS joined the Bayfront Studio District consortium at the in February 2022. It did not participate in the development of this report. A profile of TAS is detailed in Section 6.1.



We promote connected neighbourhoods and caring, committed communities. We focus on tackling climate change, broadening affordability and equity, and building social capital.

Join us as we build neighbourhoods — and ultimately cities — where people thrive and belong.

Our active development pipeline and portfolio under management totals six million square feet of residential and commercial space.

www.tasimpact.ca

1.5 Background

Aeon and the City of Hamilton signed a Memorandum of Understanding on May 1, 2019, in which the parties agreed to negotiate Aeon's acquisition of the City-owned Barton-Tiffany lands, for the purpose of developing a live-work-play hub for the creative industries.

As a prerequisite to that transaction, Aeon committed to develop a preliminary concept plan and business case for the District, and to consult with the public on the details of that plan.

Aeon presented an early version to City staff on February 20, 2020, with the intention of moving forward quickly to build film studios to capitalize on the market opportunity presented by the acute shortage of studio space in Toronto.

Then Covid struck. Building costs became irrationally inflated, office vacancy skyrocketed, the studio market was flooded with temporary capacity from Toronto conference center space made vacant by the pandemic. During most of 2020, these market distortions made it impractical to progress plans for new-build studios, offices and supporting spaces in Hamilton.

But the race to secure a place for Hamilton on the Ontario production studio map was still on. So Aeon pivoted to the next best alternative to building new: converting existing buildings.

In Q2 2020, Aeon started environmental and other due diligence on 243 Queen St N, and completed the acquisition of what is now Bayfront Studios from an independent 3rd party in Q1 2021.

It became clear that 243 Queen St N could not provide all the office space, storage space, and short-term housing that the studio tenants needed, and Aeon moved quickly to acquire 29 Harriet St. in Q2 2021, and 231 Bay St N in Q3 2021, both from independent 3rd parties, for inclusion in the creative industries campus.

In Q4 2021 Aeon acquired 242 Queen Street North from the City of Hamilton for inclusion in the Bayfront Studio District.

In parallel with those efforts, in Q2 2021 Aeon ramped back up its efforts on the Barton-Tiffany lands. It refined the concept plan that was presented to the City in February 2020, and released architectural renderings to the general public in Q4 2021 to start a broad consultation conversation.

Since October 2021, Aeon has collected a trove of insight from individual and organization stakeholders, and it has completed additional master planning work, professional cost analysis, and environmental study.

1.6 Economic Context

Hamilton has a thriving creative economy. The City of Hamilton Creative Industries Sector Profile Study released in October 2018 estimated that there were 2,500 creative sector businesses in the city, and that “11% of Hamilton’s total labour force (29,790 persons) contributed either directly or indirectly to the production of goods and services in the creative industries sector”.

The Film Sector represents about 1/3 of Hamilton’s creative economy: 900 businesses, 9,000 jobs and growing fast. From 2017 to 2019, before Covid disrupted the trend, film permits issued in Hamilton increased nearly 100%.

To give a sense of the GDP impact of the film sector in Hamilton, the Canadian Media Producers Association estimates that film and television production in Ontario as a whole added ~\$4.5 billion to GDP from ~90,000 jobs in 2020.

The economic opportunity for Hamilton is to build the physical infrastructure that will attract more production activity and the direct and spin-off benefits it generates, and to keep more of that value local. Today Hamilton has only one large scale film production facility- Aeon’s Bayfront Studios. A year ago it had none. With film studios sold out across Toronto there is an opportunity for Hamilton to solve Toronto’s problem and reap the economic benefits.

But that window of opportunity is closing fast. According to a [Globe & Mail report](#) published on February 4, 2022, the stock of production space in Ontario is set to increase 70% over the next several years. Five years ago, Ontario had 2.1 million sq ft. of studio space; today it has 3.7 million sq ft., and another 2.6 million sq ft is coming, all of it closer than Hamilton is to both Pearson International Airport and downtown Toronto.

Hamilton needs to plant its studio footprint now and secure its place as a hub for these activities into the future.

1.7 Site Information

Zoning

West Harbour Secondary Plan Area

City of Hamilton By-Law 12-164

D6 - Downtown Multiple Residential
 (Southern portion)

City of Hamilton By-Law 19-066

D2 - Downtown Prime Retail Streets
 (Northern portion)

Building Height

4 storeys, or up to 8 storeys for residential with supportive urban design study

Area

Max. 10,000 m² total for Office Uses

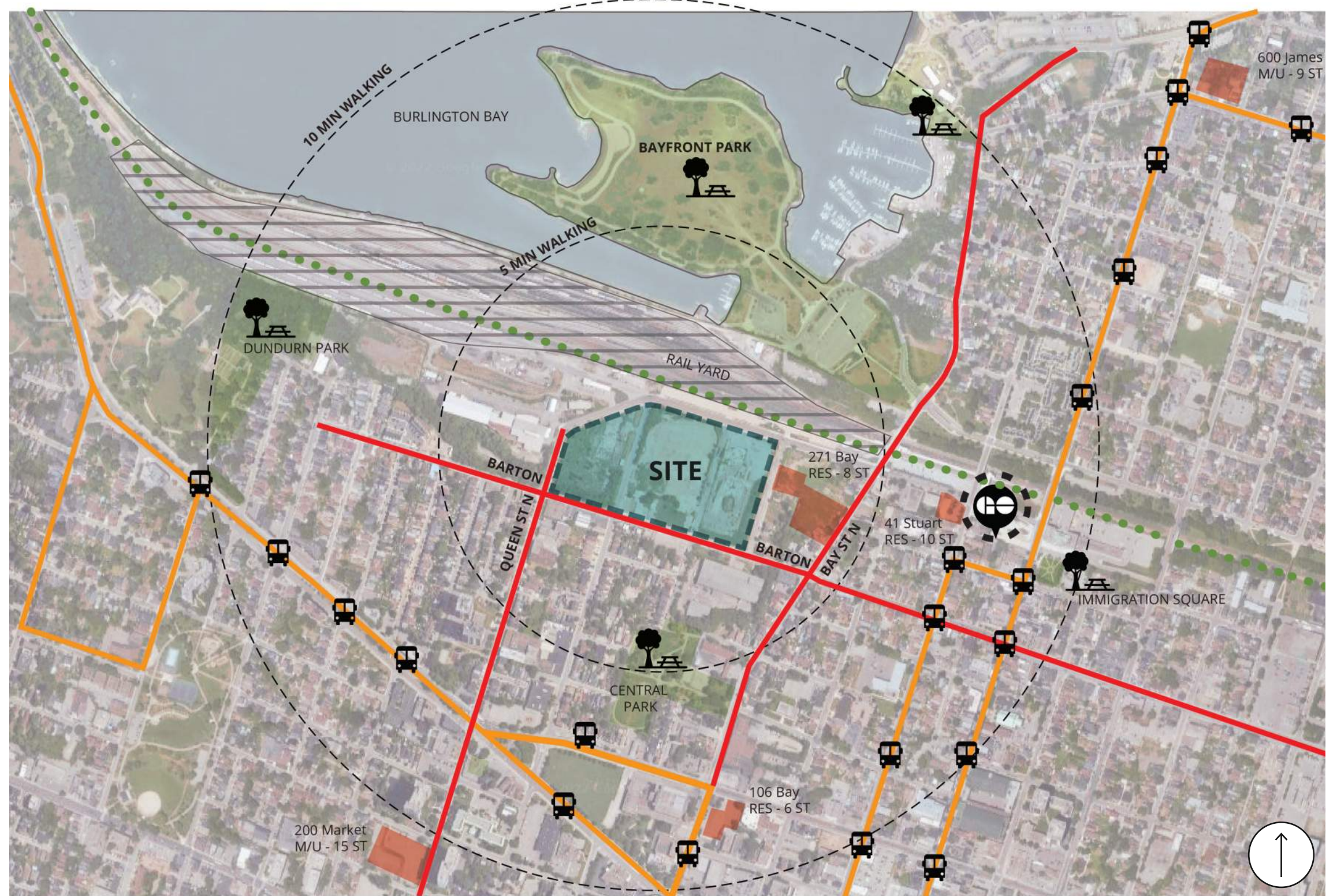
Max. 15,000 m² total for Retail Uses

Residential Density

60-150 units per hectare

LEGEND

- Main Arterial Road
- Transit Route
- Open & Park Space
- Future Development



02 | POLICY FRAMEWORK

2.1 General Policies

This master planning process has reviewed and considered existing Provincial and City planning policy documents and urban design studies related to the Barton-Tiffany subject site. These include:

- Provincial Policy Statement (2020)
- A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020)
- Urban Hamilton Official Plan (2013)
- West Harbour (Setting Sail) Secondary Plan (2012)
- Barton-Tiffany Urban Design Study (2014)

Provincial Policy Statement (PPS), 2020

The Provincial Policy Statement 2020 (PPS) sets out policies to be considered to inform the appropriate response for any new development site.

Land Use

To support creation of healthy, liveable and safe communities, Section 1.1.1.e of the PPS promotes the integration of land use planning, growth management, transit supportive development and intensification, optimizing transit investments and minimizing land consumption.

Housing Diversity

Within Section 1.1.3.4 of the PPS development opportunities that are transit-supportive are encouraged to supply "significant supply and range of housing options through intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs."

Section 1.4 of the PPS promotes a mix of housing options to "meet the social, health, economic and well-being requirements of current and future residents". The need for a range of housing types and densities is discussed in Section 1.4.1, aiming to meet the projected requirements

of current and future residents of the market. Consideration of the City's housing supply is required, along with an analysis of the availability of infrastructure, public service facilities, public transit, and residential intensification standards.

Intensification and Transit-Supportive Development

Section 1.4.3.e, prioritizes development in proximity to transit corridors and stations, in order to facilitate transit supportive development and outlines the need for consideration of existing and planned transit with regards to intensification. As discussed in Section 1.6.7, land use patterns and densities that reduce the length and number of vehicle trips are encouraged in support of current and future use of transit and active transportation.

Long-term Economic Prosperity

Section 1.7 of the PPS discusses how communities may support long-term economic prosperity within their areas. Policy 1.7.1.b states that long-term economic prosperity should be supported by "encouraging residential uses to respond to dynamic market-based needs and provide necessary housing supply and range of housing options for a diverse workforce". In addition, Policy 1.7.1.d encourages "a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including build heritage resources and cultural heritage landscapes".

A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2020

A Place to Grow: Growth Plan for the Greater Golden Horseshoe responds to and expands upon the initial 2006 Growth Plan for the Greater Golden Horseshoe area and addresses key challenges that the region will face in the coming years. Growth is directed to occur in existing urban areas, with a focus on urban growth centres, intensification corridors, major transit station areas, brownfield sites and greyfields. A future vision for the Greater Golden Horseshoe includes an integrated transportation network that is fast, affordable and convenient and enabling travel both within and between urban centres.

Policy 2.2.6.1 of the Growth Plan, Housing, requires that a housing strategy be developed by each municipality, which will provide official plan policies that incorporate affordable housing

targets (both ownership and rental) and include plans for a range of densities and housing types to achieve the density and intensification targets of the Growth Plan.

Policy 2.2.6.2 states that municipalities should ensure a mix and range of housing types and densities to accommodate the forecasted growth and meet the minimum density and intensification targets in the Growth Plan. A review the existing housing stock with respect to types and densities should inform a plan to create complete communities by diversifying their overall housing supply.

Urban Hamilton Official Plan

The City of Hamilton's Urban Hamilton Official Plan (UHOP) was approved with modifications by the Ministry of Municipal Affairs and Housing on June 16, 2011 and was approved (with some exceptions) by the Ontario Municipal Board (OMB) on August 16, 2013.

Sustainability

The UHOP repeatedly references the importance of sustainability throughout the document. Within the introduction, it is stated that "Hamilton has a vision for its future – a vision for a vibrant, healthy, sustainable city" and encourages the incorporation of "sustainable economic growth and redevelopment." The UHOP includes direction on urban design, promoting environmental sustainability through compact development and resulting built form. Further, the UHOP provides policy direction for a sustainable and integrated transportation network that provides a range of transportation modes.

Residential Intensification

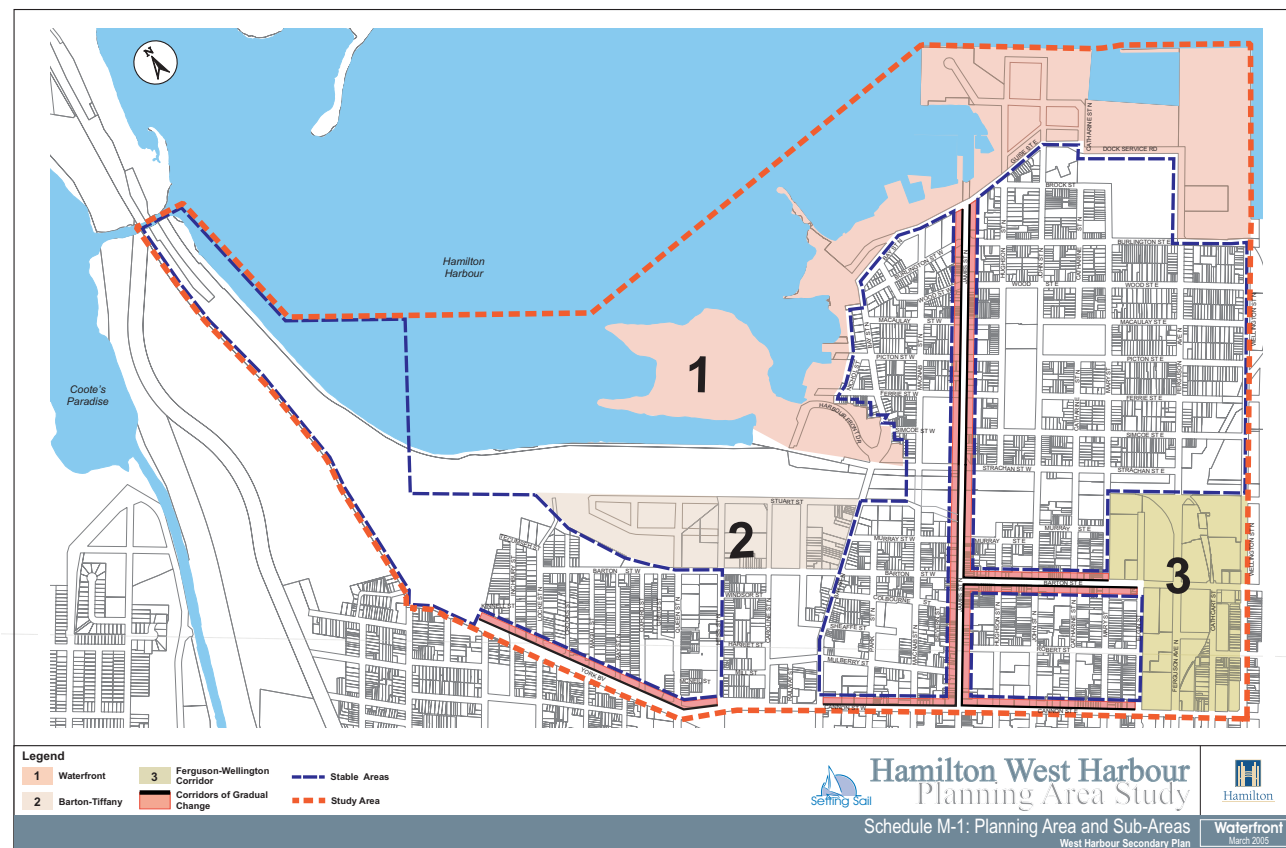
The general residential intensification policies of the UHOP encourage intensification throughout the entire built-up area of the City. Any residential intensification should ensure that the existing character of the area is respected or enhanced, the development achieves a range of unit types that are compatible with surrounding areas in terms of scale, form and

character. Residential intensification development should be responsive to the existing and planned infrastructure and transportation capacity for the area.

2.2 West Harbour (Setting Sail) Secondary Plan

The Barton-Tiffany area is located within the West Harbour Secondary Plan Area of Hamilton. The West Harbour (Setting Sail) Secondary Plan was adopted by Hamilton City Council in 2005 and approved by the Ontario Municipal Board on June 26, 2012 as an amendment to the Official Plan.

The Secondary Plan outlines a sensitive and strategic approach to development of the area, as industry has departed and large parcels of vacant land are left for redevelopment. The site sits within the Barton-Tiffany Special Area of the Secondary Plan.



Planning Principles

The West Harbour Secondary Plan was guided by eight core Planning Principles that aim to balance the goals and vision of the City and the surrounding community and are summarized below (Section A.6.3.2):

1. Promote an **healthy harbour** through best management, conservation, rehabilitation, and education practices;
2. Strengthen the existing neighbourhoods through **respectful new development**, relocation and redevelopment of incompatible uses;
3. Provide **safe, continuous public access** along the water's edge including accommodation of both trails and boating facilities;
4. Create a **diverse, balanced and animated** waterfront with new uses that promote a diversity of different land uses along the waterfront and provide a **year-round destination**;
5. Enhance **physical and visual connections** through and to the waterfront, including developing connected street, open space, walking and cycling systems and augmenting vistas;
6. Promote a **balanced transportation network** that **establishes a hierarchy of streets** that accommodate a balanced **multi-modal system** that maximizes transit connectivity;
7. Celebrate the City's **cultural and industrial heritage** of the area through conservation of neighbourhoods, buildings, and streetscapes; and,
8. Promote excellence in design by designing and constructing buildings that **respect the area's character** and are supported by a public realm that creates a **memorable "place"**.

Land Use

Within Section A.6.3.3.1, a land use strategy for West Harbour is discussed, establishing land use designations for the entire area. The land use approach is intended to guide the transition of the area from its historic industrial past and promote more diverse land use patterns in

line with the future vision of the City. The site is within the Barton-Tiffany Special Policy Area (Section A.6.3.3.16). Land use within the site area include Commercial Designation Areas along the northern portion south of Stuart Street and Medium Density Residential Designation located along Barton Street. The following outlines key policies related to the land use within this site:

Commercial Designation

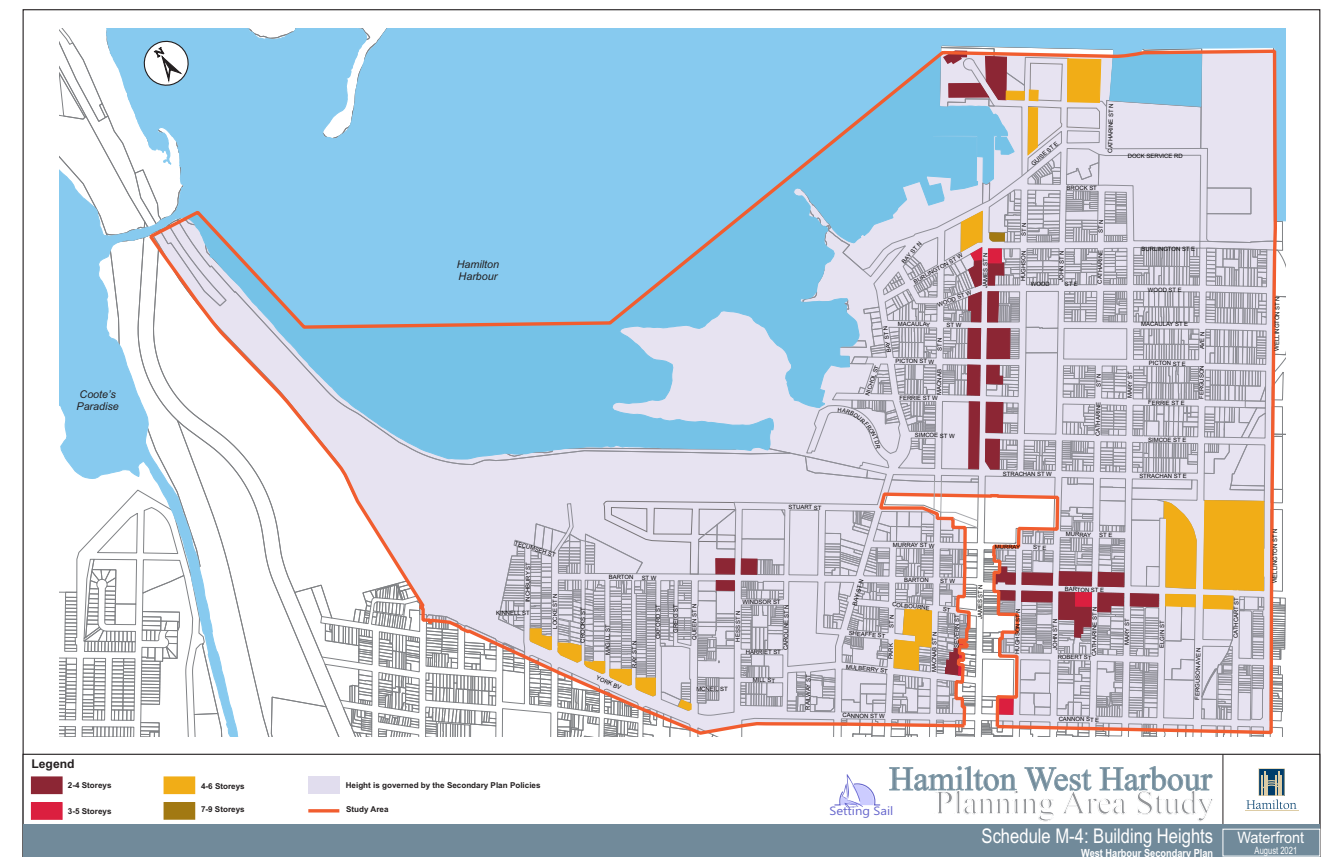
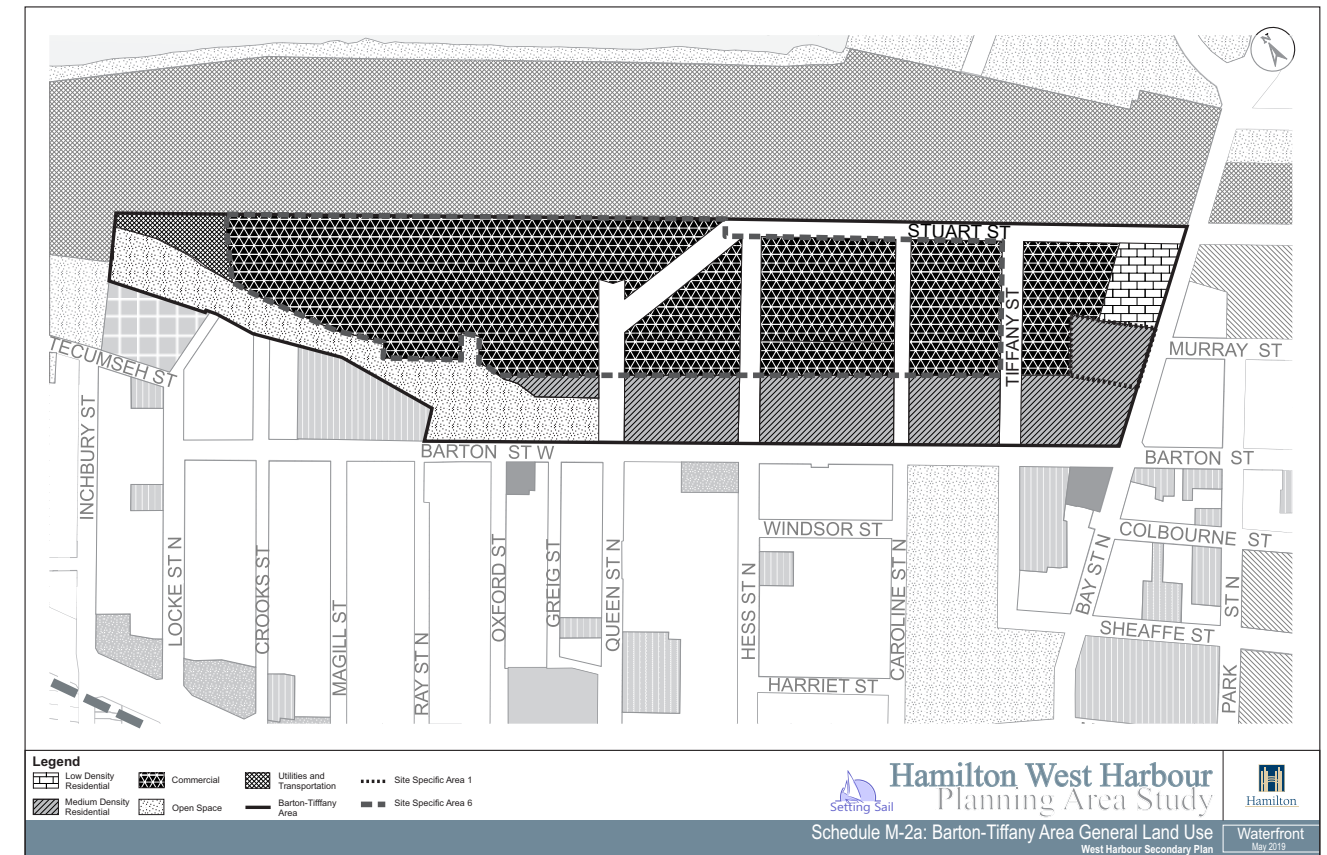
The northern portion of the site, south of Stuart Street and the CN yard, is designated Commercial, and is intended to provide retail and commercial of a variety of uses, building types and sizes to contribute to an animated and strong sense of place for the area.

