



**City of Hamilton**  
**GENERAL ISSUES COMMITTEE**  
**REVISED**

**Meeting #:** 23-004  
**Date:** January 18, 2023  
**Time:** 9:30 a.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

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**1. CEREMONIAL ACTIVITIES**

**2. APPROVAL OF AGENDA**

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

**3. DECLARATIONS OF INTEREST**

**4. APPROVAL OF MINUTES OF PREVIOUS MEETINGS**

4.1 November 30, 2022

4.2 December 6, 2022 - Special

**5. COMMUNICATIONS**

5.1 Correspondence from Joanne Cohen respecting CBC: Hamilton Mayor Orders Audit of Hamilton Municipal Election Practices and Concerns Re Voter Lists

Recommendation: Be received and referred to consideration of Item 11.2 - Audit of the 2022 Municipal Elections in the City of Hamilton

- \*5.2 Correspondence from Janice M. Shearer, Director, Chair of the Board of Directors, Dr. Bob Kemp Hospice Foundation Inc., respecting to officially move into an exploratory phase by Dr. Bob Kemp Hospice, and with city staff, to examine the viability of the acquisition of land at 41 South St. W (rear), Dundas, to build a “Campus of Care” for a pediatric hospice and centre of excellence for grief and bereavement that will serve Southwestern Ontario.
- Recommendation: Be received and referred to the General Manager of Planning and Economic Development for appropriate action.
- \*5.3 Correspondence from Rachel Lamont, MD, FRCPC, Psychiatrist, Assistant Professor McMaster University, respecting the Encampment Pilot Evaluation Report
- Recommendation: Be received and referred to the consideration of Item 10.18 - Encampment Pilot Evaluation (HSC20038(e) / PED21188(b)).
- \*5.4 Correspondence from Marijke Jurriaans, Greater Hamilton Health Network, respecting the proposed Climate Change Advisory Committee Terms of Reference
- Recommendation: Be received and referred to consideration of Item 10.15 - Draft Terms of Reference for a Climate Change Advisory Committee (PED23028).
- \*5.5 Correspondence from David Inkley and Jeffrey Cowan, Hamilton Community Enterprises, respecting Item 10.15 - Draft Terms of Reference for a Climate Change Advisory Committee - PED23028
- Recommendation: Be received and referred to consideration of Item 10.15 - Draft Terms of Reference for a Climate Change Advisory Committee (PED23028).

## 6. DELEGATION REQUESTS

- 6.1 Julie Alexander, Enbridge Gas on behalf of Enbridge Gas and ArcelorMittal Dofasco, respecting an upcoming project in the City of Hamilton (For the February 1, 2023 Meeting)
- \*6.2 Ian Borsuk, Environment Hamilton, respecting Item 10.15 Draft Terms of Reference for a Climate Change Advisory Committee (PED23028) on behalf of Environment Hamilton (For today's meeting)
- \*6.3 Delegation Requests respecting Item 10.18 - Encampment Pilot Evaluation (HSC20038(e) / PED21188(b)) (City Wide), for today's meeting, from the following individuals:
- \*a. Marcie Mcilveen, Hamsmart
  - \*b. Gessie Stearns

- \*c. Koubra Haggar
- \*d. Katherine Walker-Jones
- \*e. Amanda Nemec-Bakk
- \*f. Tanya Collins
- \*g. Joanna Aitcheson
- \*h. Elia Hamelin

## **7. DELEGATIONS**

## **8. STAFF PRESENTATIONS**

- 8.1 Economic Development Manufacturing Strategy Update (PED23005) (City Wide)

## **9. CONSENT ITEMS**

- 9.1 Arts Advisory Commission Various Minutes:

- a. January 25, 2022
- b. March 22, 2022
- c. May 24, 2022
- d. July 26, 2022
- e. September 27, 2022

- 9.2 Westdale Village Business Improvement Area (BIA) Revised Board of Management (PED23006) (Ward 1)

- 9.3 Waterdown Village Business Improvement Area (BIA) Revised Board of Management (PED23008) (Ward 15)

- 9.4 Ottawa Street Business Improvement Area (BIA) Revised Board of Management (PED23011) (Wards 3 and 4)

- 9.5 International Village Business Improvement Area (BIA) Revised Board of Management (PED23013) (Ward 2 and 3)

- 9.6 Concession Street Business Improvement Area (BIA) Revised Board of Management (PED23015) (Ward 7)

- 9.7 Ancaster Village Business Improvement Area (BIA) Revised Board of Management (PED23017) (Ward 12)
- 9.8 Stoney Creek Business Improvement Area (BIA) Revised Board of Management (PED23018) (Ward 5)

## 10. DISCUSSION ITEMS

- 10.1 BIA Sub-Committee Report 22-009 - December 13, 2022
- 10.2 Advisory Committee for Persons with Disabilities (ACPD) Report 22-012 - October 11, 2022  
  
Please refer to Item 14.3 for Confidential Appendix "A" to ACPD Report 22-012 - October 11, 2022
- 10.3 Advisory Committee for Persons with Disabilities Report 22-014 - December 13, 2022
- 10.4 Residential Vacant Unit Tax Program Framework (FCS21017(c)) (City Wide)
  - \*a. This Item has been moved to Item 8.2 - Staff Presentations
- 10.5 Grant Increase to an Existing Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Approval, 555 Sanatorium Road, Hamilton, ERG-18-05 (PED19101(a)) (Ward 14)
- 10.6 Revitalizing Hamilton Tax Increment Grant - 129 Wellington Street North, Hamilton (PED23004) (Ward 2)
- 10.7 Westdale Village Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23007) (Ward 1)
- 10.8 Waterdown Village Business Improvement Area (BIA) Proposed Budget & Schedule of Payments (PED23009) (Ward 15)
- 10.9 Ottawa Street Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23010) (Wards 3 and 4)
- 10.10 International Village Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23012) (Ward 2 and 3)
- 10.11 Concession Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23014) (Ward 7)
- 10.12 Ancaster Village Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23016) (Ward 12)

- 10.13 Stoney Creek Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23019) (Ward 5)
- 10.14 Local Tree Planting Initiatives (PW23006) (Ward 12) (Outstanding Business List Item)
- 10.15 Draft Terms of Reference for a Climate Change Advisory Committee (PED23028) (City Wide) (Outstanding Business List Item)
- 10.16 Hamilton Ukrainian Humanitarian Crisis Response Update and Recommendation (HSC22029(b)) (City Wide)
- 10.17 Outcomes and Findings of the Encampment Facilitated Sessions (HSC23009) (City Wide) (Outstanding Business List Item)
- 10.18 Encampment Pilot Evaluation (HSC20038(e) / PED21188(b)) (City Wide) (Outstanding Business List Item)
- 10.19 Media Relations Program Review – Update to Media Relations Policy (CM23007) (City Wide)
- \*10.20 2023 Insurance Renewals - Cyber & Paramedics Medical Malpractice (LS22036(a)) (City Wide)

## 11. MOTIONS

- 11.1 Stormwater Rate Review
- 11.2 Audit of the 2022 Municipal Elections in the City of Hamilton
- 11.3 Council Priorities Workshop
- 11.4 Establishment of a Mayor's Task Force on Transparency, Access and Accountability

## 12. NOTICES OF MOTION

## 13. GENERAL INFORMATION / OTHER BUSINESS

- 13.1 Amendments to the Outstanding Business List:
  - a. Items Considered Complete and Needing to be Removed:
    - a. Local Tree Planting Initiatives

Date Added: February 16, 2022 (GIC Report 22-005 - Item 13)  
Date Completed: January 18, 2023 (Item 10.21)

b. Stormwater Funding Review

Addressed at the November 30, 2022 GIC - FCS22043(a)

c. Status Update respecting the Equity, Diversity and Inclusion Roadmap and Implementation Plan

Date Completed: November 30, 2022 (Item 9.2)

b. Proposed New Due Dates

a. Annual Update - Implementation of the Public Art Master Plan

Current Due Date: November 30, 2022

Proposed New Due Date: September 20, 2023

b. Updated Hamilton Tourism Strategy 2021 to 2025

Current Due Date: November 30, 2022

Proposed New Due Date: March 22, 2023

c. Hamilton Region Decarbonization Hub

Current Due Date: January 18, 2023

Proposed New Due Date: April 19, 2023

d. Update on Request for Information – Downtown Parking Structure (PED16105 and PED15183)

Current Due Date: January 18, 2023

Proposed New Due Date: March 22, 2023

e. Report Card on the City's Climate Change Abatement and Mitigation

Current Due Date: January 18, 2023

Proposed New Due Date: October 4, 2023

f. Commonwealth Games 2030 Update (PED19108(h))

Current Due Date: January 18, 2023

Proposed New Due Date: February 15, 2023

**14. PRIVATE AND CONFIDENTIAL**

## 14.1 Closed Session Minutes - November 30, 2022

Pursuant to Section 9.3, Sub-sections (c), (e), (f) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (c), (e), (f) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain to a proposed or pending acquisition or disposition of land by the municipality or local board; litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

## 14.2 Collective Bargaining Mandate (HUR23001) (City Wide)

Pursuant to Section 9.3, Sub-section (d) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (d) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to labour relations or employee negotiations.

## 14.3 Confidential Appendix "A" to Item 1 of ACPD Report 22-012 - October 11, 2022

Discussion of Confidential Appendix "A" to Item 1 of ACPD Report 22-012 - October 11, 2022 in Closed Session, would be pursuant to Section 9.3, 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.

Please refer to Item 10.2 for ACPD Report 22-012 - October 11, 2022.

## 14.4 Update Regarding Ontario Land Tribunal Appeals of the Rural and Urban Hamilton Official Plans – Urban Boundary Expansion (LS16029(h)) (City Wide)

Pursuant to Section 9.3, Sub-sections (e) and (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (e) and (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board; and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

## 14.5 Human Resources Recruitment and Retention Strategy (HUR23002) (City Wide)

Pursuant to Section 9.3, Sub-section (d) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (d) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to labour relations or employee negotiations.

#### 14.6 Encampment Litigation Update (LS20023(e)) (City Wide)

Pursuant to Section 9.3, Sub-sections (b), (e), and (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b), (e), and (f) 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; litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

#### 15. ADJOURNMENT





## GENERAL ISSUES COMMITTEE MINUTES 22-023

9:30 a.m.

November 30, 2022

Council Chambers, City Hall, 2<sup>nd</sup> Floor  
71 Main Street West, Hamilton, Ontario

**Present:** Mayor A. Horwath (Chair)  
Councillors J. Beattie, C. Cassar, B. Clark, M. Francis, T. Hwang,  
C. Kroetsch, T. McMeekin, N. Nann, E. Pauls, M. Spadafora,  
M. Tadeson, A. Wilson, M. Wilson

**Absent:** Councillor J. P. Danko, T. Jackson – Personal

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

**1. Chedoke Creek Order – Historical Information and Remediation Update (PW19008(s) (City Wide) (Item 8.1))**

**(Tadeson/Beattie)**

That Report PW19008(s), respecting the Chedoke Creek Order – Historical Information and Remediation Update, be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson

Yes - Ward 14 Councillor Mike Spadafora  
Yes - Ward 15 Councillor Ted McMeekin

**2. Stormwater Funding Review (FCS22043(a)) (City Wide) (Item 8.2)**

**(Pauls/Hwang)**

That the guiding principles, outlined in Appendix "A" attached to Report FCS22043(a), be approved to be used to direct the evaluation of alternative stormwater funding models, as part of the Stormwater Funding Review for Council's consideration.

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

Yes - Mayor Andrea Horwath  
Yes - Ward 1 Councillor Maureen Wilson  
Yes - Ward 2 Councillor Cameron Kroetsch  
Yes - Ward 3 Councillor Nrinder Nann  
Yes - Ward 4 Councillor Tammy Hwang  
Yes - Ward 5 Councillor Matt Francis  
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 Jeff Beattie  
Yes - Ward 11 Councillor Mark Tadeson  
Yes - Ward 12 Councillor Craig Cassar  
Yes - Ward 13 Councillor Alex Wilson  
Yes - Ward 14 Councillor Mike Spadafora  
Yes - Ward 15 Councillor Ted McMeekin

**3. Equity, Diversity and Inclusion Framework Update (HUR19019(c)) (City Wide) (Item 9.2)**

**(Hwang/A. Wilson)**

That Report HUR19019(c), respecting the Equity, Diversity and Inclusion Framework Update, be received.

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

Yes - Mayor Andrea Horwath  
Yes - Ward 1 Councillor Maureen Wilson  
Yes - Ward 2 Councillor Cameron Kroetsch  
Yes - Ward 3 Councillor Nrinder Nann  
Yes - Ward 4 Councillor Tammy Hwang

Yes	-	Ward 5	Councillor Matt Francis
Absent	-	Ward 6	Councillor Tom Jackson
Absent	-	Ward 7	Councillor Esther Pauls
Absent	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**4. Downtown Hamilton Business Improvement Area (BIA) Revised Board of Management (PED22203) (Ward 2) (Item 9.3)**

**(Cassar/Kroetsch)**

That the following individuals be appointed to the Downtown Hamilton Business Improvement Area (BIA) Board of Management for the 2023-2026 term:

- (a) Evan Apostol, Markland Property Management;
- (b) Michelle Blanchard, Community Member;
- (c) Stefanie Bonazza, Alectra Utilities;
- (d) Una Bibbons, YMCA Careerworks;
- (e) Lisa LaRocca, Sonic Unyon;
- (f) Andrew Mantecon, First Ontario Credit Union;
- (g) Jason Morse, Morse & Associates;
- (h) Mark Wu, 2Gen.Net;
- (i) Francis Zanetti, Core Urban;
- (j) Ryan Moran, CoMotion; and,
- (k) Christal Physk, LEN.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson

Yes - Ward 12 Councillor Craig Cassar  
 Yes - Ward 13 Councillor Alex Wilson  
 Yes - Ward 14 Councillor Mike Spadafora  
 Yes - Ward 15 Councillor Ted McMeekin

**5. 2022 S&P Global Ratings Credit Rating Review (FCS22083) (City Wide)  
(Item 9.4)**

**(Tadeson/A. Wilson)**

That Report FCS22083, respecting the 2022 S&P Global Ratings Credit Rating Review, be received.

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

Yes - Mayor Andrea Horwath  
 Yes - Ward 1 Councillor Maureen Wilson  
 Yes - Ward 2 Councillor Cameron Kroetsch  
 Yes - Ward 3 Councillor Nrinder Nann  
 Yes - Ward 4 Councillor Tammy Hwang  
 Yes - Ward 5 Councillor Matt Francis  
 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 Jeff Beattie  
 Yes - Ward 11 Councillor Mark Tadeson  
 Yes - Ward 12 Councillor Craig Cassar  
 Yes - Ward 13 Councillor Alex Wilson  
 Yes - Ward 14 Councillor Mike Spadafora  
 Yes - Ward 15 Councillor Ted McMeekin

**6. Downtown Hamilton Business Improvement Area (BIA) Proposed Budget and Schedule of Payment (PED22204) (Ward 2) (Item 10.1)**

**(Kroetsch/Pauls)**

- (a) That the 2023 Operating Budget for the Downtown Hamilton Street Business Improvement Area, attached as Appendix "A" to Report PED22204, in the amount of \$490K, be approved;
- (b) That the levy portion of the Operating Budget for the Downtown Hamilton Business Improvement Area, in the amount of \$425K, be approved;
- (c) That the General Manager of Finance and Corporate Services be authorized and directed to prepare the requisite By-law, pursuant to

Section 208, The *Municipal Act, 2001*, to levy the 2023 Budget as referenced in Recommendation of Report PED22204;

(d) That the following schedule of payments for 2023, be approved:

(i)	February	\$212,500
(ii)	June	\$212,500

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**7. Red Hill Valley Parkway Inquiry Update (LS19036(q)) (City Wide) (Item 10.2)**

**(Hwang/Beattie)**

That Report LS19036(q), respecting the Red Hill Valley Parkway Inquiry Update, be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**8. Use of Delegated Authority During Any Restricted Period Following Nomination Day (CM22019) (City Wide) (Item 10.4)**

**(Clark/A. Wilson)**

That Report CM22019, respecting the Use of Delegated Authority During Any Restricted Period Following Nomination Day, be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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
Absent	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**9. Advisory Committee for Persons with Disabilities Report 22-013, November 22, 2022 (Item 10.5)**

**(Pauls/Cassar)**

**(a) Advisory Committee for Persons with Disabilities 2022 Holiday Dinner (Item 11.2)**

- (i) That the Advisory Committee for Persons with Disabilities host a full holiday dinner at City Hall following the December 13, 2022 meeting; and,

- (ii) That the Advisory Committee for Persons with Disabilities Members be allowed to invite 1 guest each (for a total of 32 attendees: 16 Committee members, 16 guests), to attend the Advisory Committee for Persons with Disabilities holiday dinner, to be funded from the Advisory Committee for Persons with Disabilities 2022 approved budget for refreshments (Dept ID 100303), in an amount not to exceed \$1200.

**(b) Reimbursement of an Additional Cost for Signage Related to the “Ability First” Event (Item 12.1)**

WHEREAS, the Outreach Working Group of the Advisory Committee for Persons with Disabilities held an event, “Ability First”, in the Forecourt of City Hall on October 5, 2022 from 11:00 a.m. until 3:30 p.m. to promote accessibility for all, no matter your ability;

WHEREAS, the budget for the “Ability First” event was approved by Council on July 4, 2022; and,

WHEREAS, a vinyl banner to advertise the event was purchased, the cost of which was not approved as part of the initial budget.

THEREFORE, BE IT RESOLVED:

That reimbursement to Patricia Cameron for \$56.96 for the purchase of a vinyl banner to advertise the Advisory Committee for Persons with Disabilities event, “Ability First”, in the Forecourt of City Hall on October 5, 2022, for which the receipt is attached as Appendix “A” to Advisory Committee for Persons with Disabilities Report 22-013, be approved.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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
Absent	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar

Yes - Ward 13 Councillor Alex Wilson  
 Yes - Ward 14 Councillor Mike Spadafora  
 Yes - Ward 15 Councillor Ted McMeekin

**10. 2023 Tax Supported User Fees (FCS22084) (City Wide) (Item 10.6)**

**(Nann/Tadeson)**

- (a) That the 2023 User Fees contained in Appendix “A” to Report FCS22084, “2023 Tax Supported User Fees”, be approved and implemented; and,
- (b) That the City Solicitor be authorized and directed to prepare all necessary by-laws, for Council approval, for the purposes of establishing the user fees contained in Appendix “A” to Report FCS22084.

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

Yes - Mayor Andrea Horwath  
 Yes - Ward 1 Councillor Maureen Wilson  
 Yes - Ward 2 Councillor Cameron Kroetsch  
 Yes - Ward 3 Councillor Nrinder Nann  
 Yes - Ward 4 Councillor Tammy Hwang  
 Yes - Ward 5 Councillor Matt Francis  
 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  
 Absent - Ward 10 Councillor Jeff Beattie  
 Yes - Ward 11 Councillor Mark Tadeson  
 Yes - Ward 12 Councillor Craig Cassar  
 Yes - Ward 13 Councillor Alex Wilson  
 Yes - Ward 14 Councillor Mike Spadafora  
 Yes - Ward 15 Councillor Ted McMeekin

**11. Arts Advisory Commission Budget Submission (PED22209) (City Wide) (Item 10.7)**

**(Hwang/Pauls)**

That the Arts Advisory Commission 2023 budget submission, attached as Appendix “A” to Report PED22209, in the amount of \$9,000, be approved and referred to the 2023 budget process for consideration.

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

Yes - Mayor Andrea Horwath



Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 5	Councillor Matt Francis
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
Absent	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**12. Property & Liability Insurance Renewal (LS22036) (City Wide) (Item 10.8)**

**(Pauls/Nann)**

- (a) That the Liability Insurance coverage for the term December 1, 2022, to December 31, 2023, be renewed through Arthur J. Gallagher Canada Ltd. and Marsh Canada Ltd. at a cost of \$4,937,466 (plus applicable taxes) and be funded through the 2022 and 2023 Risk Management Services Budget, in accordance with Appendix "A", attached to Report LS22036;

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

Yes	-	Mayor Andrea Horwath	
Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 5	Councillor Matt Francis
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
Absent	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**(Tadeson/Hwang)**

- (b) That the Additional Excess Liability Policy for the term December 1, 2022, to December 31, 2023 in the amount of \$5 Million at a cost of \$54,100 (plus applicable taxes) be approved and funded through the 2022 and 2023 Risk Management Services Budget;

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(A. Wilson/Tadeson)**

- (c) That the 2022 and 2023 insurance liability premiums budget shortfall of \$379,805 plus applicable taxes be funded through the 2022 and 2023 year-end surpluses or Tax Stabilization Reserve (110046) and that the shortfall be included in the 2024 Rate and Tax supported budgets;

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson

Yes - Ward 12 Councillor Craig Cassar  
 Yes - Ward 13 Councillor Alex Wilson  
 Yes - Ward 14 Councillor Mike Spadafora  
 Yes - Ward 15 Councillor Ted McMeekin

**(Beattie/Kroetsch)**

- (d) That the City Solicitor be authorized to execute all associated documents related to the renewal of the Liability Insurance and Additional Excess Liability coverage for the term December 1, 2022 to December 31, 2023, through Arthur J. Gallagher Canada Ltd. and Marsh Canada Ltd.;

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

Yes - Mayor Andrea Horwath  
 Yes - Ward 1 Councillor Maureen Wilson  
 Yes - Ward 2 Councillor Cameron Kroetsch  
 Yes - Ward 3 Councillor Nrinder Nann  
 Yes - Ward 4 Councillor Tammy Hwang  
 Yes - Ward 5 Councillor Matt Francis  
 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 Jeff Beattie  
 Yes - Ward 11 Councillor Mark Tadeson  
 Yes - Ward 12 Councillor Craig Cassar  
 Yes - Ward 13 Councillor Alex Wilson  
 Yes - Ward 14 Councillor Mike Spadafora  
 Yes - Ward 15 Councillor Ted McMeekin

**(Tadeson/Nann)**

- (e) That the City Solicitor be granted delegated authority to renew the Liability and Property Insurance coverages on an annual basis provided premiums do not exceed a 25% increase from the expiring term;

**Result: MOTION, CARRIED by a vote of 8 to 6, as follows:**

Yes - Mayor Andrea Horwath  
 Yes - Ward 1 Councillor Maureen Wilson  
 No - Ward 2 Councillor Cameron Kroetsch  
 Yes - Ward 3 Councillor Nrinder Nann  
 Yes - Ward 4 Councillor Tammy Hwang  
 Yes - Ward 5 Councillor Matt Francis  
 Absent - Ward 6 Councillor Tom Jackson

Yes	-	Ward 7	Councillor Esther Pauls
Absent	-	Ward 8	Councillor J. P. Danko
No	-	Ward 9	Councillor Brad Clark
No	-	Ward 10	Councillor Jeff Beattie
No	-	Ward 11	Councillor Mark Tadeson
No	-	Ward 12	Councillor Craig Cassar
No	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**(A. Wilson/Cassar)**

- (f) That the City Solicitor be authorized to execute all associated documents related to the renewal of the Property Insurance and other coverages under the City's insurance program for the term January 1, 2023 to January 1, 2024, through Arthur J. Gallagher Canada Ltd. and Marsh Canada Ltd. on behalf of the City.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**13. Acquisition of Land in the City of Hamilton (PED22092(a)) (Ward 15) (Item 14.2)**

**(McMeekin/Pauls)**

- (a) That direction provided to staff in Closed Session respecting Report PED22092(a), respecting the Acquisition of Land in the City of Hamilton, be approved; and,

- (b) That Report PED22092(a), respecting the Acquisition of Land in the City of Hamilton, and its Appendices "A", "B" and "C", remain confidential.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**14. Privileged Solicitor-Client Regulatory Update (LS21012(b)) (City Wide) (Item 14.4)**

**(Beattie/Tadeson)**

- (a) That the direction provided to staff in Closed Session, respecting Report LS21012(b) - Privileged Solicitor Client Regulatory Update, be approved; and,
- (b) That Report LS21012(b), respecting the Privileged Solicitor-Client Regulatory Update and its appendix, remain confidential.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**15. Verbal Update - Encampment Matter Overview (Item 14.5)**

**(Kroetsch/Cassar)**

That the verbal update, respecting the Encampment Matter Overview, which was provided in Closed Session, be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**FOR INFORMATION:**

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

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

**4. APPROVAL OF MINUTES OF PREVIOUS MEETING**

4.2 November 23, 2022 - Special (Bus Tour)

**5. COMMUNICATION ITEMS**

- 5.1 Correspondence from David Moffat, respecting 8.2 - Report FCS22043(a), Stormwater Funding Review

Recommendation: Be received and referred to the consideration of Item 8.2.

**6. DELEGATION REQUESTS**

- 6.1 Ian Borsuk, Environment Hamilton, respecting Item 8.2 - Report FCS22043(a), Stormwater Funding Review (in person)
- 6.2 Giuliana Casimirri, Green Venture, respecting Item 8.2 - Report FCS22043(a), Stormwater Funding Review (virtual)

**8. STAFF PRESENTATIONS**

As there is a consultant in attendance to present for Item 8.2 as well as delegates to speak to the matter, staff are requesting that Item 8.2 be considered, prior to Item 8.1.

**10. DISCUSSION ITEMS**

- 10.5 Advisory Committee for Persons with Disabilities Report 22-013, November 22, 2022
- 10.6 2023 Tax Supported User Fees (FCS22084) (City Wide)
- 10.7 Arts Advisory Commission Budget Submission (PED22209) (City Wide)
- 10.8 Property and Liability Insurance Renewal (LS22036) (City Wide)

**13. GENERAL INFORMATION / OTHER BUSINESS**

- 13.2 Verbal Update – Encampment Matter Overview

**14. PRIVATE AND CONFIDENTIAL****14.4 Privileged Solicitor-Client Regulatory Update (LS21012(b)) (City Wide)**

Pursuant to Section 9.3, Sub-sections (e), (f) and (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (e), (f) and (i) 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 Verbal Update - Encampment Matter Overview**

Pursuant to Section 9.3, Sub-sections (e) and (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (e) and (f) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; and, advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

**(Clark/Beattie)**

That Chief Mark Hill, of the Six Nations of the Grand River, be approved to appear before the General Issues Committee on November 30, 2022, respecting Item 8.1 – Report PW19008(s), Chedoke Creek Order – Information and Remediation Update.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**(Pauls/Hwang)**

That the agenda for the November 30, 2022 General Issues Committee meeting, be approved, as amended.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

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

- (i) Councillor T. Hwang declared a non-disqualifying interest to Item 10.1, respecting Report PED22204 – Downtown Hamilton Business Improvement Area (BIA) Proposed Budget and Schedule of Payment, as her business partner is a member of that BIA.

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

**(i) September 21, 2022 and November 23, 2022 (Items 4.1 and 4.2)**

**(Nann/Kroetsch)**

That the Minutes of the September 21, 2022 and November 23, 2022 General Issues Committee meetings be approved, as presented.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(d) COMMUNICATIONS (Item 5)**

**(i) Correspondence from David Moffat, respecting 8.2 - Report FCS22043(a), Stormwater Funding Review (Item 5.1)**

**(Hwang/Cassar)**

That the correspondence from David Moffat, respecting 8.2 - Report FCS22043(a), Stormwater Funding Review, be received and referred to the consideration of Item 8.2.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis

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 Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

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

**(M. Wilson/Beattie)**

That the following delegation requests, be approved to appear before the General Issues Committee on November 30, 2022:

- (i) Ian Borsuk, Environment Hamilton, respecting Item 8.2 - Report FCS22043(a), Stormwater Funding Review (Item 6.1)
- (ii) Giuliana Casimirri, Green Venture, respecting Item 8.2 - Report FCS22043(a), Stormwater Funding Review (Item 6.2)
- (iii) Chief Mark Hill, of the Six Nations of the Grand River, respecting Item 8.1 – Report PW19008(s), Chedoke Creek Order – Information and Remediation Update (Item 6.3)

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(f) DELEGATIONS (Item 7)**

**(Kroetsch/Cassar)**

That the presentations from the following delegations, be received:

- (i) Ian Borsuk, Environment Hamilton, respecting Item 8.2 - Report FCS22043(a), Stormwater Funding Review (Item 7.1)
- (ii) Giuliana Casimirri, Green Venture, respecting Item 8.2 - Report FCS22043(a), Stormwater Funding Review (Item 7.2)
- (iii) Chief Mark Hill, of the Six Nations of the Grand River, respecting Item 8.1 – Report PW19008(s), Chedoke Creek Order – Information and Remediation Update (Item 7.3)

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(g) STAFF PRESENTATIONS (Item 8)**

**(i) Chedoke Creek Order – Historical Information and Remediation Update (PW19008(s) (City Wide) (Item 8.1)**

Cari Vanderperk, Director of Watershed Management, provided the presentation respecting Report PW19008(s) – the Chedoke Creek Order - Historical Information and Remediation Update.

**(Hwang/A. Wilson)**

That the presentation respecting Report PW19008(s) – the Chedoke Creek Order - Historical Information and Remediation Update, be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

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

**1. Commencement Date of the External Legal Counsel for the Chedoke Creek Remediation Order Matter**

**(Kroetsch/M. Wilson)**

That staff be directed to report back to the General Issues Committee with the commencement date of the external legal counsel for the Chedoke Creek Remediation Order matter.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**(Kroetsch/Hwang)**

That the General Issues Committee recess for a half hour lunch break.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(ii) Stormwater Funding Review (FCS22043(a)) (City Wide) (Item 8.2)**

Nancy Hill and Mike Gregory, of AECOM, provided the presentation respecting Report FCS22043(a) - Stormwater Funding Review.

**(Nann/McMeekin)**

That the presentation respecting Report FCS22043(a) - Stormwater Funding Review, be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch

Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 5	Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

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

**1. Accounting and Allocation of the Goods and Services Tax Rebate**

**(Clark/M. Wilson)**

That staff be directed to report back to the General Issues Committee, during the 2023 budget process, on the accounting and allocation of the Goods and Services Tax (GST) rebate, related to the 2004 budget restatement.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(h) CONSENT ITEMS (Item 9)****(i) Arts Advisory Commission Staff Liaison Notes 22-005, September 27, 2022 (Item 9.1)****(A. Wilson/Hwang)**

That the Arts Advisory Commission Staff Liaison Notes 22-005, of September 27, 2022, be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Absent	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Absent	-	Ward 14 Councillor Mike Spadafora
Absent	-	Ward 15 Councillor Ted McMeekin

**(i) DISCUSSION ITEMS (Item 10)**

The following resolution was considered at the Special Council meeting of November 30, 2022:

**(i) Bill 23, Proposed *More Homes Built Faster Act, 2022* as it relates to the *Development Charges Act (FCS22085) (City Wide) (Item 10.3)*****(Nann/A. Wilson)**

- (a) That Council adopt the submissions and recommendations as provided in Appendix "B" to Report FCS22085 regarding Schedule 3 of proposed Bill 23, *More Homes Built Faster Act, 2022*;
- (b) That the General Manager, Finance and Corporate Services, be authorized and directed to confirm the submissions made to the Province attached as Appendix "B" to Report FCS22085; and,



- (c) That the General Manager, Finance and Corporate Services, and the City Solicitor be authorized to make submissions on Bill 23, *More Homes Built Faster Act, 2022* and any associated regulations consistent with the comments and concerns raised in Report FCS22085.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**1. Estimates for the total financial impact of provincial policies outlined in Bill 23, Greenbelt expansion (Ontario Regulation 59/05), and the Official Plan Amendment**

**(A. Wilson/M. Wilson)**

That staff be directed to report back to the General Issues Committee with a best estimate or range of estimates, using existing data, for the total financial impact of provincial policies outlined in Bill 23, Greenbelt expansion (Ontario Regulation 59/05), and the Official Plan Amendment including both known and anticipated impacts to on development charges, servicing, and loss of ecosystem services.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis

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 Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**(j) MOTIONS (Item 11)**

**(i) Increase to Councillors' Office Budgets (Item 11.1)**

**(Kroetsch/M. Wilson)**

WHEREAS, residents of the City of Hamilton expect their elected representatives to deliver a high quality of service;

WHEREAS, residents of the City of Hamilton expect their elected representatives to communicate by phone, email, text, and through social media;

WHEREAS, in the current labour market competitive wages remain one of the most important ways to attract and retain qualified staff for Councillors' offices; and,

WHEREAS, the current City Councillor office budgets do not adequately enable all Wards to perform consistently to meet resident expectations equally.

THEREFORE, BE IT RESOLVED:

That all office budgets for City Councillors be equalized and increased to \$375,000 per calendar year, effective November 15, 2022.

**(Clark/Francis)**

That the Motion respecting the Increase to Councillors' Office Budgets, be REFERRED to the 2023 Operating Budget (GIC) process for consideration.

**Result: MOTION, DEFEATED by a vote of 6 to 8, as follows:**

Yes		Mayor Andrea Horwath
No	-	Ward 1 Councillor Maureen Wilson

No	-	Ward 2	Councillor Cameron Kroetsch
No	-	Ward 3	Councillor Nrinder Nann
No	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 5	Councillor Matt Francis
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
No	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
No	-	Ward 12	Councillor Craig Cassar
No	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
No	-	Ward 15	Councillor Ted McMeekin

**(Hwang/Beattie)**

That the Motion to refer the Motion respecting the Increase to Councillors' Office Budgets to the 2023 Operating Budget (GIC) process for consideration, which reads as follows, be reconsidered:

That the Motion respecting the Increase to Councillors' Office Budgets, be REFERRED to the 2023 Operating Budget (GIC) process for consideration.

**Result: MOTION, DEFEATED by a vote of 9 to 5, as follows:**

Yes		Mayor Andrea Horwath
No	-	Ward 1 Councillor Maureen Wilson
No	-	Ward 2 Councillor Cameron Kroetsch
No	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
No	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
No	-	Ward 15 Councillor Ted McMeekin

**(Kroetsch/M. Wilson)**

WHEREAS, residents of the City of Hamilton expect their elected representatives to deliver a high quality of service;

WHEREAS, residents of the City of Hamilton expect their elected representatives to communicate by phone, email, text, and through social media;

WHEREAS, in the current labour market competitive wages remain one of the most important ways to attract and retain qualified staff for Councillors' offices; and,

WHEREAS, the current City Councillor office budgets do not adequately enable all Wards to perform consistently to meet resident expectations equally.

THEREFORE, BE IT RESOLVED:

That all office budgets for City Councillors be equalized and increased to \$375,000 per calendar year, effective November 15, 2022.

**Result: MOTION, DEFEATED by a vote of 6 to 8, as follows:**

No		Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
No	-	Ward 5 Councillor Matt Francis
Absent	-	Ward 6 Councillor Tom Jackson
No	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
No	-	Ward 9 Councillor Brad Clark
No	-	Ward 10 Councillor Jeff Beattie
No	-	Ward 11 Councillor Mark Tadeson
No	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
No	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

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

Councillor J. P. Danko was not present to introduce the following Notice of Motion, which will be placed on the January 18, 2023 General Issues Committee as a Motion:

**(i) Stormwater Rate Review (Item 12.1)**

WHEREAS, in December 2021, Council directed staff, through Report PW21074 to report back to the Public Works Committee with a review of the benefits and challenges of various stormwater program funding options including water rates, a dedicated stormwater fee or tax levy or any other options and provide a recommendation for the preferred financing model for the City's stormwater programs, including a preliminary plan and any resource requirements necessary to conduct a detailed review of the preferred financing model;

WHEREAS, in June 2022, Council approved Report FCS22043 - Stormwater Funding Review that directed staff to report back to the General Issues Committee to provide Guiding Principles for consideration that will direct the evaluation of alternative stormwater rate funding structures as part of the Stormwater Funding Review;

WHEREAS, Report FCS22043 Stormwater Funding Review outlined three phases for the project with an estimated timeline for completion of all three phases of January 2026;

WHEREAS, Report FCS22043(a) Stormwater Funding Review on the November 30, 2022 General Issues Committee (GIC) agenda recommends a set of guiding principles for council to consider;

WHEREAS, Report FCS22043(a) Stormwater Funding Review highlights that Phase 1 of the project was completed three months earlier than originally planned;

WHEREAS, a new Utility Billing System is required to be in place at the expiry of the current contract with Alectra expected at December 31, 2024; and;

WHEREAS, synergies could be achieved if a new Stormwater Funding model could be integrated into a new Utility Billing System;

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to report back to the General Issues Committee in the first quarter of 2023 on the steps and resources required to implement a dedicated user fee for stormwater services, with an implementation date no later than January 2025; and,
- (b) That, in addition to the guiding principles that may be adopted by Council through Report FCS22043(a), staff be directed to include

all aspects of the City's stormwater services to be funded from the revenues associated with this dedicated user fee.

Mayor Andrea Horwath introduced the following Notice of Motion:

**(ii) Audit of the 2022 Municipal Elections in the City of Hamilton**

WHEREAS, the City Clerk has responsibility under the *Municipal Elections Act* for conducting elections within the city of Hamilton;

WHEREAS, Council is responsible for providing funding for the conduct of municipal elections, the use of City resources during an election, the methods used for voting and the passing of by-laws related to election signs; and,

WHEREAS, there have been concerns raised including, but not limited to, the use of vote by mail ballots, elector privacy, timely distribution of information to electors and candidates, as well as voting delays during the 2022 municipal elections in the city of Hamilton;

THEREFORE, BE IT RESOLVED:

- (a) That the City Auditor be directed to:
- (i) undertake and oversee, an audit of the administration of the 2022 municipal election in the city of Hamilton and report back in May of 2023 to Audit, Finance and Administration Committee on the findings of the audit to ensure that sufficient systems, resources, vendors and vendor agreements, and policies and procedures are in place to comply with the provisions of the *Municipal Elections Act*,
  - (ii) produce an actionable set of recommendations focused on improving the administration of the City of Hamilton's elections for the 2026 municipal election; and,
  - (iii) and make recommendations to Council with regards to suggested legislative reforms to the *Municipal Elections Act*; and,
- (b) That the audit process, of the 2022 municipal election in the city of Hamilton, include the retention of an election expert, and the solicitation of feedback from electors and candidates.

**(I) GENERAL INFORMATION / OTHER BUSINESS (Item 13)****(a) Amendments to the Outstanding Business List (Item 13.1)****(Clark/A. Wilson)**

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

- (1) Items to be Removed (Item 13.1.a.)
  - (aa) Revenue Enhancement Opportunities at the John C. Munro International Airport (Item 13.1.a.a)  
Current Due Date: September 21, 2022  
Proposed New Due Date: June 14, 2023
  - (bb) Parkland Acquisition Strategy (Item 13.1.a.b.)  
Current Due Date: September 7, 2022  
Proposed New Due Date: July 10, 2023
  - (cc) Commonwealth Games 2030 Update (Item 13.1.a.c.)  
Current Due Date: November 30, 2022  
Proposed New Due Date: January 18, 2023
  - (dd) Protection of Privacy (Item 13.1.a.d.)  
Current Due Date: November 30, 2022  
Proposed New Due Date: April 19, 2023
  - (ee) Grant or Low-Interest Loans (Item 13.1.a.e.)  
Current Due Date: November 30, 2022  
Proposed New Due Date: July 10, 2023
  - (ff) Corporate Strategic Growth Initiatives (Item 13.1.a.f.)  
Current Due Date: November 30, 2022  
Proposed New Due Date: January 18, 2023
  - (gg) Annual Report on the Impacts of the No Growth Option (Item 13.1.a.g.)  
Current Due Date: November 30, 2022  
Proposed New Due Date: April 19, 2023
  - (hh) Status Update respecting the Equity, Diversity and Inclusion Roadmap and Implementation Plan (Item 13.1.a.h.)  
Current Due Date: November 30, 2022  
Proposed New Due Date: January 18, 2023

(2) Item to be Removed (Item 13.1.b.)

(a) Costs Related to the City's COVID-19 Vaccination Policy  
(Addressed at the August 12, 2022 GIC – Report  
HUR21008(d))

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(ii) Verbal Update - Encampment Matter Overview (Item 13.2)**

There was no public discussion respecting the encampment matter overview.

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

**(i) Closed Session Minutes – September 21, 2022 (Item 14.1)**

**(Clark/A. Wilson)**

(a) That the Closed Session Minutes of the September 21, 2022 General Issues Committee meeting, be approved; and,

(b) That the Closed Session Minutes of the September 21, 2022 General Issues Committee meeting remain confidential.



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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(ii) Appendix "B" to Report CM22019 respecting the Use of Delegated Authority During Any Restricted Period Following Nomination Day (Item 14.3)**

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

**(Clark/A. Wilson)**

That Committee move into Closed Session to discuss Items 14.2, 14.4 and 14.5, pursuant to Section 9.3, Sub-sections (c), (e), (f), (i) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (c), (e), (f), (i) and (k) of the *Ontario Municipal Act*, 2001, as amended, as the subject matters pertain to a proposed or pending acquisition or disposition of land by the municipality or local board; 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; 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; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Absent	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Absent	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

For disposition of these matters, please refer to Items 13, 14 and 15.

**(n) ADJOURNMENT (Item 15)**

**(A. Wilson/Hwang)**

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

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Absent	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

Respectfully submitted,

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Mayor Andrea Horwath  
Chair, General Issues Committee

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Stephanie Paparella  
Legislative Coordinator,  
Office of the City Clerk



## SPECIAL GENERAL ISSUES COMMITTEE MINUTES 22-024

9:30 a.m.

December 6, 2022

Council Chambers, City Hall, 2<sup>nd</sup> Floor  
71 Main Street West, Hamilton, Ontario

**Present:** Mayor A. Horwath (Chair)  
Councillors J. Beattie, C. Cassar, B. Clark, J.P. Danko, M. Francis,  
T. Hwang, T. Jackson, C. Kroetsch, T. McMeekin, N. Nann, E. Pauls,  
M. Spadafora, M. Tadeson, A. Wilson, M. Wilson

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

**(a) APPROVAL OF AGENDA (Item 1)**

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

**(Hwang/Cassar)**

That the agenda for the December 6, 2022 special General Issues Committee meeting, be approved, as presented.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Absent	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar

Yes - Ward 13 Councillor Alex Wilson  
 Yes - Ward 14 Councillor Mike Spadafora  
 Yes - Ward 15 Councillor Ted McMeekin

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were no declarations of interest.

**(c) PRIVATE & CONFIDENTIAL (Item 3)**

**(i) Role of the Integrity Commissioner and the Code of Conduct and Review of the Municipal Conflict of Interest Obligations (Item 3.1)**

**(Beattie/Clark)**

That Committee move into Closed Session respecting Item 3.1, pursuant to Section 9.5 of the City's Procedural By-law 21-021, as amended, and Section 239(3.1) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to a meeting of Council or a Committee that may be closed to the public if: (a) it is held for the purposes of educating or training Council members; and, (b) at the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of Council or the Committee.

**Result: MOTION, was DEFEATED by a vote of 15 to 0, as follows:**

Yes - Mayor Andrea Horwath  
 Yes - Ward 1 Councillor Maureen Wilson  
 Yes - Ward 2 Councillor Cameron Kroetsch  
 Yes - Ward 3 Councillor Nrinder Nann  
 Yes - Ward 4 Councillor Tammy Hwang  
 Yes - Ward 5 Councillor Matt Francis  
 Yes - Ward 6 Councillor Tom Jackson  
 Absent - Ward 7 Councillor Esther Pauls  
 Yes - Ward 8 Councillor J. P. Danko  
 Yes - Ward 9 Councillor Brad Clark  
 Yes - Ward 10 Councillor Jeff Beattie  
 Yes - Ward 11 Councillor Mark Tadeson  
 Yes - Ward 12 Councillor Craig Cassar  
 Yes - Ward 13 Councillor Alex Wilson  
 Yes - Ward 14 Councillor Mike Spadafora  
 Yes - Ward 15 Councillor Ted McMeekin

In Open Session, Janice Atwood, Integrity Commissioner, provided the training respecting the Role of the Integrity Commissioner and the Code of Conduct and Review of the Municipal Conflict of Interest Obligations, and answered questions of Committee.

**(Hwang/Pauls)**

That the training presentation respecting the Role of the Integrity Commissioner and the Code of Conduct and Review of the Municipal Conflict of Interest Obligations, be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(d) ADJOURNMENT (Item 15)**

**(Francis/Spadafora)**

That there being no further business, the General Issues Committee be adjourned at 1:05 p.m.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson

**Special General Issues Committee  
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Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

Respectfully submitted,

---

Mayor Andrea Horwath  
Chair, General Issues Committee

Stephanie Paparella  
Legislative Coordinator,  
Office of the City Clerk

From: Joanne Cohen  
Sent: December 5, 2022 2:53 PM  
To: Office of the Mayor <Officeofthe.Mayor@hamilton.ca>

**Subject: CBC: Hamilton Mayor Orders Audit of Hamilton Municipal Election Practices and Concerns Re Voter Lists**

<https://www.cbc.ca/news/canada/hamilton/mayor-audit-municipal-election-2022-hamilton-1.6674414>

Mayor Horwath and Council,

In light of this CBC report on a forthcoming audit of Hamilton's Municipal Election practices would it be possible to arrange consideration toward addressing the community security issues I and others have previously raised with regard to release of voter lists to fringe candidates or those with troubling affiliations to neoNazi hate groups?

Canada's Anti Hate Network and others have expressed serious concerns with the continued and repeated candidacy of Paul Fromm a noted Canadian neoNazi and Holocaust denier noted for his racist and antisemitic and homophobic views.

He has a large and growing network of support in Hamilton and some of his supporters may have been associated with racist and anti immigration protests at City Hall in summer 2019 as well as violence at Hamilton Pride in 2019.

Hamilton continues to have the leading rate of hate crimes in Canada.

The previous statements by the City spokesperson that candidates are issued voter lists on condition of an oath not to misuse the information are inadequate reassurance to a community already at risk and concerned for its safety.

Could the City explore Calgary's protocol for protecting voter privacy and running municipal elections without release of voter lists to candidates?

Could the City legal department advise on the feasibility of conducting municipal elections without release of voter lists and related potential liability issues should residents' privacy or safety be harmed as a result of releasing this information on voters lists?

Many thanks for your consideration.

Sincerely,

Joanne Cohen

Hamilton, ON



January 16, 2023

Dear General Issues Committee Members,

To many of you, introducing myself as Chair of the Board of Directors for the Dr. Bob Kemp Hospice (DBKH) will not be new, and to others, I am pleased to meet you by way of this letter. To all of you, congratulations on your recent votes of confidence from your constituency and a very happy new year.

I do hope that most of you are already familiar with DBKH for we have been serving the dying and bereaved in the Hamilton region for 30 years with excellence. In a year that marks our 30<sup>th</sup> anniversary, it is our plan to fill gaps in hospice palliative care by reaching even more Hamiltonians and Ontarians that desperately need our help finding dignity, joy and comfort in their last chapter. In addition, we plan to grow our services so as to assist an even wider group cope with loss of all kinds. Never has loss be so critically put to the test as during our collective COVID experiences.

It is my pleasure, on behalf of the entire board of directors of DBKH to write you today and it's a privilege and honour for the General Issues Committee to be considering a request for acquisition of land so that we may build a critical pediatric hospice on land that is currently city owned, located behind Wentworth Lodge at 41 South St. W in Dundas.

Please consider this letter as well as a motion from Councillor Alex Wilson, a briefing note from DBKH leadership and other supporting material as a request to officially move into the exploratory phase of our organization working closely with city staff to test the viability of this acquisition.

As many of you know, it has been a dream to provide this critical infrastructure to our community. After years of readying ourselves, the time is now for that dream to move to reality. There are, at any given time, 500 children in Southwestern Ontario that desperately need hospice palliative services, yet there are currently no such services in Hamilton or the Southwestern Ontario region (save Toronto downtown). It is an extremely unusual case in Canada, and in fact North America, that a world-class children's hospital such as we proudly have with McMaster Children's Hospital does not have these services. In the rest of Canada, all children's hospitals have hospice services and supports available. This project will be a gem for Hamilton and will be known as a state-of-the-art facility offering the most compassionate care to seriously ill children and their families.

I will leave it to my leadership team to outline the case for you in more detail, however, I would like to draw specific attention to the fact that this project is not a new concept for Hamilton and the region. Not only has the "train left the station", but it is in fact far down the track. We have taken extraordinary measures to ensure our readiness, including, an unprecedented joint venture partnership with Hamilton Health Sciences and McMaster Children's Hospital, operational planning, community outreach, private and public sector engagement and robust governance.

**Compassionate Services That Celebrate Life For Adults & Children**

Community Day Hospice | Volunteer Visiting | Grief & Bereavement | Residential Care | Palliative Education

The result of this planning is that the facility will offer a residential component for end-of-life and respite care with a 10 bed hospice and will provide significant engagement opportunities for the community at large through a grief and bereavement mental health centre of excellence, clinics, day programming, visiting volunteer programs as well as community events and impacts.

It is my belief that this location would serve our community in so many ways, including proximity to McMaster Children's Hospital, accessibility, a serene and tranquil environment, and a place where the broader neighbourhood and your constituents will be able to avail themselves of services, supports and even engagement in unique and fulfilling ways. I am myself a resident in Ward 13 and know the depth of passion and compassion our neighbourhoods hold dear for the provision of quality, barrier-free and accessible supports for all families at times of personal need.

Getting your endorsement today, while a first step, is so meaningful, and to be sure, we are poised to work with you, your staff and the city to ensure this fit is not just appropriate, but something you will be proud of for decades to come.

If I may be of any further assistance to your decision making, please do not hesitate to reach out to me at any time.

With the deepest gratitude,



Janice M. Shearer  
Chair of the Board of Directors  
Dr. Bob Kemp Hospice Foundation Inc.

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277 Stone Church Road East, Hamilton, ON L9B 1B1 | T 905.387.2448 | TF 888.449.3440 | F 905.387.7822

[www.kemphospice.org](http://www.kemphospice.org)



January 4, 2023

Councillor Alex Wilson,

I am writing on behalf of Hamilton Health Sciences' McMaster Children's Hospital (MCH) to enthusiastically encourage your support toward the gifting of the parcel of city-owned property located at 41 South St. in Dundas to Dr. Bob Kemp Hospice (DBKH) for the purposes of creating a Pediatric Hospice.

In 2022, MCH and DBKH entered into a Memorandum of Understanding to build and operate a 10-bed pediatric-specific hospice to provide palliative, end-of-life and bereavement services to children and families in our community and region. The need for this care is tremendous.

At any given time, upwards of 500 young people in the Hamilton region could benefit from hospice palliative care services. Currently, this care is being provided through a patchwork of providers, including hospital, community and in the patient's home. Too much time is spent traversing between facilities and appointments, not making lasting family memories in a caring, comfortable environment.

You may also be surprised to know that while Hamilton is blessed with a world-class children's hospital, we do not have an affiliated pediatric hospice; unlike most other regions in Canada. As a result, children and youth with life-limiting conditions and their families are not able to receive the same level of accessible, compassionate and comprehensive care available in other parts of the province and country.

The property at 41 South St. is ideal to deliver the envisioned home and care offering. For example, the typical pediatric hospice experience is much longer than the adult experience; often years compared to days. This requires pediatric hospices to provide robust programming for the patient, parents and siblings to help maintain some level of normalcy for the family during their journey. This property's physical space and adjacency to nature are key to delivering the best experience for families at various stages of palliative care journeys.

The property is also close to MCH, which is a requirement for seamless transitions between hospital and hospice for families and care providers. It is a short distance to services and shopping which is essential for families during longer-term stays at the hospice. It is also perfectly sized to deliver the residential program (10 hospice bed/family suites), day and medical clinic program, as well as a community-facing centre for grief and bereavement.

This piece of necessary health infrastructure will complete the circle of pediatric palliative care in Hamilton that has been building over the past decade. In partnership with DBKH, MCH's team of clinical experts is fully committed to delivering the highest-quality compassionate care that is so desperately needed by many children and families in our community. DBKH has developed an excellent proposal for this project and is lining up significant community and financial support

to get it off the ground. This gift of land will ensure more project funds can be dedicated to life-enhancing services, opportunities for creating memories, and crucial support for those in the process of grieving and rebuilding.

I am pleased to make myself available to discuss this project, our partnership with DBKH and the many benefits of this property relating to a pediatric hospice at your request and convenience.

Thank you for your consideration of this request.

Sincerely,

A handwritten signature in black ink, appearing to read "Bruce P. Squires". The signature is fluid and cursive, with the first name "Bruce" being the most prominent.

Bruce P. Squires  
President, McMaster Children's Hospital  
Vice President, Women's & Children's Health  
Hamilton Health Sciences  
[squiresb@hhsc.ca](mailto:squiresb@hhsc.ca)

cc: Danielle Zucchet, CEO, Dr. Bob Kemp Hospice  
cc: Rob MacIsaac, President & CEO, Hamilton Health Sciences  
cc: Sharon Pierson, EVP Clinical, Chief Operating Officer and Chief Nursing Executive,  
Hamilton Health Sciences

January 17, 2023

## **Business Case Proposal – Dr. Bob Kemp Hospice Acquisition of Land at 41 South St. West (Rear), Dundas**

### **Issue**

To officially move into an exploratory phase by Dr. Bob Kemp Hospice, and with city staff, to examine the viability of the acquisition of land at 41 South St. W, Dundas, to build a “Campus of Care” for a pediatric hospice and centre of excellence for Grief and Bereavement that will serve Southwestern Ontario.

### **Summary**

In May 2022, Dr. Bob Kemp Hospice (DBKH) and McMaster Children’s Hospital (MCH) signed a Memorandum of Understanding to create a pediatric hospice to serve young people with life limiting illnesses, and their families. This joint venture was a natural fit between two organizations who share a mutual goal of collaboration toward improving pediatric palliative care in our region. Both DBKH and MCH are admired regional leaders in their respective areas of care, and will bring expertise and innovation to the proposed centre of excellence. DBKH will be the primary operator of this facility. Partnering in care is the Hamilton way.

### **Background**

#### *What is Being Proposed*

The envisioned hospice will be a 10-bed, 24/7 care facility providing end-of-life, respite, symptom management and transitional care to children. In addition, there will be grief and bereavement, outreach, community-based day wellness programs (e.g., music therapy, art therapy) and visiting volunteer programs, with additional opportunity for outpatient clinics. It will be located very close to MCH, adjacent to nature and services - offering plentiful outdoor space and making transitions and care provision as seamless as possible for children and families.

This joint venture is unique in the pediatric palliative care space as both organizations are active and direct participants in the governance and care provision. Other hospice partnerships are less integrated, providing a more decentralized approach to care.

#### *Why is this Facility Needed?*

Currently, our region is the only one in Canada which is served by an elite pediatric hospital without a complementary level of hospice care. The only options available at present time are hospital and home, with little in between. A children-specific compassionate care environment which brings together medical and palliative experts is the ideal solution to this gap.

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277 Stone Church Road East, Hamilton, ON L9B 1B1 | T 905.387.2448 | TF 888.449.3440 | F 905.387.7822

[www.kemphospice.org](http://www.kemphospice.org)

A children's hospice is a space where kids can be kids, playing and laughing. Envisioned as a home-like setting, the hospice will provide a wide variety of specialized recreation and activity facilities to keep muscles moving as well as minds and senses stimulated. All the while, we will provide coordinated and seamless medical care for the child, and supports for the family.

The home we are proposing would greatly benefit approximately 500 kids and families in our region, covering most of Southcentral Ontario

#### *How Will this Facility Operate?*

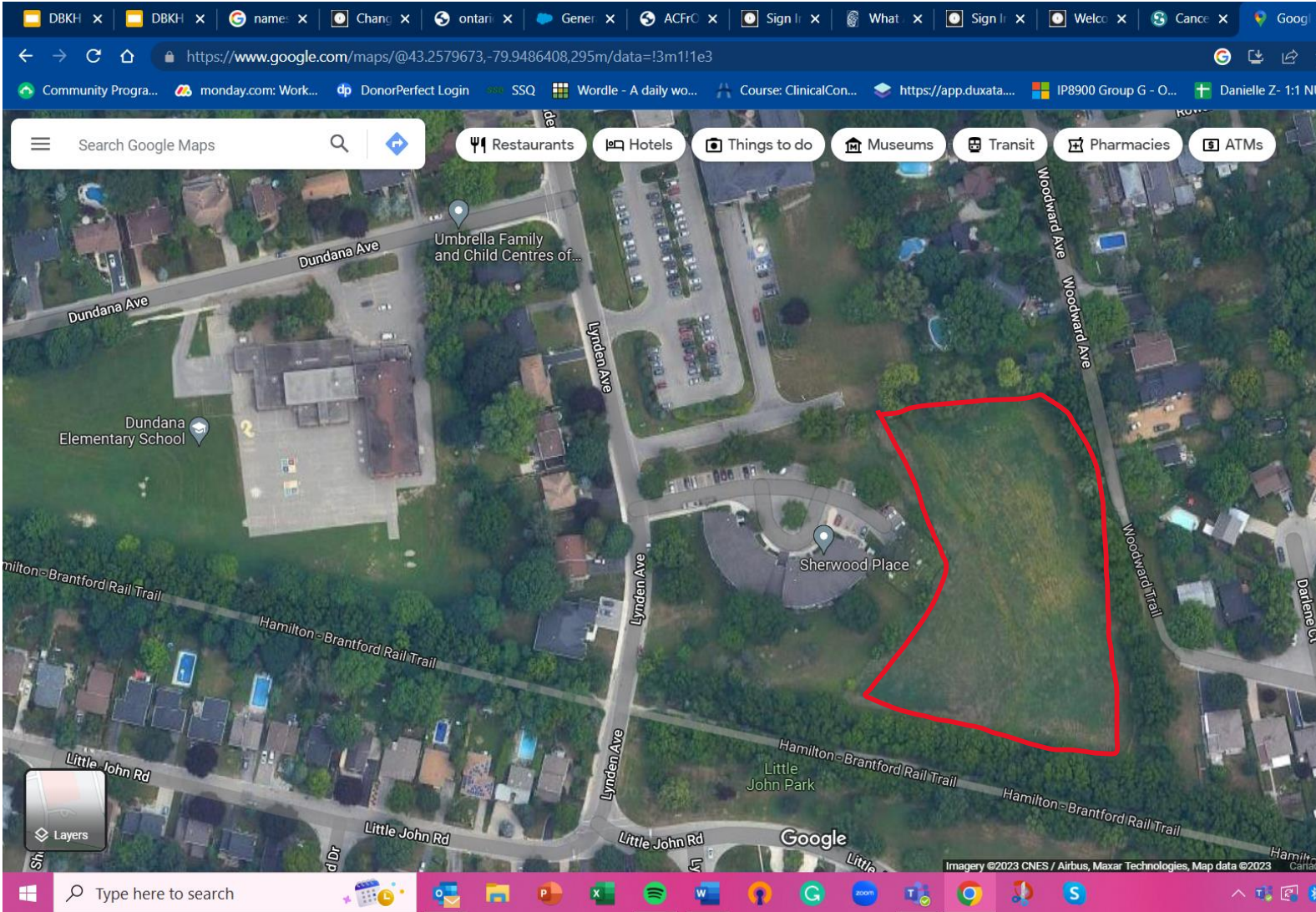
This joint venture is governed by an Executive Steering Committee, constituted, co-chaired and led by executive and medical leadership from both organizations.

DBKH will be the primary operator. It will provide direct care and programming in the 10-bed home, and be responsible for nursing and personal support staff in the program, with some allied health staff provided by MCH. Medical care will be led by a team of MCH (Hamilton Health Sciences) physicians with pediatric palliative care expertise and other disciplines, managed by a joint physician lead from the hospital.

Additional opportunities to enhance operations will be explored, including outpatient pharmacy between hospital and hospice, clinic space, integrated electronic records systems, laboratory and imaging services as well as potential for joint procurement.

### **Compassionate Services That Celebrate Life For Adults & Children**

Community Day Hospice | Volunteer Visiting | Grief & Bereavement | Residential Care | Palliative Education



January 17, 2023

Dear General Issues Committee,

I am writing to you as a person who lives in Hamilton and also as a psychiatrist working primarily with individuals experiencing psychosis who also use substances. I have worked both within the hospital systems as well as with community organizations, and most of my current practice is in an outreach-based model. Many of the individuals I work with are struggling immensely to find housing or to remain housed due to the housing crisis.

I wish to highlight that I do not speak for people living in encampments. Further, I recognize that people end up living in encampments for complex and diverse reasons and no one person's story is the same. I am speaking from my own experiences in working directly with those living in encampments as well as working within different health systems within the city. I also wish to make it clear that I do not think people remaining in tents indefinitely is a solution. However, ***until an adequate alternative is available, to devote substantial resources to forcibly remove people from encampments is unconscionable.***

The individuals living in encampments that I have had the privilege to meet are incredible, beautiful people. Not a single person has told me they want to be living outside. In fact, most express their absolute desperation at how much they wish to be inside. I can tell you from my professional experience in trying to help find people somewhere to stay, the largest barrier to people finding a place inside is a complete lack of available, dignified indoor options. I can attest that in my own efforts to find people somewhere to stay in the city, there are simply no spaces for people to go. This is particularly true of women and couples, and people with pets. Additionally, many of the people I work with also have complex mental and physical health conditions that have resulted in their being service restricted from, or refused access to, shelters in the city. This means that even if there are spots available, they are turned away. And sadly, even if shelter beds are available, people are often back on the street within days because of restrictive shelter policies and a complete lack of more permanent housing options in the city.

The individuals I have worked with have bravely shared with me some of the most difficult parts of their lives. Every single person I have met has suffered unthinkable trauma. And they have suffered it not once, but a hundred times over. They are scared and they are suffering, and many have said to me they feel like absolutely no one cares about them. Hospitals feel unsafe, shelters feel unsafe, and the street feels unsafe because of the many troubling experiences they have had. They are simply trying to survive, and encampments are the only option available to them.

When people are staying in one place, it is an opportunity for health and social services to begin to meet them where they are at and work with them to address their health and social needs. This often takes time, for many reasons. Many people living in encampments have significant physical and mental health conditions that are completely unaddressed and because of the outreach of health workers in our



community, those conditions can begin to be treated. Housing workers can begin to build a relationship with people and suitable housing options can be explored. When someone is evicted from an encampment, all of the work that has gone into building relationships, treating health conditions, exploring housing options, and showing individuals that the community cares about them is completely lost. All of those connections with community supports have been severed because no one knows where the person has gone. This inevitably results in worsening of their health conditions and some people will die. It decreases the likelihood of helping people to obtain housing because any efforts that had begun will have to start all over again, if they are able to be started at all. As a health professional and someone who cares deeply about the people I work with, I simply cannot continue to watch this happen. ***I can tell you with certainty that increasing enforcement efforts for encampment evictions will absolutely harm people that live outside in this city and will do nothing to address the root causes.*** This will simply result in tents being moved around the city, rather than getting people inside. Some of our residents living outside will likely die. Adding police officers and bylaw enforcement officers is not only illogical, it is violent. It suggests that our approach to the most vulnerable in our community is to punish them further, rather than provide actual solutions.

There is a disturbing discourse happening that serves to “other” people living in encampments and to prioritize the wishes of the so-called taxpayers. This suggests that the rights and dignity of “taxpayers” are more important than our residents without permanent homes. As someone who lives in this city, and happens to be in a position where I am privileged enough to be able to afford to pay taxes, I just want to emphasize that I am a person and they are people, that they are us and we are them.

I recognize that the housing crisis we are facing is not the sole responsibility of the city and reflects longstanding, chronic underfunding and system-wide failures at all levels. I do, however, believe that we have a responsibility as a city to treat our residents with dignity and compassion, and to work together to find solutions to the housing crisis, not to spend increasingly large amounts of money on enforcement, which will only perpetuate harms. I plead with you as you discuss the budget to consider focusing resources on aggressively funding actionable solutions to the housing crisis in our city to keep all of our neighbours safe, and to show them that as a community, they matter to us.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Lamont".

Rachel Lamont, MD, FRCPC  
Psychiatrist  
Assistant Professor  
McMaster University

**From:** Marijke Jurriaans <[marijke.jurriaans@ghhn.ca](mailto:marijke.jurriaans@ghhn.ca)>

**Sent:** January 17, 2023 11:42 AM

**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

**Subject:** General Issues Committee: Climate Change Advisory Committee

Good morning,

I would like to bring forward the following comment regarding the proposed Climate Change Advisory Committee Terms of Reference:

- Voting Members: Given the impacts health care has on the environment and the impacts climate change has on the health of Hamiltonians, I would like to suggest reserving at least 1 seat for a member from the healthcare sector, similarly to how seats are reserved for members from the agricultural/food sector and industry/business sector.
  - The Lancet Commission on Climate Change has identified climate change as both the greatest global health threat and opportunity of the 21st century. Health care is both part of the threat as it is responsible for almost 5% of all of Canada's emissions and also the opportunity as providing quality healthcare is very often low carbon care.
  - Hamiltonians are being inequitably impacted by climate change in terms of their health and it is instrumental that a voting member of this committee be representing the health of our citizens and the sustainability of our health care system.