Heights and Built Form

- Maximum 4 storey height
- Maximum of 15,000 m² total retail floor space
- Offices within the same lot should not exceed 3000 m²
- All office use should not exceed 10,000 m²

Permitted Uses

- A range of retail uses to serve the needs of residents and act as a focus for surrounding neighbourhoods to create a strong sense of place.
- Prohibited uses include residential, hotels, auto-oriented commercial uses.
- Production studio uses, such as film or animation studios with associated storage are permitted, but does not allow mass reproduction of film or outdoor storage associated with production studios (Policy A.6.3.3.16.1.19).
- Production studio uses should be developed as part of a campus setting and combined with commercial areas. Studios should be located within the interior of the site, with commercial uses located close to the street to create an animated pedestrian realm.



Design Considerations

- Integrate into surrounding areas and enable easy access through a range of transportation types
- Minimize shadow + wind impacts for public realm
- Incorporate a variety of building uses, types and sizes
- Avoid the introduction of large format single use buildings
- Locate buildings along the street edge
- Multiple units and entrances should be street oriented to create animated streetscape
- Locate parking at rear of site, structured or underground
- Front structured parking with retail at grade
- Design production studios as part of a campus and combined with commercial areas, locating studios within the interior of the site and commercial uses close to the street to create an animated pedestrian realm
- Conduct required noise and vibration studies to ensure development is in line with provincial and municipal guidelines

Medium-Density Residential Designation

The southern portion of the site to the north of Barton Street is designated as Medium Density Residential (Section A.6.3.3.1.16.2)

Height and Built Form

- Maximum 4 storey height, up to 8 storeys, through an Urban Design Study (see next section)
- Residential density of 60 - 150 units per hectare

Permitted Uses

- Commercial uses are permitted at grade
- Live/work units are permitted

Design Considerations

- Respect existing / proposed grid pattern of blocks, streets, open space
- Maintain consistent minimum setback with adjacent built form
- Locate parking to rear or underground, access from public streets or lanes
- Locate building entrances on public streets with direct sidewalk access
- Minimize shadow + wind impacts for public realm
- Respect light, views, and privacy of adjacent areas
- Provide balconies at front or rear of ground floor units
- Locate outdoor amenity above ground floor, if fronting along Barton Street
- Ensure outdoor amenity areas meet the sound level criterion in the Provincial guidelines

Streets and Blocks

Section A.6.3.3.2.3 identifies that the historic grid street pattern of West Harbour should be retained and enhanced, ensuring new development adheres to the existing grid and extends existing streets where possible. The specific design character and function of the streets within the site area are discussed in section A.6.3.3.2.4 of the Secondary Plan and are outlined below:

Neighbourhood Mobility Street

Intended to provide movement of traffic, people and goods.

- Barton Street West and Stuart Street - right of way of 25 metres
- Hess Street North and Queen Street North - right of way of 20 metres

Local Streets

Intended to provide access to businesses and residences, prioritizing pedestrian comfort over car traffic and may allow on street parking.

- Caroline Street North and Tiffany Street - right of way of 18 -20 metres

Public Realm

The Secondary Plan outlines a desire to establish a continuous network of open spaces within West Harbour that will link to adjacent public spaces within surrounding neighbourhoods and Downtown Hamilton (A.6.3.3.2.13). Public open spaces within the area should achieve a high level of design, incorporating safety, comfort, enjoyment, accessibility, usability and plantings (A.6.3.3.2.14).

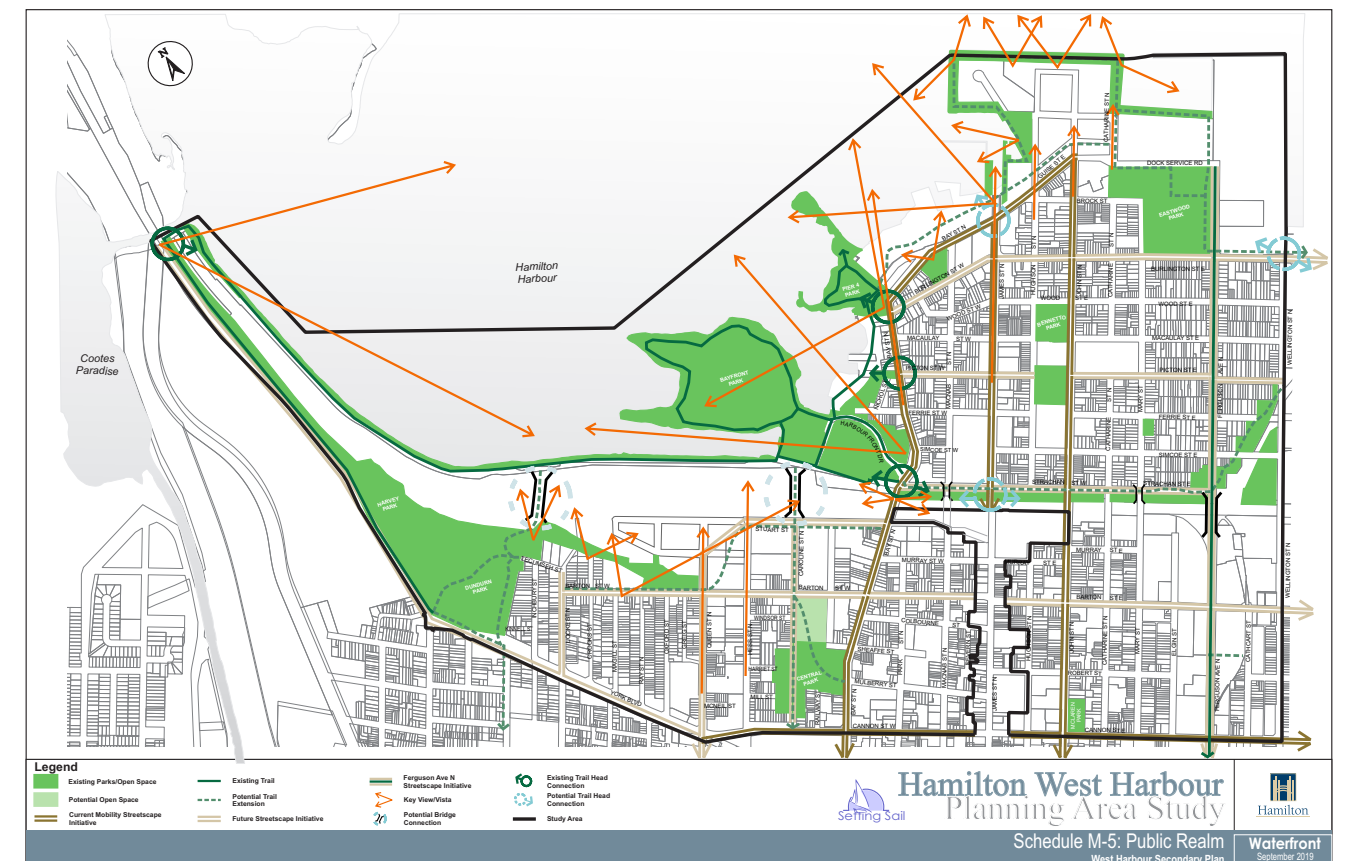
Design Considerations

- Prioritize views along Queen and Hess toward the Harbour
- Incorporate potential bridge connection at the northern end of Caroline Street, over rail lands and to Bayfront Park
- Align with future streetscape initiatives for Queen, Barton, Stuart and Caroline Streets
- Provide continuous pedestrian connection from Central Park south of Barton, along Caroline Street to potential bridge connection
- Provide a continuous east-west open space along the south side of Stuart Street, Queen Street North and the north side of Barton Street West (west of Queen) within the right of way at a minimum width of 5 metres

Urban Design Principles

- Create a **comfortable and interesting pedestrian** environment;
- **Respect** the design, scale, massing, setbacks, height and use of **neighbouring buildings**, existing and anticipated by this plan;

- Generally locate **surface parking at the rear** or side of buildings;
- Provide **main entrances** and windows **on the street-facing walls** of buildings, with entrances at grade level;
- Ensure **barrier-free access** from grade level in commercial mixed use developments;
- **Preserve the vistas** of and key views leading to the Harbour;
- Support the use of public transit by creating a comfortable pedestrian environment and providing **main entrances on public streets**, close to intersections where appropriate; and,
- Maintain or **improve transit accessibility** in public street improvements.



2.3 Barton-Tiffany Urban Design Study

Building upon the West Harbour Secondary Plan, an Urban Design Study was conducted in 2014 for the entire Barton-Tiffany area to establish urban design concepts and guidelines that would inform future development proposals in the area. The context beyond the entire 26 hectare Barton-Tiffany area was considered in the completion of the urban design study, as well as the input from community member groups. An overall strategy and design vision for the area's buildings, street networks, landscaping and public spaces was established.

The Urban Design Study utilized a series of structuring design principles for the Barton-Tiffany Area. The design principles that are applicable to site area are summarized below, and have been incorporated in the vision of the Bayfront Studio District:

Design Principles

- **Caroline Street North pedestrian corridor** - An emphasis on Caroline Street North as the neighbourhood's green pedestrian corridor between Cannon Street West and the waterfront. The streetscape should connect seamlessly to Central Park to the south, and extend to the waterfront.
- **Complete Barton Street West** - A more complete Barton Street West providing the key east-west mobility street within and through the neighbourhood. The redesigned street should accommodate all types of travel, encouraging active transportation and include wider sidewalks, street furnishings and plantings.
- **Redefined Stuart Street** - A redefined Stuart Street with an active transportation focus that provides a strong interface with the waterfront and West Harbour GO station. Conceived as a more complete street, Stuart Street should have reduced transit lanes, wider sidewalks, street furnishings and plantings to provide a safe, accessible and attractive streetscape.
- **Fine-grained Development Blocks** - Redevelopment of the vacant industrial parcels north of Barton Street West as integrated and fine-grained blocks of commercial and residential uses. New buildings should emphasize Barton Street West, Caroline Street and Stuart Street as principal block faces and buildings should have active, and transparent ground floors incorporating plazas and amenity areas for an active public realm. A new east-west connection between Queen Street and Tiffany Street can provide more permeability through the blocks.

- **Tangible Sense of Heritage** - A tangible sense of heritage as part of private sector redevelopment and public sector reconstruction. Acknowledgement of the area's industrial past should be incorporated through architecture, materials, colours, signage and within the public realm.
- **Sustainable Development Approach** - A sustainable design approach to development as part of the private sector redevelopment and public sector reconstruction. Sustainable design practices should be incorporated, including compact built form to support walkability and efficient infrastructure. New development should incorporate sustainable practices.

Design Considerations

The urban design study explored two demonstration concepts to illustrate potential development scenarios for the Barton-Tiffany area. These concepts were intended as illustrations to generate discussion and recognize that there are other potential designs that could be developed that keep within the Secondary Plan and support urban design guidelines for the area. The following outlines key findings from the preferred development scenario explored in the urban design study, that are relevant to this study of the site:

- Commercial blocks developed as a series of smaller campuses, based principally on structured parking, and with a focused intensity along Caroline Street
- Concentration of residential development intensity between Caroline Street and Bay Street
- Emphasis with slender point towers at the Barton Street and Caroline Street intersection
- Increase in residential height along Barton Street West from west to east towards Bay Street North as a transition to surrounding neighbourhood.
- Wider building setbacks from the Caroline Street edge to create a greener promenade setting and a new public plaza at the end of Caroline Street for a programmable space.
- Stuart Street as a complete street with a reduced number of travel lanes, on-street parking, and transit accommodation

- A new mid-block street that breaks up the development blocks and provides a seam between the residential and commercial area
- Building heights up to 14 storeys on the west and up to 16 storeys on the east may be appropriate for residential development, however any height over 8 storeys would require a zoning by-law amendment.

The urban design study explores detailed concepts such as building setbacks and massing that have been considered in this design study and will be further articulated as the master plan for the Bayfront Studio District progresses.

03 | SITE ANALYSIS

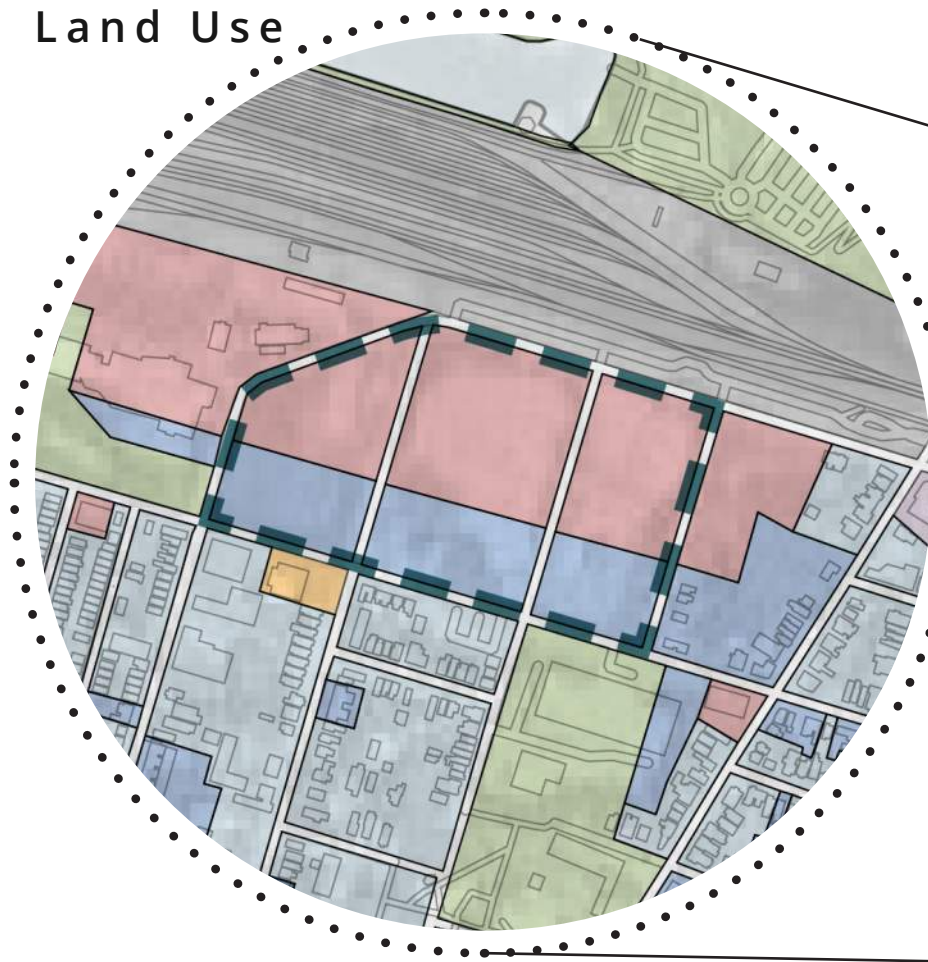
3.1 Existing Conditions

The subject site is made up of three parcels of land located in the West Harbour area of Hamilton. Bordered by Barton Street West to the south; Stuart Street and the CN Railyard to the north; Tiffany Street to the east; Queen Street North to the west; and intersected by Caroline Street North and Hess Street North. The lands, considered a brownfield site due to the soil contamination, are former industrial lands that have been vacant for a number of years. The images below illustrate the current state of each parcel showing road conditions, plant overgrowth, grading, etc. The lands adjacent to the site are currently a mix of primarily low-density residential, local commercial, industrial and open space uses. The diagram illustrates the topography of the site which is driven by many changes in grade both across the site east- west as well as from Barton Street to Stuart Street (north-south). These significant shifts provide both unique challenges and opportunities with regards to the development of the site.



3.2 Connections and Adjacencies

Land Use

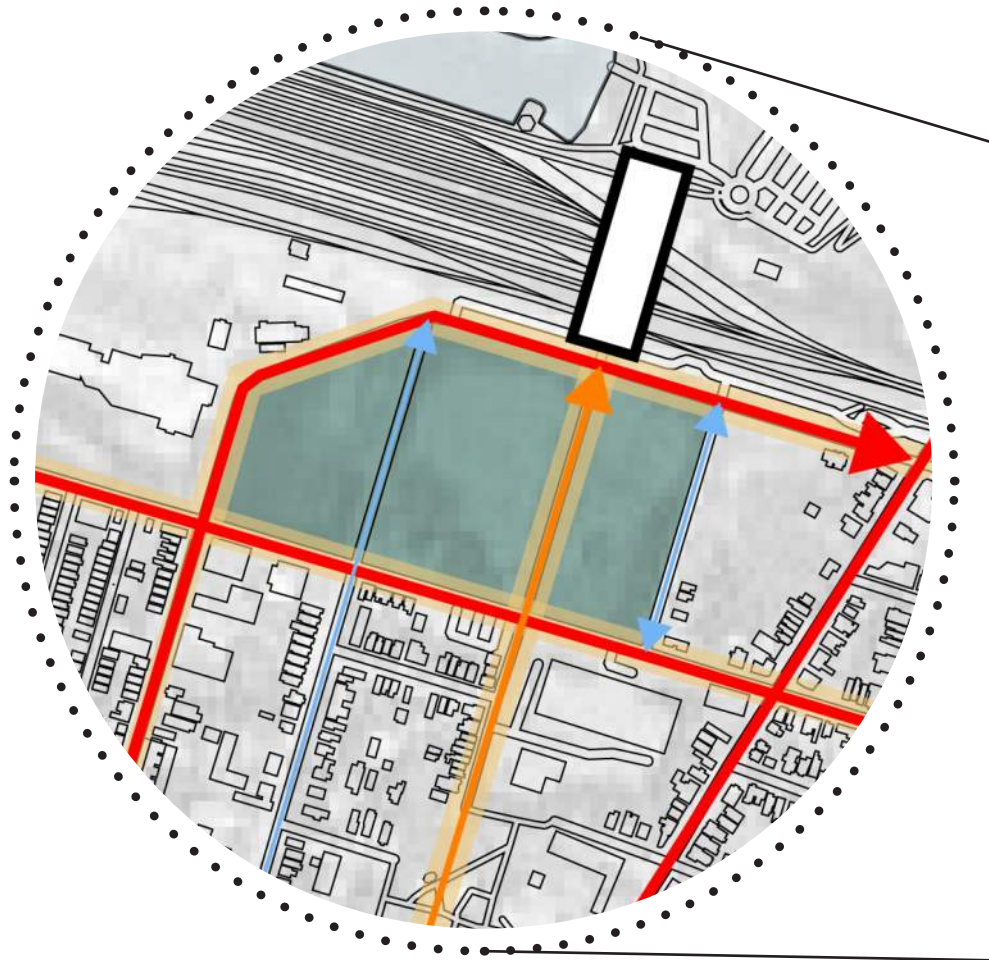


LEGEND

- Low Density Residential
- Medium Density Residential
- High Density Residential
- Mixed Use
- Institutional
- Local Commercial
- Prime Retail
- Open Space
- Utilities & Transportation

*As per current policies (West Harbour Secondary Plan & Barton-Tiffany Urban Design Study)

Road Network

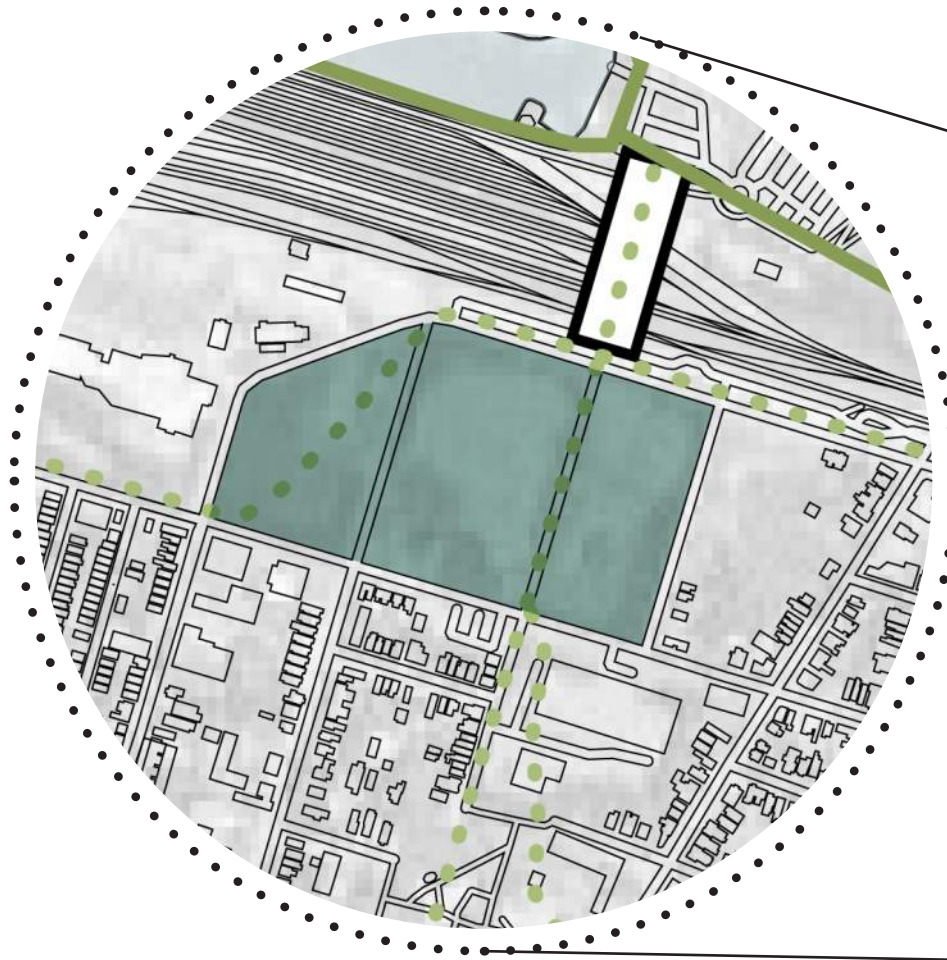


LEGEND

- Future Streetscape Initiative
- Local Street
- Neighbourhood Mobility Street
- Primary Mobility Street
- Potential Bridge Connection

*As per current policies (West Harbour Secondary Plan & Barton-Tiffany Urban Design Study)