Kindly,  
Marijke Jurriaans



**NEW Webpages!**



**Marijke Jurriaans** (she/her)

**Greater Hamilton Health Network**

Project Manager

Primary Care | Mental Health and Addictions | Environmental Sustainability

[Marijke.Jurriaans@ghhn.ca](mailto:Marijke.Jurriaans@ghhn.ca)

Connect with us!



*"Building Community Health Together"*



January 17, 2023

Mayor and Members of the General Issues Committee  
City of Hamilton  
71 Main Street West  
Hamilton, Ontario  
L8P 4Y5

**RE: HCE Written Delegation to:**

**Agenda Item 10.15 – Draft Terms of Reference for a Climate Change Advisory Committee - PED20328**

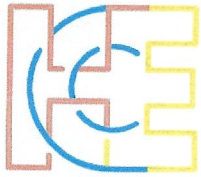
HCE is pleased to support Hamilton's Climate Action Strategy and the Draft Terms of Reference for a Climate Change Advisory Committee (CCAC) that is being presented to Hamilton City Council's General Issues Committee (GIC) on January 18, 2023.

The report outlines the engagement activities conducted by City staff with the Community regarding the implementation of Hamilton's Climate Action Strategy with the establishment of a CCAC. This engagement highlighted Hamilton's interest in:

- Prioritizing implementation of climate actions;
- Meaningful and transparent reporting;
- Engaging and employing the right expertise on the CCAC;
- Removing barriers to participating in the CCAC; and,
- Insurance of an equal and diverse representation on the CCAC.

HCE supports the establishment of a *Community Advisory Committee* to facilitate the flow of information and ideas among stakeholders. HCE has offered to be either part of this committee or provide consultancy to this committee on an as needed basis.

HCE was founded in the early 2000s with the deregulation of Ontario's electricity sector with a mandate to reduce Green House Gas emissions ("GHGs"). HCE is owned by the City of Hamilton and governed by an independent Board of Directors and has grown to become a utility solutions provider in the non-regulated energy and telecommunications markets. HCE designs, builds, operates and maintains critical community infrastructure, including energy



networks, renewable energy systems, and internet and metro area fibre networks.

HCE has become an expert in delivering kilowatts, kilojoules, and kilobytes — the currency needed to power our lives in the digital age and is well-placed to play an increasingly active role in climate change mitigation and adaptation.

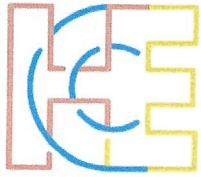
Well-defined, low-carbon transformations to reach short- and long-term targets are a critical component of Hamilton's Climate Action Strategy. HCE supports these transformations, including those HCE can lead and help drive, such as harvesting industrial residual heat to fuel an expanded district energy network and increasing the use of renewables.

As a leader in high-efficiency, low-carbon building heating, HCE looks forward to the ability to work alongside others with specialized skills, knowledge and community involvement in the CCAC. It will be an effective way to engage partners in what they do best.

HCE believes it's all about minimizing the impact of climate change by maximizing the value of every unit of energy, and this is only made possible through collaboration and connectivity.

Presently, GHGs attributable to buildings account for 28% of Hamilton's emissions profile. This comparatively low value is a function of the massive GHG emissions associated with Hamilton's industry and, unfortunately, is not a result of better buildings. As Hamilton's industry decarbonizes (as it is committed to doing), if nothing is done to address building-related emissions, GHGs attributable to buildings in Hamilton will grow to roughly 45% ~ typical of other GTHA cities and be the single largest source of GHGs. Building heating in Hamilton and elsewhere must be decarbonized to meet Canada's climate action goals.

A study performed by the Hamilton Chamber of Commerce released in 2021 identified enough residual/waste thermal energy from Hamilton's industrial bayfront to reduce Hamilton's building sector carbon footprint by 200,000 tCO<sub>2</sub>e/year through an expanded district energy system. The study affirmed that key local stakeholders — including leading manufacturers, developers, and the municipality — are keen to explore this pathway to transform Hamilton's energy landscape, create a market for residual/waste heat, and significantly lower regional GHG emissions in Hamilton's building sector. Communities must harvest these large quantities of industrial residual/waste heat routinely released to the atmosphere and watersheds (studies show that upwards of 60% of industrial energy is "wasted," including energy produced by burning fossil fuels).



Cities must use this heat to reduce GHGs as well as the added burden on electrical generation, local and regional power grids and distribution systems, as markets "electrify."

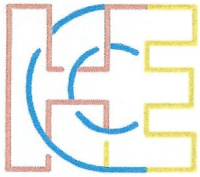
While the shift to decarbonization has many challenges, it will also provide opportunities, especially on two related fronts:

- Building *smart*, low-carbon integrated energy networks needed to support mass electrification destined to transform the GTHA and beyond; and,
- Harvesting industrial residual/waste energy so we can put it to use heating homes, businesses and institutions.

HCE has a vision that by 2050, Hamilton and other parts of the GTHA will have a low-carbon green thermal corridor that transports industrial residual/waste heat harvested across Hamilton's Bayfront Industrial Area to densely populated demand nodes in Hamilton and beyond for building heating. This green thermal corridor will be a vital component of an innovative, next-generation Integrated Community Energy (ICE) network — *smart*, innovative, digitally-enabled, and efficient. This network, designed to scale up in multiple phases, will grow to serve existing and new buildings. It will offset the need for incremental electrical generation capacity and the associated electrical transmission and distribution upgrades that would otherwise be required to decarbonize space heating through electrification. It will also help ensure that the expansion of low-carbon district energy serves the building boom in Hamilton and other parts of the GTHA. This initiative will create a market for industrial residual/waste heat, an enduring by-product of steelmaking and other manufacturing processes in the industrial zone. Best practices from Scandinavia and other regions will be incorporated to ensure the viability of large-scale district energy systems fueled by industrial residual/waste heat. Hamilton will become a lighthouse example of this sustainable approach to decarbonizing space heating and cooling in Canada.

HCE has been and will continue to be a champion of Hamilton's Climate Action Strategy and will contribute in many ways, including:

- Being a leader in fit for purpose, high-efficiency, low-carbon building heating solutions (from premise based systems to large scale networks, and everything in between);
- Helping the City of Hamilton and its partners achieve aggressive GHG reduction targets, especially in the buildings sector;



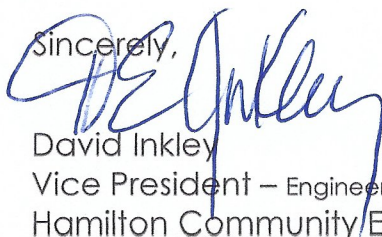
- Local, regional and global partnerships in thought leadership as well as best practices in Net-Zero and the integration of energy and data networks;
- Working arm in arm with manufacturers, the lifeblood of our local and regional economies, supporting their march toward a low-carbon future;
- Engaging multiple parties, including utility providers, to imagine and implement integrated energy systems designed to effectively meet tomorrow's energy needs without burning more fossil fuels;
- Developing and promoting policies, standards and opportunities that support Net-Zero in the buildings sector, including options to connect to integrated thermal and data networks;
- Partnering with manufacturers to harvest their industrial residual (waste) heat as the backbone of a low-carbon thermal network designed to drive sustainable development and ensure energy resilience and security; and,
- Involvement with the CCAC through membership or consultation.

Hamilton has tremendous potential on the path to a decarbonized world - **The Hamilton Advantage**. This advantage will allow Hamilton to compete and win as a prosperous Net-Zero community with:

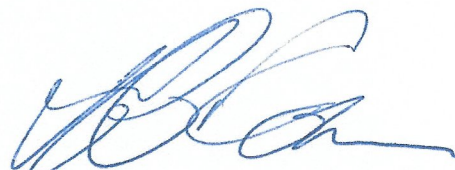
- ✓ An engaged and supportive council and citizenry that understands the need to act on a growing climate emergency;
- ✓ A diversified economy led in large part by a manufacturing cluster committed to decarbonization;
- ✓ Ownership of a non-regulated integrated utility (HCE) dedicated to the decarbonization of building heating in Hamilton;
- ✓ A vast industrial residual (waste) heat renewable resource; and,
- ✓ A growth trajectory that will create a viable energy innovation and investment market.

We encourage councillors to accept the recommendations offered by city staff. Adoption of this report will continue Hamilton's commitment to be a leader in decarbonization and climate resiliency, and most importantly, it will set the stage for immediate tangible action.

Sincerely,



David Inkley  
Vice President – Engineering & Development  
Hamilton Community Enterprises



Jeffrey Cowan  
President and CEO  
Hamilton Community Enterprises

Submitted on Fri, 01/06/2023 - 13:16

Submitted by: Anonymous

Submitted values are:

### **Committee Requested**

Committee  
General Issues Committee

Will you be delegating in-person or virtually?  
In-person

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

### **Requestor Information**

Requestor Information  
Julie Alexander  
Enbridge Gas  
3401 Schmon Parkway  
Thorold, Ontario. L2V 5A8  
[julie.alexander@enbridge.com](mailto:julie.alexander@enbridge.com)  
905 984 4956

Preferred Pronoun  
she/her

Reason(s) for delegation request  
Request for Enbridge Gas and ArcelorMittal Dofasco to present at the February 1, 2023 General Issues Committee meeting. The topic of the presentation will be an upcoming project in the City of Hamilton that is related to both companies.

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
Yes

Submitted on Mon, 01/16/2023 - 09:45

Submitted by: Anonymous

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**

Requestor Information  
Ian Borsuk  
Environment Hamilton  
51 Stuart Street  
Hamilton, Ontario. L8L1B5  
[iborsuk@environmenthamilton.org](mailto:iborsuk@environmenthamilton.org)  
9055490900

Preferred Pronoun  
he/him

Reason(s) for delegation request  
I would like to speak to Item 10.15 Draft Terms of Reference for a Climate Change Advisory Committee (PED23028) on behalf of Environment Hamilton

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No



Submitted on Tue, 01/17/2023 - 06:06

Submitted by: Anonymous

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**

Requestor Information  
Marcie mcilveen  
Hamsmart

Preferred Pronoun  
she/her

Reason(s) for delegation request  
In respect to item 10.18

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

Submitted on Tue, 01/17/2023 - 08:12

Submitted by: Anonymous

Submitted values are:

**Committee Requested**

Committee  
General Issues Committee

Will you be delegating in-person or virtually?  
In-person

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

**Requestor Information**

Requestor Information  
Gessie Stearns

Preferred Pronoun  
she/her

Reason(s) for delegation request  
Respecting discussion item 10.18 Encampment Pilot Evaluation (HSC20038(e) / PED21188(b)).

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

Submitted on Tue, 01/17/2023 - 11:36

Submitted by: Anonymous

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**

Requestor Information

Koubra Haggar

Preferred Pronoun

she/her

Reason(s) for delegation request

Housing - requesting to speak to item 10.18 on tomorrow's agenda. Around the City's encampment response.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

Submitted on Tue, 01/17/2023 - 11:41

Submitted by: Anonymous

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**

Requestor Information  
Katherine Walker-Jones

Preferred Pronoun  
they/them

Reason(s) for delegation request  
Response to report regarding city encampment response

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

Submitted on Tue, 01/17/2023 - 11:42

Submitted by: Anonymous

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**

Requestor Information  
Amanda Nemec-Bakk

Preferred Pronoun  
she/her

Reason(s) for delegation request  
10.18 Encampments

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

Submitted on Tue, 01/17/2023 - 11:47

Submitted by: Anonymous

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**

Requestor Information  
Tanya Collins

Preferred Pronoun  
she/her

Reason(s) for delegation request  
Speaking to Encampment Response

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

Submitted on Tue, 01/17/2023 - 12:00

Submitted by: Anonymous

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**

Requestor Information  
Joanna Aitcheson

Preferred Pronoun  
she/her

Reason(s) for delegation request  
Support for unhoused residents.

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

ubmitted on Tue, 01/17/2023 - 11:52

Submitted by: Anonymous

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**

Requestor Information  
Elia Hamelin

Preferred Pronoun  
they/them

Reason(s) for delegation request  
speak with respect to the budget increase for encampment response

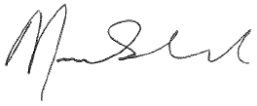
Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No





# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Economic Development Manufacturing Strategy Update (PED23005) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Alfonso Principato (905) 546-2424 Ext. 5363
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

N/A

## INFORMATION

In the spring of 2022, KPMG International Limited (KPMG), a Canadian consulting firm was awarded the contract to update the City of Hamilton's Manufacturing Sector Strategy. This strategy involved outreach and input from key stakeholder groups including academia & research, industry, government, support organizations, Infrastructure organizations and potential Investors. This strategy describes the current state of the sector, identifies key subsectors of strength, and highlights the key challenges and opportunities along with the City's value proposition. KPMG also identified opportunities for growth, investment, and jobs as well as an implementation roadmap. Further information is under Appendix "A" to Report PED23005.

## Manufacturing

Manufacturing is a core foundation of Hamilton's economy. The Manufacturing Sector Strategy provides a framework for the sector's participants to link public investments with private sector expertise and innovation. It will inspire further collaboration and alignment to attract domestic and international investment.

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

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

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

**SUBJECT: Economic Development Manufacturing Strategy Update ((PED23005))  
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**Hamilton's Value Proposition**

In Hamilton, policymakers and business leaders are committed to supporting the manufacturing sector in meeting global sustainability objectives and providing a competitive business environment for investment. Built on a long-standing legacy of steel, metal and food manufacturing, the City is laser-focused on building on its strengths and enabling the emergence of new subsectors, advanced processes, innovation, and new business models. The City is tapping into the market opportunities of emerging technology and a transition to a low-carbon economy to increase jobs, prosperity, and the local economy.

Hamilton's strategic location - at the heart of Canada's largest province and within an hour of the United States (U.S.) border - provides reliable, resilient access to world markets and trade routes. Companies located here have access to a modern, multi-modal transportation network with unparalleled ability to move their goods. This includes access to the largest port in Ontario, the busiest overnight express cargo airport in Canada, and a well-connected road and rail network.

We continue to build on our long-standing manufacturing legacy and become a leading City in North America's journey to a low-carbon manufacturing future.

**Spotlighted Subsectors**

In addition to supporting the established and traditional manufacturing sub-sectors, the Strategy identified six key subsectors of strength that are poised for further growth within the ecosystem, such as:

1. Steel & Metal Manufacturing;
2. Food & Beverage Manufacturing;
3. Industrial Machinery and Equipment;
4. Decarbonization Technologies;
5. Water Technologies; and,
6. Aerospace Manufacturing.

**Key Enablers**

Hamilton's location advantages, high-quality of life and well-established manufacturing ecosystem work in tandem with key enablers to ensure Hamilton's manufacturing sector continued growth. Key enablers separating Hamilton from its competition include:

- Movement of Goods;
- Industry and Innovation support;

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- Linkages with Federal and Provincial Priorities; and,
- Related City and Stakeholder initiatives.

**Key Strengths**

Growing Hamilton's manufacturing sector and attracting investment will require drawing on the strengths of the Sector to unlock broader advantages. Hamilton's Sector strengths include:

- Existing Manufacturing Presence;
- Academic Institutions;
- Collaborative Environment;
- Strategic Location; and,
- High Quality of Life.

**Key Opportunities**

Hamilton has a strong and long-standing manufacturing base to build from and expand. Accelerating sector growth will depend on the City's ability to leverage existing strengths (advantages / differentiators) and capitalize on emerging opportunities (areas of potential growth / advantage) within key subsectors of focus, namely:

- Clean Energy Transition;
- Labour Attraction;
- Leveraging Existing Assets; and,
- Enhance End-to-End Ecosystem.

**Labour Force Overview**

The Manufacturing Sector is facing a global skills gap due to an increasingly ageing workforce and a misperception about the manufacturing industry among younger demographics. As the Manufacturing Sector aligns with Industry 4.0, there will be a significant shift in the skills and competency profile required in the manufacturing workforce. There are increased demands for talent with technological skillsets, enabling them to handle new-age technology-driven processes such as additive manufacturing, robotics, and automation.

The Strategy outlines various projects and initiatives that operate in Hamilton with the focus of creating awareness about the Manufacturing Industry and inculcating the required skills for manufacturing in high school students, as well as upskilling the workforce with vital skills demanded by the industry. Further leveraging these existing

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initiatives is a key component of helping to bridge the existing skills gap and bolster the local workforce.

The City of Hamilton's Economic Development Division is also working on a detailed Workforce Development Strategy that will provide further analysis and recommendations to address labour force challenges.

**Implementation Roadmap**

Detailed research and consultations with stakeholders were conducted to evaluate the current status of the manufacturing sector including a focus on targeting foreign direct investments for the City. Based on the collected data and analysis, several recommendations have been identified to assist staff in growing the manufacturing sector and attract new investment. A complete list of the 42 Actions with corresponding roles, timelines and priorities can be found in Section 6: Implementation Roadmap of the Manufacturing Sector Strategy, attached to Report PED23005. The following are a few examples of the listed Actions:

1. Continue to promote the City's strengths (as it relates to the multi-modal movement of goods to potential investors) and ensure manufacturing is top of mind for the City's transport and logistics-related strategy Working with small companies;
2. Undertake an agricultural/food value chain analysis to better understand industry opportunities;
3. Enhance collaboration with industry and other levels of government to promote Hamilton's brand and capabilities as an advanced manufacturing hub at international industry events (e.g. Paris Air Show, Inter Solar Europe, the Cleveland Manufacturing and Technology Show);
4. Work with key stakeholders to develop an industry focused Decarbonization Transition Roadmap that supports local industry in achieving decarbonization targets by understanding areas of opportunity for reducing carbon emissions;
5. Strengthen collaboration and partnerships across sectors to facilitate the crossover of technology especially for start-up companies in this space through pilot projects and accelerate its readiness for adoption; and,
6. Host a 'Queen's Park' day with key provincial officials to further build partnerships with provincial counterparts and raise awareness about challenges facing Hamilton's Manufacturing Sector, the new Sector Strategy, Future Focus and spotlighted subsectors.

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The completion of the Manufacturing Sector Strategy was an identified action item in the City's Economic Development Action Plan 2021 – 2025 (item 30) and now it will be positioned for implementation.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report PED23005 - Manufacturing Sector Strategy

AP/jrb



# Manufacturing Sector Strategy

CONFIDENTIAL

November 2022



# Contents

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# 1

## Hamilton's manufacturing growth strategy





# An enormous growth opportunity

**Manufacturing is a core foundation of Hamilton's economy. This document describes a refreshed strategic approach for keeping it that way.**

The economy-wide effects of the COVID-19 pandemic still reverberate. Going forward, the manufacturing sector will increasingly prioritize resilient supply chains, talent availability, innovative technology, dependable infrastructure and flexible business models when making site selection and investment decisions. This presents numerous opportunities for the sustainable growth of manufacturing in Hamilton.

The City of Hamilton ("City") must continuously communicate a consistent value proposition to attract and retain investor interest.

**This sector strategy is a call to action and provides a prioritized framework to accelerate investment.**

## Current sector impact

**Hamilton's manufacturing sector plays a key role in Ontario's economy** — generating over \$21B in sales in 2021, which has grown at a compound annual growth rate (CAGR) of 7.2% since 2016.

## Global growth trajectory

**The global manufacturing sector continues to demonstrate growth** (following a slowdown during the COVID-19 pandemic). Global manufacturing value added reached \$16.3T USD in 2021, with global manufacturing production seeing a 3.1% increase in the second quarter of 2022.

# Our strategy on a page



## VISION

We will harness our strategic location, resilient community and proud industrial legacy to produce leading businesses in advanced manufacturing and a more prosperous, sustainable Ontario.

### Strategic pillars



#### Building to our strengths

We will continue to support and grow our established manufacturing subsectors.



#### Attracting talent

We will be a magnet for human capital, focusing on both the next generation and newcomers.



#### Getting ahead of the curve

We will prioritize manufacturing opportunities that accelerate the transition to a low carbon economy.

### Key Enablers

<b>Industry Innovation Support</b> (e.g., McMaster University, Mohawk College, CanmetMATERIALS MMRI)	<b>Port of Hamilton</b>	<b>Hamilton Immigration Partnership Council</b>
<b>Federal and Provincial Initiatives</b>	<b>Talent Pool and Quality of Life</b>	<b>Development Opportunities</b> (e.g., Bayfront Industrial Areas Strategy)
<b>Rail and Road Network</b>	<b>Hamilton International Airport</b>	

### Spotlighted Subsectors

- Steel and metal
- Industrial machinery and other equipment
- Water technology
- Food and beverage
- Decarbonization technologies
- Aerospace

### Broader Manufacturing Ecosystem

- Automotive and EV manufacturing
- Fabricated and secondary metal

# Building on our strengths (1/2)

Key Items	Strategic Opportunities	Actions
<p><b>Movement of goods</b></p>	<p>Seek opportunities to support building on/promote Hamilton’s existing multi-modal transportation network and the presence of the required capabilities and capacity to continue to support the efficient the movement of goods across Canada and internationally.</p>	<ul style="list-style-type: none"> <li>• In partnership with Hamilton Oshawa Port Authority (HOPA), <b>seek to further build the Port of Hamilton’s capacity / promote opportunities</b> to support local manufacturers including small- to mid-size enterprises (SMEs)</li> <li>• Seek <b>partnership opportunities for the Port of Hamilton</b>, including the expansion of current partnerships such as the one with the Port of Montreal, to further connect the City to major international shipping lines</li> <li>• <b>Continue to promote the City’s strengths</b> as it relates to the multi-modal movement of goods to potential investors (both domestic and international) and ensure manufacturing is top of mind for the city’s transport and logistics-related strategy</li> <li>• <b>Maintain a well-connected road network</b> to and from Hamilton’s industrial zones to allow for the efficient movement of goods via trucks and to ensure manufacturing sector is a leading priority with the city’s transport and logistics-related strategies</li> <li>• <b>Undertake an agricultural/food value chain analysis</b> to better understand industry opportunities.</li> </ul>
<p><b>Further enhancement of Hamilton as ‘business friendly’</b></p>	<p>Streamline approvals process and associated timelines to further support businesses (focused on manufacturing/industrial developments) looking to enter / expand into Hamilton. Focus to be given to the development review process for greenfield and brownfield development.</p>	<ul style="list-style-type: none"> <li>• <b>Advocate for a review of the city’s development approval process</b> to identify pain points and actions to further Hamilton as a leading ‘business friendly’ jurisdiction</li> <li>• <b>Identify leading practices</b> from international jurisdictions which have streamlined an efficient government approvals process for investment attraction (and decarbonization) that can be implemented in Hamilton</li> <li>• <b>Advocate for an assessment of Hamilton’s energy supply</b> to identify/assess potential challenges identified by stakeholders and encourage the development of associated recommendations for improvement</li> </ul>

# Building on our strengths (2/2)

Key Items	Strategic Opportunities	Actions
<p><b>Promote sector collaboration</b></p>	<p>Identify and promote a recognized organization/team which will serve as the ‘voice for the sector’ and ensure key stakeholders can unite under a clear vision and future direction.</p>	<ul style="list-style-type: none"> <li>• <b>Spotlight the City’s Economic Development Office</b> as key sources of information to stakeholder groups across the city including businesses, academia, and associated organizations</li> <li>• <b>Promote partnerships and collaboration within the manufacturing sector</b> across stakeholder groups by hosting information sessions and opportunities for industry to provide input into implementation of the action items</li> <li>• <b>Enhance collaboration with industry other levels of government</b> to promote Hamilton’s brand and capabilities as an advanced manufacturing hub at international industry events (e.g. Paris Air Show, Inter Solar Europe, the Cleveland Manufacturing and Technology Show)</li> </ul>
<p><b>Accelerating the growth of start-ups and scale-ups through improved access to capital</b></p>	<p>Seek opportunities to increase access to capital for companies within Hamilton’s manufacturing ecosystem.</p>	<ul style="list-style-type: none"> <li>• Working with provincial and federal governments, including organizations such as Consider Canada Cities Alliance, look to <b>advocate on behalf of Hamilton companies for funding</b> that can help increase the availability of capital (with focus to be given to organizations seeking to transition to a low carbon economy)</li> <li>• <b>Explore opportunities to engage with the broader investor landscape</b>, including those who are not currently focused on the sector in Hamilton but may have potential interest in manufacturing/low carbon energy transition.</li> </ul>

# Getting ahead of the curve (1/2)

Key Items	Strategic Opportunities	Actions
<p><b>Clean energy transition</b></p>	<p>Focus on supporting and promoting opportunities for stakeholders across the sector to transition to low carbon and clean energy sources.</p>	<ul style="list-style-type: none"> <li>• <b>Develop concierge services</b> within the City’s Economic Development Office and Invest in Hamilton focused on connecting companies with accessing available resources or appropriate expertise from community groups related to decarbonization</li> <li>• Work with key stakeholders to <b>develop an industry-focused decarbonization transition roadmap</b> that supports local industry in achieving decarbonization targets by understanding areas of opportunity for reducing carbon emissions</li> <li>• Working with key stakeholders, <b>undertake a match-making exercise</b> to connect innovative start-up companies focused on decarbonization with established companies focused on clean energy transition</li> </ul>
<p><b>Future skills development</b></p>	<p>Work with academia, apprenticeship, and training programs to ensure focus is given to developing the required skillsets across the ecosystem in the near and long-term. There is potential for strong synergy supported by collaborative partnerships, research and innovation</p>	<ul style="list-style-type: none"> <li>• Partner with key stakeholders (e.g. Workforce Planning Hamilton) to <b>undertake detailed assessment of the future skills needs</b> of Hamilton’s manufacturing companies, with a focus on the spotlighted subsectors</li> <li>• Work with academia and apprenticeship programs to <b>promote upskilling/reskilling opportunities</b> to ensure appropriate technology skillsets are present across the labour pool</li> <li>• <b>Explore opportunities to leverage Hamilton-based manufacturing skills initiatives</b> including upstream programs such as the Specialist High Skills Major program, Skills for Steel and the ArcelorMittal Dofasco Mohawk collaboration to bridge the structural challenges within the talent pipeline and mitigate for the local skills gaps</li> <li>• Work with the Ontario Ministry of Labour, industry, academia, and training programs to <b>develop a 10-year talent pipeline roadmap</b> to foster innovation within the sector and meeting future resourcing needs</li> </ul>

# Getting ahead of the curve (2/2)

Key Items	Strategic Opportunities	Actions
<b>Technology adoption</b>	Seek opportunities to promote accelerated technology adoption across Hamilton’s manufacturing supply chain.	<ul style="list-style-type: none"> <li>• Working with the provincial and federal governments, <b>raise awareness of incentive programs are available</b> for companies looking to further adopt technology as part of their business</li> <li>• <b>Identify potential areas of low technology adoption</b> across the city’s supply chain and provide information related to incentive programs and/or upskilling/reskilling opportunities that could support the sector and related manufacturing processes.</li> <li>• <b>Strengthen collaboration and partnerships across sectors</b> to facilitate the crossover of technology (especially for startup companies) in this space through pilot projects and accelerate its readiness for adoption</li> </ul>
<b>Alignment with city initiatives</b>	Seek alignment and opportunities to leverage existing city initiatives to further support growth of the manufacturing sector and transition towards decarbonization.	<ul style="list-style-type: none"> <li>• <b>Expand the Economic Development Office’s collaboration within the City’s key working groups</b> focused on initiatives which have potential impact on the manufacturing sector</li> <li>• <b>Further support the city’s focus on a low carbon economy</b> by continuing to promote decarbonization across the industry and including principles related to the transition across all manufacturing-related initiatives</li> </ul>
<b>Alignment with provincial and federal initiatives</b>	Leverage provincial and federal government initiatives to support sector growth. Ensure focus is given to subsectors where Hamilton’s manufacturing sector has a distinct value proposition within Canada.	<ul style="list-style-type: none"> <li>• <b>Host a ‘Queen’s Park Day’</b> with key provincial officials to further build partnerships with provincial counterparts and raise awareness about challenges facing Hamilton’s manufacturing sector, the new sector strategy, future focus and spotlighted subsectors</li> <li>• <b>Host a ‘Day on the Hill’</b> to build awareness of Hamilton’s strengths at a federal level, key challenges which can be supported by the federal government, and build awareness of the City’s future focus for the manufacturing sector</li> </ul>

# Attracting talent and jobs (1/2)

Key Items	Strategic Opportunities	Sample Actions
<b>Attracting immigrants</b>	Successful attraction of immigrants to Hamilton is a key pillar for ensuring for a future robust manufacturing talent pool.	<ul style="list-style-type: none"> <li>• Leveraging Global Hamilton and Innovation Factory's Start-up Visa Program, seek to <b>promote Hamilton as a first landing spot</b> for new immigrants entering Canada</li> <li>• Leveraging Hamilton Immigration Partnership Council and Global Hamilton Office, <b>raise awareness of employment and upskilling opportunities for immigrants</b> across the sector</li> <li>• Working with the provincial and federal governments, <b>increase Hamilton's participation in the Ontario Immigrant Nominee Program (OINP) and related-federal initiatives</b> (such as the Federal Skilled Trades Program and the Municipal Nominee Program (MNP))</li> </ul>
<b>Attracting new graduates</b>	Promoting new and emerging opportunities to students (with a focus on elementary and high school students) is required to dispel myths about future employment in the sector.	<ul style="list-style-type: none"> <li>• Further <b>leverage existing programs</b> and <b>partner with the Industry Education Council (IEC) and local high schools</b> to leverage existing career fairs/undertake information sessions to highlight potential future opportunities within the sector</li> <li>• Working with colleges and apprenticeship programs, <b>seek to brand manufacturing as an attractive career choice</b> for new graduates – especially women – with STEM knowledge</li> </ul>
<b>Attracting skilled workers</b>	As the sector looks to transition towards areas which increasingly rely on technology and innovation, attracting skilled workers with experience will be a core requirement for ongoing sector growth.	<ul style="list-style-type: none"> <li>• <b>Undertake detailed assessment of 2021 National Occupational Classification (NOC) database</b> (following release) to further identify the current state of Hamilton's labour pool across key sectors</li> <li>• <b>Increase collaboration</b> (including information sharing) with manufacturing accelerators/incubators across Canada's innovation corridor to promote flow of employment opportunities to potential talent</li> <li>• <b>Strengthen partnerships with academia and recruiters</b> (including employment liaison officers) to promote new opportunities to recent graduates, mid-level talent and executives within the city's subsectors</li> <li>• <b>Promote the city's quality of life and affordability</b> (relative to neighbouring jurisdictions across the Greater Toronto Hamilton Area)</li> </ul>

# Attracting talent and jobs (2/2)

Key Items	Strategic Opportunities	Sample Actions
<b>Brand</b>	Provide key stakeholders – including champions across municipal, provincial, and federal governments – with comprehensive knowledge and confidence in the long-term sustainability of Hamilton’s manufacturing sector, including the focus on becoming a low carbon manufacturing hub.	<ul style="list-style-type: none"> <li>• <b>Undertake targeted campaign</b> focused on highlighting the city’s vision for the future, the sector’s focus on decarbonization and the spotlighted subsectors to key stakeholders across Ontario and Canada</li> <li>• <b>Identify champions</b> within key stakeholder groups and arm them with compelling messaging and up-to-date information about wins/opportunities and awareness about the sector’s journey towards a low carbon economy</li> <li>• <b>Increase buy-in from provincial and federal government leaders</b> by highlighting how successful decarbonization across Hamilton manufacturing can help strengthen Canada’s and Ontario’s manufacturing brand</li> </ul>
<b>Getting and keeping investor attention</b>	Partner with the provincial and federal governments, and local manufacturing companies (as appropriate) to promote the city’s competitiveness and unique standing as a leading manufacturing hub focused on transitioning to a low carbon future.	<ul style="list-style-type: none"> <li>• Participate in <b>targeted federal and/or provincial trade missions</b> related to the manufacturing sector</li> <li>• <b>Develop targeted investor list and tailored pitch books</b> highlighting Hamilton’s cost competitiveness against peer jurisdictions and the city’s unique standing as an emerging low carbon manufacturing hub in North America</li> <li>• <b>Support companies with investment attraction bids</b> by providing resources/information (e.g. data and information on operating costs within the city; municipal, provincial, and federal supports including available grants, etc.)</li> </ul>



# 2

## Hamilton's value proposition



# Hamilton's value proposition

**Hamilton offers a vibrant manufacturing cluster that combines a strategic location, innovation, and collaborative community with an industrial heritage that produces leading companies in advanced manufacturing.**

In Hamilton, policymakers and business leaders are committed to supporting the manufacturing sector in meeting global sustainability objectives and providing a competitive business environment for investment. Built on a long-standing legacy of steel, metal and food manufacturing, the city is laser-focused on building on its strengths and enabling the emergence of new subsectors, advanced processes, innovation and new business models. The city is tapping into the market opportunities of emerging technology and a transition to a low carbon economy to increase jobs, prosperity and the local economy.

Hamilton's strategic location — at the heart of Canada's largest province and within an hour of the U.S. border — provides reliable, resilient access to world markets and trade routes. Companies located here have access to a modern, multi-modal transportation network with unparalleled ability to move their goods. This includes access to the largest port in Ontario, the busiest overnight express cargo airport in Canada, and a well-connected road and rail network.

Join us as we continue to build on our long-standing manufacturing legacy and become a leading city in North America's journey to a low-carbon manufacturing future.

# 3

## Spotlighted subsectors



# Overview of Hamilton’s manufacturing subsectors

## Hamilton Manufacturing



### Established Subsectors

#### Definition

Subsectors which have a strong presence of primary and secondary entities collectively contribute to the presence of a robust ecosystem capable of effectively and efficiently supporting the production and movement of goods. These areas offer a strong potential for both national and global growth.

#### Selection criteria

Subsectors were selected based on the presence of an existing robust ecosystem and competitive advantage and identified future opportunities for growth (nationally and internationally).

#### Subsectors

Steel and metal manufacturing, food and beverage manufacturing, industrial machinery and other equipment



### Emerging Subsectors

#### Definition

Areas where the city has existing strengths that can be leveraged to capitalize on emerging national and global opportunities, where a robust ecosystem is not yet present.

#### Selection criteria

The selected subsectors were selected based on notable global growth opportunities and the presence of strengths within Hamilton that can be leveraged to establish a future competitive ecosystem.

#### Subsectors

Decarbonization, water technology, aerospace manufacturing

## Enablers

#### Definition

Supporting industries and assets critical to the advancement of manufacturing operations and sector growth. These assets and initiatives act as enablers that facilitate and scale innovation.

#### Examples

Hamilton International Airport, Port of Hamilton, and rail and road connectivity, industry and innovation support, federal and provincial Initiatives, and talent pool.

# Steel & metal manufacturing

## Canadian & global trends



### Innovation

Globally, the subsector is increasingly relying on high-skilled labour and innovative technologies. Such innovations are contributing to the subsector's growth, which has a forecasted CAGR of 7.3% through to 2026.



### Decarbonization leader

Steel production is recognized to have large-scale carbon emissions. The subsector accounts for 11% of total global CO2 emissions. Canadian steel manufacturers have made significant progress at improving emissions, emitting the least amount of carbon per metric ton in the world, according to Global Efficiency Intelligence.



### Abundance of resources

Manufacturers in Canada have access to the sixth largest reserve of iron ore in the world.

## Hamilton's advantages



### Global reputation

Hamilton is home to major manufacturers such as ArcelorMittal Dofasco and Max Aicher North America (MANA). These firms have engaged in innovative R&D that has led to lighter, stronger, and more sustainable products.



### Research capabilities

CANMET Materials Technology Laboratory in McMaster Innovation Park is the largest metal research centre in Canada. The centre undertakes over 100 collaborative R&D projects annually with industry, academia and government. McMaster University also houses the Steel Research Centre and the McMaster Manufacturing Research Institute (MMRI).



### Funding support

With NGen based in Hamilton, the federal and provincial governments are committed to supporting steel and metal manufacturing in the City. In 2021, federal and provincial investments aimed at supporting innovation and decarbonization totaled \$900M CAD.



### Low-carbon focus

Hamilton's Climate Change Action Strategy will have a strong focus on decarbonizing the steel subsector. ArcelorMittal Dofasco's \$1.8B CAD project for converting the steel production process and phasing out coal-fired steelmaking is one of the first steps.

**Reason for selection:** Hamilton has a long-standing history and expertise in steel and metal manufacturing. With strong government, industry, and research centre commitment to support the transition to decarbonization, the city has an opportunity to get ahead of the curve and become a global leader in low carbon steel and metal manufacturing.

Sources: Fisco, Business Wire, Natural Resources Canada, ISED, Global News, McMaster.ca, Financial Post, NSEnergy.com, Statistics Canada, Natural Resources Canada, Newswire.ca, WorldSteel.org, Government of Canada, EinNews, McKinsey & Company, Global Efficiency Intelligence

# Food & beverage manufacturing

## Canadian & global trends



### Subsector growth

The subsector has consistently outperformed other manufacturing subsectors with a forecasted CAGR of 8.7% through to 2026. This growth has been partially driven by strong consumer demand for higher quality and higher priced products, reflecting health trends and rising incomes in emerging markets.



### Supply chain crisis

Shortages in raw materials are becoming more frequent as crop and livestock production are disrupted by climate change, the pandemic, geopolitical conflicts, and inflation/pricing impacts.



### Reputable Canadian subsector

Canada is the eighth largest exporter of food in the world. The subsector exports 33% of its food and beverage production and maintains a trade surplus of approximately \$4B CAD (2020).

## Hamilton's advantages



### Port access

The Hamilton-Oshawa Port Authority specializes in agri-food cargo shipping, enabling manufacturers to import raw materials. For example, Sucro Sourcing, a Hamilton sugar refinery, is supplied with sugar through the port.



### End-to-end supply chain

That includes over 670 local farms, and over 120 food and beverage manufacturers (e.g., Maple Leaf, Mondelez, Tim Hortons roasting facility) with capabilities like automation equipment, cold and frozen storage, food grade packaging, and logistics.



### Skilled talent

Trained at over 55 university and college programs from regional institutions including Mohawk College, McMaster University, Guelph University and Niagara College. Concentrations include agriculture, food science, nutritional science and culinary arts.



### Ongoing growth

Has grown over 60% since 2016 to become Hamilton's second largest manufacturing subsector. Annually, the subsector generates over \$4M CAD in sales. This growth has been supported by a robust supply chain that enables the efficient movement of goods.

**Reason for selection:** with a robust local ecosystem that enables the efficient shipping of raw inputs, and connections to populous markets, Hamilton's well established food and beverage subsector has significant opportunity to attract further growth and investment.

Sources: Invest in Hamilton, Government of Canada, Ontario Ministry of Agriculture, Agriculture Canada, Invest in Hamilton, ResearchandMarkets.com, TheBusinessResearchCompany.com, Statista.com, CRBGroup.com, BDC.ca, WorldAtlas.com, Common Thread, Dalhousie University, Hamilton-Oshawa Port Authority

# Industrial machinery & equipment

## Canadian & global trends



### Strong global growth in demand

The market value for industrial machinery is projected to grow from \$565.6B USD (2020) to approximately \$794B USD by 2027 at a CAGR of 5%. China is projected to be a big source of this growth, growing its market value to \$145.9B USD by 2027, at a projected CAGR of 8.2%.



### Emerging innovations

'Smart' machines', that are increasingly automated and rely on AI, are becoming increasingly common. Over the next decade, 'smart' machines are expected to grow at a CAGR of 19%.



### Thriving small business ecosystem

With over 4,000 small Canadian businesses that specialize in machinery manufacturing and employ between 1 to 99 employees. These small businesses are essential for supplying larger manufacturers.

## Hamilton's advantages



### Established industry

With local machine manufacturers such as XYZ and Edson Packaging Machinery supplying and servicing the strong demand from the 750+ manufacturing entities in Hamilton.



### Attracts firms

Firms are attracted to the cluster of established businesses and the availability of an end-to-end supply chain enabled by industrial machinery and equipment manufacturing. For example, L3Harris Technologies is manufacturing equipment for electro-optical and infrared imaging.



### Innovative capabilities

As the industry looks to further combine research, technology and manufacturing, Hamilton's research capabilities at its academic institutions will be critical to this ecosystem.

**Reason for selection:** strong local demand from an established manufacturing base, experienced machine and equipment manufacturers, and innovative R&D capabilities in Hamilton provide opportunities to attract additional investment and take advantage of projected subsector growth.

# Decarbonization technologies

## Canadian & global trends



### Public sector support

Governments are investing billions of dollars into decarbonization in an attempt to address climate change, meet ambitious decarbonization targets, and steer economic growth towards sustainable industries. For example, hydrogen energy, has received \$76B USD in worldwide public investment.



### Canadian competitive edge

Clean technologies are forecasted to become a top export for Canada by 2025, with an annual value of \$20B CAD. This growth is supported by billions of dollars in investments made by federal and provincial governments.



### Hydrogen leader

Canada established a Hydrogen Strategy in 2020 that seeks to make the country a global leader in hydrogen technologies and aims for 20 MT of domestic supply of hydrogen annually by 2050.

## Hamilton's advantages



### Municipal commitment

The city has developed the Climate Action Strategy to reach net zero emissions by 2050. Actions include improving Electric Vehicle infrastructure, and bicycle infrastructure, among others.

The City of Hamilton is supporting the development of Hamilton Regional Decarbonization Hub that will seek to reduce/eliminate emissions across multiple sectors.



### Leading research and industry presence around EV manufacturing

Hamilton is home to leading research centres such as McMaster University's iHub that incorporates industry experts to develop electric and autonomous vehicles with a strong focus on EV motors. The organization supports more than 230 SMEs with commercializing new clean technologies and received a \$10M investment from the federal government. The city also has a presence of emerging cleantech companies, like Hydrogenics.



### Funding support

The federal and provincial governments are committed to supporting Hamilton's initiatives. In 2021, federal and provincial investments into ArcelorMittal Dofasco's \$1.8B CAD project for adopting cleaner manufacturing processes totaled \$900M CAD. This investment will help to innovate and decarbonize the sector.

**Reason for selection:** with the ability to leverage federal and provincial initiatives and supported by key industry players, Hamilton is well positioned to address global calls to action to develop innovative technologies and solutions to help the manufacturing sector transition into low carbon operations.

Sources: International Energy Agency, Government of Canada, Government of Ontario, Statistics Canada, Invest in Hamilton, Invest Canada, London School of Economics, US Department of Energy, Globe News Wire, PR News Wire, Ontario's Low Carbon Hydrogen Strategy, Ontario Energy Board, ArcelorMittal, Global News, Bloomberg News, In the Hammer, Hydrogen Council



# Water technologies

## Canadian & global trends



### Global water crisis

3 billion people worldwide currently lack an adequate supply of clean water, which is projected to double to 6 billion by 2050. Innovative water technology is needed to solve this crisis.



### Wealth of freshwater

Canada has more freshwater lakes than all other countries combined and the fourth largest reserve of renewable freshwater. This resource gives Canada a competitive advantage.



### Thriving ecosystem

Canada has more than 700 water technology companies, enablers, and research organizations that employ over 20,000 people.

## Hamilton's advantages



### Strategically located

Hamilton, is situated on Lake Ontario, which provides access to 393 cubic meters of water. This access will be important for developing Hamilton into an innovative water technology hub.



### Research capabilities

Hamilton has unique research capabilities with a presence of research centres that focus on alleviating water scarcity and improving water technologies. Hamilton water research centres include Home of the UN Institute for Water, a think-tank specializing in global water crises; the National Water Research Institute, the world's largest freshwater research institute; the Wastewater Technology Centre; among others.



### Innovative companies

Hamilton companies are recognized as leaders at innovating technologies such as advanced water purification, water treatment, and automated water management systems. Most notably, Fibracast, a local Hamilton firm, invented a revolutionary ultrafiltration membrane technology that has global applications.

**Reason for selection:** Hamilton's access to freshwater, international research centres and innovative companies provide opportunities for the city to become a global leader in developing technologies that fight water scarcity.

# Aerospace manufacturing

## Canadian & global trends



### Global investment boom

The subsector is starting to rebound from the impacts of the pandemic and is benefitting from increased defence spending due to rising geopolitical tensions and investment for commercial drones, satellite technology, and space exploration. These trends will drive a projected CAGR of 7.7% through to 2025.



### Established Canadian industry

The subsector contributed over \$22B CAD to GDP in 2020 and employed 207,000 workers. Canada is the fifth largest aerospace exporter in the world, with over 75% of domestic production dedicated to exports.



### Leader in R&D

Canada is recognized as a global leader in R&D where investments totaled \$934M CAD in 2020. Canada is especially well known for work related to flight simulators and aircraft engines. Canadian R&D is highly driven by cross-collaboration across industry, academia and government.

## Hamilton's advantages



### R&D partnerships

Along with offering several diploma programs in aviation, Mohawk College has partnered with KF Aerospace to develop the Centre for Aviation Technology at the Hamilton International Airport. The centre is a 75,000 sq ft complex with labs, classrooms, and an aircraft hanger.

McMaster University was awarded provincial and industry funding to support innovative aerospace tech and training.



### Innovative companies

Reputable and innovative local companies are driving subsector growth. This includes L3 Harris an innovative technology company with a focus on air and space.



### Major defence contractors

The home of major defence contractors such as L3Harris, an innovative global aerospace and defence technology firm. The firm relocated its head office to Hamilton in 2021 at a new 330,000 sq ft facility that will focus on R&D and manufacturing and will employ 1,500 workers.

**Reason for selection:** aerospace is seeing rapid transformation as a result of emerging technologies, a post-pandemic rebound, increased defence spending and a growing space exploration market. Through Hamilton's research and manufacturing capabilities, the city can support Canada's broader efforts to become an aerospace innovation hub.

# 4

## Key enablers



# Movement of goods

Hamilton is in the centre of the most densely populated corridor of economic activity in Canada, within close range of key major urban markets in Canada and the US.

The city is supported by a network of highways, international rail lines, local air connections, and the Port of Hamilton.

This multi-modal transportation network provides the city with an ability to support the effective movement of goods – a key differentiator for the manufacturing sector.



## Location

- Access to a network of highways within one hour of Toronto and the US Border
- Only city in the region which has all modes of transportation within the municipal boundary (air, sea, road, and rail)
- The Hamilton Airport Employment Growth District (AEGD) business park is slated for a new development of over 8 million sq. ft. in the next 5 years



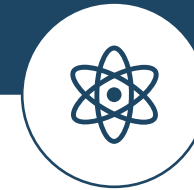
## Strategic Infrastructure

- Home to two international border services available 24/7 – the Hamilton Oshawa Port Authority (HOPA), and the John C. Munro Hamilton International Airport
- Abundant connectivity to provincial highways, and Canadian National (CN) and Canadian Pacific (CP) rail lines



## Free Trade Agreements

- Home to a Foreign Trade Zone (FTZ) that acts as a hub for international trade and allows for tariff and tax exemptions, duty relief programs, and exclusive concierge investment services
- Access to Canada's 15 free trade agreements (FTAs) with 51 countries



## Other Benefits

- Lower cost of commercialization and bringing products to market with the cost of business 50% lower than GTA
- Home to nine business parks with well-established supply chains
- Access to a resident labour force of 400,000 within a 100km radius and over 2 million people within an hour drive

# Industry and innovation support

Manufacturing-focused initiatives by institutions and industry associations such as Mohawk College, McMaster University, the Innovation Factory which includes the Centre for Integrated Transportation and Mobility, CANMAT, IDEAWORKS, Marshall School of Skilled Trades & Apprenticeship, among others are pivotal to the City's growth and prosperity. These associations act as a bridge between innovation and industry, exploring practical solutions and bringing together the expertise in Hamilton to turn ideas into reality.



## Next Generation Manufacturing Canada (NGen)

- Based in Hamilton, NGen is Canada's leading advanced manufacturing supercluster that supports the transformation of the manufacturing sector through the use of innovation and technology.
- The organization aids collaboration with various businesses in specialized domains such as research, technology and manufacturing, and leads training initiatives focused on upskilling youth.
- Home to a network of network of over 2,800 manufacturers, technology companies, innovation centres, and researchers that can provide Hamilton with opportunities to develop, apply, or scale-up transformative manufacturing solutions.
- NGen's expansive supply chain capabilities for commercialization can connect manufactured goods to global markets.
- The NGen supercluster is expected to generate 35,799 new jobs across Canada in the next 10 years. To date, the organization has supported the establishment of 15 new manufacturing companies, adding to a thriving ecosystem.





## Hamilton-focused Initiatives

- Located in Hamilton, McMaster Innovation Park (MIP) aims to be at the centre of research and industry, serving as a platform for young businesses to address real-world challenges and learn from meaningful insights.
  - The organization is focused on strengthening the capacity and capabilities of small and medium-sized enterprises (SMEs) to adopt new technologies and be better positioned for success in an increasingly digital and electrified economy.
- In 2021, McMaster was awarded \$10M CAD in funding to support an integrated automotive, aerospace and advanced manufacturing network within MIP.
- Mohawk college has several initiatives focused on supporting the manufacturing sector, including:
  - IDEAWORKS;
  - Additive Manufacturing Innovation Centre
  - Remotely Piloted Aircraft System (RRAS)
  - Energy & Power Innovation Centre

# Linkages with federal and provincial priorities (1/2)

The federal and provincial governments have manufacturing-related strategies that have the potential to further accelerate the growth of Hamilton’s manufacturing sector whilst also supporting the global transition to a low carbon economy. Initiatives and programs that are aligned with or can help support Hamilton’s work in the sector include:

	Canada	Ontario
<b>Net-zero Emissions</b> 	<ul style="list-style-type: none"> <li>— Canada passed the Canadian Net-Zero Emissions Accountability Act in June 2021, which puts its targets to be net-zero by 2050 into law.</li> <li>— The 2030 Emissions Reduction Plan is a roadmap that outlines a sector-by-sector path for Canada to reach its emissions reduction target of 40 percent below 2005 levels by 2030 and net-zero emissions by 2050.</li> </ul>	<ul style="list-style-type: none"> <li>— Following Canada’s commitments to become net-zero carbon by 2050, the province of Ontario is also championing this effort. Ontario has a strong economy, innovation clusters, and scale of industries, which can be leveraged to allow the province to become a leader in the transition to a net-zero economy.</li> <li>— The province is exploring renewable energy systems and options to achieve emissions reductions through actions such as the acceleration of hydrogen programs.</li> </ul>
<b>Competitive Business</b> 	<ul style="list-style-type: none"> <li>— Invest in Canada is focused on increasing investment for the national advanced manufacturing, agri-food, clean technology, digital technology, health sciences and bio-sciences, and clean resources sectors.</li> </ul>	<ul style="list-style-type: none"> <li>— Ontario is committed to supporting a competitive tax environment.</li> <li>— As part of the Ontario 2020 budget, small businesses with payrolls under \$1M CAD no longer have to pay the Employer Health Tax.</li> <li>— The province has set aside a \$1.3B CAD budget that will be used to provide hydro bill relief for industrial businesses.</li> </ul>

# Linkages with federal and provincial priorities (2/2)

	Canada	Ontario
<b>Skilled Labour</b> 	<ul style="list-style-type: none"> <li>—The Government of Canada is encouraging more Canadians to pursue careers in the skilled trades through apprenticeship grants such as the Apprenticeship Incentive Grant for Women, the Canada Apprentice Loan, as well as other financial supports and tax credits.</li> <li>—The federal government is working to increase awareness and uptake in science, technology, engineering and math (STEM) professions, skilled trades and technologies, with promotion and initiatives that reach over 300,000 youth annually across the country.</li> </ul>	<ul style="list-style-type: none"> <li>—The Province’s Skilled Trades Strategy seeks to modernize the skilled trades and apprenticeship system.</li> <li>—The Achievement Incentive Program aims to encourage skilled trade employers to train apprentices.</li> <li>—New apprenticeship initiatives that build on existing federal supports for the skilled trades include the Skilled Trades Awareness and Readiness Program, which provides \$10M CAD annually to assist young Canadians and other groups that face barriers to entering the skilled trade</li> <li>—The Government invests yearly to support the ongoing modernization of the Youth Employment Strategy to help youth gain the skills and experience needed to find and maintain good employment.</li> </ul>
<b>Immigration</b> 	<ul style="list-style-type: none"> <li>—Recovering from the impacts of the pandemic, the Canadian government has raised its Immigration Levels Plan 2022-2024, with the aim to welcome 432,000 immigrants in 2022. New immigrants will include recruiting qualified people who will contribute to the Canadian economy and address the labour deficit.</li> <li>—The Federal Government’s proposed Municipal Nominee Program (MNP) will give room for local communities, chambers of commerce, and local labour councils to directly sponsor permanent immigrants to move to their community to fill local labour needs. Local communities will recruit immigrants based on matching their skills to community job needs.</li> </ul>	<ul style="list-style-type: none"> <li>—The Ontario Immigrant Nominee Program (OINP) has focused streams related to in-demand skills, human capital priorities, and skilled trades, that can support labour shortage in the manufacturing sector.</li> <li>— The Ontario government is investing over \$900,000 CAD to connect 900 new immigrants across the province with well-paying jobs as carpenters, electricians, plumbers, mechanics, welders, chefs and other in-demand trades.</li> <li>—Over the last few years, Canada has been moving towards more regionally focused immigration programs, to spread immigration throughout less populous regions of Canada, such as the Provincial Nominee Program (PNP).</li> </ul>

# Related City and stakeholder initiatives (1/2)

The City and relevant stakeholders run several programs and initiatives aimed at supporting the manufacturing sector and growing the economy more broadly. A key focus of these initiatives includes a focus on attracting new businesses and top talent, and becoming the city of choice for newcomers to Canada. These initiatives can be leveraged to address challenges and support accelerated growth of the manufacturing sector.



## Hamilton Region Decarbonization Hub

A Hamilton Region Decarbonization Hub has been approved by Council that will engage national and international stakeholders in supporting Canada’s ambitions to achieve net-zero by 2050. The hub will serve as the intersection of multiple government priorities in climate action work and will focus on exploring solutions in the steel manufacturing subsector before scaling up for adoption in other manufacturing subsectors. The initiative is to be aligned with the Hamilton Climate Change Action Strategy (under development).



## Industry Education Council (IEC)

The council supports career exploration through programming, group mentoring and facilitating partnership discussions, to help local business showcase their sector to their future workforce, through practical hands-on learning opportunities. Each year, the Hamilton IEC’s programs directly engage over 2,700 students and 300 employers. There is an opportunity to leverage the IEC to raise awareness about career opportunities in the manufacturing sector.



## Hamilton Immigration Partnership Council (HIPC)

HIPC is a community table that seeks to create a seamless settlement experience for immigrants in Hamilton. HIPC was established in 2009 as one of Canada’s first local immigration partnerships, a network that has now spread across the country and includes more than 75 similar local initiatives. The Council serves as an important broker in helping newcomers connect to local labour market opportunities in manufacturing.



## Hamilton Sector Strategies

The City has developed sector strategies aimed at furthering growth and investment attraction. Most recently, the City has developed a Life Sciences Strategy which included biomanufacturing as a spotlighted subsector. Additional initiatives include a focus on clean transportation methods, and transport and logistics. The objective is to ensure that these strategies collectively support economic growth for the City. The City is also in the process of initiating a workforce strategy.



# Related City and stakeholder initiatives (2/2)

The City and relevant stakeholders run several programs and initiatives aimed at supporting the manufacturing sector and growing the economy more broadly. A key focus of these initiatives includes a focus on attracting new businesses and top talent, and becoming the city of choice for newcomers to Canada. These initiatives can be leveraged to address challenges and support accelerated growth of the manufacturing sector.



## Bayfront Industrial Area Strategy

The City of Hamilton is engaged in a revitalization project of Hamilton's Bayfront Industrial Area, which will create significant development opportunities for manufacturers. The Bayfront Industrial Area is a 1,607-hectare mixed industrial area on the shore of Hamilton Harbour and adjacent to some of the city's oldest neighbourhoods. The Strategy is a high-level, long-term vision and action plan to guide future improvements, investments and redevelopment.



## Hamilton's Climate Action Strategy

Approved in August 2022, the City, along with the broader community, have committed to undertake various actions that accelerate Hamilton's transition to a prosperous, equitable, and resilient post-carbon City. Hamilton's Climate Action Strategy advances the City's response to the Climate Change Emergency Declaration and consists of two major streams: (1) climate mitigation (i.e., reduction of greenhouse gases; and (2) climate adaptation (i.e., decreasing impacts and preparing for the unavoidable impacts of a changing climate).

# 5

## Labour force overview



# Predicted global skills gaps and way forward

Similar to Hamilton, the sector is facing a global skills gap due to an increasingly ageing workforce and a lack of awareness and a misperception about the manufacturing industry among younger demographics.

As the manufacturing sector aligns with Industry 4.0, there will be a significant shift in the skills and competency profile required in the manufacturing workforce. There are increased demands for talent with technological skillset enabling them to handle new-age technology-driven processes such as additive manufacturing, robotics, and automation.



## Global Skills Gap

- A study conducted by the Manufacturing Institute (MI) predicts that there will be 2.1 million vacant manufacturing positions by 2030
- A key issue prevalent in the labour market is finding skilled workers who have manual, operational, and highly technical skills, knowledge or expertise
- Underlying reasons for the skill gap include the introduction of advanced technologies and automation, negative perception of manufacturing jobs, retirement of baby boomers, lack of technology skills sets, lack of digital fluency, and soft skills (such as communication, adaptability, teamwork, and leadership).



## Way Forward

- With increasing automation and a focus on transitioning to a low carbon economy, the manufacturing workforce will need to undergo continual learning and reskilling to stay agile
- As the manufacturing industry embraces technologies such as Artificial intelligence (AI), robotics and Internet of Things (IoT), positions relating to digital literacy, skilled production and operational managers will be on the rise
- Other skills predicted to be in demand include critical thinking, programming, and computer skills
- Sought after soft skills are anticipated to include dependability, aptitude for technology, problem solving and flexibility

# Hamilton's manufacturing labour force overview

A sizeable portion of the labour force in Hamilton is employed in the manufacturing sector. Considering the growth of the industry and corresponding demand for skilled labour, the sector will be impacted by a labour shortage if challenges remain unaddressed.

## Skills and Employment Highlights



**750 manufacturing companies** provide 25,000 jobs (~11% of employment in the city)



**Key employers:** Stelco, ArcelorMittal Dofasco, National Steel Car, L3 Harris, Maple Leaf, Orlick



### Required experience:

Certain jobs include both post-secondary STEM training and basic functional skills (reading, writing, math), completed apprenticeship programs, etc., while others require a more rudimentary skills base for entry-level/less specialized positions.



**80% of the workforce** is employed in primary metals, agrifood, machinery, automotive, and transportation equipment

## Trends and Challenges



### 14% decline in employment

(2021 compared to 2011)

Potential factors leading to employment decline include:

- Automation and advancing technology
- Lack of required skills
- Misperception of manufacturing jobs

### Current trends:

- Increased retirements
- Labour shortages in skilled trades
- Accelerated adoption in technology and automation
- 6% population growth from 2016-2021

### In-demand jobs:

- Welders
- Electricians
- Computer Numerical Control (CNC) machinists
- Machine operators
- Mechatronics repair
- Millwrights

### Workforce demographics:

- Shortage of new graduates with strong math skills in apprenticeships programs
- Experienced baby boomers in the industry entering retirement stage

### Noted hiring obstacles:

- Low interest for positions in smaller and medium-sized businesses
- High wage expectations among select groups
- Immigration barriers (e.g. recently reduced numbers due to the pandemic)
- Affordable housing
- Lack of awareness of the manufacturing career path

Sources: Workforce Planning Hamilton, Canadian Manufacturers and Exporters

# Manufacturing skills initiatives

Various projects and initiatives operate in Hamilton with the focus of creating awareness about the manufacturing industry and inculcating the required skills for manufacturing in high school students, as well as upskilling the workforce with vital skills demanded by the industry.

Further leveraging these existing initiatives / programs is a key component of helping to bridge the existing skills gap and bolster the local workforce.

Sample Programs / Initiatives	Description
<b>Manufacturing Specialist High Skills Major (SHSM)</b>	Offered at select schools in the Hamilton-Wentworth District School Board, the program provides students with a foundation to work in the manufacturing industry. Focus is given to service, repair, and modification of vehicles, vehicle systems and management of manufacturing services and mass-transit systems. The program offers experiential learning opportunities, connects with industry professionals and equipment vendors, organizes visits to post-secondary institutions offering manufacturing-related programs, and other services.
<b>Career Laddering Project</b>	Developed by the Adult Basic Education Association, Niagara Workforce Planning Board, and the Workforce Planning Board of Grand Erie, the program looks at entry-level jobs in manufacturing that have the potential for employees to progress through the company.
<b>Skills for Steel</b>	Run by YMCA Hamilton, the program supports the acquisition of sector-specific skills for entry-level positions focusing on steel manufacturing. This program is funded through Skills Advance Ontario (MLTSD).
<b>Arcelor Mittal Dofasco – Mohawk College Collaboration</b>	Arcelor Mittal Dofasco and Mohawk College together operate the province’s largest apprenticeship program, with the steel company employing approximately 300 Mohawk graduates. In 2016, Arcelor Mittal invested \$1M CAD towards the renewal of technology programs at Mohawk College.