Pedestrian Network

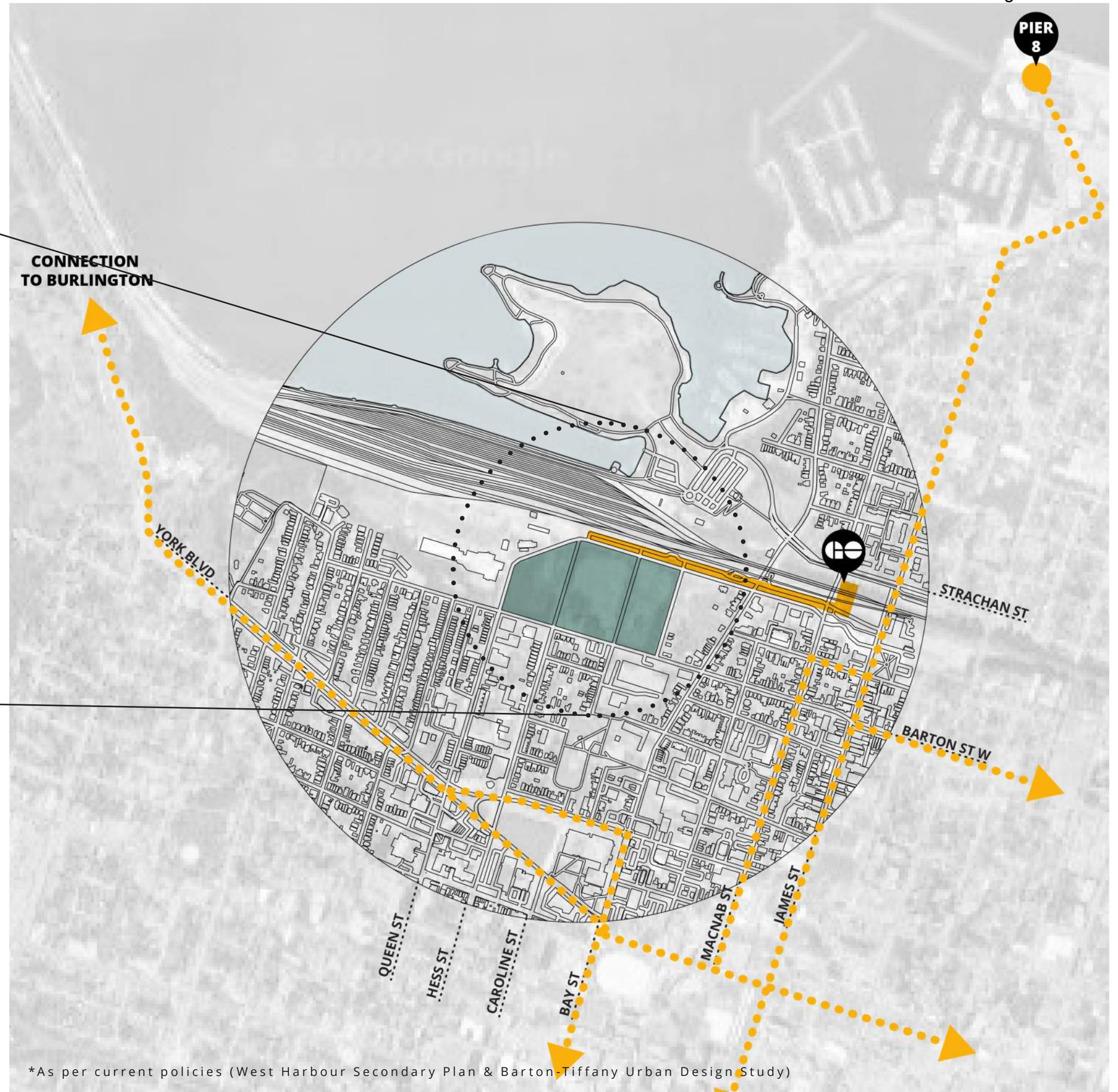
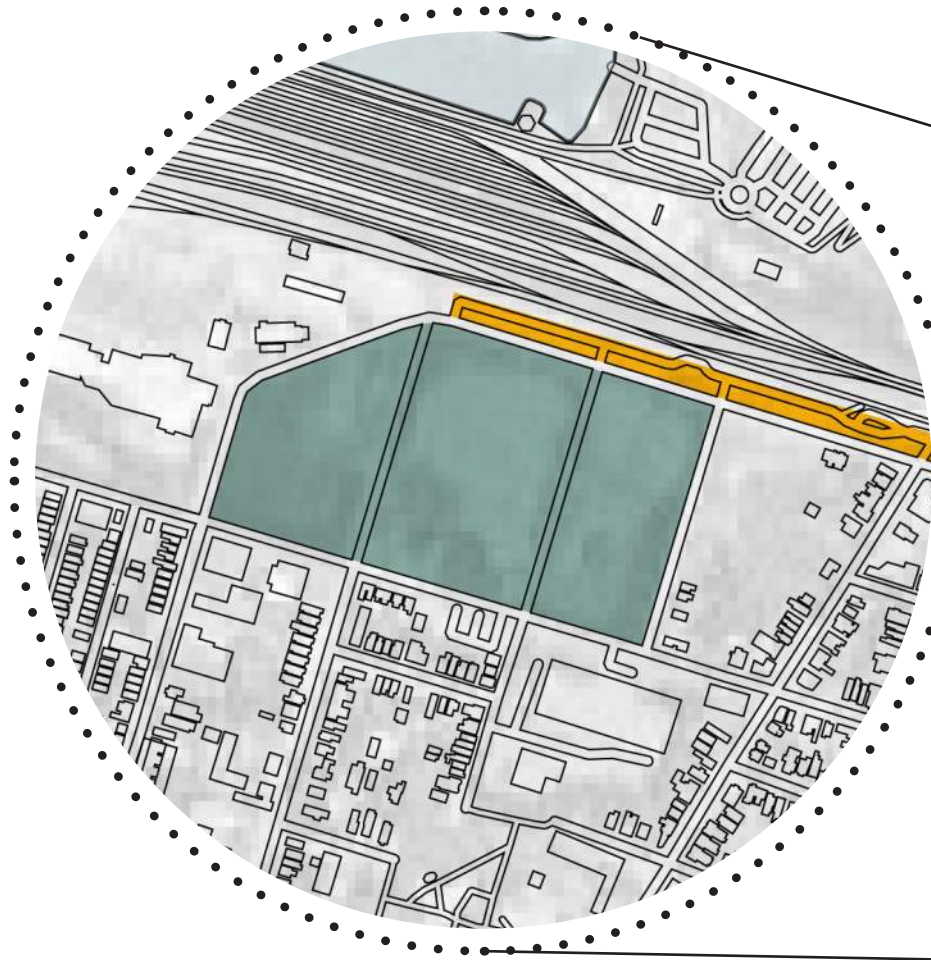


LEGEND

- Existing Trail Systems
- Proposed Trail Systems

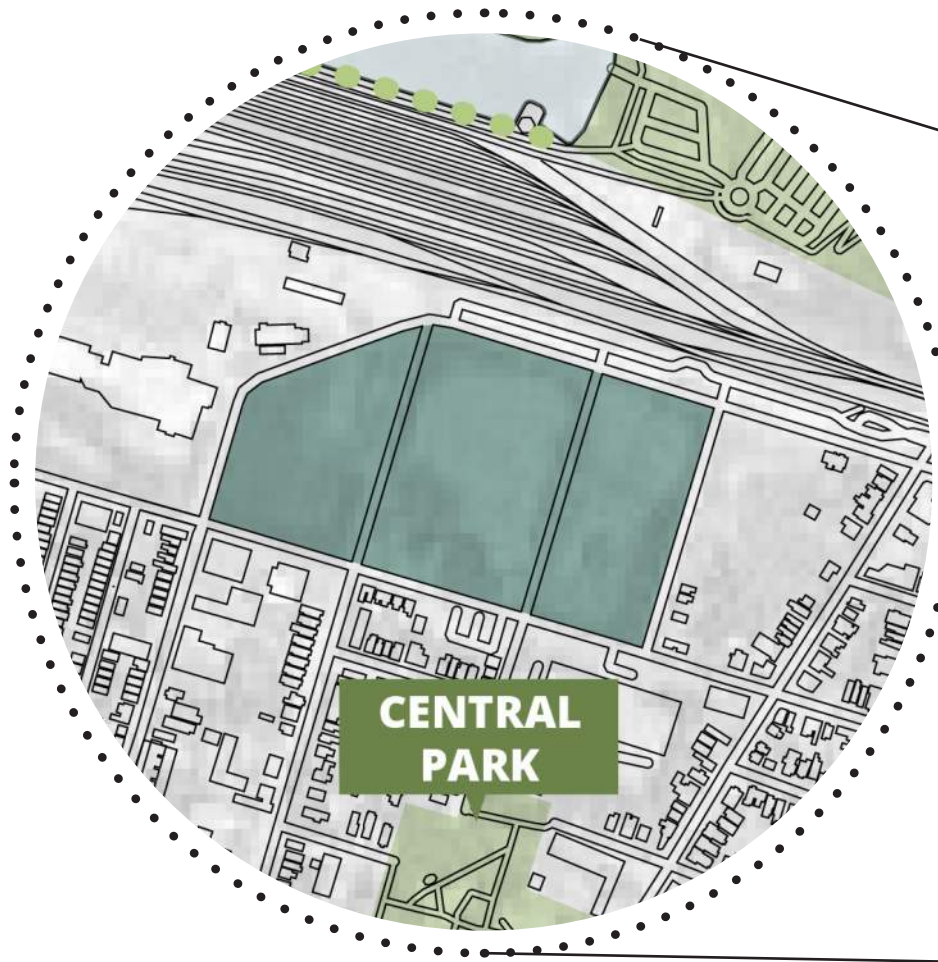
*As per current policies (West Harbour Secondary Plan & Barton-Tiffany Urban Design Study)

Transit



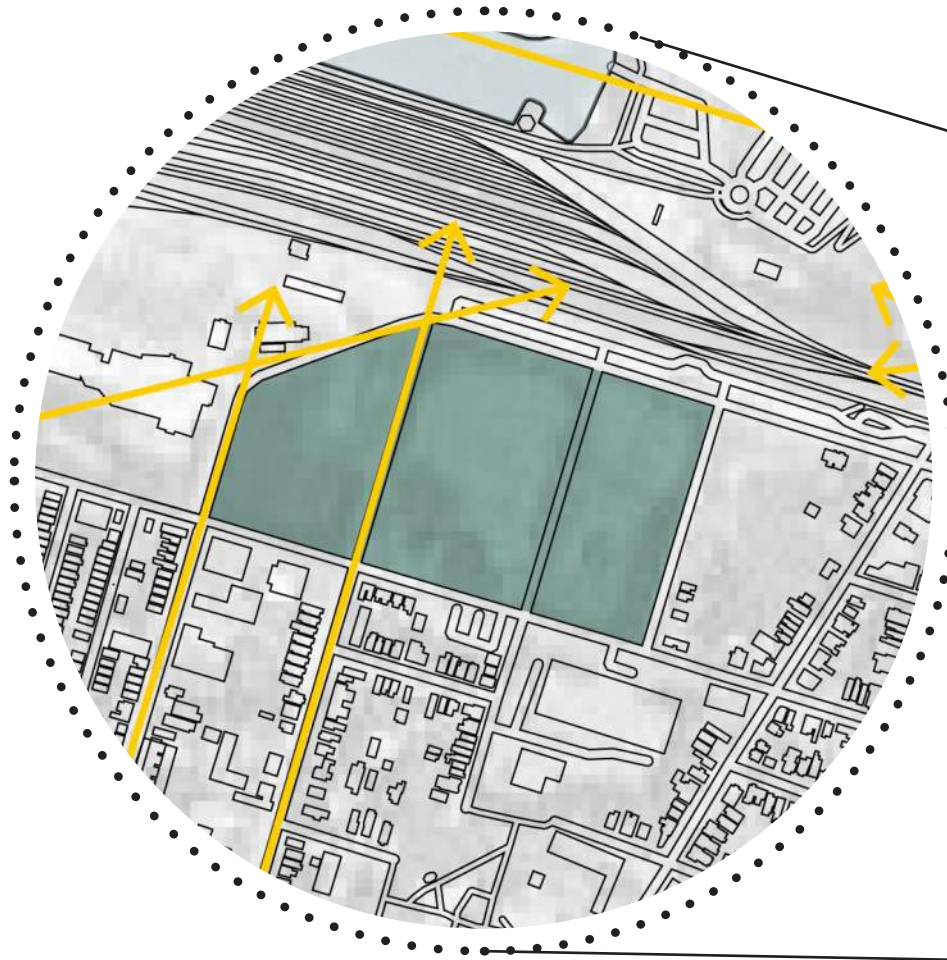
*As per current policies (West Harbour Secondary Plan & Barton-Tiffany Urban Design Study)

Open Space



*As per current policies (West Harbour Secondary Plan & Barton-Tiffany Urban Design Study)

Key Vistas



*As per current policies (West Harbour Secondary Plan & Barton-Tiffany Urban Design Study)

3.3 Future Development

1 271 Bay St N

Development of an 8-storey residential building w. 200 units

2 41 Stuart St

Development of a 10-storey residential building w. 102 units

3 106 Bay St N

Development of a 6-storey residential building w. 55 units

4 200 Market St & 55 Queen St

Development of an 15-storey mixed-use building w. a 3-storey commercial podium and a 12-storey residential tower w. 140 units

5 600 James St N

Development of a 9-storey mixed-use building w. 69 units and 153sm of retail

6 65 Guise St E

Development of Pier 8, including residential tower at 45 storeys

Note: These are not Aeon projects.



04 | Proposed Concept

4.1 Design Strategy

Imagined as a vibrant and unique, pedestrian-focused area, the new Bayfront Studio District envisions an exceptional mixed-use development that will attract diverse arts-focused and retail tenants and new residents, while establishing a continuous link to the surrounding neighbourhoods and open spaces.

The design is responsive to the existing neighbourhood and open space context and incorporates planning policies and urban design studies that have been conducted for the area. Situated in a transitional location, the site is considered as a vibrant bridge between the surrounding neighbourhoods, and the CN rail corridor to the north. Within the Bayfront Studio District, a series of pedestrian connections and public spaces link existing public realm and green networks and future opportunities to form a continuous and animated public realm experience for the area.

Through a review of the relevant planning policy and urban design guideline documents, and feedback from stakeholder and community groups, the vision for the district has established the following design drivers in response:

- **Thriving Arts and Culture District** - The Bayfront Studio District will act as a new job-creating arts and culture hub, providing a variety of flexible production studios, gallery and artist spaces, outdoor gathering and performance spaces, and complimentary retail opportunities. A new east-west connection through the site, which extends to the existing surrounding open spaces, forms a chain of linked multi-use public spaces that feed off surrounding retail and studio uses, and their supporting outdoor amenity areas. Stuart Street is envisioned as the primary circulation route for studio and studio support functions. The use of Stuart as a primary vehicle circulation route for the District allows for vehicle traffic and studio support functions to respect existing truck routes and maintain a degree of separation from the other active uses within the site. As such, Stuart street serves as an important linkage between the multiple studios, while preserving the pedestrian focused function of Barton, Hess, Queen and Tiffany streets.

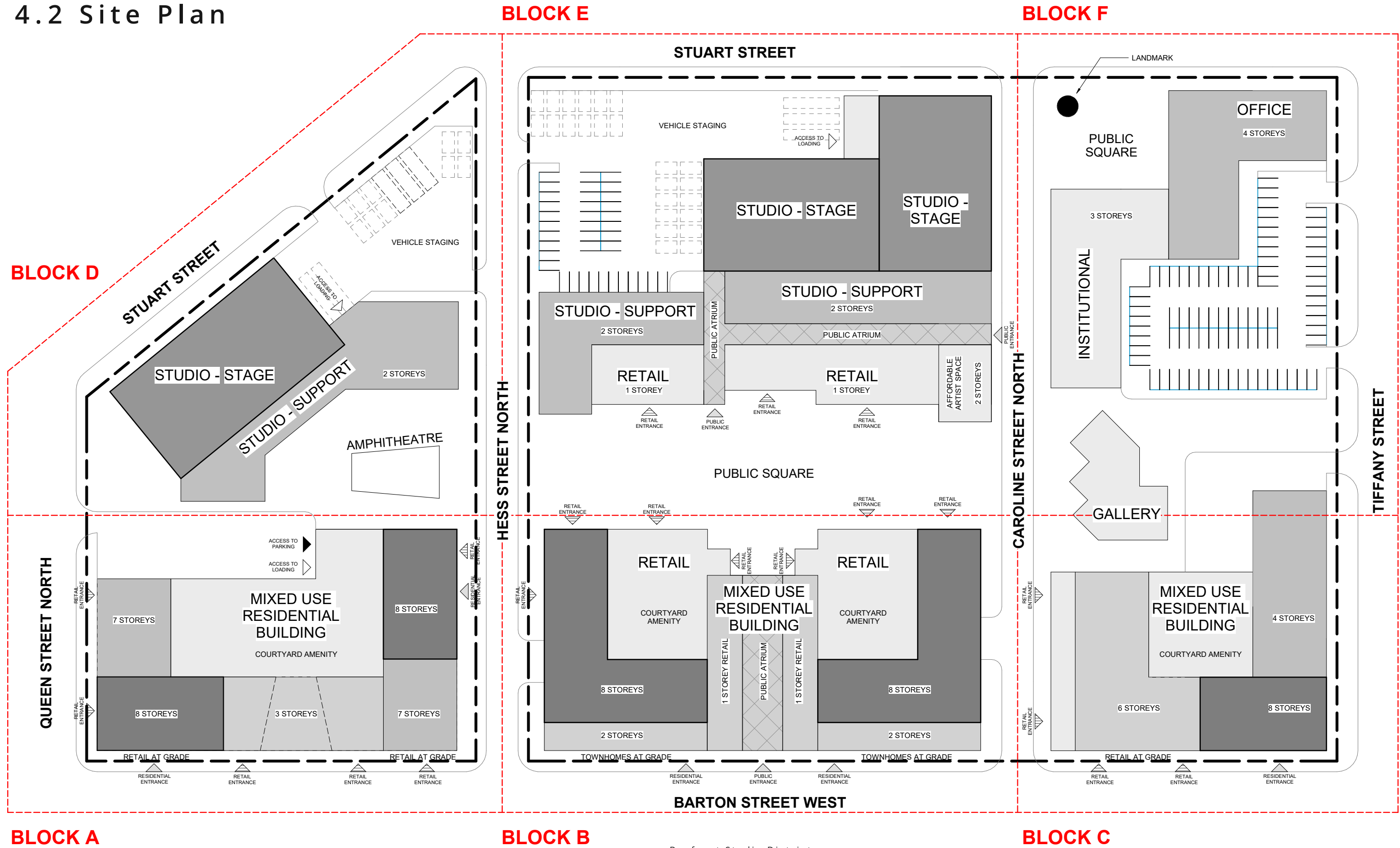
- **Vibrant Social Hub** - A variety of active uses with associated flexible outdoor amenity spaces are located throughout the Bayfront Studio District, creating opportunities for small and large scale public events that support the arts and culture program. Through the introduction of a series of public squares, landscaped areas, and programmatic arrangement on the site, the plan reinforces and celebrates pedestrian connection from the east, west, north and south. The new mixed-use elements will support the needs of surrounding neighbourhoods and provide a new, unique destination for Hamilton residents and for visitors coming from outside of the city.
- **Anchor in West Harbour** - The Bayfront Studio District is situated in a prime location as a connection hub within the West Harbour area. The existing Barton Street transportation infrastructure is capitalized on, introducing residential and mixed-use development along this transit-oriented corridor. With high visibility from the GO train, and a prominent location within the city, the Bayfront Studio District will act as an anchor for the surrounding West Harbour area. Pedestrian permeability and an engaging, flexible public realm create strong linkages from the new mixed-use development of the Bayfront Studio District, the Harbourfront GO and the downtown core.
- **Pedestrian Focused Design** - Barton Street West is envisioned as a vibrant and active streetscape, with street-fronting retail at grade and residential units above, responding to the existing residential character of Barton in the area. Given the elevation of Barton Street and decrease in grade to the north, all servicing and parking access points can be located away from Barton. In doing so, this allows for Barton Street to embrace a mix of retail at grade and residential uses and capitalize on existing transit connections. The desire for permeability along Barton Street is achieved through a series of public connections to the north, reinforcing the design vision of a central hub and encouraging an engaging public realm. With the potential bridge connection over the CN rail corridor, as well as its orientation in relation to the Harbourfront GO, Caroline street is envisioned as an animated linkage between the Bayfront Studio District and the city beyond. Both the Secondary Plan and urban design study highlight the importance of a strong east-west public pedestrian connection through the site, linking the open space system to the west with the parks and waterfront to the east.

- ***Inclusive and Diverse Programs*** - In alignment with the West Harbour Secondary Plan and the Barton-Tiffany Urban Design Study, Caroline Street is imagined as a celebrated and active street, with an emphasis on creating an inclusive and animated public realm. A critical artery, Caroline Street is envisioned as a pedestrian priority street, with program elements that foster transparency and openness. With the inclusion of diverse programming that will maintain activity throughout the day and throughout changing seasons, the mixed-use elements within the Bayfront Studio District are intended to provide a safe and welcoming public area to serve the studio district and surrounding communities.
- ***Sustainability and Resiliency*** - At the forefront of the vision of the Bayfront Studio District is an emphasis on integrated sustainable design and resilience. Understanding the importance of stormwater management, the vision responds through the integration of various landscape and built form techniques to mitigate stormwater runoff. Through the use of bioswales and a combination of hard and softscape, the design addresses and responds at a primary level. Additionally, the built form and site organization ensures that shadowing impacts are limited for public realm and streetscapes, while providing the opportunity for integration of sustainable energy systems. The site design is intended to reflect the history of the site, and its evolving nature within the surrounding community. With flexible and adaptable architecture and public spaces, the Bayfront Studio District can evolve over time as the adjacent neighbourhoods change, new transit infrastructure is introduced and the surrounding public realm develops.

The following sections will, through a combination of diagrams, precedent imagery and illustrative plans, describe the components of the proposed design in greater detail.

Note: The concept described here, and in the following sections, is a draft proposal to demonstrate Aeon's vision for the site. It does not represent Aeon's final recommendation and is subject to change. It is currently designed as per the as-of-right conditions, and while Aeon's hypothesis is that the site merits additional density, Aeon has not completed the consultation and due diligence to determine the exact recommendation. The plan was developed before TAS joined the consortium and does not reflect TAS's input. These project statistics and program details here may not in all cases match exactly the architectural renderings published in October 2021

4.2 Site Plan



4.3 Project Statistics*

Total Site Area: +/- 5.7 hectares (~14 acres)

Unbuilt (Publicly Accessible) Site Area: +/- 20,000 m² (~200,000 sf) or **33% of total site area**

Total Building Areas (incl. common areas): +/- 100,000 m² (~1,000,000 sf)

No. of Residential Units: +/- 750 units

Parking

The proposed concept has provided +/- 675 parking spaces* primarily located in below grade parking anchored to the residential buildings. The parking strategy utilizes the north-south change in grade to create a below grade level in relation to Barton Street, which is at a higher elevation, and internal at-grade (plaza level) parking accessed from the central east-west axis of the site where the elevation drops. In locating both residential and retail parking below grade, it allows for a greater grade level area of the site to be dedicated and open to the public realm. Office/Institutional parking will be primarily accommodated at grade in landscaped parking lots, with access from boundary streets, simplifying access and minimizing vehicular traffic through the site. Studio parking and staging space, +/- 6,300 m² (~65,000sf), is accommodated at the north-western portion of the site, physically separated from the public and residential uses to lessen visual and acoustic impacts across the development. In support of the vision for a sustainable and pedestrian-focused development, all parking areas will incorporate landscaped areas in order to mitigate impacts on stormwater management, heat island effect and integrate with pedestrian linkages.

* The following data reflects only the +/- 14 acres bound by Queen Street North, Barton Street West and Tiffany Street and Stuart Street to the north.

** Parking ratio of 0.9/unit, includes stall counts for all residential and nonresidential uses, but ratio is shown relative to residential units only.

Density

The proposed concept plan has been determined using the current as-of-right density and building height requirements, as outlined in the West Harbour Secondary Plan and Barton-Tiffany Urban Design Study. The residential land blocks have FSI values ranging from ~2.4 to ~3.0, with towers capped at 8-storeys. The commercial land blocks have FSI values ranging from ~0.5 (film production and film support) to ~1.0 (office, institutional).

Aeon's hypothesis is that an increase in the as-of-right density and maximum building height, including for one signature residential building, is appropriate for this site. This site development strategy has been established through a thorough review of the site, current and future market context and development directions of the City and Province. The following considerations have informed this hypothesis:

- The Barton-Tiffany area is developing as a prime transit hub, with the West Harbour GO Station located directly to the north and increasing local transit options throughout Hamilton. Metrolinx increased train frequency at the West Harbour GO to hourly service in August 2021, and ridership has continued to exceed expectations. Metrolinx is currently evaluating further increasing service to every 30 minutes, reflecting a significant demand for transit in the area.
- Review of policy documents has reflected Provincial and local directives to increase residential density and variation in unit type through intensification in urban areas, particularly in areas that are well supported by transit.
- In order to accommodate the projected population growth and increases in housing demand for the City of Hamilton, intensification should be accommodated within the downtown and urban areas of the City to align with the recent decision not to expand the urban boundary.
- Feedback from community and potential end users has highlighted a desire for increased office space offerings within the area, including space in the Creative Hub District.

Aeon is consulting its neighbours, the general public, independent experts, and its partners to determine an appropriate strategy for building height and density to propose for these lands.

Project Statistics - Bayfront Studio District

| | | <u>Block A</u> | <u>Block B</u> | <u>Block C</u> | <u>Block D</u> | <u>Block E</u> | <u>Block F</u> | <u>Combined</u> |
|---|---------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Site Area | (acres) | 1.50 | 2.70 | 1.80 | 2.50 | 3.30 | 2.30 | 14.10 |
| <u>Gross Construction Area (GCA)</u> | | | | | | | | |
| Residential | (sf) | 218,884 | 205,806 | 179,596 | 0 | 0 | 0 | 604,286 |
| Studio - Stage | (sf) | 0 | 0 | 0 | 20,774 | 34,445 | 0 | 55,219 |
| Studio - Support | (sf) | 0 | 0 | 0 | 21,528 | 43,820 | 0 | 65,347 |
| Office | (sf) | 0 | 0 | 0 | 0 | 0 | 62,430 | 62,430 |
| Institutional | (sf) | 0 | 0 | 0 | 0 | 0 | 52,205 | 52,205 |
| Retail | (sf) | 20,936 | 49,729 | 20,990 | 0 | 29,547 | 0 | 121,202 |
| Affordable Artist Space | (sf) | 0 | 0 | 0 | 0 | 10,000 | 0 | 10,000 |
| Total | | 239,820 | 255,535 | 200,586 | 42,302 | 117,811 | 114,635 | 970,689 |
| FAR | | 3.67 | 2.17 | 2.56 | 0.39 | 0.82 | 1.14 | |
| <u>Rentable Area (NRA)</u> | | | | | | | | |
| Residential | (sf) | 186,052 | 174,935 | 152,657 | 0 | 0 | 0 | 513,643 |
| Studio - Stage | (sf) | 0 | 0 | 0 | 19,736 | 32,722 | 0 | 52,458 |
| Studio - Support | (sf) | 0 | 0 | 0 | 18,299 | 37,247 | 0 | 55,545 |
| Office | (sf) | 0 | 0 | 0 | 0 | 0 | 53,066 | 53,066 |
| Institutional | (sf) | 0 | 0 | 0 | 0 | 0 | 44,374 | 44,374 |
| Retail | (sf) | 17,795 | 42,270 | 17,841 | 0 | 25,115 | 0 | 103,021 |
| Affordable Artist Space | (sf) | 0 | 0 | 0 | 0 | 8,500 | 0 | 8,500 |
| Total | | 203,847 | 217,205 | 170,498 | 38,034 | 103,584 | 97,440 | 830,608 |
| Efficiency (NRA / GCA) | | 85% | 85% | 85% | 90% | 88% | 85% | 86% |
| <u>Parking</u> | | | | | | | | |
| Below Grade Stalls | (#) | 180 | 190 | 180 | 0 | 0 | 0 | 550 |
| Surface Parking Stalls | (#) | 0 | 0 | 0 | 0 | 40 | 85 | 125 |
| Total Parking Stalls | | 180 | 190 | 180 | 0 | 40 | 85 | 675 |
| Parking Ratio (# stalls / 1,000 sf) | | 0.88 | 0.87 | 1.06 | 0.00 | 0.39 | 0.87 | 0.81 |

4.4 Program Typologies

The Bayfront Studio District will be a 25+ acre live-work-play community for the creative industries in the West Harbour. The vision for the District includes:

- A visual acknowledgment of first peoples' claim to the land, concept to be defined in collaboration with indigenous community leaders
- Sound stages and supporting space for large scale film & television production
- Smaller studios for the future of media, including virtual production, special effects, video game development; as well as more traditional film crafts like music and fashion
- Office / depot space for film industry suppliers, e.g., post-production companies, animation houses, gear rental, caterer, etc.
- Post-secondary learning spaces, including classrooms, labs, and studios for creative-industry-specific programs
- Training facility for workforce development administered by an industry union
- Thought leadership center to add a research, technology, and intellectual property element to the culture of the place
- Performance spaces, specifically ones that address current gaps in Hamilton
- Residential units in a mix of sizes, both condo and rental, market price and affordable housing
- Retail space to support the new residential and economic activity
- One large public plaza and several smaller flexible green spaces that feature installation art



1 RESIDENTIAL



2 STUDIOS



3 OFFICE & INSTITUTIONAL



4 RETAIL & HOSPITALITY



5 PUBLIC & COMMUNITY

4.4.1 Residential

Estimated residential units (Market + affordable) = ~750 units

Estimated average unit size = +/- 75 m² (~750 sf/unit)

We expect the final unit mix to land within the following ranges:

- Studio/Bachelor 0-5%
- 1 Bed / 1 Bed + Den 55-65%
- 2 Bed / 2 Bed + Den 30-40%
- 3 Bed / 3 Bed + Den 5-10%

The inclusion of residential units in the Bayfront Studio District will create a vibrant mixed-use area that responds to an increasing need for diverse housing options in the City of Hamilton. Residential development is positioned along Barton Street, comprised of a mix of at-grade townhouse units, at-grade retail with residential above (potential live-work units), and taller residential towers that accommodate a variety of unit sizes, ranging from studio to 3 bedroom.

Fronting Barton Street with walk-up townhouse units and retail at-grade supports its evolution into a complete street with an active, welcoming and diverse public realm. The pedestrian scale of these units is responsive to the surrounding established residential neighbourhoods and will increase local activity and perception of safety within the transit supported area. Parking for the residential units has been located underground, and access to parking and services has not been located on Barton Street to maintain a pedestrian environment that is not interrupted by traffic. Private and shared courtyards and terraces will further animate the district, providing above grade activity and access to the outdoors.

The Bayfront Studio District will feature an affordable housing component. Expert stakeholders have recommended a mix of affordable ownership and subsidized rental. We expect a minimum 5% of units to be affordable, and nearly all of those to be 2-bedroom or bigger. Aeon is currently evaluating partners and models for how to design and administer this critical part of the program.



Field House EcoUrban Towns, Toronto | IBI Group



The Shea, Seattle | Public47 Architects



The Well, Toronto | BDP Quadgranle

4.4.2 Studios

The Bayfront Studio District will feature +/- 25,000m² (~250,000 sf) of creative production space, about half of which would be new-build space on the development lands.

The new-build studios would range in size and function and would include:

- Large-scale film & TV production studios – Stages with high ceilings, clear span, and sound and vibration attenuation
- Virtual production studio – Stage with permanent LED wall
- Music recording studios – Specialized space for music recording and production
- Fashion studio - Space for the design of fashion, textiles, and jewelry with a focus on wardrobe for film & television
- Artist and maker studios – Affordable space for the production of visual and applied arts

Ancillary space to support the studios would include:

- For large scale film & TV production: carpentry shop, paint shop, lock-ups, lunchroom, screening room
- Office space & meeting rooms
- Depot space for industry suppliers
- Extra-large outdoor loading, staging and parking space
- Union training facility for workforce development

In addition to the new build facilities on the development lands, the Studio program would also include:

- 125 Barton St West, a critical piece of Aeon’s overall vision. The 50,000+ sf facility could house artist live-work space (zoning permitting); affordable work spaces for industrial arts, like glass blowing, sculpting, etc.; and lower-cost studio space for Canadian and student productions, which our engagement interviews

show is a top priority for Hamilton’s arts community.

- Bayfront Studios, located at 243 Queen Street North and across the street from the development lands, is Hamilton’s biggest operating film studio, with 80,000 sf of studio and support space.
- Commercial / short term stay residential for film crews in Aeon’s buildings at 231 Bay St N and 29 Harriett St.

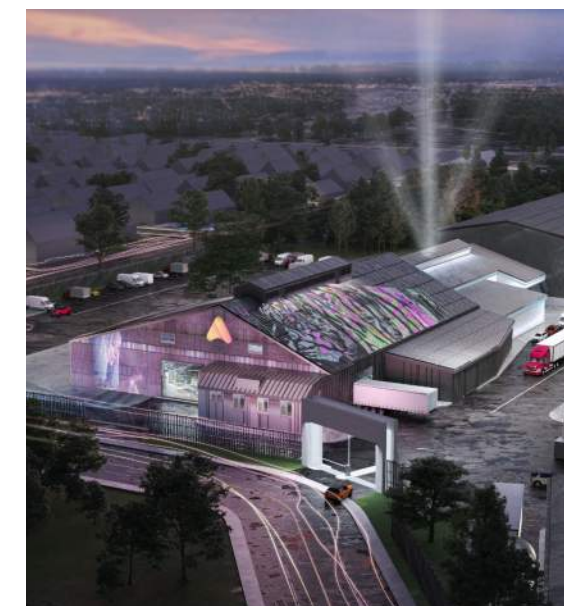
All of these spaces combined would equate to 250,000+ sf of creative production space across the campus.



Current Bayfront Studio building at 243 Queen St N



Outpost, Hood River OR | Skylab Architecture



Rendering of Bayfront Studio (243 Queen St N)

4.4.3 Office & Institutional

The plan features two office buildings at the northeast corner of the site with a combined GFA of +/- 10,000 m² (~100,000 sf). These programs will add an additional layer to the diverse mix of uses within the district and will contribute to the animation of the surrounding retail and public spaces.

In these spaces Aeon envisions the following tenant types:

- Creative industries companies / organizations – post production, animation, special effects, video game development, arts organizations, NGOs, etc.
- Post-secondary learning spaces - classrooms, labs, studios for institutions offering creative-industry-specific certification
- Thought leadership center that adds a research, technology, and intellectual property element to the culture of the place

The Office/Institutional part of the program houses the long term corporate tenants and full time jobs they create, in contrast to the short term tenants and contract workers in the Studio program.



The Ribbon, Distillery District, Toronto | ShOp Architects & BDP



NSCAD University Port Campus, Halifax
 | Moriyama & Toshima and Mackay Lyons



Wood Innovation and Design Centre UNBC,
 Prince George | Michael Green Architecture

4.4.4 Retail & Hospitality

A range of retail development typologies will attract unique arts, culture and entertainment focused tenants and provide exciting amenities for the new and current residents in the area. With diversity in scale and type, retail and hospitality tenants are positioned throughout the Bayfront Studio District, contributing to a lively and inclusive shopping experience that has something to offer for everyone.

Barton St W - Lined with boutique retail and hospitality units, located along the ground floor of the residential buildings, these shops contribute to a smaller, pedestrian scale "main street" character for the district, catering to tenants such as bakeries and cafes, shops, and personal services that will accommodate the everyday wants and needs of locals. These shops will wrap the corner of the buildings allowing for additional frontages on Queen St N and Tiffany St.

Hess St N - Although partially designed to accommodate the studio and support uses, Hess St N provides diversity within the district integrating anchor locations fronting onto the street with the adjacent boutique retail and hospitality typologies to ensure a cohesive pedestrian-scaled experience. Weaving small scale "main street" character retail and hospitality units with larger anchor tenants creates a vibrant and diverse shopping area, adding interest and activity to the surrounding public realm.

Caroline St N - Extending activity in the district past the typical 9-5 workday, take-out restaurants, bars and lounges and entertainment spaces will continue to provide vibrancy well into the evening. A mix of boutique and anchor tenants open up onto flexible, inclusive public spaces throughout, creating both interior and exterior animation to make up the lively street character.

East-West Pedestrian Link - Larger scale anchor retail and hospitality tenants are sensitively integrated amongst the boutique shops, providing opportunities for grocery stores and markets, bigger chain retailers, sit-down restaurants, and fitness studios that will accommodate the greater needs of local residents and attract people from outside the area. The east-west connection through the site also provides a connection to Queen St N and Tiffany St drawing people in from all directions.



The Well, Toronto | BDP Quadrangle



James Street North, Hamilton



Stubborn Goat Beer Garden, Halifax

4.4.5 Public & Community

As part of the process of developing this concept, Aeon engaged with the community to get feedback and suggestions about the proposed new Bayfront Studio District. One of the key themes expressed by stakeholders and members of the general public was a need for inclusive, diverse and accessible public space, both open and tailored to the arts community. The vision for the Bayfront Studio District to become a vibrant live-work-play hub that stitches together current community nodes is shared amongst everyone.

The pandemic caused the closure of some galleries, venues and other performance spaces in Hamilton. Aeon is currently assessing what gaps there are in the performance space landscape so it can build space that is complimentary to what exists, not duplicative. In that context, Aeon is exploring the feasibility and suitability of an independent theatre for film screening and stage production, a small gallery pavilion, an outdoor amphitheatre and several other informal outdoor gathering spaces.

These programs will support the uses and people on site, but are primarily focused on creating an inclusive, diverse and accessible public realm that can be enjoyed by all. The Bayfront Studio District will emphasize public permeability across the entire site through the use of atriums, open and green space, and by distributing public programs along streets and main pedestrian links. The design and organization of the site pays careful attention to ensuring the district is truly a place where everyone is welcomed and brought together to share all the unique programs.

Continued conversations and engagement with the Indigenous community with help to further refine the public realm and take steps towards acknowledging the history of the lands this development is built upon. Aeon will collaborate with various Indigenous groups to design meaningful installations (plaques, landscape design, murals etc.) located in key public areas.



Apple Plaza, Milan | Foster & Partners



Portsoken Pavilion, London UK | Make Architects



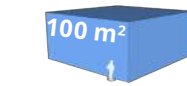
St. Ann's Warehouse, New York City

4.5 Retail Typologies

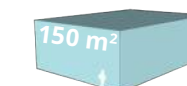
Across the whole site, and making use of various levels, the Bayfront Studio District will be brought to life with a mix of retail and hospitality tenants, with spaces of varying sizes. Whether you live in the neighbourhood or are just stopping by to shop, the wants and needs of everyone will be satisfied.



1 BOUTIQUE RETAIL



Retail Shops
 1,000 sq ft



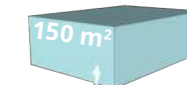
Bakery, Food Retailers
 1,600 sq ft



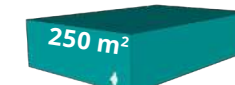
Banks, Midsize Retail Shops
 2,700 sq ft



2 BOUTIQUE HOSPITALITY



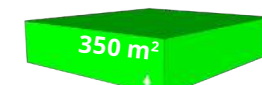
Cafe, Takeout Restaurants
 1,600 sq ft



Karaoke, Boardgame Cafe,
 Bar & Lounge
 2,700 sq ft



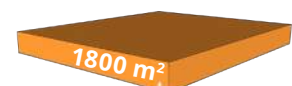
3 ANCHOR RETAIL



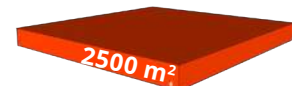
Fitness Studio, Urban Spa
 3,800 sq ft



Shoppers Drug Mart, LCBO
 9,700 sq ft



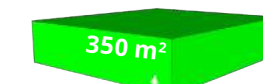
Anchor Retail Stores (Indigo,
 MEC, DeSerres etc.)
 19,400 sq ft



Grocery Stores and Markets
 27,000 sq ft



4 ANCHOR HOSPITALITY



Sit-Down Restaurants
 3,800 sq ft



Large or Chain Restaurants,
 Independent Theatre
 7,500 sq ft

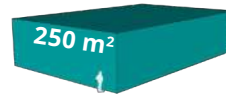
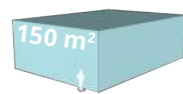
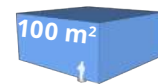
4.5.1 Boutique Retail

Contributing to a downtown 'main street' character, the wide variety of small or boutique retail shops will be incorporated adjacent to key public spaces throughout the site. The hope is that tenants who set up shop in this development will be a mix of larger businesses and franchises, as well as independent and unique retailers local to the area.

Examples of types of retailers include:

Goods - Wine Rack, Cobs Bread, Bakery, Chocolate Shop, Marble Slab Creamery, Squish Candy, Smoothie Bar, Roots, Saje, LUSH, Bonlook, Sonos, Jewelry Store, Boutique Apparel, Florists, Home Decor,, etc.

Services - Hair Salon, Nail Salon, Dry Cleaners, Bike Shop, etc.



James Street North, Downtown Hamilton



FIORI Florist, Downtown Oakville



Saje Natural Wellness, Toronto



Bike Locke, Hamilton

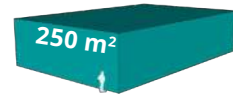
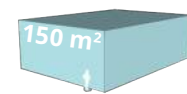
4.5.2 Boutique Hospitality

Extending activity in the district past the typical 9-5 workday, the various boutique hospitality spaces will be located adjacent to key public areas within the site. These will provide support to the residential, arts and film uses on-site as well as for the surrounding neighbourhood and also provide a great opportunity to showcase local restaurants and businesses.

Examples of types of retailers include:

Food and Beverage - Balzac's Coffee, Second Cup, Starbucks, Cafe, Takeout Restaurants, etc.

Entertainment - Karaoke, Billiards Bar, Boardgame Cafe etc.



King William Street, Downtown Hamilton



Snakes and Lattes Board Game Cafe, Toronto



Balzac's Coffee, Toronto



Lady Glaze Doughnuts, Guelph

4.5.3 Anchor Retail

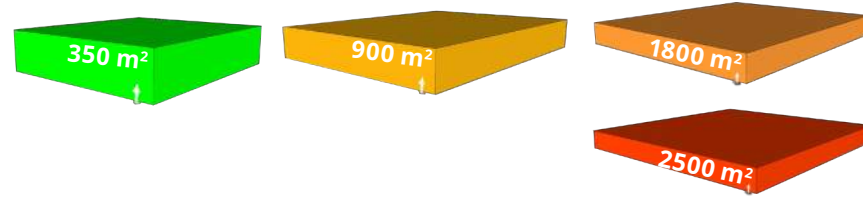
The development sensitively weaves in large anchor retail spaces within the district amongst the boutique spaces to create balance and draw people in. These more corporate retailers have the ability to fill larger spaces and support the basic needs of the greater community as well as opportunity for more specific retailers, such as DeSerres, to support the creative industries.

Examples of types of retailers include:

Grocery - Dundurn Market, MarketFresh, Whole Foods, Farm Boy, Longos, Pusateri's, Eataly, LCBO, etc.

Goods - Bank, EQ3, Crate & Barrel, MEC (Mountain Equipment Co-op), Urban Outfitters, Indigo, DeSerres, etc.

Health and Fitness - Shoppers Drug Mart, Urban Spa, SpinCO, Modo Yoga, Sweat and Tonic, 9round Boxing, Barre3,



Port Covington Development, Baltimore | Hord Coplan Macht Architects



Dundurn Market, Hamilton



MEC, Queen St W, Toronto | Sweeny & Co



EQ3, Byward Market, Ottawa

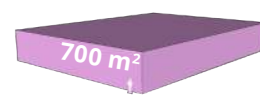
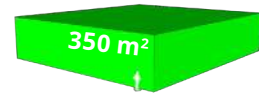
4.5.4 Anchor

Anchor hospitality spaces will provide larger spaces for restaurants, both local and chain, adjacent to key public areas that will accommodate the greater needs of local residents and attract people from outside the area. These spaces will animate the streetscape and public plaza with expansive patios. An independent cinema, gallery or performance space would provide the artists and filmmaker's to open the doors and showcase their work to the public.

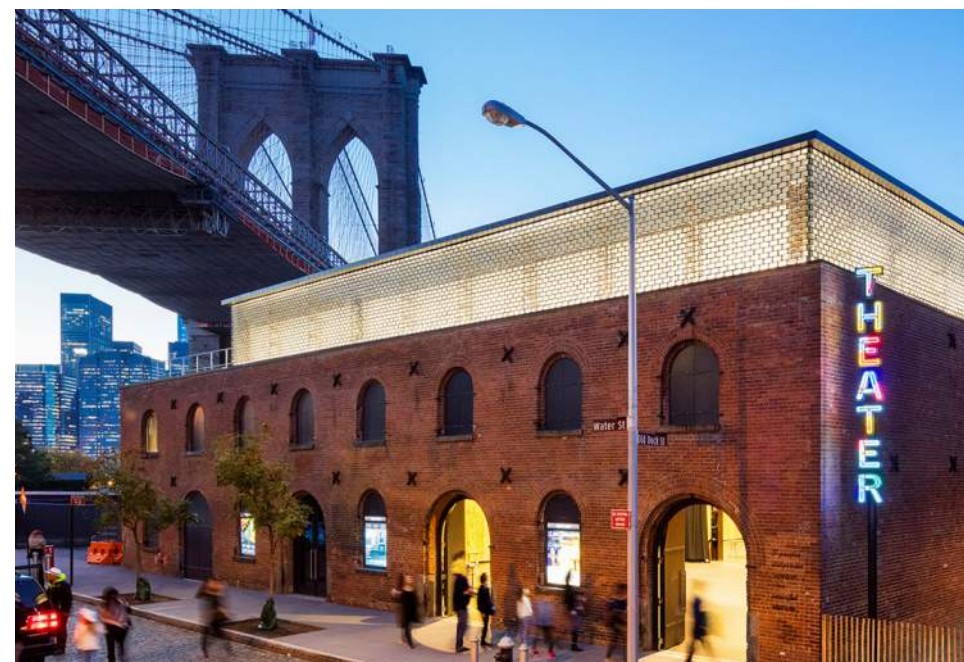
Examples of types of retailers include:

Food and Beverage - Sit-down restaurants, The Mule, Boon Burger, Charred, LOCAL Eatery, BierMarket, Warehouse, Cocoa70, Brewery, Distillery,

Entertainment - Independent Cinema, Gallery, Performance Space, etc.



LOCAL, Lansdowne Park, Ottawa



St. Ann's Theatre, New York City



The Mule, Hamilton



The Pint, Argyle Street, Halifax

4.6 Public Realm Character Areas

The Bayfront Studio District campus will include a fine grain of linked, flexible and diverse public space that can adapt to various sizes of program and are supportive of the surrounding commercial, film and art uses.



1 URBAN STREETSAPES



2 PEDESTRIAN LINKS



3 OPEN STREETS



4 FLEXIBLE COURTYARDS



5 PUBLIC PLAZA



6 ANCHOR PUBLIC SQUARES



7 TERRACES



8 POCKET PARKS & PLAY SPACES

4.6.1 Urban Streetscapes

The proposed development will prioritize creating walkable, pedestrian-friendly neighbourhoods. These enhanced streets will be located along the perimeter and identified neighbourhood streets. Widened pedestrian walkways provide the opportunity for benches or small outdoor seating areas in front of the adjacent shops. Landscaped boulevards provide both visual and physical comfort for the pedestrians, as well as opportunity to passively manage stormwater on-site and reduce heat island effect. Centre boulevards may be introduced as well depending on overall width and the required amount of vehicular lanes. Bicycle lanes are another key aspect of urban streetscapes and will provide connections between the site and both the current and proposed trail systems. These streets provide opportunities for on-street parking, with the potential for use of permeable pavers, as well as enhanced waiting areas at public transit stops.



Cornell Road (Hillsboro, OR)



Landscaped Street Precedent



Lansdowne Park (Ottawa, ON) | S9Architecture



Bioswale Precedent

4.6.2 Pedestrian Links

The proposal emphasizes creating a vibrant pedestrian focused environment which blends the development into the surrounding community and its existing pedestrian networks. The main pedestrian link will extend through the site from East to West expanding the circulation route on the site from solely along the North-South vehicular roads. This link will encourage movement for those passing through the site as well as being animated with benches, landscaping and other programme elements which encourage people to take a moment to pause and enjoy all that the development has to offer. Wide enough for both foot and bicycle traffic, the path will draw people in from all directions and act as a new pedestrian junction for the area. Wayfinding strategies will also be incorporated along the path to ensure that all people are able to navigate through the site with ease.