# 6

## Implementation roadmap



# High-level implementation roadmap – building on our strengths (1/2)

Key Items	Action	City of Hamilton Role	Groups Involved	<6months	6-24 months	>24 months	Priority
<b>Movement of goods</b>	In partnership with Hamilton Oshawa Port Authority (HOPA), <b>seek to further build the Port of Hamilton’s capacity / promote opportunities</b> to support local manufacturers including small- to mid-size enterprises (SMEs)	Supporter	Infrastructure Organizations, Industry				Medium
	Seek <b>partnership opportunities for the Port of Hamilton</b> , including the expansion of current partnerships such as the one with the Port of Montreal, to further connect the City to major international shipping lines	Supporter	Infrastructure Organizations				High
	<b>Continue to promote the City’s strengths</b> (as it relates to the multi-modal movement of goods to potential investors) and ensure manufacturing is top of mind for the city’s transport and logistics-related strategy	Leader	Support Organizations				High
	<b>Maintain a well-connected road network</b> to and from Hamilton’s industrial zones to allow for the efficient movement of goods via trucks and to ensure manufacturing sector is a leading priority with the city’s transport and logistics-related strategies	Leader	Industry				Medium
	<b>Undertake an agricultural/food value chain analysis</b> to better understand industry opportunities	Leader	Industry				Medium
<b>Further enhancement of Hamilton as ‘business friendly’</b>	<b>Advocate for a review of the city’s development approval process</b> to identify pain points and actions to further Hamilton as a leading ‘business friendly’ jurisdiction	Leader	Industry				High
	<b>Identify leading practices</b> from international jurisdictions which have streamlined an efficient government approvals process for investment attraction (and decarbonization) that can be implemented in Hamilton	Leader	Support Organizations				Medium
	<b>Advocate for an assessment of Hamilton’s energy supply</b> to identify/assess potential challenges identified by stakeholders and encourage the development of associated recommendations for improvement	Supporter	Industry				High

# High-level implementation roadmap – building on our strengths (2/2)







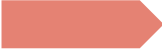
Key Items	Action	City of Hamilton Role	Groups Involved	<6months	6-24 months	>24 months	Priority
<b>Promote sector collaboration</b>	<b>Spotlight the City’s Economic Development Office</b> as key sources of information to stakeholder groups across the city including businesses, academia, and associated organizations	Connector	Support Organizations, Industry, Academia				High
	<b>Promote partnerships and collaboration within the manufacturing sector</b> across stakeholder groups by hosting information sessions and opportunities for industry to provide input into implementation of the action items	Leader	Industry, Support Organizations				High
	<b>Enhance collaboration with industry and other levels of government</b> to promote Hamilton’s brand and capabilities as an advanced manufacturing hub at international industry events (e.g. Paris Air Show, Inter Solar Europe, the Cleveland Manufacturing and Technology Show)	Leader	Government, Industry				Medium
<b>Capital</b>	Working with provincial and federal governments, look to <b>advocate on behalf of Hamilton companies for funding</b> that can help increase the availability of capital (with focus to be given to organizations seeking to transition to a low carbon economy)	Connector	Government, Industry, Investors				Medium
	<b>Explore opportunities to engage with the broader investor landscape</b> , including those who are not currently focused on the sector in Hamilton but may have potential interest in manufacturing/low carbon energy transition	Connector	Industry, Investors				Medium



# High-level implementation roadmap – getting ahead of the curve (1/2)

Key Items	Action	City of Hamilton Role	Groups Involved	<6months	6-24 months	>24 months	Priority
Clean energy transition	Develop concierge services within the City’s Economic Development Office and Invest in Hamilton focused on connecting companies with accessing available resources or appropriate expertise from community groups related to decarbonization	Leader	Support Organizations, Industry				Medium
	Work with key stakeholders to Develop an industry-focused decarbonization transition roadmap that supports local industry in achieving decarbonization targets by understanding areas of opportunity for reducing carbon emissions	Leader	Industry				Medium
	Working with key stakeholders, Undertake a match-making exercise to connect innovative start-up companies focused on decarbonization with established companies focused on clean energy transition	Connector	Industry, Investors				High
Skills	Partner with key stakeholders (e.g. Workforce Planning Hamilton) to undertake detailed assessment of the future skills needs of Hamilton’s manufacturing companies, focused on the spotlighted subsectors	Supporter	Support Organizations				High
	Work with academia and apprenticeship programs to promote upskilling/reskilling opportunities to ensure appropriate technology skillsets are present across the labour pool	Supporter	Academia				Medium
	Leverage Hamilton-based Manufacturing Skills Initiatives such as the Specialist High Skills Major program, Skills for Steel and the ArcelorMittal Dofasco Mohawk collaboration to bridge the existing skills gap and bolster the local workforce	Supporter	Industry, Academia				High
	Work with industry, academia, and training programs to develop a 10-year talent pipeline roadmap to foster innovation within the sector and meeting future resourcing needs	Supporter	Industry, Academia				High







# High-level implementation roadmap – getting ahead of the curve (2/2)

Key Items	Action	City of Hamilton Role	Groups Involved	<6months	6-24 months	>24 months	Priority
<b>Technology adoption</b>	Working with the provincial and federal governments, <b>raise awareness of incentive programs are available</b> for companies looking to further adopt technology as part of their business	Supporter	Government, Industry				Medium
	<b>Identify areas of low technology adoption</b> across the city’s supply chain and provide information related to incentive programs and/or upskilling/reskilling opportunities that could support the sector and related manufacturing processes	Connector	Industry, Infrastructure Organizations				Medium
	<b>Strengthen collaboration and partnerships across sectors</b> to facilitate the crossover of technology especially for startup companies in this space through pilot projects and accelerate its readiness for adoption	Connector	Industry				Medium
<b>Alignment with city initiatives</b>	<b>Expand the Economic Development Office’s collaboration within the City’s key working groups</b> focused on initiatives which have potential impact on the manufacturing sector	Leader	Support Organizations				Medium
	<b>Further support the city’s focus on a low carbon economy</b> by continuing to promote decarbonization across the industry and including principles related to the transition across all manufacturing-related initiatives	Leader	Industry				High
<b>Alignment with provincial and federal initiatives</b>	<b>Host a ‘Queen’s Park’ day</b> with key provincial officials to further build partnerships with provincial counterparts and raise awareness about challenges facing Hamilton’s manufacturing sector, the new sector strategy, future focus and spotlighted subsectors	Leader	Government				High
	<b>Host a ‘Day on the Hill’</b> to build awareness of Hamilton’s strengths at a federal level, key challenges which can be supported by the federal government, and build awareness of the City’s future focus for the manufacturing sector	Leader	Government				High

# High-level implementation roadmap – attracting talent and jobs (1/2)

Key Items	Action	City of Hamilton Role	Groups Involved	<6months	6-24 months	>24 months	Priority
Attracting immigrants	Leveraging Hamilton Immigration Partnership Council, seek to <b>promote Hamilton as a first landing spot</b> for new immigrants entering Canada	Leader	Support Organizations				Medium
	Leveraging Hamilton Immigration Partnership Council and Global Hamilton Office, <b>raise awareness of employment and upskilling opportunities for immigrants</b>	Leader	Support Organizations				Medium
	Working with the provincial and federal governments, <b>increase Hamilton’s participation in the Ontario Immigrant Nominee Program (OINP) and related-federal initiatives</b> (such as the Federal Skilled Trades Program and the MNP)	Leader	Government, Support Organizations				High
Attracting new graduates	Further <b>leverage existing programs</b> and <b>partner with local high schools</b> to leverage existing career fairs/undertake information sessions to highlight potential future opportunities within the sector	Leader	Academia				High
	Working with colleges and apprenticeship programs, <b>seek to brand manufacturing as an attractive career choice</b> for new graduates – especially women – within STEM	Supporter	Academia				High
Attracting skilled workers	<b>Undertake detailed assessment of 2021 National Occupational Classification (NOC) database</b> (following release) to determine further identify current state of Hamilton’s labour pool across key sectors	Leader	Government				Medium
	<b>Increase collaboration</b> (including information sharing sessions) with accelerators/incubators focused on manufacturing across Canada’s innovation corridor to promote employment opportunities to potential talent	Supporter	Industry				Medium
	<b>Strengthen partnerships with academia and recruiters</b> (including employment liaison officers) to promote new opportunities to recent graduates, mid-level talent and executives withing the city’s subsectors	Connector	Industry, Academia				Medium
	<b>Promote the city’s quality of life and affordability</b> (relative to neighbouring jurisdictions across the Greater Toronto Hamilton Area)	Leader	Support Organizations				Medium

# High-level implementation roadmap – attracting talent and jobs (2/2)

Key Items	Action	City of Hamilton Role	Groups Involved	<6months	6-24 months	>24 months	Priority
<b>Brand</b>	<b>Undertake a targeted campaign</b> focused on highlighting the city’s vision for the future, the sector’s focus on decarbonization and the spotlighted subsectors to key stakeholders across Ontario and Canada	Leader	Industry, Government				Medium
	<b>Identify champions</b> within key stakeholder groups and arm them with compelling messaging and up-to-date information about wins/opportunities and awareness on the sector’s journey towards a low carbon economy	Leader	Industry				High
	<b>Increase buy-in from provincial and federal government leaders</b> by highlighting how successful decarbonization across Hamilton manufacturing can help strengthen Ontario’s and Canada’s manufacturing brand	Leader	Government				High
<b>Getting and keeping investor attention</b>	Participate in <b>targeted federal and/or provincial trade missions</b> related to the manufacturing sector	Supporter	Government				High
	<b>Develop targeted investor lists and tailored pitch books</b> highlighting Hamilton’s cost competitiveness against peer jurisdictions and the city’s unique standing as an emerging low carbon manufacturing hub	Leader	Support Organizations				High
	<b>Support companies with investment attraction</b> by providing resources (e.g. data and information on operating costs within the city; municipal, provincial, and federal supports including available grants, etc.)	Supporter	Industry				Medium

# Appendices

# Appendix A

Additional background  
and context



# The need for a manufacturing sector strategy



**A sector strategy is a call to action** — a framework to outline the direction and priorities to achieve accelerated growth. Hamilton's Manufacturing Strategy can help provide a framework for the sector's participants to link public investments with private sector expertise and innovation. Done right, it will inspire further collaboration and alignment to attract domestic and international investment.



**The manufacturing strategy can enable the sector to leverage key strengths and address roadblocks.** This includes supporting and promoting subsectors with a competitive advantage that present current and future opportunities for growth.



**Hamilton needs to further develop its manufacturing sector value propositions to gain and retain investor attention.** This needs to be done to effectively convey what makes the specific sector and Hamilton unique.

# Key strengths

Growing Hamilton’s advanced manufacturing sector and attracting investment will require drawing on the strengths of the sector to unlock broader advantages. Hamilton’s sector strengths include the long-standing expertise in the manufacturing of metals and food and beverage, among other subsectors. This is supported by broader city advantages such as the high quality of life and strategic location that Hamilton provides to attract talent and support a competitive business environment.

## Academic Institutions

Hamilton has direct access to a diverse talent pool due to its proximity to renowned academic institutions and critical innovation networks.

## Strategic Location

Located near the US and Canada border, local manufactures have access to an expansive market and major trade corridors. This is supported by multi-modal transportation options – including the Hamilton International Airport and the Port of Hamilton.



## Existing Manufacturing Presence

Hamilton has a robust industrial base from which to draw from. The existing cluster of manufacturing companies serves as an attractive factor for the location selection of companies entering the market.

## Collaborative Environment

Strong collaboration and support across Hamilton’s manufacturing ecosystem were raised by stakeholders as a key differentiator and a unique strength. Stakeholders noted the invaluable support they received from peers willing to provide guidance and support. This collaboration can further be leveraged to support decarbonization efforts.

## High Quality of Life

Situated on Lake Ontario and along the Niagara Escarpment, Hamilton offers residents a high quality of life, including access to outdoor activities with vast hiking trails, relative affordability, world-class academic and research hospitals, and a thriving art scene.

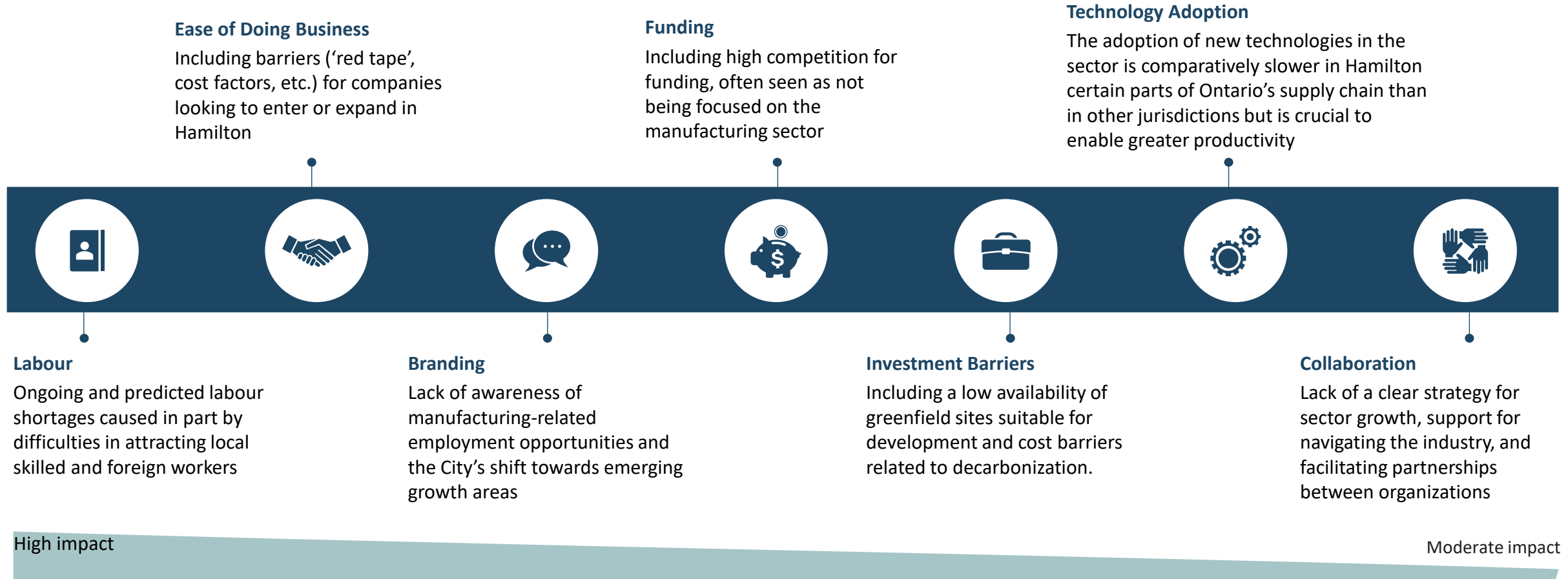
High impact

Moderate impact



# Key challenges

Growth and continued evolution of the manufacturing sector requires the mitigation of challenges and foreseeable roadblocks noted below. A key challenge facing the City includes facilitating the shift of Hamilton’s brand from that of a ‘steel town’ to that of an advanced manufacturing hub that supports the global transition to a net-zero carbon economy.



# Key opportunities

Hamilton has a strong and long-standing manufacturing base to build from and expand. Accelerating sector growth will depend on the city’s ability to leverage existing strengths (advantages / differentiators) and capitalize on emerging opportunities (areas of potential growth / advantage) within key subsectors of focus.



## Clean Energy Transition

The City of Hamilton’s climate action strategy (ReCharge Hamilton) aligns with federal and provincial ambitions, and will be focused on accelerating clean energy use in the manufacturing sector, spearheaded by companies like ArcelorMittal Dofasco. If green hydrogen can be manufactured and commercialized in Hamilton, then there is an opportunity for Hamilton to become a leader in this new emerging space and serve as a blueprint for manufacturing hubs around the world.



## Labour Attraction

Hamilton’s manufacturing sector requires skilled workers and individuals with STEM skillsets that can drive innovation and technological adoption. The sector can fill its labour needs by attracting post-secondary graduates and immigrants, as well as promoting careers in manufacturing to high school students. Hamilton can also work with the province to support more graduates in the skilled trades. Additionally, Hamilton especially has opportunities for new immigrants as its diverse economy enables workers with a diversity of skillsets to obtain additional Canadian experience in their preferred field. The City also has opportunity to work with the province to support increasing the number of skilled trade graduates that can help meet Hamilton’s labour needs.



## Leveraging Existing Assets

Hamilton is the home to an advanced manufacturing supercluster, together with NGen, CANMET, MIP, the Hamilton Immigration Partnership Council and the nearby universities and colleges, there is potential for strong synergy supported by collaborative partnerships, research and innovation. Companies have the opportunity to partner with McMaster University and Mohawk College to explore and test new technologies in facilities that they would otherwise not have access to. It is critical to ensure that the existing base of firms in the City’s manufacturing sector remains as competitive as possible.



## Enhance End-to-End Ecosystem

Integration of the value chain with access to Hamilton’s port and airport can be an added benefit to Hamilton’s strategic location, to develop an end-to-end ecosystem that will have less reliance on imports and suppliers, this would include the manufacturing of machinery and equipment used by other subsectors. Overall, the sector plays a key role in wealth creation and has the ability to drive economic prosperity and productivity growth in the city and the wider Canadian economy.

# Hamilton International Airport (HIA)



## Ranked #1

Busiest overnight express cargo airport in Canada



## 16%

Year-over-year increase in cargo activity in 2021



## \$83.3M

Investment by Tradeport and its partners in 2021



## \$1.5B

industrial activity in 2021

### Key facts and recent developments


- HIA is a no curfew airport with a 24/7 operation
- Strategically located & well connected to 2 major highways that link to Toronto, Ohio, Kentucky, Tennessee, Georgia, and Florida
- HIA benefits from Hamilton's designation as a Foreign Trade Zone Point, which offers a combination of tax and duty relief programs, tariff exemptions, and exclusive concierge investment services by a dedicated group of sector experts
- Offers numerous air cargo logistics and handling services in collaboration with key partners (including DHL, Express, CargoJet, Purolator, and UPS)
- Largest domestic overnight express cargo airport in Canada with a total billable aircraft weight of 766 million kilograms
- Lower aeronautical fees in comparison to Toronto Pearson Airport
- Key land developments (as of 2021) include:
  - Mohawk College's 75,000 sq. ft. learning complex in partnership with KF Aerospace
  - DHL's \$110M CAD gateway facility (the largest in Canada), with the ability to process 15,000 packages per hour
  - Amazon's center adjacent to the airport




**Hamilton has an opportunity to further capitalize on its unique location and multi-modal transportation hub.**

**The city's airport has a key role to play by providing investors with an efficient and well-connected transport option that can help mitigate detrimental supply chain blockages.**


# Port of Hamilton




**Largest**  
Port in Ontario




**\$2B**  
Cargo value handled per year



**10.8 MMT**  
Cargo handled in 2021



**0.2 MMT**  
Planned additional capacity per year



**\$300M**  
Investment by port users in the last decade

## Key facts and recent developments

- The port includes a multimodal facility with access to marine, rail and truck transportation and a presence of ~7000 rail cars
- Served by CN and CP rail and multiple trucking partners that enable direct connection to 400-series highways
- Offers a dedicated warehouse space of 1 million+ sq.ft with direct marine access for loading/unloading and 60 acres of open storage
- Home to essential infrastructure for handling raw material (iron ore/coal) imports from the US for steelmaking
- Gateway for domestic and US shipments, facilitates movement of goods to Europe, Asia, Africa, and South America
- Recent agreement with GIO railways that will enable the use of capital CN Railway Infrastructure
- Planned expansion into Niagara Region
- Canada’s leading marine service providers (such as McKeil Marine and Federal Marine Terminals) offer services within the port
- Recent initiative with the Port of Montreal to further expand the movement of goods in the region



**Based on stakeholder discussions, opportunities exist to further assess how the port can increasingly support local manufacturing companies.**

**The focus should be on identifying areas of the city’s manufacturing ecosystem (e.g. SMEs) that are underutilizing the port and would benefit from increased access/awareness.**

# Road connectivity

Hamilton has access to an extensive highway and road network that connects the city to major destinations and markets across North America.

This form of transport ensures that the shipment of manufactured goods can be made effectively.

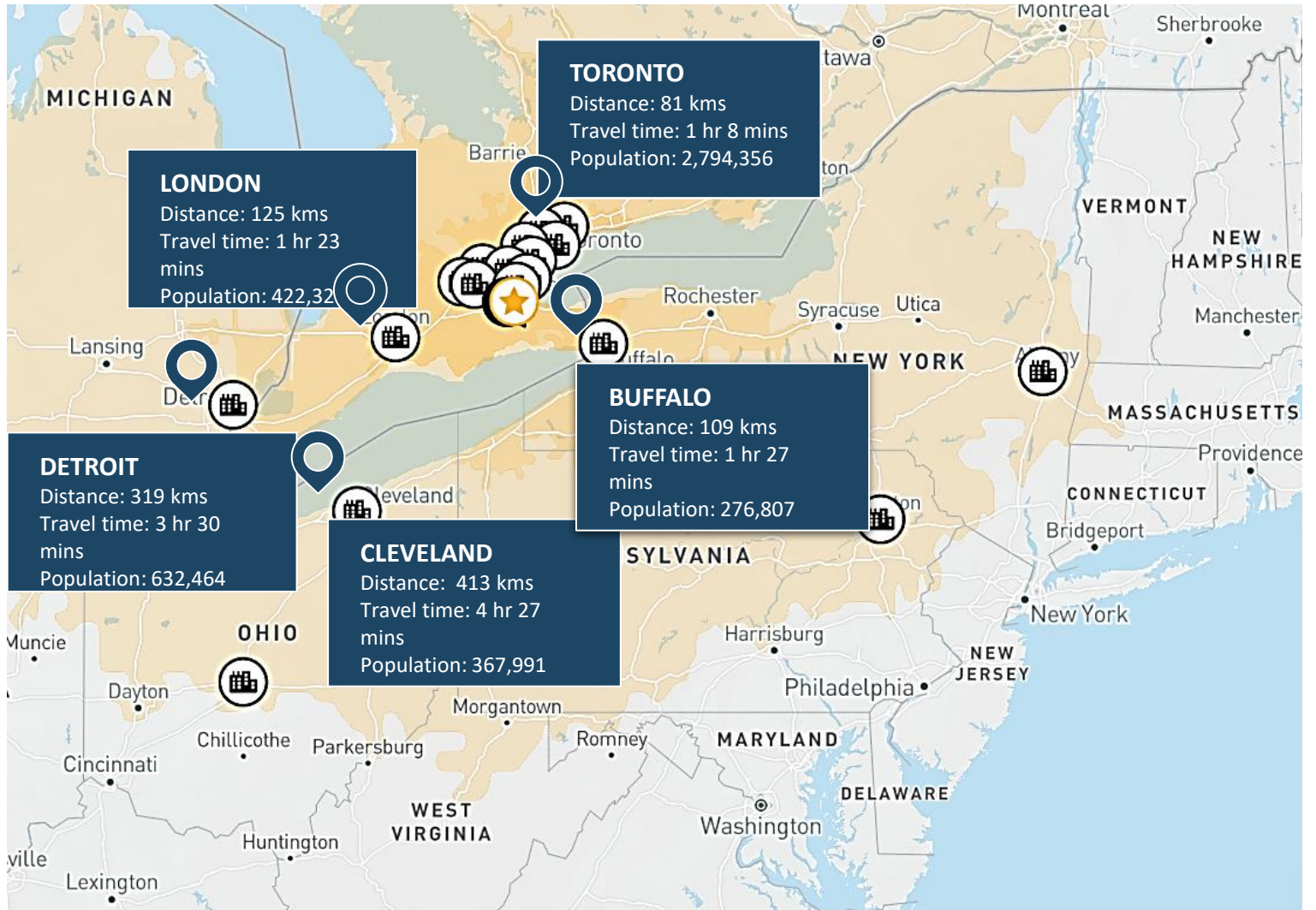


Image source: Invest in Hamilton

# Rail connectivity

Hamilton is well connected to regional, national and international rail lines, through Canadian National and Canadian Pacific railroads.

Many major hubs in Canada and the USA can be reached in under five hours, providing manufacturers with efficient rail routes through which to move their goods.

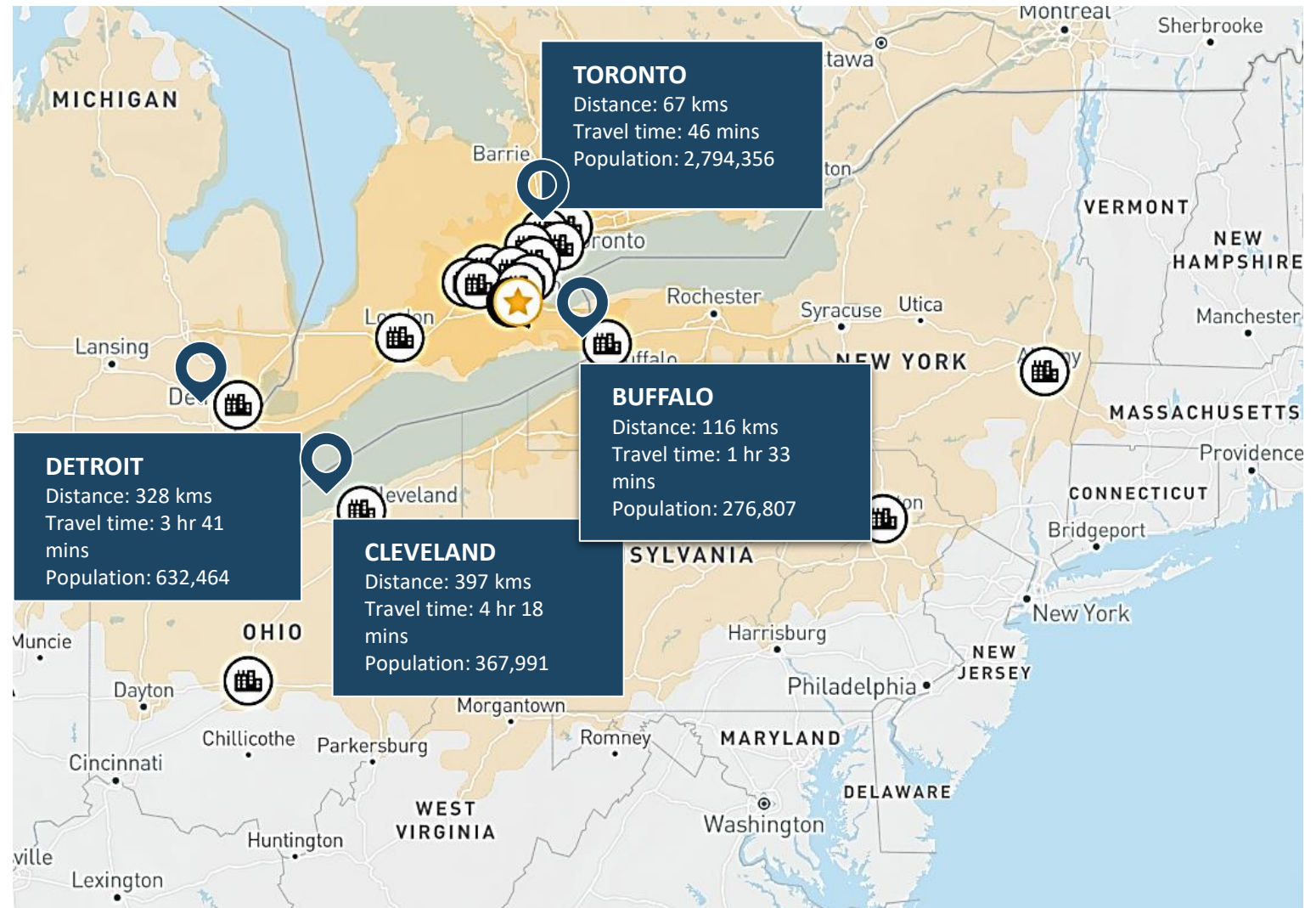


Image source: Invest in Hamilton

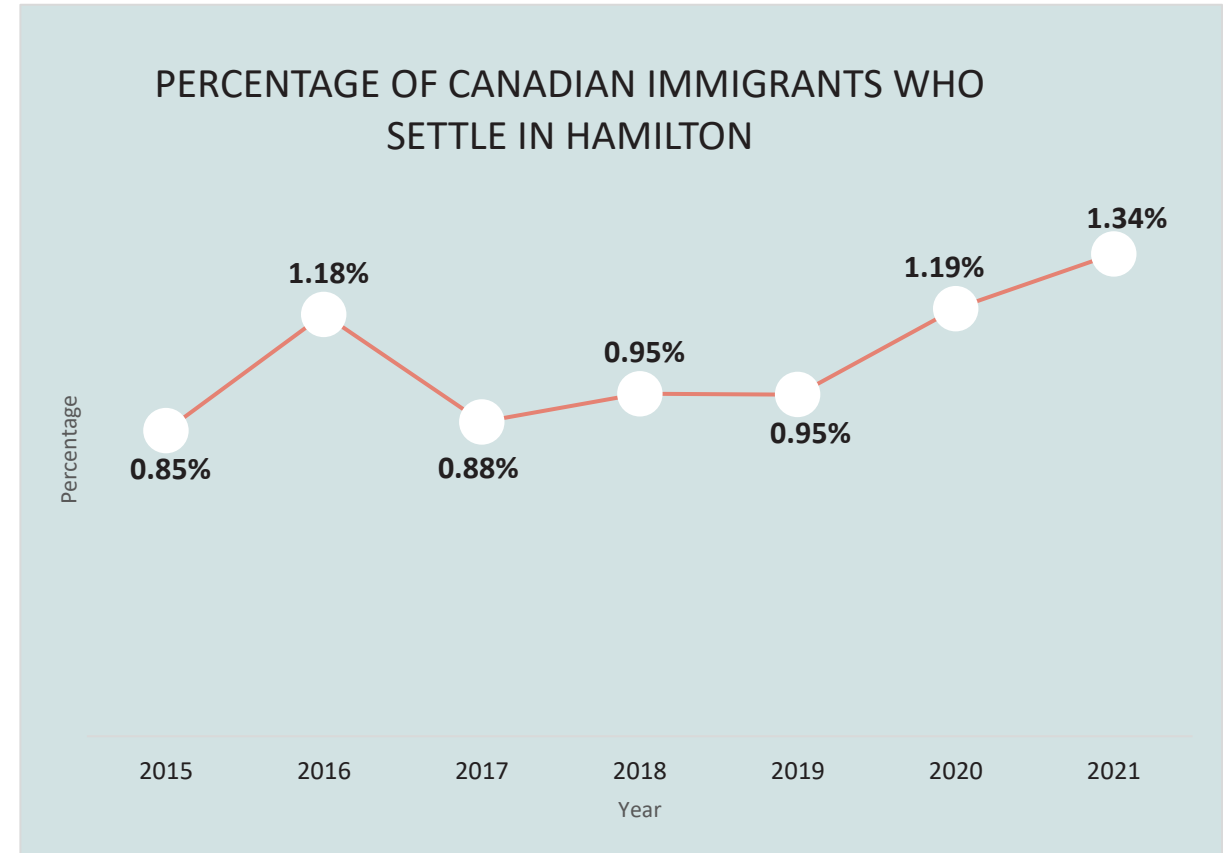
# Immigration in Hamilton

Population growth in Hamilton over the last decade has been largely driven by immigration. Based on data from 2015 to 2022, Hamilton receives an average of 1% of the new immigrants who settle in Canada. The city has seen continued growth over the last 7 years, with a peak in 2016 following large-scale government assisted refugee initiatives.

Access to skilled workers has become an important and growing challenge for businesses across Canada. In recent studies, almost 50% of surveyed companies reported that their skilled trades workers will be retiring in the next 15 years. Moreover, 40% of surveyed organizations expect to face a skilled trade shortage in less than five years.

With the worsening labour shortage, these forecasts make for an ideal situation for people who want to immigrate to Hamilton, Canada, especially through Skilled Worker Applications, such as the Federal Skilled Trades Program (FSTC), or the MNP when it is made available. The rising trend of new Canadian immigrants choosing to settle in Hamilton will be helpful in addressing existing and predicted labour shortages.

As an issue acknowledged by the provincial government, Ontario is looking to negotiate an increase in immigration and a boost in the number of workers Ontario takes in, as well as more say in the types of job skills they possess.



# Hamilton’s focus on decarbonization

The City of Hamilton is on a mission to achieve net zero GHG emissions by 2050. In lieu of this target, the City has formulated a Climate Action Strategy which includes several actions the City and the broader community can take to accelerate the transition to a sustainable, equitable and resilient low-carbon city. Leveraging and aligning with these initiatives will be key to supporting decarbonization efforts across Hamilton’s manufacturing sector.

## Initiatives by the City

The City has implemented various initiatives to encourage climate positive actions including:

- Investments in bicycle infrastructure
- Parks and tree planting
- Electrification of vehicles and equipment
- Improved stormwater infrastructure
- Approval of a budget for the implementation of Hamilton’s Green Fleet Strategy
- Conversion of 89 internal combustion city vehicles to battery all-electric
- Establishing a Climate Change Reserve and policy for funding innovative climate actions

## Corporate Action

Canada’s carbon-intensive steel industry accounts for 5% of the country’s total greenhouse emissions. Hamilton houses two steel giants, Arcelor Mittal Dofasco and StelCo, which cumulatively represent more than 50% of Canada’s steel industry emissions. The need for decarbonization is imperative to ensure for a sustainable future.

- **Ontario’s first carbon-negative bus:** Hamilton Street Railway (HSR) has collaborated with Enbridge Gas for the first renewable natural gas-fuelled bus in Ontario, Ontario’s first-ever carbon-negative bus
- **ArcelorMittal Dofasco’s transition to Electric Arc Furnace:** ArcelorMittal’s transitioning its traditional high-carbon emitting blast furnace-basic oxygen furnace steelmaking production model to the Direct Reduced Iron (DRI) – Electric Arc Furnace (EAF) production model
- The CSPA in association with the Canadian Carbonization Research Association (CCRA) has developed a decarbonization framework following a stepwise transition approach to primarily focus on lower-cost near-term options using existing facilities and higher-cost long-term strategies leveraging innovative technologies
- NGen has supported McGuire Aero Propulsion Solutions Inc. (“MAPS”) collaboration with Burloak Technologies through funding to develop a sustainable, transformative, net-zero power generation technology for commercial and industrial businesses: the micro-power-plant (MPP)



# Key stakeholder groups required to support the strategy

The groups listed in Hamilton's manufacturing implementation roadmap include the key stakeholders mentioned in the throughout strategy. To support successful execution, the City will need to be responsible for leading or supporting each action in coordination with all stakeholders involved.



## Academia and Research Centres

Including universities, colleges, training programs, and research organizations that are focused on STEM and manufacturing. In Hamilton, these include McMaster University and Mohawk College, as well as research centres (such as CANMET Materials Technology Laboratory), etc.



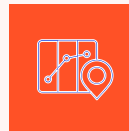
## Potential Investors

Including angel investors, private equity funds, and venture capitalists that provide companies with initial and ongoing financial means to invest in research, development, capital, marketing, and commercialization.



## Industry

Includes both established organizations such as major steel producers like Stelco, ArcelorMittal Dofasco, and CFF Stainless Steels, as well as start-up/scale-up companies.



## Support Organizations

Including NGen, MIP, Hamilton Immigration Partnership Council, accelerators (Innovation Factory Hamilton Technology Centre, etc.), economic development agencies (Invest Ontario, Invest in Hamilton), and other organizations (e.g., Hamilton Chamber of Commerce) that support Hamilton's manufacturing sector.



## Government

Including all three levels of government (Government of Ontario, Government of Canada, and the City of Hamilton).



## Infrastructure Organizations

Includes public organizations that facilitate the movement of goods such as Hamilton International Airport and the Hamilton-Oshawa Port Authority.