High Line (New York, NY) | James Corner Field Operations & Diller Scofidio



First Avenue Water Plaza (New York, NY) |



Linear Park Precedent



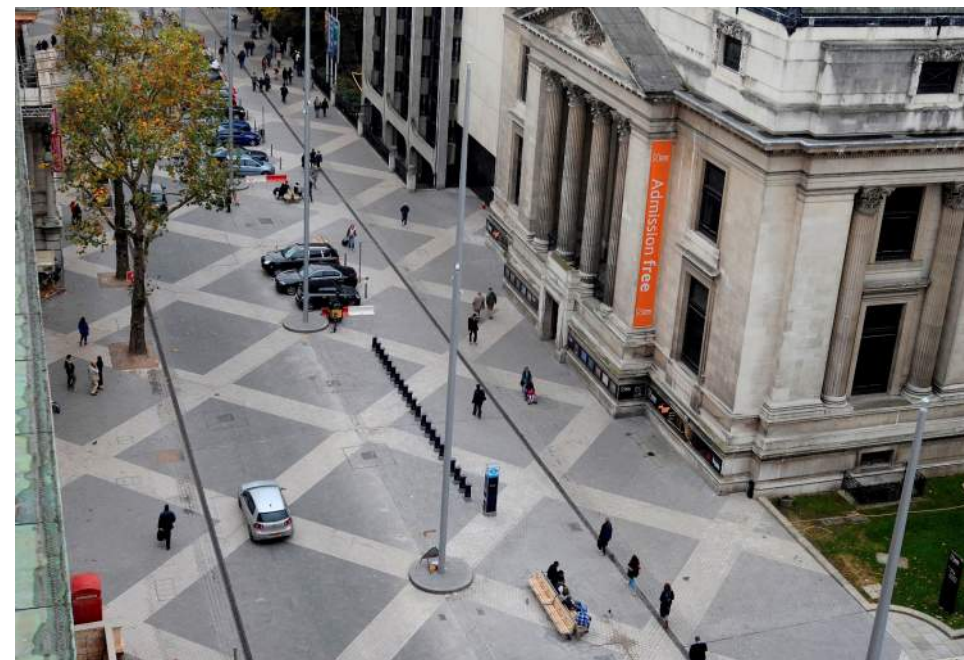
I LOVE STREET (Gwangju, Korea) | MVRDV

4.6.3 Open Streets

One of the key elements to a successful and well-integrated development is to balance the needs of pedestrian and vehicular circulation. The proposal features Caroline Street North as an open street with the primary focus on pedestrian circulation, but able to accommodate vehicles when needed. This street will encourage less reliance on cars by allowing for wider sidewalk areas, designated bike lanes and direct access to public transit. Caroline Street will act as part of the pedestrian link going East-West through the site and provide a seamless connection to the open public spaces and retail throughout the site. Giving the street a different character, permeable pavers, minimal curbs and landscape buffers can be used to visually connect the street with the adjacent public space and distinguish it from the perimeter streets.



Assembly Row (Boston, MS) | Copley Wolff



Exhibition Road (London, UK)



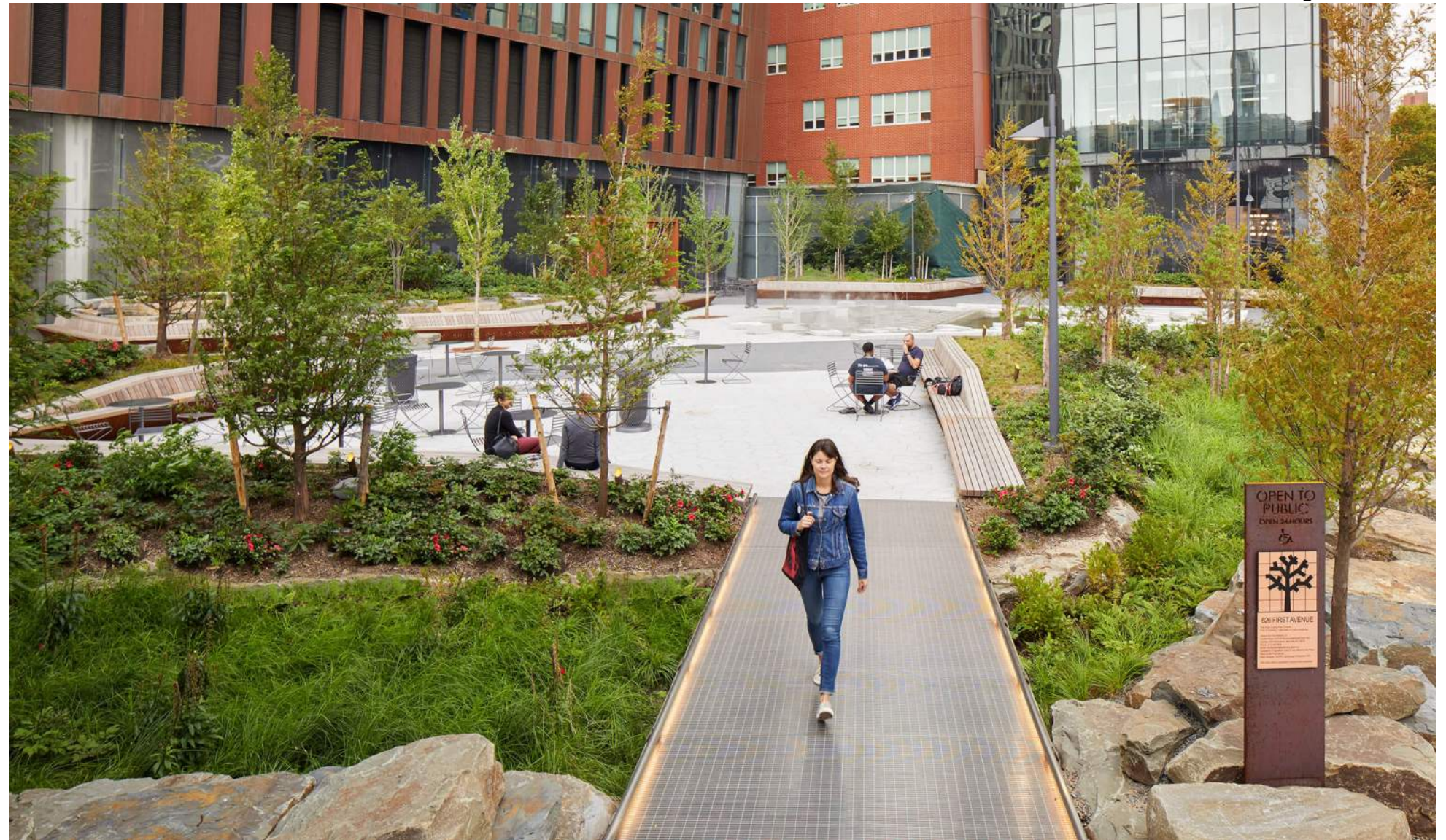
Landscaped Open Street Precedent



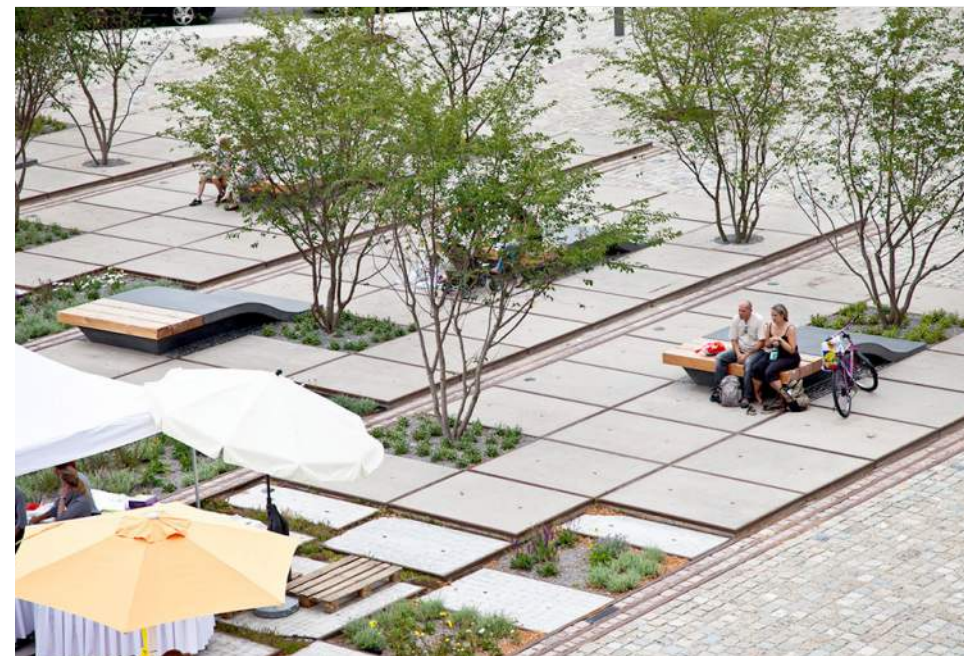
Argyle Street (Halifax, NS) | Fathom Studio

4.6.4 Flexible Courtyards

The site will feature flexible courtyards at key areas on the site providing ample open space for the public and residents, both residential and commercial, to come together and enjoy time outdoors. These courtyards will be unprogrammed space therefore providing the flexibility for the users to decide and change how they engage with the space. Incorporating a mix of softscaping and hardscaping, the flexible courtyards provide the opportunity to achieve sustainability goals by introducing native plantings, bioswales, rain gardens and other landscape design features to passively manage stormwater in a larger way. Taking advantage of seasonality, these courtyards can be animated year-round by being programmed for uses such as a reflecting pool, ice rink or event space.



First Avenue Water Plaza (New York, NY) |



Zollhallen Plaza (Freiburg, Germany) | Atelier



Bank of Canada Plaza (Toronto, ON) | Perkins and Will



Waterline Square Park (New York, NY) | Matthew Nielsen

4.6.5 Public Plaza

The public plaza will be the heart of the Bayfront Studio District, animated day, night and year-round by a diverse mix of retail and hospitality storefronts. Bridging connections between the pedestrian links, open and urban streets, and flexible courtyards, the public plaza will facilitate movement between all of the key spaces and support pedestrian access to the commercial shops. Visible from the film, office and residential buildings, the public plaza will provide an active, visually pleasing feature space for the residents of the development to look out onto.



Lakeside Terraces Barbican Centre (London, UK) | Chamberlain, Powell and



The Well (Toronto, ON) | BDP Quadrangle



Lansdowne Park (Ottawa, ON) |



Liberty Market Tower (Toronto, ON) | Wallmann

4.6.6 Anchor Public Squares

Inspired and fueled by the unique uses and needs of the creative arts community, the anchor public squares are the place where artists from within the development are able to come together with those from the greater community to showcase their talents in a public way. These public squares are centered around a flexible, yet program specific feature than can be used and enjoyed by all. The squares will serve as a fun thriving anchor to the expansive site.



Apple Plaza (Milan, IT) | Foster + Partners



Silverland Middle School (Fernley, NV) | Tate Snyder



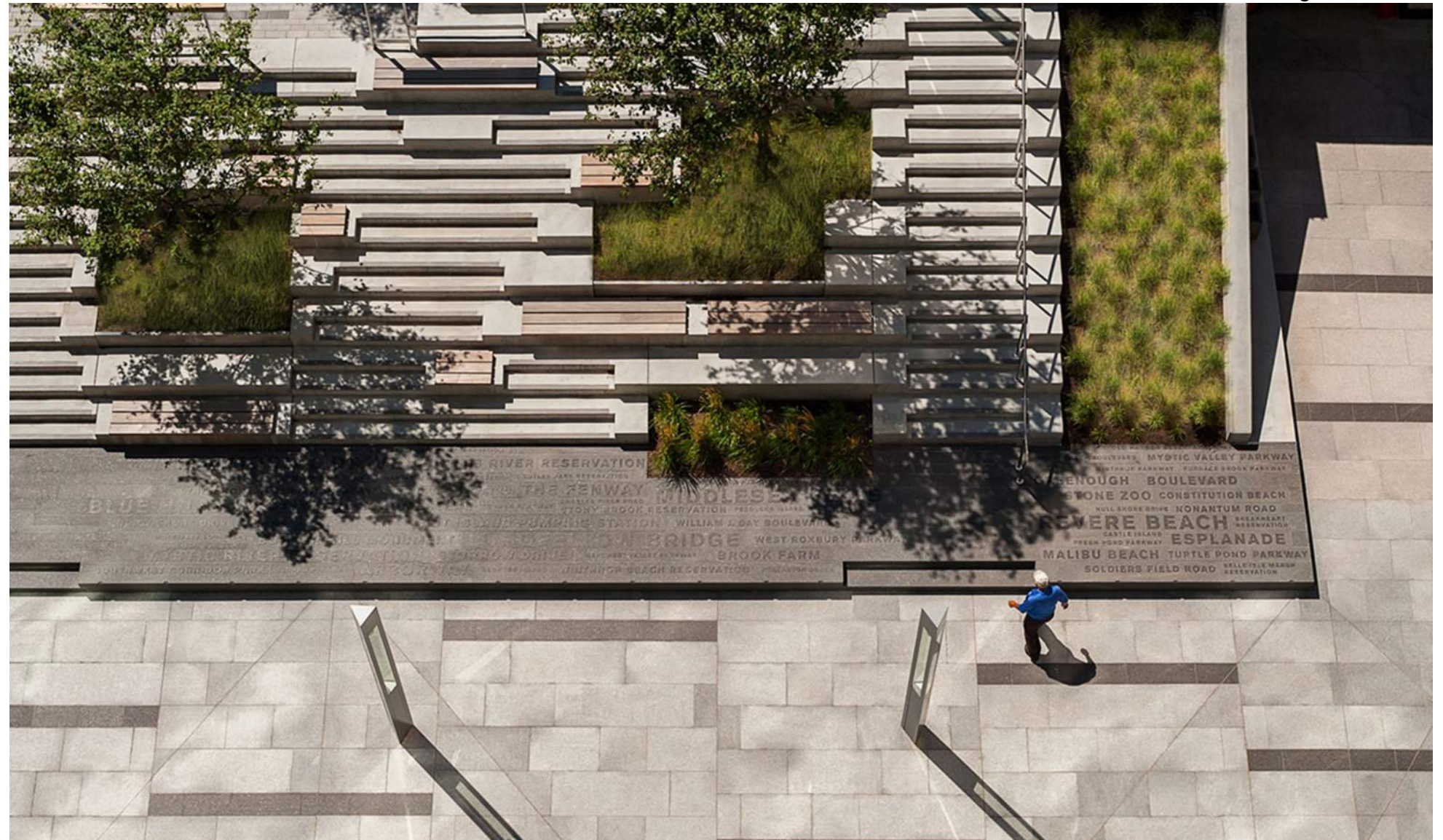
Art Park Precedent



Cleveland Cafe (Cleveland, OH) | nArchitects

4.6.7 Terraces

Utilizing the change in grade across the site, terraces are created within the centre of the residential buildings. These large open spaces will provide a transition from the residential blocks to the north end of the site, incorporating both private outdoor space for the residents as well as public access through from Barton Street. Helping to animate the public space from above, at the Barton Street level, the terraces become part of the action that's happening below while still maintaining a level of privacy.



Roemer Plaza (Boston, MA) | Klopfer Martin Design



Hyperlane Linear Sky Park (Chendu, China) | ASPECT Studios



Rooftop Amenity Precedent



Block 17 (Portland, OR) | Bora Architecture & Interiors

4.6.8 Pocket Parks & Play Spaces

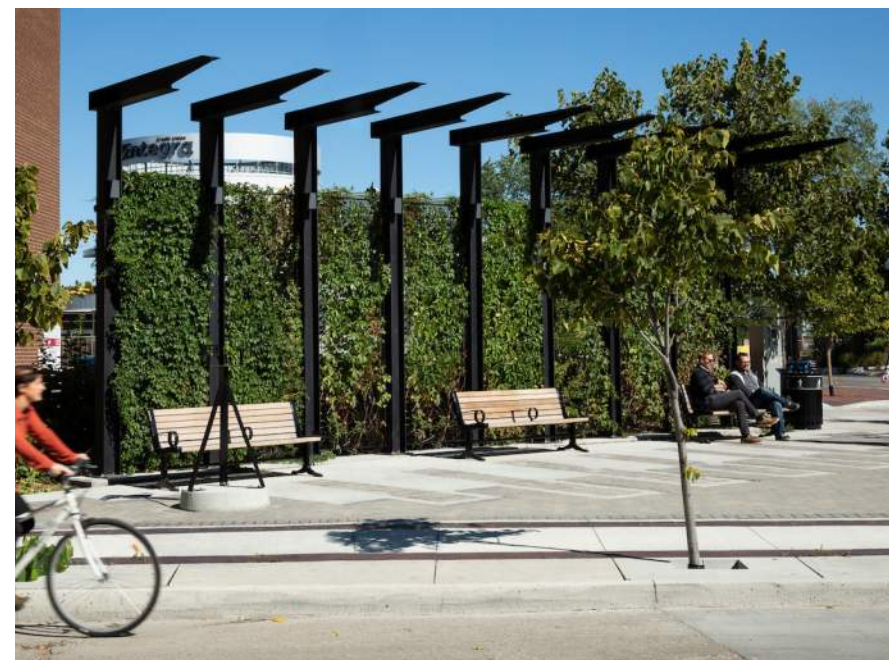
Taking advantage of the 'in-between' areas that are inevitably created by the components on the site, the use of pocket parks and play spaces will ensure that every part of the site is well thought out, utilized and includes spaces that appeal to everyone. These will vary in size depending on their location and can include a variety of uses ranging from fun landscaping and play spaces to quieter seating areas. Pocket parks are also a great opportunity to showcase art installations or allow the adjacent retailers to engage with the public in a unique way.



Restorative Ground (New York, NY) | WIP



First Avenue Water Plaza (New York, NY) | SCAPE Landscape



Pocket Park Precedent



Rotebro Sports Hall (Solentuna, Sweden) | White Arkitekter

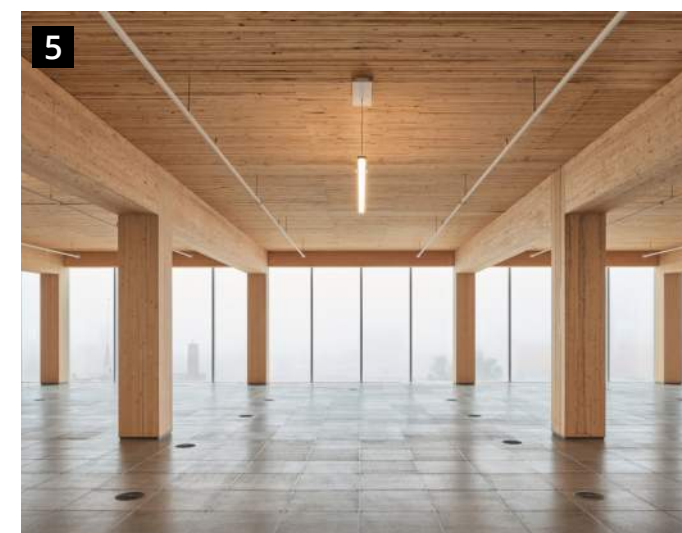
4.7 Sustainability Concepts

Sustainability and climate change will become the defining opportunity for this decade. We want to bring such concepts to the foreground from the project inception to assure that sustainability is integrated and site/building systems are developed synergistically. This development presents many opportunities to integrate and weave sustainable concepts with the major design moves. Key concepts/opportunities include:

- 1** Rooftop and integrated photovoltaic facades for solar collection with the possibility to tying them into building systems. (ie. pool, exterior lighting, etc.)
- 2** The rooftops can provide ample opportunities for green roof and plantings as habitat replacement and rainwater harvesting.
- 3** Vegetated parking and street areas as well as permeable paving strategies to reduce heat island effect.
- 4** Bioswale and rain garden opportunities which will minimize the need for costly maintenance and help to passively manage stormwater onsite.
- 5** Incorporation of alternative buiding systems, such as geothermal, and construction methods, such as heavy timber.
- 6** Building envelope & window / wall ratio which can ensure an efficient & comfortable building with lots of natural daylight and views. .

Potential sustainability targets and designations include, but are not limited to, the following:

- LEED Certification
- WELL Building Certification
- Net-Zero Certification (either or both Net-Zero Energy or Net-Zero Carbon)



05 | Public Consultation

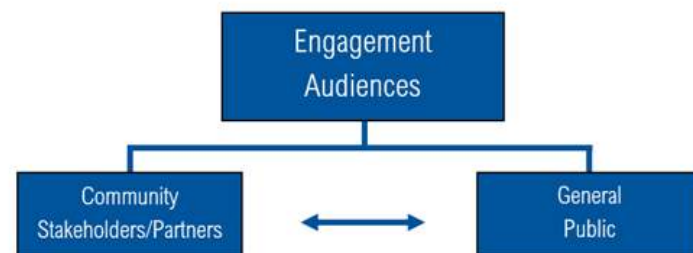
Engagement report prepared by  CIVICPLAN

Community Engagement Strategy

Aeon Studio Group has conducted a community wide engagement to better inform the concept plan for the Bayfront Studio District. The objectives of the engagement were as follows:

- Introduce Aeon and the Studio District proposed plan to the Hamilton community
- Improve public understanding and awareness of the Studio District plan among stakeholders
- Consult with Hamilton residents on the preliminary designs to better inform the Concept Plan

In order to meet these objectives, an engagement plan was developed that took into consideration a number of factors, such as the nature of the engagement subject (i.e., a sector-themed district), the location of the study area, and the timeframe for preliminary engagement. The plan sought to balance between engaging directly with community stakeholders and potential future partners, while also providing an opportunity for a broader cross section of Hamilton residents to learn about the project and share their thoughts. Therefore, there were two primary audiences for this project. First, community stakeholders and second outreach to the public.



Two approaches were taken to engage these audiences. First was a series of meetings and interviews with community stakeholders and potential partners conducted by

Aeon. This was followed by a series of public events hosted by Aeon, and an online vPIC to reach a broader public about the project.