# Related implementation roles and responsibilities

A sector strategy needs to be led by a single entity to ensure clarity and accountability. In this case, the lead is the City of Hamilton and associated entities such as Hamilton Economic Development. While the City will need to rely on key stakeholders to help grow the sector and attract investment, the City is ultimately responsible for leading most initiatives, taking action, and measuring results. Overall, it is important that all stakeholder groups work together to attain a common goal for sector growth. Fragmentation or a lack of collaboration among key stakeholders can result in efficiency loss and lost investment opportunities as potential investors seek to invest in a market where a comprehensive suite of services or supports is easily accessible.

## Leader

Responsible for spearheading efforts by the network and helping to ensure success of key initiatives. Leads the coordination of all of the different groups that are involved and ensure there is alignment among them in reaching a common goal.

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## Supporter(s)

Responsible for supporting key initiatives, but is not considered a decision maker, and does not hold the same level of accountability as a lead.

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## Connector

Focused on bringing together different entities, assets, and information to drive innovation and the success of key initiatives

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## Champion

Responsible for promoting the vision, value proposition, and/or key initiatives of the network across the ecosystem and/or abroad

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# Appendix B

## Subsector overviews



# Steel & metal manufacturing

## Subsector Overview



**Definition:** the smelting and refining of metals from ore or scrap in blast or electronic furnaces.

- Critical to the global economy, serving as a backbone for manufacturing and construction.
- Requires highly skilled engineering to process inputs and remove impurities like nitrogen, silicon and excess carbon.

### Global Trends

- Global market value: \$3.02T USD (2021).
  - Forecasted to grow to over \$4.5T by 2026 with a CAGR of 7.3%.
- subsector demand is being driven by infrastructure development in emerging markets, as well as the rising adoption of steel in automotive, electrical, construction and other end-use industries.
- China is the largest market for manufactured steel, consuming about 34% of global output and produces more steel than the rest of the world combined.
- The subsector is a major emitter, with production accounting for 11% of global CO2 emissions.
- The subsector is becoming more efficient by adopting innovations such as industrial robotics that perform functions like material handling, welding, cutting, and pressing.

### Canadian Trends

- Total domestic net revenues: \$49.3B CAD (2019).
- Annually contributes over \$11B CAD (2019) to domestic GDP.
- Employer of over 25,000 workers and contributed \$3.4B CAD to Canada's GDP in 2019.
- Canada has the sixth largest reserve of iron ore.
- According to studies conducted by Global Efficiency Intelligence, Canadian steel manufacturers emit the lowest amount of CO2 per metric ton of steel produced in the world
- Innovations, a highly skilled workforce and increasing demand are expected to help the subsector rebound in the coming years.

## Hamilton's Advantage



### Key Differentiators

- Historically known as a global metal manufacturing hub (i.e., "steel town") Hamilton is home to major steel producers such as Stelco, ArcelorMittal Dofasco, and CFF Stainless Steels.
- ArcelorMittal Dofasco is Canada's leading flat steel producer and has helped to innovate the subsector by developing lighter, stronger, and more sustainable products through partnerships with top automotive, energy, packing and construction firms.
- The Government of Canada has demonstrated a commitment to supporting innovation and decarbonization across the subsector.
- In 2021, the federal government committed \$400M CAD towards AMD's \$1.8B CAD project for converting the steel production process and phasing out coal-fired steelmaking. The project is anticipated to improve productivity, product quality and energy efficiency.
- The subsector has evolved in complexity over previous decades to increasingly encompass capabilities such as engineering, product design, fabricated metal products, and final product commercialization.
- This transformation was supported by the city's strong research capabilities such as CANMET Materials Technology Laboratory (CANMET-MTL) at McMaster Innovation Park.
- CANMET-MTL is the largest research centre in Canada dedicated to fabricating, processing, and evaluating metals, alloys and materials. Facilities at CANMET-MTL enable staff and researchers to undertake over 100 collaborative R&D projects annually with industry, academia and other government departments.

Sources: Fisco, Business Wire, Natural Resources Canada, ISED, Global News, McMaster.ca, Financial Post, NSEnergy.com, Statistics Canada, Natural Resources Canada, Newswire.ca, WorldSteel.org, Government of Canada, EinNews, McKinsey & Company, Global Efficiency Intelligence

# Food and beverage manufacturing

## Subsector Overview

**Definition:** the processing of raw materials into market-ready products for consumption.

- Food segments include: bread and cereals, rice, oil crops, sugar, meat, fish and seafood, dairy and eggs, confectionary, and vegetables.
- Beverage segments include: alcoholic drinks, carbonated soft drinks, bottled water, and non-carbonated drinks.

### Global Trends

- Global market value: \$5.82T USD (2022).
  - Forecasted to grow to \$8.9T USD by 2026 at a CAGR of 8.7%.
- Stronger performance than the majority of manufacturing subsectors due to:
  - Growth in demand from population expansion and rising incomes in emerging markets.
  - Investments into R&D that have innovated processes, products, and packaging. Between 2016 and 2021, capital investments grew by 85%, triple the rate for the overall manufacturing sector.
- The subsector faces significant challenges, as climate change, the pandemic and geopolitical conflicts have caused major supply chain disruptions and unstable raw material prices.

### Canadian Trends

- Domestic market value: \$117.8B (2019).
- The largest domestic manufacturing subsector by employment with 290,000 jobs and second largest by revenue, representing 17% of manufacturing sales.
- Major export subsector, where Canada is the eighth largest food and beverage exporter in the world. Between 2014 and 2019, Canadian exports had a CAGR of 4%, growing to 33% of total production value or \$38.9B CAD (2019).
  - 72% of exports go to the US.
- Labour shortages are an issue for the subsector, where job vacancies reached 20% in 2021.

## Hamilton's Advantage

### Key Differentiators

- A robust supply chain that has made the city into a major hub for the movement of goods. This feature has enabled Hamilton's food and beverage subsector to rapidly expand, growing by 35% over the past 10 years, and annually contributing \$1B CAD to the local economy.
- The subsector is supported by a port that specializes in agri-food cargo and the largest overnight express cargo airport in Canada.
- A thriving ecosystem with over 120 food and beverage manufacturers and 9,500 skilled workers.
- World-class companies located in Hamilton include Mondelez International, Maple Leaf, Tim Hortons, Gay Lea, among others.
- The city is situated in the most populous region of Canada and located within 45 minutes of Toronto, and US boarder crossings.
- The city is home to North America's largest vertical farm, Infarm (currently undergoing construction).
- A pipeline of skilled talent from over 55 post-secondary education programs in agriculture, food science, nutritional science and culinary arts at Mohawk College and McMaster University.

Sources: Invest in Hamilton, Government of Canada, Ontario Ministry of Agriculture, Agriculture Canada, Invest in Hamilton, ResearchandMarkets.com, TheBusinessResearchCompany.com, Statista.com, CRBGroup.com, BDC.ca, WorldAtlas.com, Common Thread, Dalhousie University, Hamilton-Oshawa Port Authority

# Industrial machinery and equipment

## Subsector Overview



**Definition:** machinery and equipment that is used in various sectors such as mining, manufacturing, energy, construction, domestic appliances etc.

### Global Trends

- Global market value for machine tools: \$565.6B USD (2020).
  - Forecasted to grow to approximately \$794B USD by 2027 at a CAGR of 5%.
- The US is currently the world's largest industrial machinery market, valued at \$162.9B USD (2020) which represents a 28.8% global market share.
- Strong growth is anticipated in China, with a market value forecasted to grow to \$145.9B USD by 2027, at a CAGR of 8.2%.
- The subsector is rapidly innovating through 'smart' machines which are more automated and increasingly rely on AI. Over the next decade, 'smart machines' are expected to grow at a CAGR of 19%.
- Although production and sales were impacted during the pandemic with the subsector facing significant disruption to its supply chain, the subsector is expected to quickly rebound.

### Canadian Trends

- Total domestic revenues of \$39.6B USD (2019), which have grown by 6.7% since 2016.
- Industry 4.0 is a growing focal point for Canadian manufacturers. 89% of Canadian manufacturing business leaders believe industry 4.0 is a serious growth opportunity.
- Machinery manufacturing has experienced rapid gains in productivity over the last 10 years, outpacing the average of 2% for all industries by double the rate at 4%.

Sources: Government of Canada, Globe News Wire, Trillium Network, Report Linker, Persistence Research

## Hamilton's Advantage



### Key Differentiators

- Local machine manufacturers, such as All Tool Manufacturing Inc. and Hamilton Machine, that supply and service Hamilton manufacturers.
- Hamilton's commitment to and growth of advanced manufacturing has increased demand for industrial machinery and equipment. This demand will help attract companies into Hamilton.
  - For example, in 2021 L3Harris Technologies opened a state of the art Canadian HQ in Waterdown, Hamilton. The firm will support local manufacturing and will be manufacturing electro-optical and infrared imaging.
- As the industry looks to further combine research, technology and manufacturing capabilities, Hamilton's research organizations will be critical to this ecosystem.
- Hamilton's industrial activity ensures demand for machinery and related supports, with over 750 listed manufacturing entities operating in the city. The scale of industrial activity in the city requires a machinery sector that can support these systems with expansions and maintenance work.

# Decarbonization technologies

## Subsector Overview



**Definition:** encompasses a wide range of sectors that specialize in ‘clean technology’ with an aim to reduce carbon emissions through innovative approaches. Relevant segments include:

- Renewable energy – comprising of solar, wind, hydroelectricity, and bioenergy.
- Hydrogen/fuel cells – that convert hydrogen into electricity with minimal impact.
- Carbon capture (CCUS) – that captures and removes atmospheric CO<sub>2</sub>.

### Global Trends

- The renewable energy global market value of \$881.7B USD (2020) is forecasted to grow to \$2T by 2030 at a CAGR of 8.4%.
- The hydrogen and fuel cell global market value of \$2.5B USD (2020) that forecasted to grow to \$18B by 2027 at a CAGR of 33.1%.
- The CCUS global market value of \$1.6B USD (2021) and forecasted to grow to \$3.6B by 2026 at a CAGR of 17.4%.
- Growth is heavily driven by public investment – with government investment into R&D for low carbon energy technologies was \$24B USD in 2019, with China investing more than any other country.
- Private invests billions, where in 2021, US clean-energy received a record \$105B USD in investment.

### Canadian Trends

- Domestic market value of \$67.5B CAD (2020) or about 3.3% of GDP.
- Employs about 323,000 workers and forecasted to become one of Canada’s top exports by 2025, reaching an annual exports value of \$20B CAD.
- Receives generous government support, where since 2017, the federal government has invested \$2.3B CAD into clean technology R&D.
- A federal Hydrogen Strategy that seeks to make Canada a global leader in hydrogen technologies and aims for 20 MT of domestic supply of hydrogen annually by 2050.

Sources: International Energy Agency, Government of Canada, Government of Ontario, Statistics Canada, Invest in Hamilton, Invest Canada, London School of Economics, US Department of Energy, Globe News Wire, PR News Wire, Ontario’s Low Carbon Hydrogen Strategy, Ontario Energy Board, ArcelorMittal, Global News, Bloomberg News, In the Hammer, Hydrogen Council

## Hamilton’s Advantage



### Key Differentiators

- Hamilton has a history of clean technology expertise, with an electrical grid that has over 90% its power come from renewable sources.
- Hamilton manufacturing firms have made significant progress towards decarbonization.
  - For example, ArcelorMittal Dofasco has become an international green leader in steel manufacturing. Other manufacturers in Hamilton also share a desire to pursue decarbonization, making efforts to transition to hydrogen as fuel.
- Leading research capabilities that will advance the subsector and provide companies opportunities to conduct complex R&D.
  - For example iHub, a clean automotive and aerospace research hub at McMaster University, will support more than 230 SMEs with commercializing new clean technologies. This project was supported by the federal government through a \$10M investment in 2021 and is expected to enhance Hamilton’s position as a global destination to develop, test, and commercialize cleantech vehicles.
- Commitment from the municipal government that has established a Climate Action Strategy to reach net zero emissions by 2050. Actions include improving EV infrastructure, improving bicycle infrastructure, among others.

# Water technology

## Subsector Overview



**Definition:** technologies that support water extraction and purification for drinking and industrial uses while minimizing disruption to ecosystems.

— Areas of focus include water scarcity, water infrastructure, and wastewater treatment.

### Global Trends

- Global market value for water treatment: \$301.8B USD (2022).
  - Forecasted to grow to approximately \$490B USD by 2029 at a CAGR of 7.1%.
- The US is the largest market valued at \$109.5B USD (2021). Substantial demand stems from beverage and pharmaceutical manufacturers.
- The subsector will increasingly play a role in alleviating worsening water scarcity from population growth and climate change.
  - Currently, 3 billion people worldwide lack an adequate supply of clean water, which is projected to double to 6 billion by 2050.
- Innovative technologies are revolutionizing the industry like AI, advanced metering infrastructure digital twins, intelligent asset management, geographical information systems (GIS), and 5G.

### Canadian Trends

- Domestic water treatment market value: \$2.5B CAD (2017).
- 22,000 total water industry employees.
- Canada has a competitive advantage in the subsector, with more freshwater lakes than all other countries combined and the fourth largest reserve of renewable freshwater.
- Over 700 water technology companies, enablers, and research organizations that employ 22,000 workers.
- Canada is a major exporter with nearly 80% of water technology companies exporting and earning annual revenues of over \$7B CAD (2019).

Sources: waterNEXT, Fortune Business Insights, Invest Ontario

## Hamilton's Advantage



### Key Differentiators for Hamilton

- Part of a regional hub around Lake Ontario for innovative water technology, with access to freshwater, industry leading research initiatives, and innovative companies.
- Located within a thriving ecosystem in Ontario which has more than 900 water related companies, 300 early-stage water technology developers, 100 technology incubators, and 42 Canadian Research Chairs dedicated to water. This ecosystem, along with support from government, spends over \$14B CAD annually on R&D.
- Home of the UN Institute for Water, Environment and Health at McMaster University, a think-tank for responding to global water crises like floods, droughts and salinity intrusion.
- Has the largest freshwater research institute in the world, the National Water Research Institute, as well as Wastewater Technology Centre, Canadian Water Network and Great Lakes Institute for Environmental Research.
- Home to local water technology companies providing innovative technologies for advanced water purification (e.g. micro-filtration, ultra-filtration and reverse osmosis), wastewater treatment, and automated water resource management systems.
- Location of companies like Fibrecast, a global leader in R&D, and manufacturing of advanced membrane technologies for wastewater treatment. The company's revolutionary, patented hybrid immersed ultrafiltration membrane technology, FIBREPlate®, is sold and serviced throughout the globe.



# Aerospace manufacturing

## Subsector Overview



**Definition:** the designing, testing and manufacturing of flight vehicles and parts for flight vehicles with civil and military applications.

- Includes research, development and manufacturing of flight vehicles.
- Firms may specialize in aerospace, defense, space and security technologies. The industry is intertwined with technology, as the process behind the components require advanced materials and processes.

### Global Trends

- Global market value: \$298B USD (2020).
  - Forecasted to grow to \$430B USD by 2025 at a CAGR of 7.6%.
- The industry was heavily impacted by the pandemic due to the grounding of most civilian travel. However, the industry is expected to rebound strongly, with strong future growth estimates.
- Major avenues for growth in the subsector include increased defence spending due to rising geopolitical tensions, commercial drones, satellite technology, and space exploration.

### Canadian Trends

- Canada is recognized as a global leader in aerospace, where the subsector contributed over \$22B CAD to the country's GDP in 2020 and employed 207,000 Canadians.
- Canada ranks in the top five for R&D across flight simulator, engine, and aircraft sub-segments.
- Canada is the fifth biggest exporter of aerospace products in the world, with exports valued at \$9.6B USD. Overall, 75% of Canadian aerospace production is exported to 186 different countries.
- A global leader in R&D, where investments totaled \$934M CAD in 2020.
- The subsector is heavily supported by cross-collaboration across industry, academia and government.

## Hamilton's Advantage



### Key Differentiators

- Mohawk College and KF Aerospace have partnered to develop the Centre for Aviation Technology based at Hamilton International Airport. The collaboration includes a 75,000 square foot complex with labs, classrooms, and a hanger containing 16 aircraft. The partnership will facilitate hands on training for young professionals in the industry.
- Strong research capabilities through McMaster University and Mohawk College.
- Hamilton's partnership with McMaster University has led to a \$10M CAD investment to integrate the aerospace and advanced manufacturing network.
- Reputable and innovative local companies that are driving sector growth. For example, Skygauge Robotics is a company focused on industrial drones that assist with building inspections.
- The home of major defence contractors such as L3Harris. In 2021, L3Harris, an innovative global aerospace and defence technology firm, relocated its Canadian head office in Hamilton at a new \$110M CAD, 330,000 sq. ft. facility. The facility will focus on R&D and manufacturing. It currently employs 1,250 workers which will grow to 1,500 by 2023.

# Appendix C

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# Manufacturing Sector Strategy



# An opportunity for growth

**Manufacturing is a core foundation of Hamilton's economy. This strategy represents a refreshed approach for keeping it that way.**

The manufacturing sector is undergoing transformative change following the COVID-19 pandemic. Investors are increasingly prioritizing resilient supply chains, talent availability, innovative technology, robust infrastructure and flexible business models.

**This sector strategy is a call to action and provides a prioritized framework to capitalize on these trends and accelerate investment.**

## Current sector impact

**Hamilton's manufacturing sector plays a key role in Ontario's economy** — generating sales of over \$21B in 2021 and growing annually by 7.2% on average.

## Global growth trajectory

**The global manufacturing sector continues to demonstrate growth** — with the global market expected to grow by more than 12% by 2027.

# Manufacturing sector strategy objectives



Create a **call to action** which promotes sector collaboration to help increase domestic and international investment.



**Leverage key strengths and address roadblocks** to maximize competitive advantages and unlock growth opportunities.



**Increase and retain investor attention** by developing an effective value proposition for Hamilton's manufacturing sector.

# Key advantages and strengths

Leveraging strengths within the sector and the city's advantages will help grow Hamilton's manufacturing sector and attract investment.

## Sector strengths

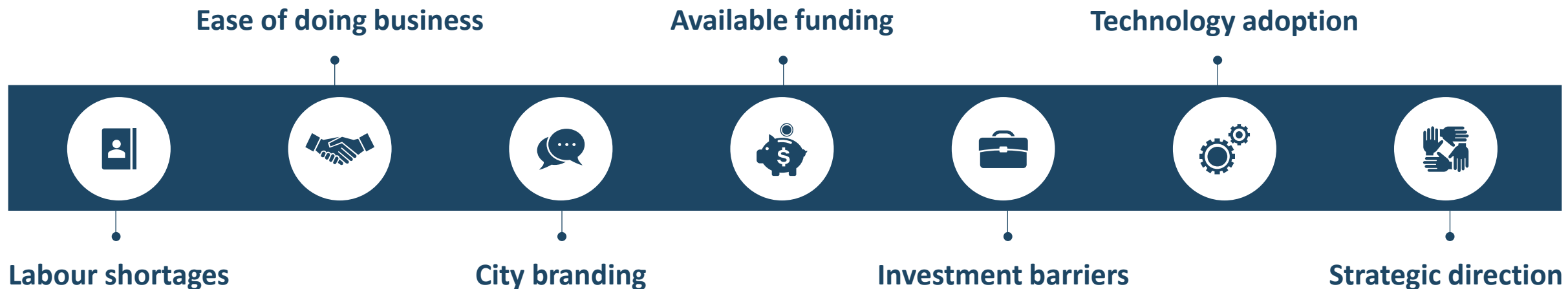


## City advantages



# Key challenges

Growth and continued evolution of manufacturing requires the mitigation of challenges and foreseeable roadblocks.



High impact

Moderate impact

# Key opportunities

Hamilton has a strong and long-standing manufacturing base to build from and expand. Key opportunities for accelerating growth in this sector include:



## Clean energy transition

Hamilton's climate action strategy, ReCharge Hamilton, aligns with federal and provincial ambitions, and will focus on accelerating clean energy use in the manufacturing sector.



## Labour attraction

Hamilton's manufacturing sector requires skilled workers and individuals with STEM skillsets that can drive innovation and technological adoption. The sector can fill its labour needs by attracting post-secondary graduates and immigrants, as well as promoting careers in manufacturing to high school students.



## Leveraging existing assets

Hamilton is home to an advanced manufacturing supercluster, and together with NGen, CANMET and nearby universities and colleges, offers potential for strong synergy supported by collaborative partnerships, research and innovation.



## End-to-end ecosystem enhancement

Integration of the value chain can be an added benefit to Hamilton's strategic location, which offers an end-to-end ecosystem that can decrease reliance on imports and offshore suppliers.

# Hamilton manufacturing sector strategy on a page



## VISION

We will harness our strategic location, resilient community and proud industrial legacy to produce leading businesses in advanced manufacturing and a more prosperous, sustainable Ontario.

## Strategic pillars



### Building to our strengths

We will continue to support and grow our established manufacturing subsectors.



### Attracting talent

We will be a magnet for human capital, focusing on both the next generation and newcomers.



### Getting ahead of the curve

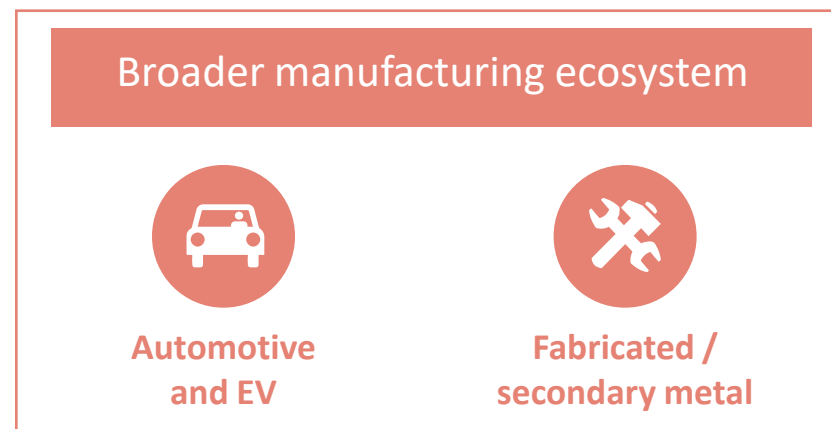
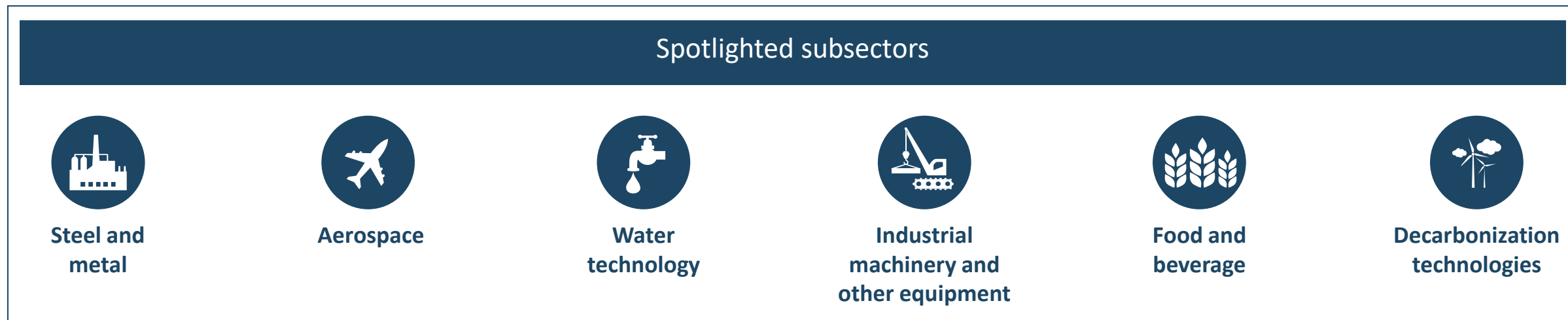
We will prioritize manufacturing opportunities that accelerate the transition to a low carbon economy.

## Key enablers

<b>Industry innovation support</b> (e.g., McMaster University, Mohawk College, Canmet MATERIALS MMRI)	<b>Port of Hamilton</b>	<b>Hamilton Immigration Partnership Council</b>	<b>Federal and provincial initiatives</b>	<b>Talent pool and quality of life</b>	<b>Development opportunities</b> (e.g., Bayfront Industrial Areas Strategy)	<b>Rail and road network</b>	<b>Hamilton International Airport</b>
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# Spotlighted sectors and subsectors

Spotlighted subsectors include areas where Hamilton has a competitive advantage and where national and international growth opportunities exist in the near and long-term. Subsectors that are economically important to Hamilton's broader manufacturing ecosystem were also identified.





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# Appendices



# Hamilton's value proposition

**Hamilton offers a vibrant manufacturing cluster that combines a strategic location, innovative and collaborative community with an industrial heritage that produces leading companies in advanced manufacturing.**

Hamilton is committed to supporting the manufacturing sector in meeting global sustainability objectives and providing a competitive business environment for investment. The city is focused on building on its strengths and enabling the emergence of new subsectors, innovation and new business models.

Hamilton's strategic location offers reliable and resilient access to world markets and trade routes. Companies have access to a modern, multi-modal transportation network with unparalleled ability to move their goods.

# Building on our strengths (1/2)

Key Items	Strategic Opportunities	Actions
<p><b>Movement of goods</b></p>	<p>Seek opportunities to support building on/promote Hamilton's existing multi-modal transportation network and the presence of the required capabilities and capacity to continue to support the efficient movement of goods across Canada and internationally.</p>	<ul style="list-style-type: none"> <li>• In partnership with Hamilton Oshawa Port Authority (HOPA), <b>seek to further build the Port of Hamilton's capacity and promote opportunities</b> to support local manufacturers including small- to mid-size enterprises (SMEs).</li> <li>• Seek <b>partnership opportunities for the Port of Hamilton</b>, including the expansion of current partnerships like the one with the Port of Montreal, to further connect the City to major international shipping lines.</li> <li>• <b>Continue to promote the City's strengths</b> as it relates to the multi-modal movement of goods to potential investors (both domestic and international) and ensure manufacturing is top of mind for the city's transport and logistics-related strategy.</li> <li>• <b>Maintain a well-connected road network</b> to and from Hamilton's industrial zones to allow for the efficient movement of goods via trucks and to ensure the manufacturing sector is a leading priority with the city's transport and logistics-related strategies.</li> <li>• <b>Undertake an agricultural/food value chain analysis</b> to better understand industry opportunities.</li> </ul>
<p><b>Further enhancement of Hamilton as a 'business friendly' city</b></p>	<p>Streamline approvals processes and associated timelines to further support businesses (focused on manufacturing/industrial developments) looking to enter / expand into Hamilton. Focus to be given to the development review process for greenfield and brownfield development.</p>	<ul style="list-style-type: none"> <li>• <b>Advocate for a review of the city's development approval process</b> to identify pain points and actions to further Hamilton as a leading 'business friendly' jurisdiction.</li> <li>• <b>Identify leading practices</b> from international jurisdictions which have streamlined an efficient government approvals process for investment attraction (and decarbonization) that can be implemented in Hamilton.</li> <li>• <b>Advocate for an assessment of Hamilton's energy supply</b> to identify/assess potential challenges for stakeholders and encourage the development of associated recommendations for improvement.</li> </ul>

# Building on our strengths (2/2)

Key Items	Strategic Opportunities	Actions
<p><b>Promote sector collaboration</b></p>	<p>Identify and promote a recognized organization/team which will serve as a voice for the sector and ensure key stakeholders unite under a clear vision and future direction.</p>	<ul style="list-style-type: none"> <li>• <b>Spotlight the City’s Economic Development Office</b> as a key source of information to stakeholder groups across the city including businesses, academia, and associated organizations.</li> <li>• <b>Promote partnerships and collaboration within the manufacturing sector</b> across stakeholder groups by hosting information sessions and opportunities for industry to provide input into the implementation of key action items.</li> <li>• <b>Enhance collaboration with industry other levels of government</b> to promote Hamilton’s brand and capabilities as a manufacturing hub at international industry events (e.g. Paris Air Show, Inter Solar Europe, the Cleveland Manufacturing and Technology Show).</li> </ul>
<p><b>Accelerate the growth of start-ups and scale-ups through improved access to capital</b></p>	<p>Seek opportunities to increase access to capital for companies within Hamilton’s manufacturing ecosystem.</p>	<ul style="list-style-type: none"> <li>• Working with provincial and federal governments, including organizations such as Consider Canada Cities Alliance, look to <b>advocate on behalf of Hamilton companies for funding</b> to help increase the availability of capital (with focus to be given to organizations seeking to transition to a low carbon economy).</li> <li>• <b>Explore opportunities to engage with the broader investor landscape</b>, including those who are not currently focused on the sector in Hamilton but may have potential interest in manufacturing/low carbon energy transition.</li> </ul>

# Getting ahead of the curve (1/2)

Key Items	Strategic Opportunities	Actions
<b>Clean energy transition</b>	Support and promote opportunities for stakeholders across the sector to transition to low carbon and clean energy sources.	<ul style="list-style-type: none"> <li>• <b>Develop concierge services</b> within the City's Economic Development Office and Invest in Hamilton that are focused on connecting companies with accessing available resources or appropriate expertise from community groups related to decarbonization.</li> <li>• Work with key stakeholders to <b>develop an industry-focused decarbonization transition roadmap</b> that supports local industry in achieving decarbonization targets by understanding areas of opportunity for reducing carbon emissions.</li> <li>• Working with key stakeholders, <b>undertake a match-making exercise</b> to connect innovative start-up companies focused on decarbonization with established companies focused on clean energy transition.</li> </ul>
<b>Future skills development</b>	Work with academia, and apprenticeship and training programs to ensure focus is given to developing the required skillsets across the ecosystem in the near and long-term.	<ul style="list-style-type: none"> <li>• Partner with key stakeholders (e.g. Workforce Planning Hamilton) to <b>undertake a detailed assessment of the future skill needs</b> of Hamilton's manufacturing companies, with a focus on the spotlighted subsectors.</li> <li>• Work with academia and apprenticeship programs to <b>promote upskilling/reskilling opportunities</b> to ensure appropriate technology skillsets are present across the labour pool.</li> <li>• <b>Explore opportunities to leverage Hamilton-based manufacturing skills initiatives</b>, including upstream programs such as the Specialist High Skills Major program, Skills for Steel and the ArcelorMittal Dofasco Mohawk collaboration to bridge the structural challenges within the talent pipeline and mitigate local skills gaps.</li> <li>• Work with the Ontario Ministry of Labour, industry, academia, and training programs to <b>develop a 10-year talent pipeline roadmap</b> to foster innovation within the sector and better meet future resourcing needs.</li> </ul>

# Getting ahead of the curve (2/2)

Key Items	Strategic Opportunities	Actions
<b>Technology adoption</b>	Seek opportunities to promote accelerated technology adoption across Hamilton's manufacturing supply chain.	<ul style="list-style-type: none"> <li>• Working with the provincial and federal governments, <b>raise awareness of incentive programs that are available</b> for companies looking to further adopt technology into their business.</li> <li>• <b>Identify potential areas of low technology adoption</b> across the city's supply chain and provide information related to incentive programs and/or upskilling/reskilling opportunities that could support the sector and related manufacturing processes.</li> <li>• <b>Strengthen collaboration and partnerships across sectors</b> to facilitate the crossover of technology (especially for startup companies) in this space through pilot projects and accelerate its readiness for adoption.</li> </ul>
<b>Alignment with city initiatives</b>	Seek alignment and opportunities to leverage existing city initiatives to further support growth of the manufacturing sector and transition towards decarbonization.	<ul style="list-style-type: none"> <li>• <b>Expand the Economic Development Office's collaboration within the City's key working groups</b> focused on initiatives which have potential impact on the manufacturing sector.</li> <li>• <b>Further support the city's focus on a low carbon economy</b> by continuing to promote decarbonization across the industry, including principles related to the transition across all manufacturing-related initiatives.</li> </ul>
<b>Alignment with provincial and federal initiatives</b>	Leverage provincial and federal government initiatives to support sector growth. Ensure focus is given to subsectors where Hamilton's manufacturing sector has a distinct value proposition within Canada.	<ul style="list-style-type: none"> <li>• <b>Host a 'Queen's Park Day'</b> with key provincial officials to further build partnerships with provincial counterparts and raise awareness about challenges facing Hamilton's manufacturing sector, the new sector strategy, future focus and spotlighted subsectors.</li> <li>• <b>Host a 'Day on the Hill'</b> to build awareness of Hamilton's strengths at a federal level, key challenges which can be supported by the federal government, and build awareness of the City's future focus for the manufacturing sector.</li> </ul>

# Attracting talent and jobs (1/2)

Key Items	Strategic Opportunities	Sample Actions
<b>Attracting immigrants</b>	Successful attraction of immigrants to Hamilton is a key pillar for ensuring a future robust manufacturing talent pool.	<ul style="list-style-type: none"> <li>Working with Global Hamilton and Innovation Factory's Start-up Visa Program, seek to <b>promote Hamilton as a first landing spot</b> for new immigrants entering Canada.</li> <li>Working with Hamilton Immigration Partnership Council and Global Hamilton Office, <b>raise awareness of employment and upskilling opportunities for immigrants</b> across the sector.</li> <li>Working with the provincial and federal governments, <b>increase Hamilton's participation in the Ontario Immigrant Nominee Program (OINP) and related-federal initiatives</b> (such as the Federal Skilled Trades Program and the Municipal Nominee Program (MNP)).</li> </ul>
<b>Attracting new graduates</b>	Promote new and emerging opportunities to students (with a focus on elementary and high school students) can help dispel myths about future employment opportunities in the sector.	<ul style="list-style-type: none"> <li>Further <b>leverage existing programs and partner with the Industry Education Council (IEC) and local high schools</b> to leverage existing career fairs/undertake information sessions and highlight potential future opportunities within the sector.</li> <li>Working with colleges and apprenticeship programs, <b>seek to brand manufacturing as an attractive career choice</b> for new graduates – especially women – with STEM knowledge.</li> </ul>
<b>Attracting skilled workers</b>	As the sector looks to transition towards areas which increasingly rely on technology and innovation, attracting skilled workers with experience will be a core requirement for ongoing sector growth.	<ul style="list-style-type: none"> <li><b>Undertake detailed assessment of the 2021 National Occupational Classification (NOC) database</b> (following release) to further identify the current state of Hamilton's labour pool across key subsectors.</li> <li><b>Increase collaboration</b> (including information sharing) with manufacturing accelerators/incubators across Canada's innovation corridor to promote a flow of employment opportunities to potential talent.</li> <li><b>Strengthen partnerships with academia and recruiters</b> (including employment liaison officers) to promote new opportunities to recent graduates, mid-level talent and executives within the city's subsectors.</li> <li><b>Promote the city's quality of life and affordability</b> (relative to neighbouring jurisdictions across the Greater Toronto Hamilton Area).</li> </ul>

# Attracting talent and jobs (2/2)

Key Items	Strategic Opportunities	Sample Actions
<b>Brand</b>	Provide key stakeholders – including champions across municipal, provincial, and federal governments – with comprehensive knowledge and confidence in the long-term sustainability of Hamilton’s manufacturing sector, including the focus on becoming a low carbon manufacturing hub.	<ul style="list-style-type: none"> <li>• <b>Undertake a targeted campaign</b> focused on highlighting the Hamilton’s vision for the future, the sector’s focus on decarbonization and the spotlighted subsectors to key stakeholders across Ontario and Canada.</li> <li>• <b>Identify champions</b> within key stakeholder groups and arm them with compelling messaging and up-to-date information about wins/opportunities and awareness about the sector’s journey towards a low carbon economy.</li> <li>• <b>Increase buy-in from provincial and federal government leaders</b> by highlighting how successful decarbonization across Hamilton manufacturing can help strengthen Canada’s and Ontario’s manufacturing brand.</li> </ul>
<b>Getting and keeping investor attention</b>	Partner with the provincial and federal governments, and local manufacturing companies (as appropriate) to promote the city’s competitiveness and unique standing as a leading manufacturing hub that is focused on transitioning to a low carbon future.	<ul style="list-style-type: none"> <li>• Participate in <b>targeted federal and/or provincial trade missions</b> related to the manufacturing sector.</li> <li>• <b>Develop targeted investor lists and tailored pitch books that</b> highlight Hamilton’s cost competitiveness against peer jurisdictions and the city’s unique standing as an emerging low carbon manufacturing hub in North America.</li> <li>• <b>Support companies with investment attraction bids</b> by providing resources and information (e.g. data and information on operating costs within the city; municipal, provincial, and federal supports including available grants, etc.).</li> </ul>



# Movement of goods

Hamilton is in the centre of the most densely populated corridor of economic activity in Canada and within close range of key major urban markets in Canada and the US.