Stakeholder/Partners Meetings

Throughout January and February 2022, Aeon Studio Group met with 85 individuals representing 60 different stakeholder groups. This included representatives from local neighbourhood associations and individual residents, to City staff and political representatives at the municipal, provincial and federal level, as well as creative workers, unions, and related organizations. Additionally, Aeon has met with representatives of neighbouring businesses and infrastructure, leaders of civic institutions, as well as BIPOC and Indigenous organizations within the city. A complete list of meetings held and scheduled is detailed in Table 1 below.

| Name | Title | Organization | Meeting Date |
|------------------|--|-------------------------------|--------------|
| Tom Hunter | CEO | CityHousing Hamilton | 12-Jan-22 |
| Glen Gauthier | Business Agent | IATSE 873 | 12-Jan-22 |
| Nathan Fleet | Executive Director | Hamilton Film Festival | 14-Jan-22 |
| Jason Farr | City Councillor | City of Hamilton | 17-Jan-22 |
| Annette Paiement | Curator | Cotton Factory | 17-Jan-22 |
| Terry Cooke | CEO | Hamilton Community Foundation | 17-Jan-22 |
| Linda Rourke | Acting Director | Mohawk College Foundation | 17-Jan-22 |
| Debbie Spence | Business Development Consultant, Creative Industries | City of Hamilton | 18-Jan-22 |
| Daniel Salvatore | Manager, Public Affairs (Ontario) | CN | 18-Jan-22 |
| Eleni Jalbout | Community Relations and Issues Specialist | Metrolinx | 18-Jan-22 |

| Name | Title | Organization | Meeting Date |
|--------------------|--|------------------------------|--------------|
| Kelly Anderson | Senior Manager, Community Engagement | Metrolinx | 18-Jan-22 |
| Fred Fuchs | Chairman | Westdale Cinema Group | 18-Jan-22 |
| Ray Kessler | Chief Corporate Real Estate Officer | City of Hamilton | 19-Jan-22 |
| Norm Schleeahn | Director, Economic Development | City of Hamilton | 19-Jan-22 |
| Chris Phillips | Manager, Municipal Land Development Office | City of Hamilton | 19-Jan-22 |
| Dave McCullagh | Senior Real Estate Consultant | City of Hamilton | 19-Jan-22 |
| Josh Van Kempen | Sr. Development Consultant | City of Hamilton | 19-Jan-22 |
| Grace Lee Reynolds | CEO | Artscape | 21-Jan-22 |
| Kelly Rintoul | COO | Artscape | 21-Jan-22 |
| Keanin Loomis | President & CEO | Chamber of Commerce | 24-Jan-22 |
| Fred Eisenberger | Mayor | Mayor | 24-Jan-22 |
| Jayson Mosek | Business Agent | NABET 700-M UNIFOR | 24-Jan-22 |
| Peggy Kyriakidou | President | NABET 700-M UNIFOR | 24-Jan-22 |
| Gerry Mendoza | Secretary Treasurer | NABET 700-M UNIFOR | 24-Jan-22 |
| Kristin O'Reilly | Senior Vice President | NABET 700-M UNIFOR | 24-Jan-22 |
| Lennox Toppin | Resident, Arts administrator | Ward 1 | 24-Jan-22 |
| Tim Potocic | Director | Supercrawl, Bridgeworks | 25-Jan-22 |
| Paize Usiosefe | President | Hamilton Black Film Festival | 26-Jan-22 |
| Dave Heidebrecht | Advisor on Special Projects, Office of the Provost | McMaster University | 26-Jan-22 |
| Tyler Cowie | Creative Director | Westinghouse HQ | 26-Jan-22 |
| Ray Hutton | Managing Director | Westinghouse HQ | 26-Jan-22 |
| Paul Armstrong | Chief Operating Officer | Mohawk College | 27-Jan-22 |

| Name | Title | Organization | Meeting Date |
|--------------------|--|--------------------------------------|--------------|
| Trish Loomis | Executive Director, Office of the President | Mohawk College | 27-Jan-22 |
| Maureen Wilson | City Councillor | City of Hamilton | 31-Jan-22 |
| Colin Doncaster | CEO | Peregrine Labs | 31-Jan-22 |
| Sheila Whaley | Executive Director | Hamilton Arts Council | 01-Feb-22 |
| David Hudson | Programs and Community Engagement Coordinator | Hamilton Arts Council | 01-Feb-22 |
| Max Fisher | PR | Hamilton Black Film Festival | 01-Feb-22 |
| John Rakich | President | Location Manager's Guild | 01-Feb-22 |
| Toni To | Project Manager, Capital Projects Group | Metrolinx | 01-Feb-22 |
| Paul Copcutt | Resident | Central Neighbourhood | 02-Feb-22 |
| Maggie Martineau | Resident | Central Neighbourhood | 02-Feb-22 |
| Cameron Kroetsch | Resident | Central Neighbourhood | 02-Feb-22 |
| Gillian Hunt | Resident | Central Neighbourhood | 02-Feb-22 |
| Allyson Wenzowski | Board member | Central Neighbourhood Association | 02-Feb-22 |
| Cynthia Clayton | Business Agent | Director's Guild of Canada - Ontario | 02-Feb-22 |
| Victoria Harding | Executive Director | Director's Guild of Canada - Ontario | 02-Feb-22 |
| Matthew MacFadzean | Founder | Industry | 02-Feb-22 |
| Judy Lam | Manager, Commercial Districts and Small Business | City of Hamilton | 03-Feb-22 |
| Karol Murillo | Senior Business Development Consultant | City of Hamilton | 03-Feb-22 |
| Nair Lacruz | Associate Dean, Creative Industries | Mohawk College | 04-Feb-22 |

| Name | Title | Organization | Meeting Date |
|----------------------|---|--------------------------------------|--------------|
| Ryan Anderson | Associate Dean, Business & Entrepreneurship | Mohawk College | 07-Feb-22 |
| Mathew Green | Member of Parliament for Hamilton Centre | Government of Canada | 09-Feb-22 |
| Ryan Moran | Resident | Ward 1 | 09-Feb-22 |
| Robert Bowers | Resident, Artist | 231 Bay St N | 11-Feb-22 |
| Chad Collins | Member of Parliament for Hamilton East-Stoney Creek | Government of Canada | 11-Feb-22 |
| Rudi Wallace | Vice-president, Grants & Community Initiatives | Hamilton Community Foundation | 11-Feb-22 |
| Steve Robichaud | Chief Planner | City of Hamilton | 14-Feb-22 |
| Carlo Ammendolia | Development Coordinator | City of Hamilton | 14-Feb-22 |
| Brian Hollingworth | Director, Transportation Planning and Parking | City of Hamilton | 14-Feb-22 |
| Jason Thorne | General Manager, Planning and Economic Development | City of Hamilton | 14-Feb-22 |
| Ken Coit | Manager, Heritage and Urban Design | City of Hamilton | 14-Feb-22 |
| Vanessa Henry | Wasa Nabin - At risk youth programming | Hamilton Regional Indian Centre | 15-Feb-22 |
| Antonio Reis | Resident | Ward 1 | 16-Feb-22 |
| Alysha Main | Host | Hamilton Film podcast | 18-Feb-22 |
| Jason Morse | President | Strathcona Neighbourhood Association | 21-Feb-22 |
| Michael-Allan Marion | Secretary | Strathcona Neighbourhood Association | 21-Feb-22 |
| Chris Erl | Treasurer | Strathcona Neighbourhood Association | 21-Feb-22 |
| Ian Borsuk | Vice-president | Strathcona Neighbourhood Association | 21-Feb-22 |

| Name | Title | Organization | Meeting Date |
|--------------------|---|-----------------------------------|--------------|
| August Lew | Director of Finance | Actra | 22-Feb-22 |
| Alistair Hepburn | Executive Director | Actra | 22-Feb-22 |
| David Gale | President | Actra | 22-Feb-22 |
| Colina Maxwell | Executive Director | Centre3 | 22-Feb-22 |
| Julie Shea | Operations Director | Centre3 | 22-Feb-22 |
| Shelly Hill | Senior Project Manager, Urban Indigenous Strategy | City of Hamilton | 22-Feb-22 |
| Justin Cutler | Ontario Film Commissioner | Ontario Creates | 22-Feb-22 |
| Petr Backus | Manager | Victoria Park | 22-Feb-22 |
| Khadija Hamidu | Executive Director | Workforce Planning Hamilton | 22-Feb-22 |
| Sam Holdridge | Publisher | Hamilton Rising | 23-Feb-22 |
| Eric Binns | | Swift Devices | 23-Feb-22 |
| David Lloyd | Co-Chair | Factory Media Centre | 23-Feb-22 |
| Juan Esteban Lopez | President | Pipeline Studios | 24-Feb-22 |
| Ellaline Davies | Resident | Ward 2 | 02-Mar-22 |
| Julie Ann Lee | Resident | Ward 2 | 02-Mar-22 |
| Samara Brazeau | Resident | Ward 2 | 02-Mar-22 |
| John Myatt | Resident | Ward 2 | 02-Mar-22 |
| Jacob Surete | Resident | Ward 2 | 02-Mar-22 |
| Flarah Osaherty | Resident | Ward 2 | 02-Mar-22 |
| Jacque Gillmoure | Resident | Ward 2 | 02-Mar-22 |
| Jan Rosebon | Resident | Ward 2 | 02-Mar-22 |
| D Somerton | Resident | Ward 2 | 02-Mar-22 |
| Eck Nibb | Resident | Ward 2 | 02-Mar-22 |
| Jeffrey Mclsaac | Dean, Applied Research | Mohawk College | 03-Mar-22 |
| Sarah Kovaks | Board member | Central Neighbourhood Association | 07-Mar-22 |
| Peter Graham | Board member | Central Neighbourhood Association | 07-Mar-22 |
| Carl Stevenson | Board member | Central Neighbourhood Association | 07-Mar-22 |
| Frank Soberg | Board member | Central Neighbourhood Association | 07-Mar-22 |

General Public Engagement

Aeon undertook three different avenues of engagement with the general public. This includes virtual town hall meetings, a Studio Tour at 243 Queen St. as well as an online vPIC to collect targeted feedback about the proposed plan for the Bayfront Studio District.

Virtual Town Halls

Three virtual town halls were hosted in early February. These were targeted at Ward 1 and 2 residents, as well as the James Street North Merchants. These events were hosted via the Zoom platform. The meetings were scheduled for one and a half hours in the evening. The format of the meetings was a presentation of the proposed Studio District plan by Aeon group, followed by a question and answer session with participants. Throughout the meeting, participants were encouraged to participate in the online vPIC where they are able to share more detailed comments about elements of the plan.

Promotion and outreach for these meetings were conducted in a similar fashion, as follows:

- Ward 1 – Flyers were hand delivered to all the residences in the 180,000 m2 (0.18 km2) area to the southwest of the development site
- Ward 2 - Flyers were hand delivered to all the residences in the 700,000 m2 (0.7 km2) area to the south, southeast, east, and northeast of the development site
- James Street North Merchants - Flyers were hand delivered to all the businesses on the 1,500 meters of James Street N between York St / Wilson St and Burlington St.
- Emailed 1,000 Aeon email subscribers announcing the meeting
- Secured press coverage in the Hamilton Spectator linking to the specific event registration page at aeonstudiogroup.com
- Coordinated with the Ward 1 and 2 Councillor’s offices to promote the meetings through their email and social media channels

- Promoted the event on Aeon’s Facebook, Twitter and Instagram pages
- Collaborated with neighbourhood champions and local stakeholders to build awareness
- Sent event registrants a reminder email the day before the event and another on the day of the event itself

Table 2 displays the details of these meetings.

| Meeting | Date | Attendance (estimated) |
|---|---------------------------------|------------------------|
| Ward 2 Virtual Town Hall | February 8, 2022 (6:30-9pm) | 80 |
| Ward 1 Virtual Town Hall | February 9, 2022 (6:30-8:20pm) | 50 |
| James North Merchants Virtual Town Hall | February 10, 2022 (6:30-7:30pm) | 10-15 |

Bayfront Studios - Studio Tour

Aeon Studio Group hosted a studio tour for the public at their 243 Queen Street North location. The tour was held on Saturday, February 12, 2022, from 10am to 3pm. Approximately 950 visitors came through the tour during the day.

The event was designed to welcome neighbours and the broader Hamilton community to step into Hamilton’s largest film studio and get a peek into the making of movie magic. The day was programmed to allow visitors to explore various film sets, for example the set of a winter highway multi-truck/car accident, as well as an elaborate operating room set. Additionally, visitors were able to visit a hair and makeup dressing room, and a high-end trailer that film productions use as a mobile office. A 180-degree virtual reality screen, similar to the one made famous in the production of Mandalorian, was on display as well.

Alongside showcasing the work of the studio, Aeon included opportunities for local collaborations, including with Tim Potocic of Bridgeworks, who set up a screen in the studio promoting the venue at 125 Barton St. The team from Hamilton Film Studios, a local studio company were also on site to promote their space.

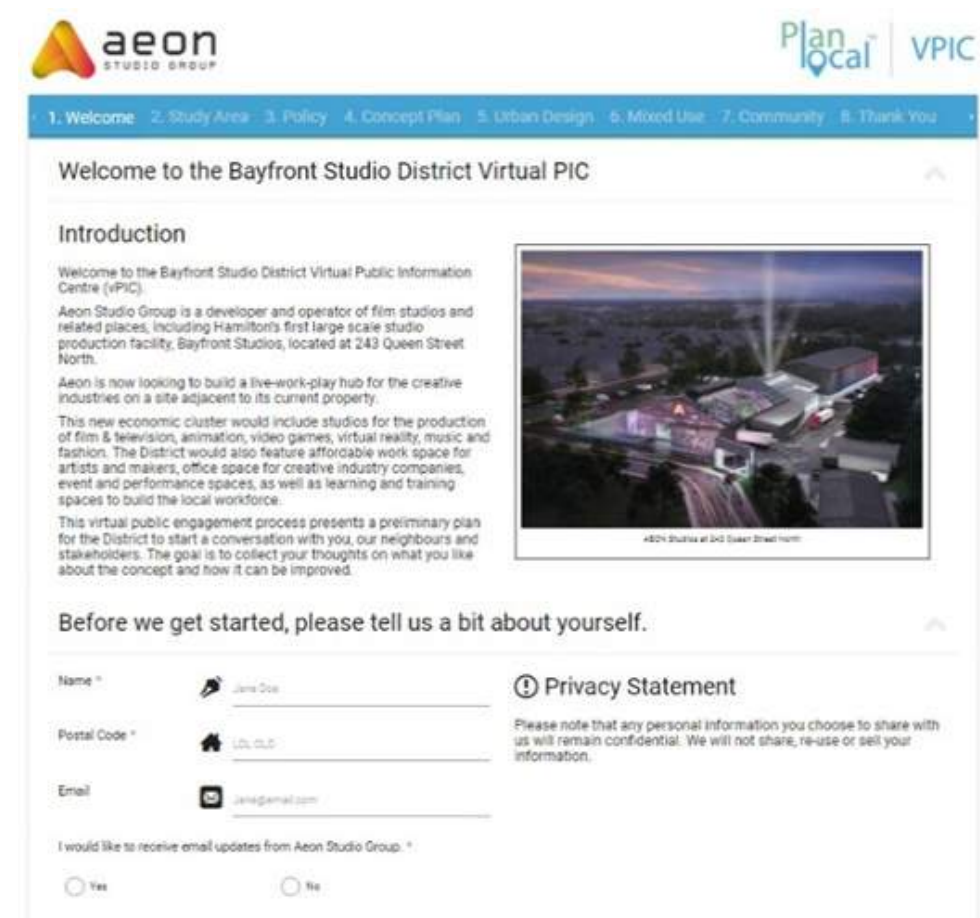
The tour also provided Aeon with the opportunity to engage a larger cross section of residents in person. As such, a video display of the Bayfront Studio District concept plan renderings was broadcast at a narrow through point along the tour, where an Aeon co-founder discussed details of the plan with approximately 300 individuals. There were posters and placards visible throughout the tour with printed QR codes that would take the visitors to the vPIC website, so that they could review the details of the plan and share their thoughts.

Promotion for the studio tour included:

- Email to 1,000+ Aeon email subscribers announcing the Tour
- Invitation to each Hamilton City Councillor inviting them and all their constituents to the Open House
- Advance press coverage promoting the event in the [Hamilton Spectator](#), [Urbanicity](#), [insauga.com](#), and in a radio interview on CHML on February 9, 2022
- Coordination with the Mayor's office, and Ward 1 and 2 Councillors' offices to promote the event through their email and social media channels
- Promoted the event on Aeon's Facebook, Twitter and Instagram pages
- Posted the event to the Hamilton Art Council website www.theartycrowd.ca
- Encouraged all the attendees at the virtual town halls to attend
- Asked stakeholders in each 1-on-1 engagement meeting to attend
- Collaborated with neighbourhood champions and local stakeholders to build awareness
- Post-event media coverage: [CHCH](#), [Hamilton Spectator](#)

Bayfront Studios Concept Plan vPIC

To further engage the general public, a virtual Public Information Centre (vPIC) is being held, aimed at sharing information about the Studio District preliminary plan with the broader community, as well as to collect feedback and comments from the public on the proposal for the study area. A vPIC is designed to offer the public an opportunity to learn about the context of the Studio District proposal, municipal policy for the study area, and comment on select factors of preliminary drawings. Participants are invited to view a series of "virtual boards" about the project, with opportunities throughout to provide feedback on aspects of the proposed plan. The vPIC is not just a one-time event, it started on February 1st and will be open until March 8th, thus allowing residents time to review the proposal and respond at their own pace. Additionally, due to the continued uncertainty related to Covid restrictions, the vPIC is an entirely remote, virtual event.



Promotion for the vPIC has included:

- Email to 1,000+ Aeon email subscribers, and to 800+ studio tour registrants
- Coordinated with the Ward 1 and Ward 2 Councillor offices to promote the vPIC through their email and social media channels
- Promoted the event on Aeon's Facebook, Twitter and Instagram page, including paid advertisements
- Posted the event to the Hamilton Art Council website www.theartycrowd.ca
- Encouraged all the attendees at the virtual town halls to participate
- Asked stakeholders in each 1-on-1 engagement meeting to participate and share with their networks
- Media coverage

To date there have been over 1,000 participants in the vPIC from across the city of Hamilton.

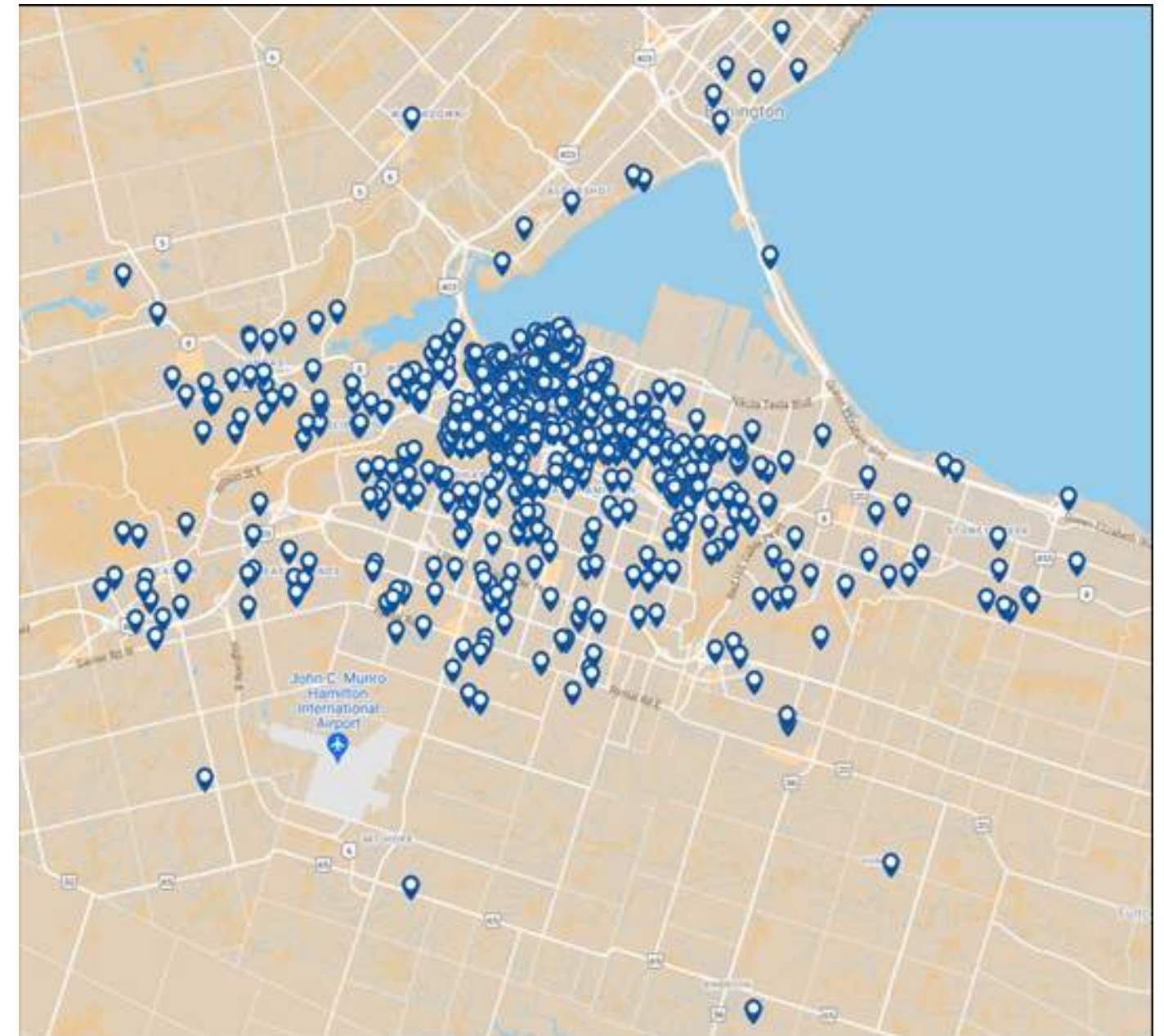


Figure 2 above displays the postal code of vPIC participants.

Source: Civicplan

Engagement Themes

Aeon Studio Group collected a variety of comments and ideas from the stakeholder conversations and the public events. These ranged from support for the project and development, to a focus on key economic development drivers and commitments to community connections and public access to the site.

Overall, there was strong support for the idea of developing a creative industries cluster on the Barton Tiffany lands. While there were varying points of view on the specifics of how the project should be executed, there was support for the concept in all stakeholder meetings. While the support is clear, there is also a strain of caution from some parts of the community, a "we'll believe it when we see it." point of view.

Below is a summary of comments collected by Aeon, organized by key themes.

Economic and Creative Sector Development

- **Jobs** – There continues to be excitement about economic opportunity related to generating increased employment in the creative sector. Aeon has received outreach from hundreds of people looking to work in film, television and digital media.
- **Workforce Development** – Many stakeholders pointed to the district as an opportunity for Aeon to continue to work with educational institutions and unions to build classroom and training space into the plan as among their top priorities. This would support expanding the development of the local high skilled workforce and ensuring the significant economic benefits from the development accrue to locals.
- **Building on Existing Success - Complement, don't replicate** – The district should focus on trying to address current gaps in the creative industries in Hamilton. For example, need has been articulated for large sound stages, stages for drama, 100-200 person studio theater, industrial arts, affordable workspace, affordable live/work space (presents zoning questions), galleries.

Waterfront Development and Community Connections

- **Revitalize the Waterfront** – The Barton-Tiffany lands are seen by many as a key site to continue to revitalize Hamilton's waterfront. People see this is a place from which they can enjoy the waterfront, connecting in with the waterfront trail, for example. There was a number of references to building a bridge over the CN shunting yard to the waterfront trail and Bayfront Park.
- **Retail as the Connector** – The idea of urban mixed-use streetscapes with local retail opportunity was strongly supported to improve neighbourhood living.
- **Community Connections** – Many people articulated relief that the barren contaminated site will be brought to life and for the potential of it stitching together current community nodes.
- **Permeability** – People emphasized the importance of making the space open to the public and not a closed off space. The focus was on improving pedestrian connections and making sure the green space is publicly accessible for all, not just those living and working on the site.
- **Green Plaza** – There was a lot of support for the plaza idea and green space. Artists indicated that outdoor performance space is currently a gap in the city.

Mixed Use and Affordability

- **Intensification** – There was strong support for intensification in general, and specifically a need for more housing and more creative industry jobs. Additionally, stakeholders articulated that for an economic cluster like this to succeed it requires density to work, particularly it should be a dense, mixed-use place where people live, work, study, play, shop etc. Further dialogue is needed to better understand what this density would look like.
- **Affordable Housing** – Both stakeholders and the public indicated that affordable housing was a must have, and suggestions were offered as some proportion of affordable ownership and subsidized rental. The example of the Pier 8 benchmarks as well as other local examples were mentioned.

Transportation

- Alternative Transportation – There was a lot of support for a strong alternative transportation network both serving the district, as well as within the district. This includes a walkable neighbourhood, commitments to bike lanes and bike stations. Additional concerns were raised about existing HSR transit service to the site.
- Traffic Volume – Related to the interest in alternative transportation, was the concerns of immediate neighbours about traffic on north/south streets between York and Barton. The issue of extending the two-way conversion of Queen Street north to Barton was also mentioned.
- Trucks – Local residents expressed concerns around truck movement and the need to ensure trucks use the City's designated truck route. There was interest in seeing Aeon having an internal policing and review process for truck activity as its properties, as well as a single point of contact for community concerns. There was support for the proposed design that keeps most parked trucks near Stuart Street facing the tracks.

Environmental Remediation and Green Benefits

- Remediation – Stakeholders expressed relief at the prospect of the site finally being remediated, but there was also interest in knowing more about what needed to be done and what was involved.
- Environmental Sustainability – There was support for building the district as a village of the future that is environmentally progressive, including passive building design, green energy sources, and other sustainable practices such as green roofs, and beehives.

Inclusion and Diversity

- Inclusion – Across a number of different groups, particularly among BIPOC groups, there was interest in ensuring that the district is a place where everyone feels welcome and that real consideration is given to inclusion, equity and diversity, whether in race, gender, sexual orientation, age (mid-career artists but young ones too), as well as economic status (affordable housing, affordable artist workspace, purpose built rental

housing). There was emphasis placed on the idea of spaces that were comfortable and safe for a diversity of residents and creatives.

- Indigenous Connections – In conversations with Indigenous groups, there was appreciation that Aeon had reached out to discuss the concept plan at the outset. Some important considerations that were shared in these conversations were that Indigenous recognition of the land through an acknowledgement was just the start, and that it would be interesting to see aspects of the development that incorporated visual and design elements that reflected local Indigenous history. Additionally, there was a desire to see this as the start of a consultative process that included transparent communication between Aeon and Indigenous groups in the city.

Transparency and Process

- More about Aeon – As Aeon is purchasing public lands from the City, there was interest in knowing more about the organization, who the partners are, where financing is coming from, etc.
- Transparency in the Process – There was additional interest in increasing transparency around the district development overall. Specifically, people indicated they wanted more transparency around the process of the land sale, and they want confidence that the community broadly defined will benefit from this sale of public land.
- Ongoing Communication – In line with transparency of the process was a desire to see an effort made for continued communication, for example around the timelines for development. When will different parts of the project be completed (e.g., studios or housing)?

Engagement Continues

Ongoing Engagement Activities*Ongoing Engagement Activities*

Aeon Studio Group continues to engage with community partners and stakeholders, with meetings scheduled into March 2022. Additionally, the vPIC is open for general public feedback until March 8th, 2022.

Building on what has already been heard, Aeon has identified key areas for targeted discussions on particular issues. This includes continuing to meet with creative industries groups in the city, as well as to gain more information about issues such as affordable housing, community benefits, creative space needs, environmental sustainability opportunities, as well as gaining more information about transportation, traffic and alternative transportation opportunities.

Engagement During Development

Additional opportunities for future engagement will arise as the planning development commences. For example, the municipal planning and development process for individual parcels of land within the study area will require public consultation. Methods of consultation that may be employed include public meetings, neighbourhood notification and mail outs, and additional virtual public information centres.