The city is supported by a network of highways, international rail lines, local air connections, and the Port of Hamilton.

This multi-modal transportation network provides the city with an ability to support the effective movement of goods – a key differentiator for the manufacturing sector.



## Location

- Access to a network of highways within one hour of Toronto and the US Border.
- Only city in the region which has all modes of transportation within the municipal boundary (air, sea, road, and rail).
- The Hamilton Airport Employment Growth District (AEGD) business park is slated for a new development of over 8 million sq. ft. in the next 5 years.



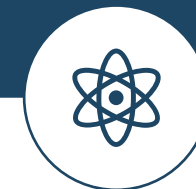
## Strategic Infrastructure

- Home to two international border services available 24/7 – the Hamilton Oshawa Port Authority (HOPA), and the John C. Munro Hamilton International Airport.
- Abundant connectivity to provincial highways, and Canadian National (CN) and Canadian Pacific (CP) rail lines.



## Free Trade Agreements

- Home to a Foreign Trade Zone (FTZ) that acts as a hub for international trade and allows for tariff and tax exemptions, duty relief programs, and exclusive concierge investment services.
- Access to Canada's 15 free trade agreements (FTAs) with 51 countries.



## Other Benefits

- Lower cost of commercialization and bringing products to market, where the cost of business is 50% lower than in the GTA.
- Home to nine business parks with well-established supply chains and support networks.
- Access to a resident labour force of 400,000 within a 100km radius and over 2 million people within an hour drive.

# Related City and stakeholder initiatives (1/2)

The City and relevant stakeholders run several programs and initiatives aimed at supporting the manufacturing sector and growing the economy more broadly. A key focus of these initiatives includes a focus on attracting new businesses and top talent, and becoming the city of choice for newcomers to Canada. These initiatives can be leveraged to address challenges and support accelerated growth of the manufacturing sector.



## Hamilton Region Decarbonization Hub

A Hamilton Region Decarbonization Hub has been approved by Council that will engage national and international stakeholders in supporting Canada's ambitions to achieve net-zero by 2050. The hub will serve as the intersection of multiple government priorities in climate action work and will focus on exploring solutions in the steel manufacturing subsector before scaling up for adoption in other manufacturing subsectors. The initiative is to be aligned with the Hamilton Climate Change Action Strategy.



## Industry Education Council (IEC)

The council supports career exploration through programming, group mentoring and facilitating partnership discussions, to help local business showcase their sector to their future workforce, through practical hands-on learning opportunities. Each year, the Hamilton IEC's programs directly engage over 2,700 students and 300 employers. There is an opportunity to leverage the IEC to raise awareness about career opportunities in the manufacturing sector.



## Hamilton Immigration Partnership Council (HIPC)

HIPC is a community table that seeks to create a seamless settlement experience for immigrants in Hamilton. HIPC was established in 2009 as one of Canada's first local immigration partnerships, a network that has now spread across the country and includes more than 75 similar local initiatives. The Council serves as an important broker in helping newcomers connect to local labour market opportunities in manufacturing.



## Hamilton Sector Strategies

The City has developed sector strategies aimed at furthering growth and investment attraction. More recently, the City has developed a Life Sciences Strategy which included biomanufacturing as a spotlighted subsector. Additional initiatives include a focus on clean transportation methods, and transport and logistics. The objective is to ensure that these strategies collectively support economic growth for the City. The City is also in the process of initiating a workforce strategy.

## Related City and stakeholder initiatives (2/2)

The City and relevant stakeholders run several programs and initiatives aimed at supporting the manufacturing sector and growing the economy more broadly. A key focus of these initiatives includes a focus on attracting new businesses and top talent, and becoming the city of choice for newcomers to Canada. These initiatives can be leveraged to address challenges and support accelerated growth of the manufacturing sector.



### **Bayfront Industrial Area Strategy**

The City of Hamilton is engaged in a revitalization project of Hamilton's Bayfront Industrial Area, which will create significant development opportunities for manufacturers. The Bayfront Industrial Area is a 1,607-hectare mixed industrial area on the shore of Hamilton Harbour and adjacent to some of the city's oldest neighbourhoods. The Strategy is a high-level, long-term vision and action plan to guide future improvements, investments and redevelopment.



### **Hamilton's Climate Action Strategy**

Approved in August 2022, the City, along with the broader community, have committed to undertake various actions that accelerate Hamilton's transition to a prosperous, equitable, and resilient post-carbon City. Hamilton's Climate Action Strategy advances the City's response to the Climate Change Emergency Declaration and consists of two major streams: (1) climate mitigation (i.e., reduction of greenhouse gases; and (2) climate adaptation (i.e., decreasing impacts and preparing for the unavoidable impacts of a changing climate).



Hamilton

**MINUTES**  
**22-001**  
**ARTS ADVISORY COMMISSION**

January 25, 2022

4:00 p.m.

Due to COVID-19 and the Closure of City Buildings, this meeting virtually.

**Present:** Annette Paiement (Chair), Monolina Bhattacharyya-Ray, Monika Ciolek, Councillor Danko, Lisa LaRocca, Janna Malseed, Ranil Sonnadara

**Absent:** Elizabeth Jayne Cardno, Councillor Farr

The Chair 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.

**FOR INFORMATION:**

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

**(Ciolek/Malseed)**

That the Agenda for the January 25, 2022 Arts Advisory Commission, be approved as presented.

**CARRIED**

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

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)****(i) November 23, 2021 (Item 4.1)****(Bhattacharyya-Ray/Malseed)**

That the Minutes of the November 23, 2021 Arts Advisory Commission, be approved as presented.

**CARRIED****(d) COMMUNICATIONS (Item 5)****(Malseed/Sonnadara)**

That the following Communication Items, be received:

- (i) Jen Anisef is the acting staff liaison. Ken Coit has accepted a different role with the City of Hamilton.

**CARRIED****(e) DELEGATION REQUESTS (Items 6)**

There were no delegation requests.

**(f) CONSENT ITEMS (Items 7)**

There were no consent items.

**(f) PUBLIC HEARINGS/DELEGATIONS (Item 8)**

There were no public hearings or delegations.

**(g) STAFF PRESENTATIONS (Item 9)****(i) 2022 Hamilton Arts Awards Update (Item 9.1)**

Jen Anisef, Cultural Project Specialist, provided an update regarding the Hamilton Arts Awards, advising that public nominations closed January 14, 2022. There were 94 nominations for 70 nominees. At the upcoming Arts Sector Review Panel phase there will be an opportunity to add more nominees.

**(Malseed/Sonnadara)**

That the presentation, respecting the Hamilton Arts Awards, be received.

**CARRIED****(ii) Public Art Update (Item 10.2)**

Jen Anisef, Cultural Project Specialist, provided an update regarding the work of the Placemaking, Public Art and Projects team.

Hamilton the Electric City, Nikola Tesla and the 5 Johns Public Art Project has had their focus group in preparation for the call for artists. Council approved a \$25k donation from the Tesla Foundation toward this project.

Locke Street Public Art Project had 20 submissions for Stage One adjudication. Jury will shortlist 3-6 projects in early February.

Century Street Parkette Public Art Project selected artist has started work on detailed design drawings for fabrication.

Ancaster Public Art Project call for artists will be deferred until the Manager of Placemaking, Public Art and Projects role is filled.

A motion is going to General Issues Committee to request funding to cover COVID inflation costs for public art projects.

Seed funding for the Concrete Canvas Festival 2022 has been approved by Council to support the creation of several murals.

**(Malseed/Sonnadara)**

That the presentation, respecting Public Art Update, be received.

**CARRIED****(h) DISCUSSION ITEMS (Item 10)****(i) Celebrating Resilience in the Arts Update (Item 10.1)**

The following points were made during the discussion of the Celebrating Resilience in the Arts Proposal Sub-committee Notes:

- Planning the Resilience in the Arts Symposium for November 2022 has begun, and the subcommittee would like to approach Hamilton Arts Council (HAC) to coordinate and produce the event.
- HAC were instrumental in preparing the survey and call for artists for Resilience in the Arts project in 2021.

- The subcommittee will approach HAC for a quote and scope of work and will identify 2 alternate consultants in case they are not available.
- Quotes and scope of work will be presented to AAC at the next meeting for approval.

**(Bhattacharyya-Ray/Malseed)**

That AAC will approach HAC to find out their availability and to obtain a quote to plan, develop and implement Celebrating Resilience in the Arts Symposium November 2022.

**CARRIED**

**(I) ADJOURNMENT (Item 14)**

**(Malseed/Sonnadara)**

That, the Arts Advisory Commission meeting be adjourned at 4:56pm.

**CARRIED**

Respectfully submitted,

Annette Paiement, Chair  
Arts Advisory Commission

Lauren Anastasi  
Recorder



**MINUTES**  
**22-002**  
**ARTS ADVISORY COMMISSION**

March 22, 2022

4:00 p.m.

Due to COVID-19 and the Closure of City Buildings, this meeting virtually.

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**Present:** Annette Paiement (Chair), Elizabeth Jayne Cardno, Monika Ciolek, Lisa LaRocca, Janna Malseed, Ranil Sonnadara, Jen Anisef (Staff Liaison)

**Absent:** Monolina Bhattacharyya-Ray, Councillor Danko, Councillor Farr

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The Chair 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.

**FOR INFORMATION:**

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

**(Malseed/LaRocca)**

That the Agenda for the March 22, 2022 Arts Advisory Commission, be approved as presented.

**CARRIED**

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

There were no declarations of interest.

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



**(i) January 25, 2022 (Item 4.1)**

**(Ciolek/Malseed)**

That the Minutes of the January 25, 2022 Arts Advisory Commission, be approved as presented.

**CARRIED**

**(d) COMMUNICATIONS (Item 5)**

**(Ciolek/LaRocca)**

That the following Communication Items, be received:

- (i)** Office of the City Clerk would like Advisory Committees to begin reviewing Roles, Responsibilities and Expectations of New Members and to review the Terms of Reference prior to the end of the Council term

**CARRIED**

**(e) DELEGATION REQUESTS (Items 6)**

**(Malseed/Sonnadara)**

That the following Delegation, be received:

- (i)** Sheila Whaley from Hamilton Arts Council request to delegate regarding Affordability for Artists.

**(f) CONSENT ITEMS (Items 7)**

There were no consent items.

**(f) PUBLIC HEARINGS/DELEGATIONS (Item 8)**

- (i)** Sheila Whaley from Hamilton Arts Council request to delegate regarding Affordability for Artists.

Mayor's Task for force for Economic Recovery and Big Picture Report 2017 both made recommendations concerning affordable living in Hamilton. Question on how might we leverage underutilized spaces in Hamilton? How do we move forward on these recommendations?

Fair Wage for Musicians Policy was approved by Council. Would it be possible for a similar policy to be approved for Performing Arts, Theatre and Dance?

It was suggested by discussion, that AAC could address affordable living within the upcoming Symposium. And that AAC could invite staff to speak about the Fair Wage for Musicians Policy at our next meeting in response to this delegation.

**(g) STAFF PRESENTATIONS (Item 9)**

**(i) 2022 Hamilton Arts Awards Update (Item 9.1)**

Jen Anisef, Cultural Project Specialist, provided an update regarding the Hamilton Arts Awards, advising that the Arts Sector Review Panel was complete, and that adjudication will take place in April.

Monika Ciolek will be the AAC representative Jury Monitor for Lifetime Achievement and Arts Champion Awards. Lisa LaRocca will be the AAC representative Jury Monitor for the Creator Award.

**(LaRocca/Cardno)**

That the presentation, respecting the Hamilton Arts Awards, be received and the selected AAC Commissionaires act as Jury Monitors.

**CARRIED**

**(ii) Public Art Update (Item 10.2)**

Jen Anisef, Cultural Project Specialist, provided an update regarding the work of the Placemaking, Public Art and Projects team.

Locke Street Public Art Project adjudication has shortlisted 5 proposals. Stage 2 proposals are due in April and will then be shared for public consultation.

Century Street Parkette Public Art Project selected artist has submitted detailed drawings.

Churchill Park Public Art Project fabrication is underway, and a summer installation is expected.

The motion to request funding to supplement Covid inflation costs was passed by Council.

**(LaRocca/Malseed)**

That the presentation, respecting Public Art Update, be received.

**CARRIED**

**(h) DISCUSSION ITEMS (Item 10)**

**(i) Celebrating Resilience in the Arts Update (Item 10.1)**

The following points were made during the discussion of the Celebrating Resilience in the Arts Proposal Sub-committee Notes:

- Hamilton Arts Council (HAC) presented a proposal including scope and budget which was reviewed and approved by the Subcommittee.
- The budget line items were shared with AAC for approval, with total cost of \$16K, including HAC's coordination fee.

**(Malseed/Sonnadara)**

That AAC will contract HAC to develop and implement Celebrating Resilience in the Arts Symposium November 2022

**CARRIED**

**(ii) Approach to reviewing Roles, Responsibilities and Expectations and Terms of Reference (Item 10.2)**

**(Ciolek/Malseed)**

That AAC will form a subcommittee to review the Terms of Reference and bring recommendations back to the next meeting for approval.

**CARRIED**

**(I) GENERAL INFORMATION / OTHER BUSINESS**

- (i)** Monika Ciolek presented about Hamilton Alliance for Tiny Homes. HAT.CA. Tiny shelters for homeless looking for space, project begins in MAY in Hamilton. Looking for art therapists.

Dr. John Chong was suggested as a Mental Health Resource for Musicians.

**(J) ADJOURNMENT (Item 14)**

**(Malseed/Cardno)**

That, the Arts Advisory Commission meeting be adjourned at 4:59pm.

**CARRIED**

Respectfully submitted,

Annette Paiement, Chair  
Arts Advisory Commission

Lauren Anastasi  
Recorder



Hamilton

NOTES

**Arts Advisory Commission**

Tuesday, May 24, 2022

4:00 PM

Due to the COVID-19 and the Closure of City Hall

Electronic meeting can be viewed at:

City's YouTube Channel:

<https://www.youtube.com/user/InsideCityofHamilton>

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Present:

Annette Paiement, Monika Ciolek, Janna Malseed, Councillor Danko

Also Present: Jen Anisef (Staff Liaison), Lauren Anastasi (Secretary)

Pursuant to Section 5.4(4) of the City of Hamilton's Procedural By-law 21-021, as amended, at 7PM the Staff Liaison to the Committee advised those in attendance that quorum had not been achieved within 15 minutes after the time set for the Committee Against Racism, therefore, the Staff Liaison to the Committee noted the names of those in attendance and the meeting stood adjourned.

Lauren Anastasi, Administrative Secretary, Arts Advisory Commission, Placemaking, Public Art and Projects, Tourism & Culture Division, Planning and Economic Development Department, City of Hamilton.



Hamilton

**MINUTES**  
**22-004**  
**ARTS ADVISORY COMMISSION**

July 26, 2022

4:00 p.m.

Virtual meeting

**Present:** Annette Paiement (Chair), Councillor Danko Elizabeth, Monolina Bhattacharyya-Ray, Jayne Cardno, Monika Ciolek, Lisa LaRocca, Janna Malseed, Jen Anisef (Staff Liaison)

**Absent:** Councillor Farr, Ranil Sonnadara

The Chair 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.

**FOR INFORMATION:**

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

**(Ciolek/LaRocca)**

That the Agenda for the July 26, 2022 Arts Advisory Commission, be approved as presented.

**CARRIED**

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

There were no declarations of interest.

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

Minutes are not available at this time and will be included on the next agenda.

**(d) COMMUNICATIONS (Item 5)**

There were no communications items.

**(e) DELEGATION REQUESTS (Items 6)**

There were no delegation requests.

**(f) CONSENT ITEMS (Item 7)**

There were no consent items.

**(f) PUBLIC HEARINGS/DELEGATIONS (Item 8)**

There were no public hearing or delegation items.

**(g) STAFF PRESENTATIONS (Item 9)****(i) Musicians Fair Payment Policy (Item 9.1)**

Debbie Spence, Business Development Consultant, provided an overview of the City of Hamilton's Musicians Fair Payment Policy. The presentation included background on how the Policy came about, the scope of the policy, as well as other considerations in implementing this policy. The policy can be found at: <https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=275842>

**(ii) Strategic Music Business Plan (Item 9.2)**

Jennifer Mueller, Senior Project Manager, and Lisa LaRocca, Director of Operations – Sonic Unyon, provided an overview of the Strategic Music Business Plan.

The Plan was led by Sonic Unyon in partnership with the City of Hamilton, Hamilton Music Advisory Team, Hamilton Public Library and the Hamilton Chamber of Commerce and focuses on economic recovery for musicians and performers. The Plan outlines 21 Recommendations and the City's strategic and operational efforts for music in 2022-2023 will focus on the following 3 priority areas:

Business Development Activities; Placemaking and Animation; and Supportive Policies, Programs and Regulations.

**(iii) Public Art Update (Item 9.3)**

Jen Anisef, Cultural Project Specialist, provided an update regarding the work of the Placemaking, Public Art and Projects team.

Locke Street Public Art Project – short listed proposals are out for public consultation via Engage.

Century Street Parkette Public Art Project fabrication is underway with installation expected in the fall.

Fabrication for Churchill Park and West Harbour James Street Plaza Public Art Projects are underway with installation expected in late Summer or early Fall.

Concrete Canvas Festival took place last week and included several large scale and multiple smaller scale works across the city, an Augmented Reality mural and a live event in Woodlands Park.

Keddy Trail Street Art Project – over 120 responses were received to the Expression of Interest call for artists. A citizen advisory committee has selected 6 artists or artist teams to paint 5 barrier walls and the Jolley Cut underpass area. Painting is expected to be completed at the end of August.

**(Cardno/Malseed)**

That the presentations, respecting Musicians Fair Payment Policy, Strategic Music Business Plan, and Public Art Update, be received.

**CARRIED**

**(h) DISCUSSION ITEMS (Item 10)**

**(i) Celebrating Resilience in the Arts Update (Item 10.1)**

The following update was provided regarding the Celebrating Resilience in the Arts Proposal Sub-committee:

Working with the Hamilton Arts Council, the Symposium subcommittee has: booked the venue (Cotton Factory); secured the Keynote Speaker (Kelly Hill – Hill Strategies); drafted an event program to guide the flow of the day; identified several potential event hosts who will be approached this week; identified potential



panelists to speak to priority topics identified through the Resilience in the Arts Survey; begun reaching out to local and regional arts organizations to invite them to participate in a “trade show” style resource session. A save the date has been released and shared through the Arts Council’s social media accounts and the Arty Crowd.

- An email will go out to all AAC members to invite them to an upcoming Symposium sub-committee meeting to share details of the planning and seek feedback.

**(Malseed/Sonnadara)**

That the Celebrating Resilience in the Arts Update be received.

**CARRIED**

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

There were no motions.

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

There were no notices of motions.

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

There were no general information / other business items.

**(l) PRIVATE AND CONFIDENTIAL (Item 14)**

There were no private and confidential items.

**(m) ADJOURNMENT (Item 15)**

**(Malseed/Cardno)**

That, the Arts Advisory Commission meeting be adjourned at 4:46pm.

**CARRIED**

Respectfully submitted,

Annette Paiement, Chair  
Arts Advisory Commission

Jen Anisef  
Recorder



Hamilton

NOTES

**Arts Advisory Commission**

Tuesday September 27, 2022

4pm-6pm

**YouTube Channel Streaming for Virtual Meetings**

Electronic meeting can be viewed at:

City's YouTube Channel:

<https://www.youtube.com/user/InsideCityofHamilton>

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Present: Councillor Danko, Lisa LaRocca, Janna Malseed, Annette Paiement.

Also Present: Jeff Erbach, Manager Placemaking, Public Art & Projects


Pursuant to Section 11.5 of the City of Hamilton's Procedural By-law 21-021, as amended at 4:08pm the Staff Liaison to the Committee advised those in attendance that due to technical difficulties the meeting was considered adjourned, with the names of the members present and any decisions of the Arts Advisory Commission up to the point in time of the interruption were recorded in the minutes of the meeting.

Respectfully submitted,

Lauren Anastasi  
Administrative Secretary  
Tourism & Culture Division  
Planning and Economic Planning  
Department



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Westdale Village Business Improvement Area (BIA) Revised Board of Management (PED23006) (Ward 1)
<b>WARD(S) AFFECTED:</b>	Ward 1
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

That the following individuals be appointed to the Westdale Village Business Improvement Area (BIA) Board of Management for the 2023-2026 term:

- (a) Robert Crockford, Westdale Theatre;
- (b) Ron Gabor, HPL Westdale Branch;
- (c) Jordan Geertsma, Snooty Fox;
- (d) Biyao Hu, Second Cup Westdale;
- (e) Paul Milki, Cupcakes of Westdale;
- (f) Ilona Santa, Casual Gourmet;
- (g) Anita Shilliday, Pace Credit Union;
- (h) Isha Soni, Pizzaioli;
- (i) David Simpson, Simpson Wellenreiter Law.

### EXECUTIVE SUMMARY

Appointment of the nine individuals to the Westdale Village Business Improvement Area (BIA) Board of Management for the 2023-2026 term.

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

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

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

**SUBJECT: Westdale Village Business Improvement Area (BIA) Revised Board of Management (PED23006) (Ward 1) - Page 2 of 3**

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**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 Annual General Meeting on Wednesday November 9, 2022, the Westdale Village BIA Board of Management presented its nominations to the sitting Board of Management and to the membership, motioned and approved all appointments as outlined in their meeting minutes.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

N/A

**ALTERNATIVES FOR CONSIDERATION**

N/A

**SUBJECT: Westdale Village Business Improvement Area (BIA) Revised Board of Management (PED23006) (Ward 1) - Page 3 of 3**

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**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**

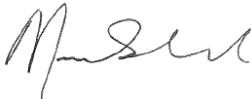
Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

**APPENDICES AND SCHEDULES ATTACHED**

N/A



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Waterdown Village Business Improvement Area (BIA) Revised Board of Management (PED23008) (Ward 15)
<b>WARD(S) AFFECTED:</b>	Ward 15
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

That the following individuals be appointed to the Waterdown Village Business Improvement Area (BIA) Board of Management for the 2023-2026 term:

- (a) Amanda Groves, Groves Law;
- (b) Shari Stolpmann, BLR LLP;
- (c) Sheila Locke, Re/Max Smart Realty;
- (d) Buket Necip, Free2Be Wellness;
- (e) Christina Birmingham, Birmingham Consulting Inc;
- (f) Shari Reaume, Turkstra Lumber;
- (g) Jenn Calvano, Rockhaven Realty;
- (h) Cat McCrimmon, Rustic Daisy's;
- (i) Krista Allan, The Wine Shop.

### EXECUTIVE SUMMARY

Appointment of the nine individuals to the Waterdown Village Business Improvement Area (BIA) Board of Management for the 2023-2026 term.

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

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

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

**SUBJECT: Waterdown Village Business Improvement Area (BIA) (PED23008)  
(Ward 15) - Page 2 of 3**

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**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 Annual General Meeting on Tuesday November 15, 2022, the Waterdown Village BIA Board of Management presented its nominations to the sitting Board of Management and to the membership, motioned and approved all appointments as outlined in their meeting minutes.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

N/A

**ALTERNATIVES FOR CONSIDERATION**

N/A



**SUBJECT: Waterdown Village Business Improvement Area (BIA) (PED23008)  
(Ward 15) - Page 3 of 3**

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**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement and Participation**

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**Economic Prosperity and Growth**

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


**APPENDICES AND SCHEDULES ATTACHED**

N/A

CG/jrb



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Ottawa Street Business Improvement Area (BIA) Revised Board of Management (PED23011) (Wards 3 and 4)
<b>WARD(S) AFFECTED:</b>	Wards 3 and 4
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

## RECOMMENDATION

That the following individuals be appointed to the Ottawa Street Business Improvement Area (BIA) Board of Management for the 2023-2026 term:

- (a) Michael Carruth, Down The Street Food Co;
- (b) Ariane Terveld, Obskurrah Bazaar;
- (c) Eva Grad, Revolving Closet;
- (d) Justin Abbiss, Ottawa Market;
- (e) Mark Baker, Merk;
- (f) Wes Fletch, Wick'd Wax;
- (g) Sean Querob, Nova Sewing Centre;
- (h) Thomas Lute, The Argyle;
- (i) Blaze Forgie, Community Rep.

## EXECUTIVE SUMMARY

Appointment of the nine individuals to the Ottawa Street Business Improvement Area (BIA) Board of Management for the 2023-2026 term.

## Alternatives for Consideration – Not Applicable

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

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

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

**SUBJECT: Ottawa Street Business Improvement Area (BIA) Revised Board of Management (PED23011) (Wards 3 and 4) - Page 2 of 3**

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**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 Annual General Meeting on Wednesday November 2, 2022, the Ottawa Street BIA Board of Management presented its nominations to the sitting Board of Management and the membership, motioned and approved all appointments as outlined in their meeting minutes.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

N/A

**ALTERNATIVES FOR CONSIDERATION**

N/A

**SUBJECT: Ottawa Street Business Improvement Area (BIA) Revised Board of Management (PED23011) (Wards 3 and 4) - Page 3 of 3**

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**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement and Participation**

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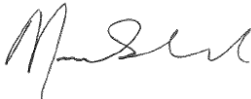
**APPENDICES AND SCHEDULES ATTACHED**

N/A

CG/jrb



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	International Village Business Improvement Area (BIA) Revised Board of Management (PED23013) (Ward 2 and 3)
<b>WARD(S) AFFECTED:</b>	Ward 2 and 3
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

That the following individuals be appointed to the International Village Business Improvement Area (BIA) Board of Management for the 2023-2026 term:

- (a) Herb Wodehouse, Whitley Wodehouse CPA;
- (b) Maja Prvanovic-Kogut, property owner of 203 King St E;
- (c) Peter Quaglia, Dodsworth & Brown Funeral Home;
- (d) Jessica Maurice, Community Rep;
- (e) Melanie Lourenco, Circle Studios;
- (f) Clay Burns, Studio 205;
- (g) Kristin Kusterin, Seasoned Restaurant.

### EXECUTIVE SUMMARY

Appointment of the seven individuals to the International Village Business Improvement Area (BIA) Board of Management for the 2023-2026 term.

### Alternatives for Consideration – Not Applicable

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

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

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

**SUBJECT: International Village Business Improvement Area (BIA) Revised Board of Management (PED23013) (Ward 2) - Page 2 of 3**

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**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 Annual General Meeting on Tuesday November 1, 2022, the International Village BIA Board of Management presented its nominations to the sitting Board of Management and the membership, motioned, and approved all appointments as outlined in their meeting minutes.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

N/A

**ALTERNATIVES FOR CONSIDERATION**

N/A

**SUBJECT: International Village Business Improvement Area (BIA) Revised  
Board of Management (PED23013) (Ward 2) - Page 3 of 3**

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**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement and Participation**

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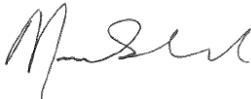
**APPENDICES AND SCHEDULES ATTACHED**

N/A

CG/jrb



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Concession Street Business Improvement Area (BIA) Revised Board of Management (PED23015) (Ward 7)
<b>WARD(S) AFFECTED:</b>	Ward 7
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

That the following individuals be appointed to the Concession Street Business Improvement Area (BIA) Board of Management for the 2023-2026 term:

- (a) Brandon Eyre, Investment Planning Counsel;
- (b) Sean Keast, The Dirty South;
- (c) Sarah Maticic, White Rabbit;
- (d) David Andrews, Community Rep;
- (e) Kat Goegan, At Your Service;
- (f) Eva Martens, Restorative Mobility;
- (g) Darryl Howe, Stage Diner.

### EXECUTIVE SUMMARY

Appointment of the seven individuals to the Concession Street Business Improvement Area (BIA) Board of Management for the 2023-2026 term.