Community Relationship Building

At the beginning of this process, Aeon was clear in articulating that this phase of engagement was about introducing Aeon and its plans to the community to begin the process of building relationships. As such, ongoing stakeholder and community consultation will be important as the Bayfront Studio District space evolves and grows. This will be important to help Aeon become a responsive steward of the site, as well as to continue to build partnerships and opportunities to help expand neighbourhood vitality to the district, as well as assist with the continued maturation of the creative sectors in Hamilton.

06 | Consortium Partner Profiles

6.1 TAS IMPACT

TAS:
An
Unconventional
Impact
Company



MARCH 2022
STRICTLY PRIVATE & CONFIDENTIAL



TAS Overview

- TAS is an **unconventional impact company**.
- We are an industry leader in **Impact Real Estate**, pursuing opportunities that **create value for investors and generate positive, measurable social, cultural and environmental impact**.
- **Proven track record** of delivering consistent above market financial returns while innovating for impact.
- **Deep market relationships** provide consistent off-market deal flow.
- **We recognize we can't do this alone** – we collaborate with a diverse range of strategic partners to deliver on our purpose.



TAS Overview

Impact is our Strategy. Real Estate is our Tool.

- **Deep experience** and focus on ground-up real estate development and growing value-add portfolio.
- Experienced **institutional leadership** team with best-in-class private equity platform that delivers profit and purpose.
- A **global leader in Impact Investing**, TAS has been delivering impact for more than a decade and is a [Future-Fit Pioneer](#), [Certified B Corporation](#) and founding member of the [Social Venture Exchange \(SVX\)](#).

6M+ SF

Ground Up Development Projects

\$900M+

Assets Under Management¹

12

Ground Up Development Projects

4

Income Producing Properties

\$275M+

Equity Raised

6

Completed Projects

5

Community Hub Value-Add Projects



(1) Except where a third-party appraisal is available, AUM is reported based on fund financial statements (which capitalize development costs).

2021 Highlights

A landmark year, we are building on our successes and growth in our platform and partnerships to prepare for the next phase of TAS's evolution.

- May**
 - Final closing of LP3 and related co-investment vehicle at \$117M of equity commitments
- June**
 - Launched our **Impact Framework**, becoming the first real estate company in the world to be a **Future-Fit Pioneer** and positioning TAS to deliver its first **impact report** in 2022
- September**
 - Won **Toronto Urban Design Award (TUDA)** for Kingston&Co mixed use residential condo – making TAS the only Toronto developer to win back-to-back TUDAs (with DUKE in 2019)
- October**
 - Closed first **Community Hub Joint-Venture** with **LaSalle Investment Management** (three assets closed as of December)
- November**
 - **City of Toronto** announces TAS as winner of RFP to be head lessee and revitalize the century-old **Wellington Destructor** garbage incinerator adjacent to our 2 Tecumseth project
 - Announced acquisition of historic **Copley Building** in partnership with **Hamilton Community Foundation**
 - Announced joint venture with **Woodbourne** on 2 Tecumseth project



Our Leadership Team

Our Leadership Team's diverse set of skills and experience has enabled TAS to consistently deliver the results we are proudly known for.



Ashley Burke
 VP, Asset Management
 X: 15 / 15 / GWLRA
 D: RREA, CSC
 E: Honours BA



Ken Wilcox
 VP, Development
 X: 12 / 12 / SidLee
 E: B.Arch.Sc



Khan Tran
 Chief Investment Officer
 X: 16 / 12 / CPPIB, Merrill Lynch, PwC
 D: CPA, CA, CFA
 E: Honours BBA



Leslie Najgebauer
 VP, Impact & Engagement
 X: 12 / 9 / Artscape
 E: Honours BA



Liza Stiff
 VP, Design & Innovation
 X: 18 / 18 / PanAm Games, Various Architecture Firms
 D: OAA, MRAIC
 E: M.Arch, Honours BFA



Mazyar Mortazavi
 President & CEO
 X: 22 / 22
 E: M.Arch, B.ES.Arch



Neil Vohrah
 Chief Operating Officer
 X: 18 / 18 / Canderel, Brookfield Multiplex, Adamson Architects
 E: Honours B.Sc, B.Arch



Richard Crofts
 Chief Financial Officer
 X: 24 / 20 / BentallGreenOak, Granite REIT
 D: FCSI, CIM, Member of the Bar in Ontario and NY
 E: MBA, JD, BA. Comm



Vlad Dyevakov
 VP, Construction
 X: 20 / 12 / Brookfield Multiplex, Empire
 D: LEED AP
 E: B.Sc, M.A.S.c Civil Engineering

Prior Experience



Our Executive Team

Expanded Executive Team brings broad institutional experience and leadership as we continue to scale.



Khan Tran
Chief Investment Officer

Khan has 15 years of experience in finance and real estate with a focus on investments and asset management. He has held progressive leadership roles at PwC, Bank of America Merrill Lynch and CPP Investment Board. Khan holds the Chartered Professional Accountant (CPA) and Chartered Financial Analyst (CFA) designations, as well a HBBA from Wilfred Laurier University.

Mazyar Mortzavi
President & CEO

Mazyar has led the evolution of TAS over the past 20 years with a focus of deeply aligning purpose and profit. He is deeply committed to unlocking equity across all community stakeholders and leading the evolution of capital as a tool to drive long term resiliency. Mazyar is active and involved in the community as Chair of The Bentway, Trustee at the Art Gallery of Ontario and across the YPO network.

Neil Vohrah
Chief Operating Officer

Neil brings more than 18 years of experience across architecture, development, project management and construction. He most recently served as a Vice-President and national head of Project and Development Services at Canderel, where he oversaw the planning and execution of mixed-use developments and major capital projects across Canada. Neil holds an Honours Bachelor of Science and a Post Graduate Bachelor of Architecture, both from Cardiff University.

Richard Crofts
Chief Financial Officer

Richard brings over 20 years of experience in real estate and investment management. He has built upon his multi-disciplinary background in finance, strategy, M&A, law and operations and has worked with and for entrepreneurs and global financial institutions such as BentallGreenOak. He is a Chartered Investment Manager (CIM®), a Fellow of the Canadian Securities Institute (FCSI®) and has an MBA in Finance and Financial Services, a JD in Corporate Law and a BA in Commerce.

Our Advisory Board

Strong enterprise governance combined with deep industry expertise across real estate, sustainability, investing, capital markets and technology.



Ali Hedayat
Maryana Capital, Goldman Sachs

Ali's global finance and private equity career has taken him around the world in the boardrooms of public and private companies. As a seasoned investment banker, he has been behind the growth and restructuring of numerous international companies. As a fund manager, his deep understanding of asset allocation and strategy provides great insights to TAS.

Anatol Von Hanh
The Group Ventures, Scotiabank

Anatol is a Venture Capitalist investing in early-stage technology companies. Previously, he was the CEO of banks owned by Scotiabank in five different countries, which has provided him a lens on global banking that is truly unique. His understanding of finance and lending within the Canadian context has been invaluable in guiding TAS's strategy as we scale our projects and organization.

Cheryl Gray
QuadReal, BentallGreenOak

Cheryl is the immediate past president of IREM (Institute of Real Estate Management) and currently serves on the Board of Directors of REIC (Real Estate Institute of Canada). With over 40 years of experience in commercial real estate, Cheryl is currently engaged in the industry as a Real Estate Strategist. She speaks extensively on sustainability, prop tech, smart buildings, pandemic response planning, cyber security and real estate management best practices.

Laura Adams
Morgan Stanley

Laura has spent over 20 years at Morgan Stanley in an assortment of institutional banking roles throughout North America giving her a unique perspective on both public and private capital markets. Her exceptional understanding of the investor world provides guidance to TAS on how to approach capital raising and fund offerings.

Steve Weikal
MIT

Steve is a lecturer, researcher, and the CRE Tech lead in the MIT Real Estate Innovation Lab, focused on innovative new technology and business models that disrupt the traditional ways of developing, transacting and managing real estate. He is also Head of Industry Relations at the MIT Center for Real Estate, responsible for managing relationships between the Center and its global network of industry partners and over 1,300 alumni, represented in 48 countries.

Impact Investing is in our DNA

For us, corporate strategy and impact strategy are one and the same.



TAS has been in the real estate development business since the 1990s.



Completed the development of M5V Condos, Toronto's first LEED Gold Certified condominium, in 2011.



Certified B Corporation since August 2013.



Founding member of the SVX Social Impact Investment Platform that launched in September 2013.



Launched our Impact Framework in June 2021 and became the world's first real estate platform Future-Fit Pioneer.



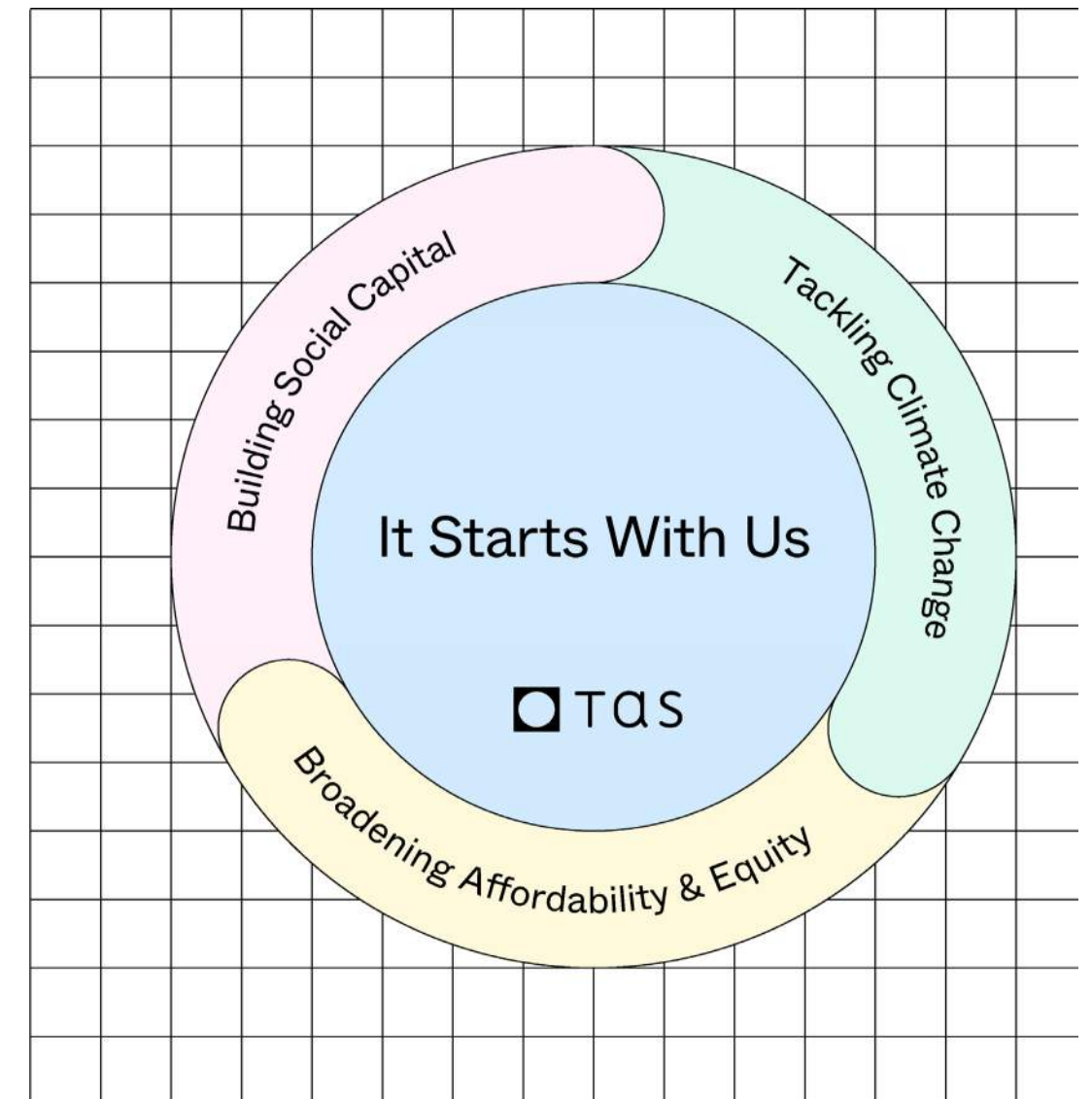
TAS became a member of the Global Impact Investing Network (GIIN) in early 2022.

Our Impact Framework

Guided by Future-Fit we established four impact commitments and corresponding objectives for each.

OBJECTIVES

| |
|---|
| <p>It starts with us. As a Future-Fit Pioneer, TAS will help lead our industry towards greater sustainability and equity by:</p> <ol style="list-style-type: none"> 1. Embed Future-Fit across TAS’s corporate operations and people management. 2. Ensure corporate operations and the spaces we manage are carbon neutral by 2024. |
| <p>Tackle climate change by becoming carbon neutral by 2045.</p> |
| <p>Develop and implement solutions that address the growing affordability gap and the lack of equity creation opportunities across residential and commercial spaces within our portfolios.</p> |
| <p>Build and strengthen social capital within the neighborhoods where we deliver projects, with a focus on tangible improvements on quality of life, access to resources, and community connectedness.</p> |



[Click here to access our full Impact Framework.](#)

Impact in Action: *Development*

TAS has been integrating impact into our ground-up development projects for over a decade.



| | |
|----------------------|--|
| Project | 2 Tecumseth Street and The Wellington Destructor |
| Neighbourhood | South Niagara |
| Type | Residential / Commercial |
| Density | 1,200,000 sf across 7 buildings |

One of the last major redevelopment opportunities in downtown Toronto, TAS is delivering a mixed-use seven-acre campus that seeks to embrace the contradictions that makes neighborhoods great.

The site was previously home to a municipal turned commercial abattoir and includes the adaptive repurposing of a century old 100,000 sq ft former garbage incinerator into a community-serving hub in partnership with the City of Toronto.

TACKLING CLIMATE CHANGE

- Deliver a geothermal district energy system, to be celebrated through an on-site demonstration and education program
- Leverage sustainable design, technologies and materials in order to: minimize negative GHG impacts, make significant progress towards net-zero carbon operations, operate buildings at minimum 12% more efficiently than 2017 Ontario Building Code Requirements
- Contribute to the local ecosystem through onsite urban agriculture and resilient landscaping strategies
- Prioritize public and active transportation by limiting on-site vehicle presence and introducing new pedestrian and cycling infrastructure

BROADENING AFFORDABILITY & EQUITY

- Deliver 920 new homes including purpose-built rentals and affordable housing (in partnership with the City of Toronto)
- Encourage local economic and community development by offering commercial spaces at below-market rates to qualifying tenants

BUILDING SOCIAL CAPITAL

- Deliver over 1.5 acres of public realm improvements that encourage folks of all ages to gather and connect
- Explore the potential of a creative industry cluster that will chart the future in a campus specifically designed to meet their needs
- Provide opportunities for grassroots projects to activate the site on a meanwhile basis throughout development and construction phases. TAS has already incubated community gardens, urban beekeepers, a contemporary art gallery and salvaged-wood business.



Impact in Action: *Commercial Community Hubs*

Launched in 2021, this portfolio expands our track-record of driving significant returns alongside positive impact.

TAS will lead the adaptive re-use, lease-up and stabilization of four to six underutilized warehouse properties in GTHA neighbourhoods poised for growth, including:



Project 55 Milne Avenue
Neighbourhood Scarborough
Type Office / Retail / Community
Area (GLA) 133,000 sf

A former manufacturing facility at the edge of a residential neighbourhood.



Project 1655 Dupont Street
Neighbourhood Junction Triangle, Toronto
Type Office / Retail / Industrial
Area (GLA) 235,000 sf

A former hockey puck manufacturing facility directly adjacent to single-family homes and the beloved West Toronto Railpath.



Project 56 York Boulevard
Neighbourhood Downtown Hamilton
Type Office / Retail / Community
Area (GLA) 77,600 sf

Formerly home to the Copley Apparel Group, this vacant historic property is being transformed in partnership with leading Canadian impact investor the Hamilton Community Foundation.



TACKLING CLIMATE CHANGE

- Deliver at least one net-zero carbon hub by 2025
- Leverage sustainable design, technologies and materials to significantly improve the energy efficiency and reduce the carbon footprint of existing post-industrial buildings
- Contribute to local ecosystems through resilient landscaping and urban agriculture strategies

BROADENING AFFORDABILITY & EQUITY

- Offer approx. 15% of GLA at below-market rates to not-for-profit organizations, micro and social enterprises
- Explore new models that will help tenants build equity and participate in the value a specific property generates

BUILDING SOCIAL CAPITAL

- Reconnect people with their neighbourhoods by curating tenancies that meet their specific social and practical needs, to be defined through our community engagement process
- Bring people, ideas and commerce together by enthusiastically mixing tenants and uses, with a focus on collaborative work and maker spaces
- Mitigate displacement in urban neighbourhoods on the cusp of gentrification
- Contribute to the reimagination of urban delivery and fulfillment centres

Disclaimer

Statements in this presentation that are not historical facts are based on underwritten expectations, estimates, projections, opinions, and beliefs and are subject to change. Such statements are subject to known and unknown risks, uncertainties and other factors. Moreover, this presentation contains statements, estimate and projections as well as certain forward-looking statements, which can be identified by the use of forward-looking terminology such as “may”, “can”, “will”, “would”, “should”, “could”, “expect”, “anticipate”, “project”, “estimate”, “seek”, “intend”, “target” or “believe” or the negatives thereof or other variations thereon or comparable terminology. Due to various risks, uncertainties and assumptions, actual events, or results or the actual performance of the fund may differ materially from those reflected in or contemplated by such forward-looking statements, and undue reliance should not be placed thereon.

Realized returns are stated as of a point in time and the actual return recognized by the applicable fund or investment entity on disposition of an asset, or the disposition of a final asset from within a fund or investment entity, may differ.

The market analysis presented in this Presentation represents the subjective views of TAS.

Neither TAS nor any of its affiliates make any representation or warranty, express or implied, as to the accuracy or completeness of the information contained herein, and nothing should be relied upon as a promise or representation as to the past or future performance of the fund or any other entity.

Nothing in this presentation should be deemed to be an offering of, or a solicitation of offers to buy, any securities or any investment in any TAS fund or other investment entity.

For more information, please contact:

Mazyar Mortazavi

President & Chief Executive Officer
(647) 297-8181
mazyar.mortazavi@tasimpact.ca

Richard Crofts

Chief Financial Officer
(416) 301-6135
richard.crofts@tasimpact.ca

Khan Tran

Chief Investment Officer
(647) 221-5723
khan.tran@tasimpact.ca

Neil Vohrah

Chief Operating Officer
(416) 315-9803
neil.vohrah@tasimpact.ca

Jane Chan

Director, Investor Relations
(647) 708-8707
jane.chan@tasimpact.ca

Head Office

491 Eglinton Avenue West, Suite 503
Toronto, Ontario, M5N 1A8

Website

tasimpact.ca

Social Media

[LinkedIn](#)

[Instagram](#)

[Twitter](#)



6.2 Forge & Foster



FORGE & FOSTER

Purpose: Forge & Foster's purpose is to bring vitality to cities through real estate investment.

Mission: Forge & Foster's mission is to generate positive social and economic value for communities, tenants, investors, and other stakeholders through commercial real estate projects in Hamilton and across Southern Ontario.

Vision: Forge & Foster has set its sights on creating significant benefits and opportunities for all stakeholders as a leading value-add commercial real estate investment management company.



PARTNERSHIP



Joe Accardi
CEO



Mark Accardi
COO



Dane Kerstens
CFO



Ben Ames
CIO



Wenzel Hoberg
Partner & Chair of Advisory Board



Yuval Bavly
Partner

PAST & PRESENT



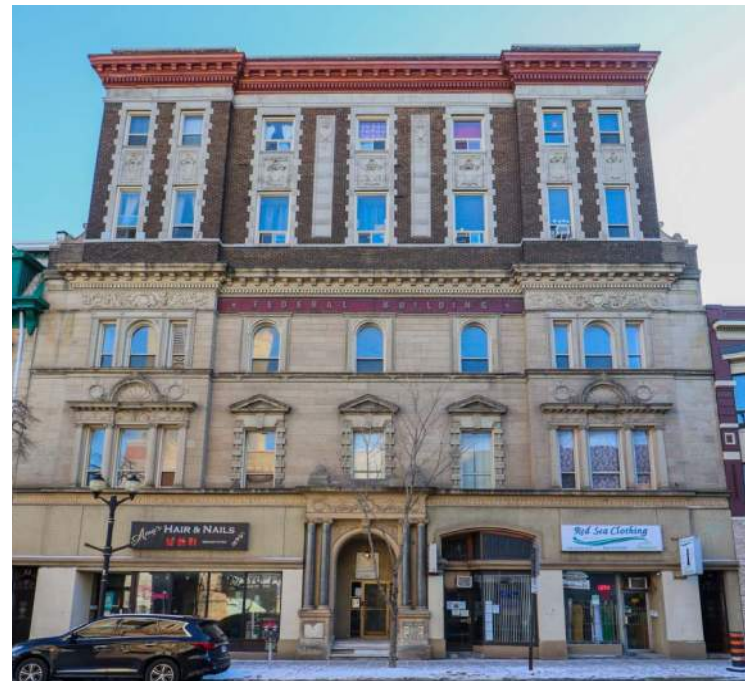
498 Eagle St N
143,000 sqft
Brick & Beam Character



115 King St E
40,809 sqft
Core Mixed-use



350 Wellington St N
91,066 sqft
Light Industrial



72 James St N
25,000 sqft
Multi-residential



360 Lewis Rd
206,425 sqft
Flex Industrial



ANNEX
20 acres +
Tech

1 WEST - BEFORE

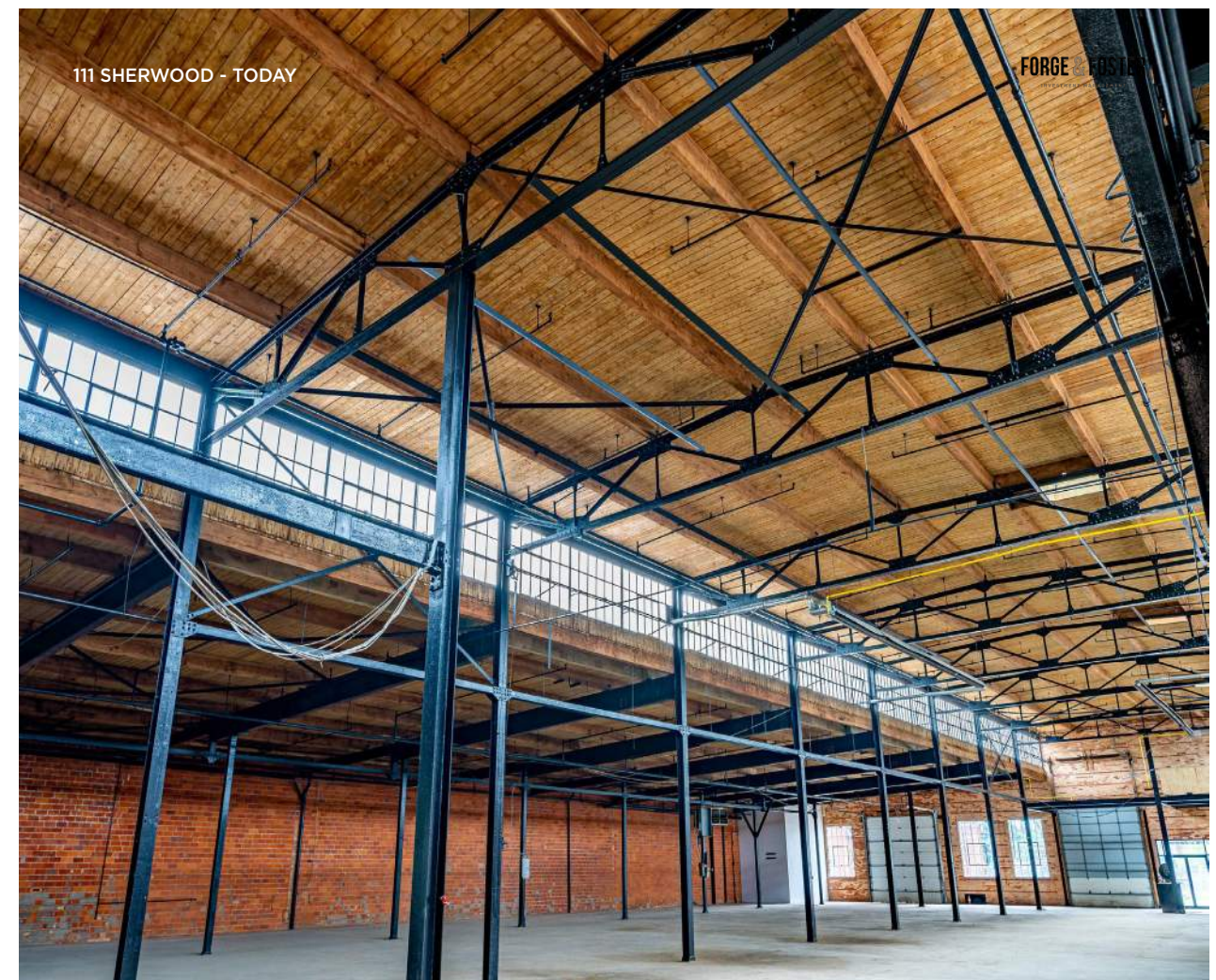
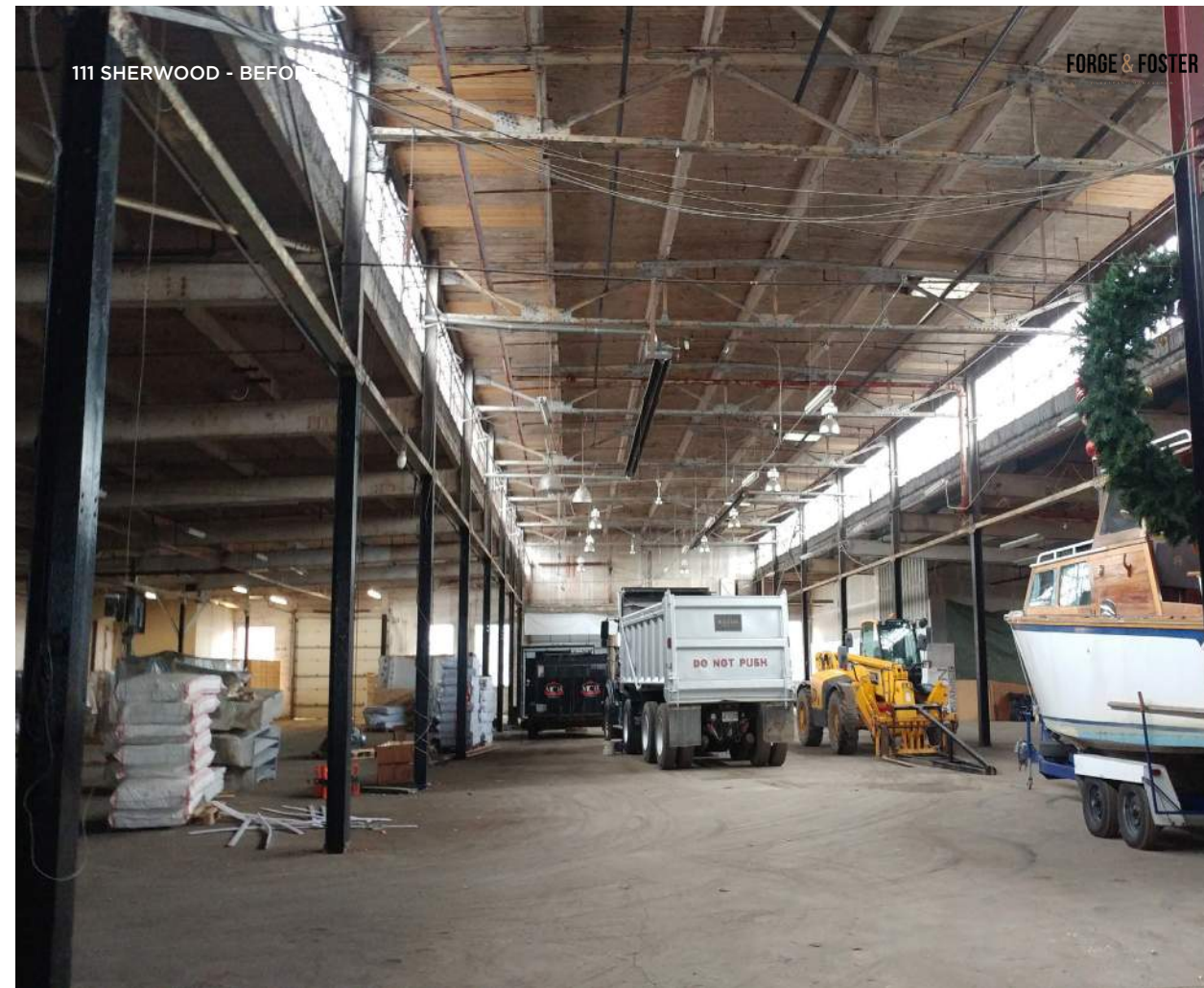
FORGE & FOSTER
INVESTMENT MANAGEMENT

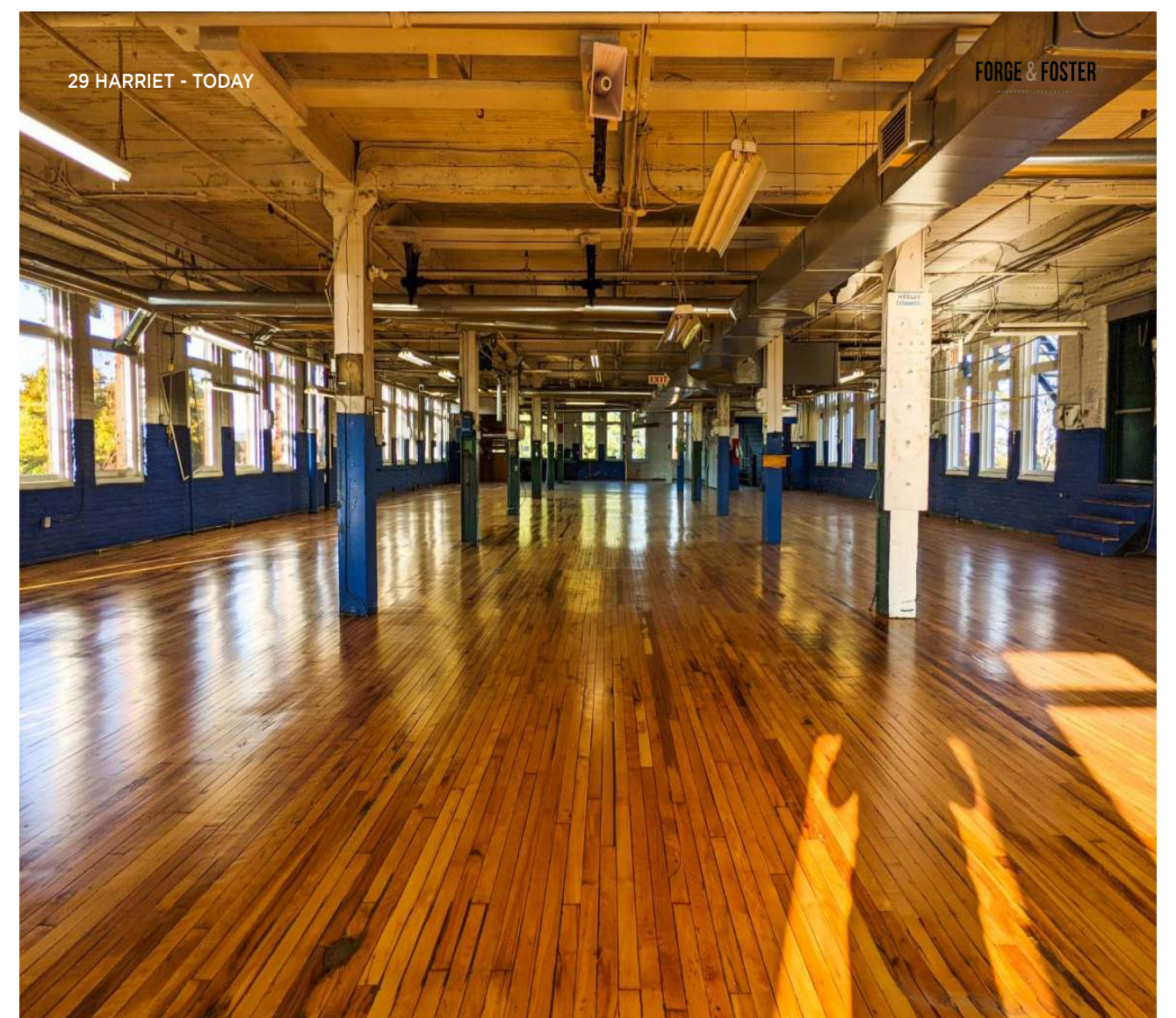
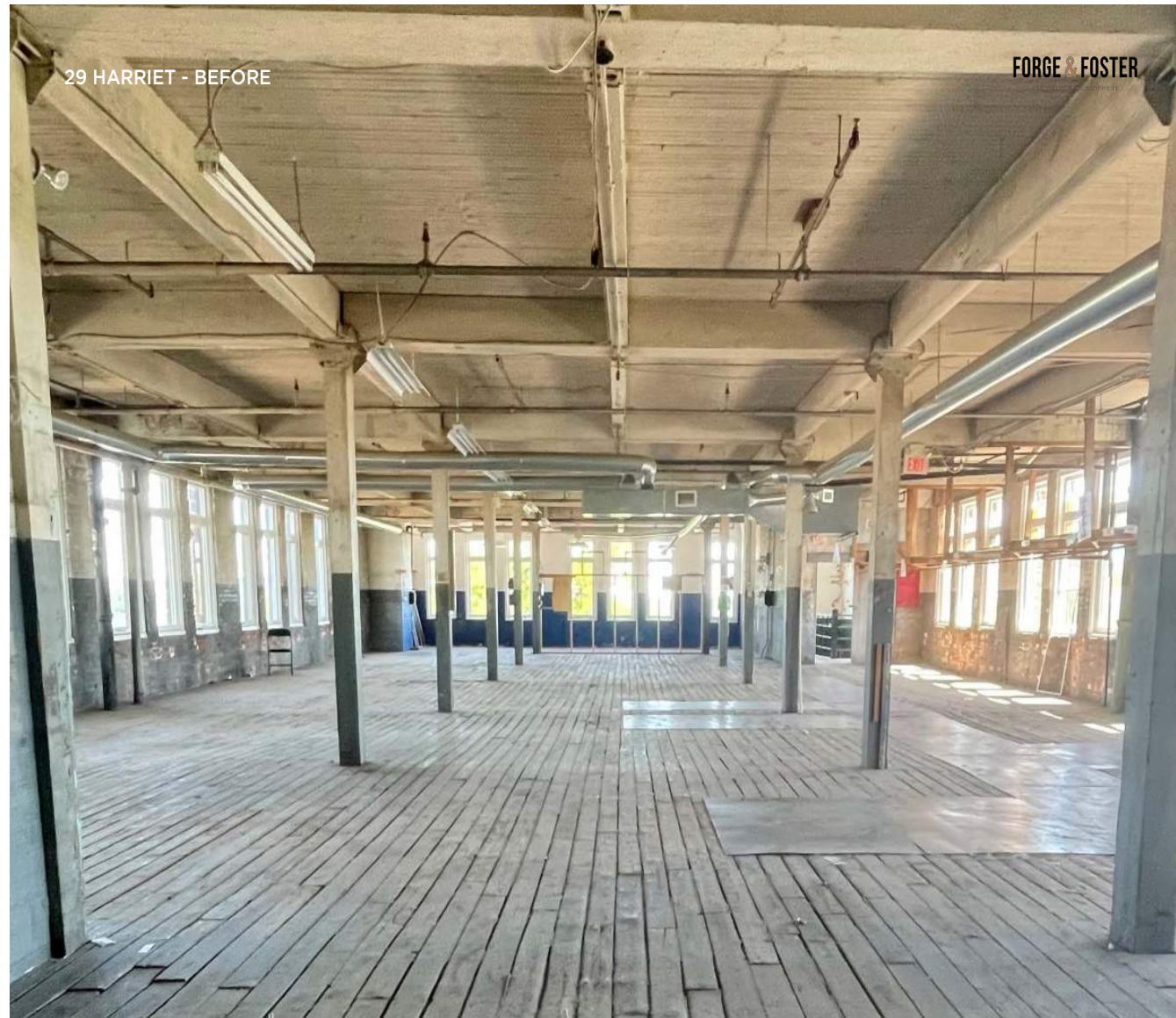


1 WEST - TODAY

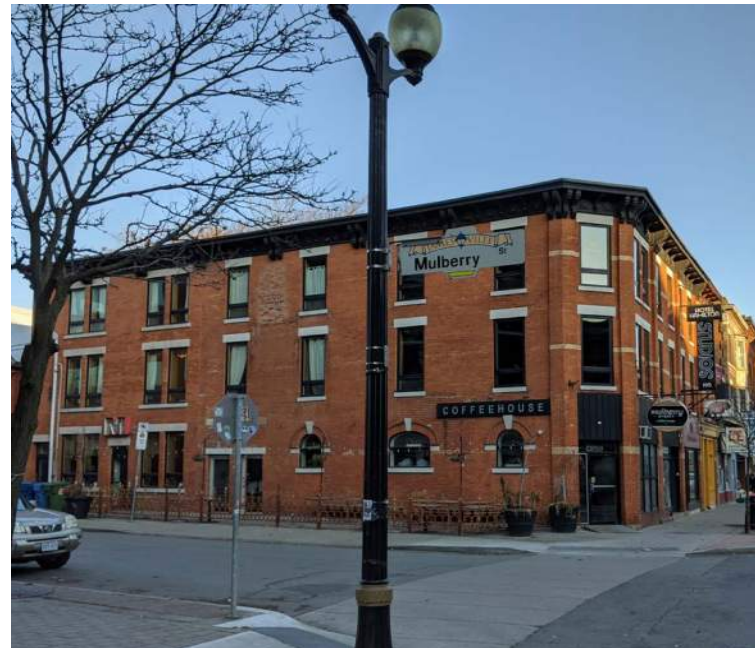
FORGE & FOSTER
INVESTMENT MANAGEMENT







LOCAL ASSETS



195 James St N



66 King St E



64 Hatt St



243 Queen St N



60 Head St



231 Bay St N

FORGE & FOSTER

INVESTMENT MANAGEMENT



07 | Business Case Notes

7.1 Aeon Holdings

Aeon currently owns ~11 acres of the planned ~25 acre campus. Aeon acquired these four properties in joint ventures with Forge & Foster and consortiums of accredited private investors.

- 243 Queen Street North – 7.5 acres – 80,000 sf building
- 29 Harriet Street – 0.4 acres – 20,000 sf building
- 231 Bay Street N – 0.3 acres – 20,000 sf building
- 242 Queen Street North – 2.6 acre; 1.6 acres residential, 1 acre commercial

Pursuant to the MOU, Aeon is eager to complete the acquisition of the Barton-Tiffany lands, as defined in the MOU, and the public works building at 125 Barton St West.

7.2 Phasing Plan

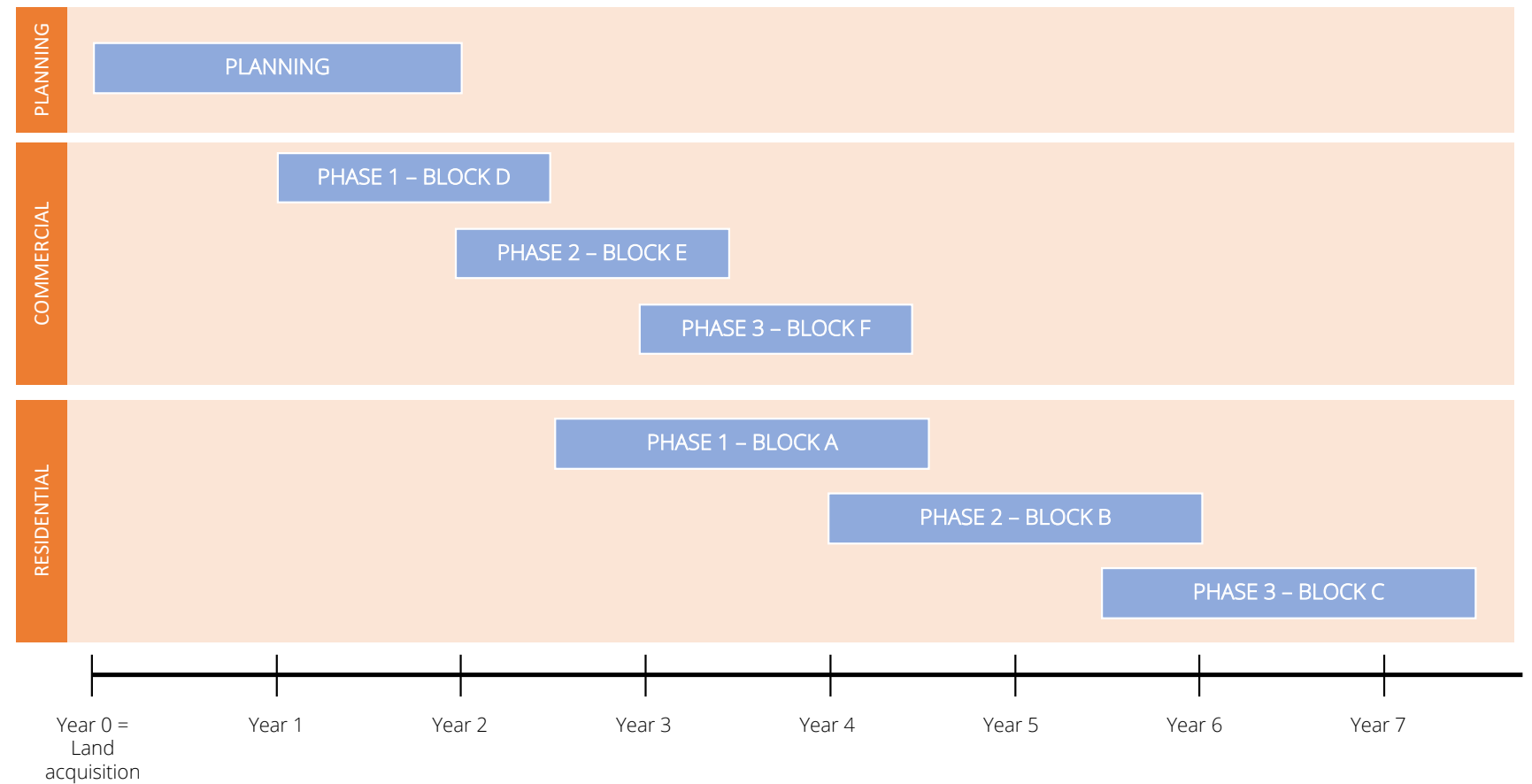
Aeon's preliminary phasing plan will see the entire site built out 7-8 years after land acquisition.

Aeon will aim to build studios and supporting spaces first to further establish the area as a destination- and to capitalize on the film & television production market opportunity- before pursuing residential. The studio projects will likely be ready to proceed faster than all the other uses from an entitlements and environmental perspective, which further supports the above strategy.

The Office / Institutional will be sequenced last of the three Commercial phases, to allow time for large institutional tenants to undertake the necessary planning, and to allow office rents in the area to rise.

The first residential project could be approved within 2.5 years, and subsequent phases will start every 18 months thereafter.

The first block of retail will come online in Phase 2 of the Commercial development. This will likely house larger retailers that can pull in traffic from a larger radius around the site. Smaller retailers, in particular those that will service the people living on site, will move in once the residential phases are built.



7.3 Financing Strategy

TAS will lead project financing on behalf of the consortium.

The ~\$600 million required to fund all phases of the project will come from three primary sources: debt, equity, and government grant / assistance programs.

For debt, the consortium will secure loans from Schedule I banks, with the exception of debt for land purchase, which will be sourced from non-Schedule I institutional lenders. For construction financing, we will pursue separate construction loans for each block or phase. We may also consider CMHC financing for any rental residential portions of the project.

Debt as % of total capital will vary by phase, with ~60% LTV on land, ~70% LTC on commercial, and ~70% LTC for residential.

On the equity side, we will capitalize the projects through real estate funds, with a primarily domestic investor base comprised of institutional, high-net worth and family office capital. To the extent that we build a mix of condos and purpose-built residential rental units, the latter of which requires a larger equity contribution, we may build the condos first and use the profits to fund equity required for the rentals.

Lastly, we will look to work with the various levels of government to obtain grants, exemptions, or additional financing, associated with the remediation and ultimate buildout of the lands.

7.4 Team Roles

The consortium will acquire all the land and develop all the sites together.

All three consortium partners will contribute to planning and design, with Aeon leading on the creative industry spaces, and TAS leading on everything else.

TAS will lead the arrangement of project financing, with active support from both F&F and Aeon.

TAS will lead condo marketing & sales, while Aeon and F&F will co-lead pre-leasing of all the commercial space.

TAS will oversee all construction, Aeon will play a lead role in overseeing studio construction.

Aeon will operate the studio facilities and administer the affordable artist space with a partner still to be determined. Forge & Foster will operate the Office & Industrial and Retail. TAS will operate all Residential.

- Property management will be outsourced



Aeon Studio Group
243 Queen Street North
Hamilton, Ontario, L8R 3N6
info@aeonstudiogroup.com

Appendix “B” to Report PED19063(d)
Page 1 of 2

Barton-Tiffany Lands – City of Hamilton / Aeon Studio
Memorandum of Understanding (MOU)

Requirements of the Master Plan and Business Case Submission

1. Master Plan & Concept Plan:

(a) Proposed Development Plan concept at full build-out including:

- (i) Gross Built Area;
- (ii) Land Uses by Gross Floor Area;
- (iii) Residential Unit Counts;
- (iv) Parking Counts and allocations to Land Uses; and,
- (v) Affordable Artists Space/Housing/Housing Affordability.

(b) Proposed Planning Approvals:

Identify any known conditions that would require an Official Plan Amendment/Re-Zoning or Minor Variance for your proposed Development Plan.

(c) Plan Overview and Design Excellence

Provide a descriptive overview of the Development Plan at full build-out. Address topics of the City-building philosophy, such as:

- (i) Linkages to the City’s Secondary Plan and vision principles;
- (ii) Linkages to the Urban Design Study principles and guidelines;
- (iii) Design philosophy, themes, and language; and,
- (iv) Integration with surrounding areas (recreational, residential, industrial).

(d) Residential Program

Provide an overview of the Development Plan’s residential program, addressing the following topics:

- (i) Product Mix Overview: (e.g. Tenure, unit size mix).

(e) Place-making:

Provide an overview of the Development Plan’s place-making strategy addressing the following topics:

- (i) Retail Strategy; and,
- (ii) Ground Floor Animation and Activation Strategy: (e.g. Integration with Public Open Spaces Environmental Sustainability).

(f) Community Engagement Plan: Provide an overview of your proposed community engagement / communication plan for each of the following phases:

- (i) Pre-development; and,
- (ii) During development.

Appendix “B” to Report PED19063(d)
Page 2 of 2

Barton-Tiffany Lands – City of Hamilton / Aeon Studio
Memorandum of Understanding (MOU)

2. Business Case

(a) Ownership and Financing

Provide an overview of your proposed ownership and financing approach, addressing the following topics:

- (i) Ownership of lands (shareholders, long-term plan);
- (ii) Distribution of sites between Team Members with regards to development and/or stewardship responsibilities; and,
- (iii) General description of Proponent’s long-term strategy to sustain financing through full build-out.

(b) Project Delivery

(i) Overview: Provide an overview of your proposed project delivery approach, addressing the following topics:

- (1) Identification of current project delivery team members including roles and responsibilities for disciplines including, but not exclusive to: architectural design, site planning, site remediation, site engineering, etc.; and,
- (2) Authorities framework including decision-making and execution responsibilities and accountabilities between team members.

(ii) Proposed Timing: Provide an overview of your proposed timing considerations, addressing the following topics:

- (1) Projected Development schedule; and,
- (2) Phase-in of residential volumes, retail/commercial uses, parking, institutional use, mid-Block connections.

(iii) Post-Occupancy Operations: Provide an overview of your proposed interim and post-occupancy operating strategy, addressing the following topics:

- (1) Stewardship of commercial premises;
- (2) Administration of affordable artist units; and,
- (3) Ongoing maintenance and operations of specialized building components (e.g. Film Studio buildings).

(c) Project Budget

Provide detailed project statistics and an analysis of project costs by use and by phase.