### Alternatives for Consideration – Not Applicable

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

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

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



**SUBJECT: Concession Street Business Improvement Area (BIA) Revised Board of Management (PED23015) (Ward 7) - Page 2 of 3**

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**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 Annual General Meeting on Thursday October 20<sup>th</sup>, 2022, the Concession Street BIA Board of Management presented its nominations to the sitting Board of Management and the membership, motioned and approved all appointments as outlined in their meeting minutes.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

N/A

**ALTERNATIVES FOR CONSIDERATION**

N/A

**SUBJECT: Concession Street Business Improvement Area (BIA) Revised Board of Management (PED23015) (Ward 7) - Page 3 of 3**

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**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement and Participation**

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**Economic Prosperity and Growth**

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CG/jrb



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Ancaster Village Business Improvement Area (BIA) Revised Board of Management (PED23017) (Ward 12)
<b>WARD(S) AFFECTED:</b>	Ward 12
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

That the following individuals be appointed to the Ancaster Village Business Improvement Area (BIA) Board of Management for the 2023-2026 term:

- (a) Jason Wynne, Wynne, Pringle, Jeske & Kovacs;
- (b) Ryan MacDonald, Ancaster Mill;
- (c) Jane Steinberg, Total Hearing Centre;
- (d) Joel Newman, Community Rep;
- (e) Milap Bedi, Ancaster Cheese;
- (f) Patricia Rastin, Rastins Pharmacy;
- (g) Diane Price, Ancaster Realtor / Lucido Global;
- (h) Dean Hodge, Coach and Lantern.

### EXECUTIVE SUMMARY

Appointment of the eight individuals to the Ancaster Business Improvement Area (BIA) Board of Management for the 2023-2026 term.

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

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

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

**SUBJECT: Ancaster Village Business Improvement Area (BIA) Revised Board of Management (PED23017) (Ward 12) - Page 2 of 3**

---

**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 Annual General Meeting on Tuesday November 22, 2022, the Ancaster Village BIA Board of Management presented its nominations to the sitting Board of Management and to the membership, motioned and approved all appointments as outlined in their meeting minutes.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

N/A

**ALTERNATIVES FOR CONSIDERATION**

N/A

**SUBJECT: Ancaster Village Business Improvement Area (BIA) Revised Board of Management (PED23017) (Ward 12) - Page 3 of 3**

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**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement and Participation**

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**Economic Prosperity and Growth**

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**APPENDICES AND SCHEDULES ATTACHED**

N/A

CG/jrb



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Stoney Creek Business Improvement Area (BIA) Revised Board of Management (PED23018) (Ward 5)
<b>WARD(S) AFFECTED:</b>	Ward 5
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

That the following individuals be appointed to the Stoney Creek Business Improvement Area (BIA) Board of Management for the 2023-2026 term:

- (a) Tina Fougere, Canadian National Autism Foundation;
- (b) Suzanne Glinka, The Lucky Gem;
- (c) Natashi Guidi, Trinity Natural Health;
- (d) Daniel Trombetta, Titan Mortgage Group;
- (e) Paolo Rispoli, Comic 1 Books;
- (f) Sandy Pavao, Cake Empire;
- (g) Mary Terziev-Clifford, The Village Restaurant;
- (h) Sean Kosak, Hudson Integrative Health Care;
- (i) Matthew Trombetta, Simnat Consulting Inc.

### EXECUTIVE SUMMARY

Appointment of the nine individuals to the Stoney Creek Business Improvement Area (BIA) Board of Management for the 2023-2026 term.

### Alternatives for Consideration – Not Applicable

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

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

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

**SUBJECT: Stoney Creek Business Improvement Area (BIA) Revised Board of Management (PED23018) (Ward 5) - Page 2 of 3**

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**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 Annual General Meeting on Wednesday November 16, 2022, the Stoney Creek BIA Board of Management presented its nominations to the sitting Board of Management and to the membership, motioned and approved all appointments as outlined in their meeting minutes.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

N/A

**ALTERNATIVES FOR CONSIDERATION**

N/A

**SUBJECT: Stoney Creek Business Improvement Area (BIA) Revised Board of Management (PED23018) (Ward 5) - Page 3 of 3**

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**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.

**APPENDICES AND SCHEDULES ATTACHED**

N/A

CG/jrb





# Hamilton

## **BUSINESS IMPROVEMENT AREA SUB-COMMITTEE REPORT 22-009**

**10:30 a.m.**

**Tuesday, December 13, 2022**

**Hamilton City Hall  
71 Main Street West  
Room 264**

**Present:** Susie Braithwaite (Chair) – International Village BIA  
Susan Pennie (Vice-Chair) – Waterdown BIA  
Alexa Chavez – Concession Street BIA  
Tracy MacKinnon – Westdale Village BIA, Stoney Creek BIA, and  
Locke Street BIA  
Emily Walsh – Downtown Hamilton BIA  
Heather Peter – Ancaster BIA  
Chelsea Braley – Ottawa Street BIA

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

**Also Present:** Councillors T. Hwang and C. Kroetsch

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### **THE BUSINESS IMPROVEMENT AREA SUB-COMMITTEE PRESENTS REPORT 22-009 AND RESPECTFULLY RECOMMENDS:**

- 1. Appointment of Chair and Vice-Chair for 2022 - 2023 (Item 1)**
  - (a) That Susie Braithwaite be appointed as Chair of the Business Improvement Area Sub-Committee for 2022 - 2023.
  - (b) That Susan Pennie be appointed as Vice-Chair of the Business Improvement Area Sub-Committee for 2022 - 2023.

### **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 December 13, 2022 Business Improvement Area 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) September 13, 2022 (Item 4.1)**

The September 13, 2022 Minutes of the Business Improvement Area Sub-Committee was approved, as presented.

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

**(i) Economic Development: Research and Marketing Team Updates for 2023 (Item 8.1)**

Judy Lam, Manager Commercial Districts and Small Business, introduced the following staff to address the Committee with a presentation on Economic Development: Research and Marketing Team Updates for 2023:

Michael Marini, Marketing Coordinator  
Stefa Sokolowski, Economic Development and Research Officer  
Adam Durrant, Business Development Analyst

The staff presentation respecting Economic Development: Research and Marketing Team Updates for 2023, was received.

**(ii) Hamilton Day 2022 (Item 8.2)**

Katie Stiel and Jose La Cruz, Hamilton Chamber of Commerce, addressed the Committee with a presentation on Hamilton Day 2022.

The presentation respecting Hamilton Day 2022 was received.

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

**(i) Verbal Update from Cristina Geissler, Business Development & BIA Officer (Item 13.1)**

Judy Lam, Manager Commercial Districts and Small Business, and Cristina Geissler, Business Development & BIA Officer, addressed the Committee respecting updates on Commercial Districts and Small Business.

The verbal updates respecting Commercial Districts and Small Business were 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 Sub-Committee adjourned at 11:57 a.m.

Respectfully submitted,

Susie Braithwaite  
Chair Business Improvement Area  
Sub-Committee

Angela McRae  
Legislative Coordinator  
Office of the City Clerk



Hamilton

**ADVISORY COMMITTEE FOR PERSONS WITH  
DISABILITIES  
REPORT 22-012**

4:00 p.m.

Tuesday, October 11, 2022

Room 264, 2nd Floor

Hamilton City Hall

71 Main Street West

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**Present:** A. Mallett (Chair), J. Kemp (Vice-Chair),  
S. Aaron, P. Cameron, J. Cardno, M. Dent,  
L. Dingman, L. Janosi, T. Manzuk,  
M. McNeil, T. Murphy, K. Nolan, T. Nolan,

**Absent**

**with Regrets:** Mayor F. Eisenberger, A. Frisina,  
P. Kilburn, C. McBride, R. Semkow

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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 22-012 AND  
RESPECTFULLY RECOMMENDS:**

- (1) Selection Process for the one Citizen  
Appointment to the Hamilton Police Services  
Board (Item 7.8)**
  - (a) That the Committee Against Racism and the Hamilton Anti-Racism Resource Centre be requested to consider a member of the Advisory Committee for Persons with Disabilities as one of the six community representatives for appointment to the Hamilton Police Services Board Selection Committee for the recruitment of one citizen appointment to the Hamilton Police Services Board for the 2022-2026 term of Council; and,
  - (b) That a copy of this resolution and the name of the member recommended by the Advisory

Committee for Persons with Disabilities, attached as Confidential Appendix “A” to Advisory Committee for Persons with Disabilities Report 22-012, be forwarded to the Committee Against Racism and the Hamilton Anti-Racism Resource Centre for their consideration.

**(2) Proposed Changes to the Advisory Committee for Persons with Disabilities Terms of Reference 2022 – 2026 Term of Council (Deferred from the September 13, 2022, meeting) (Item 10.1)**

That the proposed changes to the Advisory Committee for Persons with Disabilities to the Terms of Reference for the 2022-2026 Term of Council, attached as Appendix “B” to Advisory Committee for Persons with Disabilities Report 22-012, be approved.

**FOR INFORMATION:**

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

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

The Agenda for the October 11, 2022, meeting of the Advisory Committee for Persons with Disabilities, was approved.

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

There were no declarations of interest.

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

**(i) September 13, 2022 (Item 4.1)**

The September 13, 2022, minutes of the Advisory Committee for Persons with Disabilities meeting, were approved, as presented.

**(d) CONSENT ITEMS (Item 7)**

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

**(1) Roadway Maintenance 2022 Snow  
Clearing Update – October 4, 2022 (Item  
7.1(a))**

The Roadway Maintenance 2022 Snow Clearing Update – October 4, 2022, was received.

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

J. Kemp provided a verbal update respecting the Housing Issues Working Group.

The verbal update from J. Kemp respecting the Housing Issues Working Group, was received.

**(iii) Outreach Working Group Update (Item 7.3)**

J. Kemp provided a verbal update from the Outreach Working Group, respecting the Accessibility Fair held October 5, 2022.

The verbal update from J. Kemp from the Outreach Working Group, respecting the Accessibility Fair held October 5, 2022, was received.

**(iv) Transportation Working Group Update (Item 7.4)**

**(1) Transportation Working Group Meeting Notes – August 23, 2022 (Item 7.4(a))**

The Transportation Working Group Meeting Notes of August 23, 2022, were 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 Meeting Notes –  
September 28, 2022 (Item 7.6 (a))**

The Accessible Open Spaces and Parklands Working Group Meeting Notes of September 28, 2022, were received.

**(vii) Hamilton Strategic Road Safety Committee  
Meeting Notes – September 29, 2022 (Item 7.7)**

The Hamilton Strategic Road Safety Committee Meeting Notes – September 29, 2022, were received.

**(vii) Selection Process for the one Citizen  
Appointment to the Hamilton Police Services  
Board (Item 7.8)**

Legislative Coordinator McIntosh provided a verbal update respecting the process for the one Citizen Appointment to the Hamilton Police Services Board.

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

**(e) STAFF PRESENTATIONS (Item 8)**

**(i) 2022 Municipal Election, Accessibility Update  
(Item 8.1)**

City Clerk, Andrea Holland, provided an accessibility update respecting the 2022 Municipal Election, with the aid of a PowerPoint presentation.

The PowerPoint presentation by City Clerk, Andrea Holland, respecting the 2022 Municipal Election, Accessibility Update, was received.

**(ii) Update respecting Equity, Diversity and Inclusion from Jodi Koch, Director Talent and Diversity, and Jessica Bowen, Manager, Diversity and Inclusion (Item 8.2)**

Jodi Koch, Director Talent and Diversity, and Jessica Bowen, Manager, Diversity and Inclusion, provided an update respecting the Equity, Diversity and Inclusion Strategic Plan branding to include Accessibility, with the aid of a PowerPoint Presentation. The update will be provided to the General Issues Committee at an upcoming meeting.

The PowerPoint presentation by Jodi Koch, Director Talent and Diversity, and Jessica Bowen, Manager, Diversity and Inclusion, respecting the update to the Equity, Diversity and Inclusion Strategic Plan branding to include Accessibility, was received.

**(f) GENERAL INFORMATION / OTHER BUSINESS  
(Item 13)****(i) Accessibility Complaints to the City of  
Hamilton (Item 13.1)**

Jessica Bowen, Manager, Diversity and Inclusion, provided a verbal update respecting Accessibility Complaints to the City of Hamilton from September 1 to October 1, 2022. There were 6 reports related to: 1 – guideline for accessible print; 3 – complaints about private business; 1 - waste collection, garbage bin blocking a sidewalk; 1 – debris at Gage Park.

The verbal update respecting Accessibility Complaints to the City of Hamilton, was received.

**(ii) *Accessibility for Ontario with Disabilities Act, 2005 (AODA) (Item 13.2)***

No update.

**(iii) Presenters List for the Advisory Committee  
for Persons with Disabilities (Item 13.3)**

No update.

**(iv) For the Information of Committee:  
Accessibility Hamilton (Item 13.4)**

For the information of the Committee, Tim Nolan provided a verbal update that citizens from across the City have joined together to form a new group called Accessibility Hamilton and anyone wishing to join can email him.

The verbal update from Tim Nolan respecting the formation of a new group called Accessibility Hamilton, was received.

**(g) ADJOURNMENT (Item 15)**

There being no further business, the Advisory Committee for Persons with Disabilities, was adjourned at 6:06 p.m.

Respectfully submitted,

Aznive Mallett, Chair  
Advisory Committee for  
Persons with Disabilities

Carrie McIntosh

**Advisory Committee for Persons with Disabilities  
Report 22-012**

**October 11, 2022  
Page 10 of 10**

Legislative Coordinator  
Office of the City Clerk

# Proposed Changes to the Advisory Committee for Persons with Disabilities Terms of Reference 2022 – 2026 Term of Council



Hamilton

## ADVISORY COMMITTEE FOR PERSONS WITH DISABILITIES

### **Mission Statement:**

The Advisory Committee for Persons with Disabilities (ACPD) in the City of Hamilton assists the work of City Council by identifying accessibility barriers and making recommendations with regard to barrier removal and prevention in compliance with the Accessibility for Ontarians with Disabilities Act and the Ontario Human Rights Code.

The work of Committee encompasses the broadest possible scope of services, facilities, policies and practices affecting the lives of all persons with disabilities in the City.

### **Vision Statement**

Hamilton is an inclusive community where ALL people can live, work, play and participate fully, free from barriers or discrimination.

## **Values**

Accountability  
Cooperation  
Dignity  
Equity  
Excellence  
Honesty

Inclusiveness  
Innovation  
Leadership  
Respect  
Teamwork  
Tolerance

## **Mandate:**

The Advisory Committee for Persons with Disabilities advises Council on providing full accessibility and inclusion of persons with disabilities in the City related to City goods and services and City-owned facilities and spaces and recommends to the City of Hamilton policies, procedures, standards and guidelines.

## **Composition:**

The Advisory Committee for Persons with Disabilities shall be comprised of up to 18 citizen members and two Members of Council.

The ACPD shall be comprised of membership in accordance with the Accessibility for Ontarians with Disabilities Act (AODA), 2005, including that the majority of the members shall be persons with disabilities.

The membership should reflect a wide range of disabilities and and represent the interests of all persons with disabilities.

Membership should fully represent the community arising from an equity, diversity, and inclusive lens.

## **Terms of Reference:**

1. In accordance with the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*, Ontario Human Rights Code (OHRC), and all applicable legislation, regulations, standards, policies and guidelines:
  - (i) Advise Council and staff on barriers affecting full participation of persons with disabilities in the City.
  - (ii) Advise Council and staff, annually about the preparation, implementation, and effectiveness of its accessibility plan required pursuant to the AODA.
  - (iv) Ensure that the right of access for persons with disabilities to programs and services provided by the City is sustained, maintained, and/or improved.
  - (v) Review and comment to Council and other levels of government on pertinent reports, proposed legislation and studies which affect all persons with disabilities, where appropriate.
  - (vi) Provide a forum where persons with disabilities and service representatives can express their concerns, identify barriers, share information and recommend improvements to the existing level of City services, goods, facilities and spaces, for persons with disabilities, while taking into consideration a wide spectrum of disabilities in discussions and decision making.
  - (vii) Educate and increase awareness to City Council and staff on issues which affect people with disabilities.



- (viii) Regularly review the progress and measure the success of the committee and its activities.
2. The Chair and Vice-Chair of the Advisory Committee for Persons with Disabilities may serve for more than one year in a Council term.
3. Members are expected to attend all meetings. If a member misses more than three consecutive (3) meetings during their term, the Chair, after hearing and considering any explanation provided by the member, may ask the member to resign, or request that Council remove the member.
4. Members are to adhere to the Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards.

### **Working Groups:**

The ACPD shall consider establishing, at the outset of each four-year term, Working Groups tasked with the conduct of much of the work of the ACPD.

The ACPD may establish, from time to time any Working Group tasked to complete specific business on behalf of the ACPD and may be established for a time limited period.

Every member of the ACPD is expected to be a member of no less than one (1) Working Group and encouraged to limit membership to no more than three (3) Working Groups.

Members are strongly encouraged to fully participate and contribute to discussion and debate at the full ACPD and its Working Groups.



Hamilton

**ADVISORY COMMITTEE FOR PERSONS WITH  
DISABILITIES  
REPORT 22-014**

4:00 p.m.

Tuesday, December 13, 2022

Room 264, 2nd Floor

Hamilton City Hall

71 Main Street West

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**Present:** A. Mallett (Chair), J. Kemp (Vice-Chair),  
P. Cameron, J. Cardno, M. Dent,  
L. Dingman, L. Janosi, P. Kilburn,  
T. Manzuk, M. McNeil, T. Murphy, K. Nolan,  
T. Nolan, R. Semkow

**Absent**

**with Regrets:** S. Aaron, A. Frisina, C. McBride

---

The Chair 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 22-014 AND RESPECTFULLY RECOMMENDS:**

**1. Snow Clearing By-Law Review (Item 12.2)**

WHEREAS, Section 130 of the *Municipal Act*, Chapter 25, S.O. 2001, provides that a municipality may regulate matters related to the health, safety, and well-being of the inhabitants of the municipality;

WHEREAS, according to the City of Hamilton Snow Clearing By-Law 03-296, "Consecutive winter storm events" refers to any precipitation and/or accumulation of snow or ice from the beginning of the original winter snow event, and any subsequent storm events occurring within a 24-hour period of the cessation of the previous storm event;

WHEREAS, according to the City of Hamilton Snow Clearing By-Law 03-296, "Winter Storm Event" refers

to any precipitation and/or accumulation of snow or ice;”

WHEREAS, the City of Hamilton Snow Clearing By-Law 03-296 defines street as “Highway,” meaning a common and public highway under the jurisdiction of the City of Hamilton, and includes a street, sidewalk, boulevard whether paved or not paved, an unopened road allowance, and any portion of the land situated between street lines;”

WHEREAS, according to the City of Hamilton Snow Clearing By-Law 03-296, “The provisions of this By-law shall apply to all lands within the boundaries of the City, except for those areas designated as being exempt by the Director;”

WHEREAS, the City of Hamilton Snow Clearing By-Law 03-296 is inconsistent in its obligations of property owners in relation to the forgoing by requiring that “That every occupant or owner shall, within 24 hours of the cessation of a Winter Storm Event, or within 24 hours of the cessation of a series of Consecutive winter storm events, remove and clear all snow and ice from sidewalks abutting the highways in front of, or alongside, or at the rear of any occupied or unoccupied lot, or vacant lot;”

WHEREAS, the City of Hamilton Snow Clearing By-Law 03-296 is ambiguous and no longer meets the needs of persons with disabilities, nor is it consistent

with Council-approved plans for referring persons with disabilities away from DARTS and onto HSR conventional transit; and,

WHEREAS, the City of Hamilton Snow Clearing By-Law 03-296 makes no mention of any obligation on the part of a property owner or the City to ensure a clear pathway between sidewalk curb cuts and roadways, which would ensure safe and unobstructed travel between roads and sidewalks for persons with disabilities;

THEREFORE, BE IT RESOLVED:

That the Advisory Committee for Persons with Disabilities respectfully requests Council approve the following:

- (a) That staff be directed to review, in collaboration with the Advisory Committee for Persons with Disabilities, City of Hamilton Snow Clearing By-Law 03-296, so that it may be revised to meet the needs of all persons with disabilities in preparation for the 2023/24 winter season; and,
- (b) That staff report back to the Public Works Committee with recommendations for revisions to the City of Hamilton Snow Clearing By-Law 03-296 by the early fall of 2023.

## **FOR INFORMATION:**

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

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

#### **9. CONSENT ITEMS**

- 9.5(b) Draft Strategic Planning Working Group Meeting Notes

The Agenda for the December 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) STAFF PRESENTATIONS (Item 8)**

- (i) Accessible Transit Services (ATS)  
Performance Review Status Update (Item 8.1)**

**Michelle Martin, Manager, Accessible Transportation Services, addressed Committee respecting Accessible Transit Services (ATS) Performance Review Status Update with the aid of a presentation.**

The presentation from Michelle Martin, Manager, Accessible Transportation Services, respecting Accessible Transit Services (ATS) Performance Review Status Update, was received.

**(d) CONSENT ITEMS (Item 9)**

**(i) Consent Items (Items 9.1-9.7)**

The following updates and meeting notes, were received:

- (1) Built Environment Working Group Update (Item 9.1);
- (2) Housing Issues Working Group Update (Item 9.2)
- (3) Outreach Working Group Update (Item 9.3)
- (4) Transportation Working Group Update (Item 9.4)
- (5) Strategic Planning Working Group Update (Item 9.5)
  - (aa) Strategic Planning Working Group Meeting Notes – November 17, 2022 (Added Item 9.5(a))

- (6) Accessible Open Spaces and Parklands Working Group Update and Meeting Notes – November 23, 2022 (Item 9.6)
- (7) Canadian Alliance on Ending Homelessness 2022 National Conference - Follow-Up Brief (Item 9.7)

**(e) DISCUSSION ITEMS (Item 11)**

**(i) Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards (2023) - DRAFT (Item 11.1)**

Staff was asked to consider adding a section to the Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards (2023) clarifying, specifically, the role of and processes followed by the Advisory Committee for Persons with Disabilities as a Sub-Committee of Council within the context of the procedures that must be followed by Advisory Committees.

**(ii) Access to Housing Hamilton, Income and Asset Limit Policy – Consultation with Community Partners (Item 11.2)**

The information from Sam Hanna, Social Policy Analyst, respecting Access to Housing Hamilton, Income and Asset Limit Policy – Consultation with Community Partners, was received.



**(iii) Advisory Committee for Persons with Disabilities 2023 Budget Submission (Item 11.3)**

The Advisory Committee for Persons with Disabilities base budget submission, in the amount of \$6,100 for 2022, was approved and referred to the 2023 budget process for consideration.

**(iv) Audit, Finance and Administration Committee Report 22-016 Item 5 (b), as Amended by Council, September 28, 2022, Feasibility of Implementing the Recommendations from the Committee Against Racism for Changes to the Hamilton Police Services Board Selection Process (FCS22072) (City Wide) (Item 11.4)**

The information provided in Audit, Finance and Administration Committee Report 22-016 Item 5 (b), as Amended by Council, September 28, 2022, Feasibility of Implementing the Recommendations from the Committee Against Racism for Changes to the Hamilton Police Services Board Selection Process (FCS22072) (City Wide), was received and referred to consideration of Item 15.1, Confidential Interview Questions for Police Services Board Selection Committee.

**(v) Letter in Support of the Hamilton Alliance for Tiny Shelters (HATS) Initiative (Item 12.1)**

WHEREAS, the Advisory Committee for Persons with Disabilities' (ACPD) Housing Working Group (HWG) has met with the Roundtable For Poverty Reduction (RFPR), Hamilton Social Medicine Response Team (HAMSMaRT), City of Hamilton By-Law and Licensing staff, and the Housing and Homelessness Advisory Committee to discuss homelessness and how it affects persons with disabilities;

WHEREAS, the HWG is mandated to define the needs of those with disabilities, highlight deficiencies in the accessible housing system and seek solutions to address them; and

WHEREAS, persons with disabilities are overrepresented in the homeless population due to a number of reasons;

THEREFORE, be it resolved:

The Advisory Committee for Persons with Disabilities (ACPD) approved the letter of support regarding the Hamilton Alliance for Tiny Shelters (HATS) program for submission to the Emergency and Community Services Committee, attached hereto as Appendix A.

**(vi) Delegation to Hamilton Municipal Heritage Committee (Item 12.3)**

Paula Kilburn was approved to represent the Advisory Committee for Persons with Disabilities in a delegation to the Hamilton Municipal Heritage Committee, regarding an update on the status of Accessibility and the City's Heritage facilities.

**(f) GENERAL INFORMATION / OTHER BUSINESS (Item 14)****(i) Accessibility Complaints to the City of Hamilton (Item 14.1)**

No update.

**(ii) *Accessibility for Ontario with Disabilities Act, 2005 (AODA) (Item 14.2)***

No update.

**(iii) Presenters List for the Advisory Committee for Persons with Disabilities (Item 14.3)**

No update.

**(g) PRIVATE AND CONFIDENTIAL (Item 15)**

The Advisory Committee for Persons with Disabilities moved into Closed Session respecting Item 15.1, pursuant to Section 9.3, Sub-section (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City 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.

**(i) Confidential Interview Questions for Police Services Board Selection Committee**

- (a)** That staff be directed to forward the confidential interview questions from the Advisory Committee for Persons with Disabilities to the Police Services Board, and that the questions remain confidential.
- (b)** That the Chair of the Advisory Committee for Persons with Disabilities write, with the assistance of Clerk's staff, a letter to Council expressing appreciation for the opportunity to submit confidential interview questions for

the Police Services Board Selection  
Committee.

**(h) ADJOURNMENT (Item 16)**

There being no further business, the Advisory  
Committee for Persons with Disabilities, was  
adjourned at 6:21 p.m.


Respectfully submitted,

Aznive Mallett, Chair  
Advisory Committee for  
Persons with Disabilities

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk



**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
**Financial Planning, Administration and Policy Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Residential Vacant Unit Tax Program Framework (FCS21017(c)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Gloria Rojas (905) 546-2424 Ext. 6247
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

**RECOMMENDATION(S)**

- (a) That the Residential Vacant Unit Tax program framework as detailed in Appendix "A" to Report FCS21017(c) be approved;
- (b) That the City Solicitor be authorized and directed to prepare all necessary by-laws for the purposes of levying and collecting the Residential Vacant Unit Tax for the 2023 reference year;
- (c) That any annual net operating revenues of the Residential Vacant Unit Tax Program be transferred to a new Affordable Housing Reserve for affordable housing initiatives after the implementation costs are repaid to the Investment Stabilization Reserve 112300;
- (d) That a late mandatory declaration fee under the Residential Vacant Unit Tax Program of \$250 be charged;
- (e) That staff be directed to report back with the findings from the first year of the Residential Vacant Unit Tax as part of an annual reporting requirement.

**SUBJECT: Residential Vacant Unit Tax Program Framework (FCS21017(c))  
(City Wide) – Page 2 of 14**

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**EXECUTIVE SUMMARY**

On June 8, 2022, Council approved the implementation of the Vacant Home Tax Program, now named Residential Vacant Unit Tax (VUT) Program, starting in 2023. The main objective of implementing a VUT is to encourage owners to rent out empty properties, in order to increase the supply and affordability of housing. A tax on vacant residential units is designed primarily as a housing tool rather than a revenue tool. A secondary outcome of the VUT can be additional net revenue after operating costs for the City.

Report FCS21017(c) “Residential Vacant Unit Tax Program Framework” recommends the design features of the program and presents an update on the housing market, as well as, information on related programs at the federal and provincial level.

In recognition that this is a new tax and in order to achieve a high level of compliance, staff has developed a comprehensive communications and education strategy that includes targeted mailouts, social media messages, a detailed Q&A section in the City’s website and increased support in the Customer Contact Centre. One of the key messages of the communication campaign is that principal residences will not be subject to the VUT but they are still required to submit the mandatory declaration.

Staff is also recommending that in order to measure the effectiveness of the tax, annual reporting on the results and trends be performed.

Information previously presented on the financial implications of the program and the results of public consultation is summarized later in Report FCS21017(c).

The Residential Vacant Unit Tax (VUT) is an annual tax payable by the owner of an eligible property that has been vacant for more than 183 days in the previous calendar year. All owners of eligible properties must submit an annual mandatory declaration on the status of their property.

An eligible property means property or a portion of a property that is assessed in the Residential property class by Municipal Property Assessment Corporation (MPAC) is categorized in one of the property codes set out in Table “B” of Appendix “A” to Report FSC21071(c) and is taxable under the *Municipal Act*. A non-exhaustive list of eligible properties includes single family homes, semi-detached homes, townhomes, residential condominiums, duplexes, triplexes, fourplexes, five-plexes and six-plexes, among others.

With the submission of an annual mandatory declaration, a principal residence will not be subject to the VUT.

Staff is recommending a tax rate of 1.0% of the Current Value Assessment (CVA) of the residential property upon which the vacant unit is located, based on the most recently returned assessment roll.

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A vacant residential unit will be exempt from the VUT in case of the death of the owner, if major renovations make the occupation of the unit impossible, in case of the sale of the property, if there is a court order prohibiting occupancy of the residential unit or if the principal resident is in care, institutionalized or hospitalized.

Mandatory declarations on the status of the property received after the prescribed dateline, but before billing, will be charged a late mandatory declaration fee of \$250. The VUT tax is considered a lien on the property and will be subject to the same penalty and interest as property taxes. The program also considers offenses such as making a false mandatory declaration and providing insufficient or false information.

Regular audits will be conducted to ensure the accuracy of the mandatory declarations and compliance with the program. If, as a result of an audit, the property is deemed vacant, the property will be subject to the VUT.

The VUT will have a two-tier appeal mechanism. The first tier will be a complaint process and the second tier will be an appeal process. If an appeal is successful, the VUT, including any penalties and interest, will be rescinded.

Additional details on the program framework are included in Appendix “A” to Report FCS21017(c).

The *Municipal Act, 2001* requires that a by-law be passed in the year to which the tax relates to stating the tax rate, definition of a vacant home, exemptions, rebates, as well as, audit and inspections powers. Staff will bring forward a by-law for Council approval on or before November of 2023.

### **Alternatives for Consideration – Page 13**

#### **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** Staff estimated that based on a tax of 1% on the assessed value of the property, the City could receive a net revenue of \$3.3 M in the first five years of the program. Implementation costs are estimated at \$2.6 M which will be borrowed from the Investment Stabilization Reserve (112300) and repaid from VUT revenue. The annual program administration costs are estimated at \$2.2 M and will also be funded from the VUT revenue. Additional details are included in Report FCS21017(b) “Vacant Home Tax in Hamilton”. To the end of 2022, no funds have been drawn from the reserve for the implementation of the program.

**Staffing:** An estimated total of 16 full time equivalents (FTE’s) will be needed to for the administration of the VUT program including audit and appeals and supporting functions including IT support and maintenance and customer service. These FTE’s were approved June 1, 2022 through Report FCS21017(b). To date, the



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implementation has been conducted solely with internal resources. The hiring of program staff will be conducted on an “as needed” basis.

**Legal:** The City requested authorization from the Province to be a designated municipality for the purposes of Part IX.1 of the *Municipal Act 2001*, which was granted under O. Reg 458/22. In addition, legislation requires that an annual by-law be passed on the year in which the tax applies. This provision is included in Recommendation (b) of Report FCS21017(c).

## **HISTORICAL BACKGROUND**

At its meeting of December 11, 2019, Council approved a motion directing staff to review the feasibility of imposing a tax, fee or charge to the owners of vacant properties (GIC Report 19-026, Item 12.1).

Staff prepared Report FCS21017, “Considerations to Implement a Vacant Home Tax in Hamilton” which presented information on the implications of imposing a vacant home tax in the City of Hamilton. Staff received further direction to prepare a report on using the Vacant Building Registry as a means to identify vacant homes (GIC February 25, 2021, Report (Budget) 21-002(j)).

Report FCS21017(a) / PED21114, “Considerations to Implement a Vacant Home Tax in Hamilton” provided information on the Hamilton Vacant Building Registry, as well as, additional information on the implementation of a vacant home tax in Vancouver, Ottawa and Toronto, the housing information from the 2016 Census and an update on Hamilton’s rental market. A motion was approved for staff to report back with a draft by-law, guidelines and framework for public consultation and consideration (GIC July 5, 2021, Report 21-014).

At the GIC meeting of February 2, 2022, staff presented Report FCS21017(b) “Vacant Home Tax in Hamilton” and recommended that the City request authorization to the Province to levy the tax and to start the implementation of the program. Staff was directed to request the authorization to the Province. However, the recommendations regarding the implementation of the program were deferred.

On May 2, 2022 the Province passed legislation O. Reg 458/22 making Hamilton a designated municipality for the purposes of Part IX.1 of the *Municipal Act 2001*. On June 1, 2022 Report FCS21017(b) “Vacant Home Tax in Hamilton” was reconsidered by General Issues Committee and, on June 8, 2022, Council approved the recommendations to start the implementation of the program. However, given the timing of the Provincial approval, 2023 was determined as the first reference year for the tax. Report FCS21017(c) “Residential Vacant Unit Tax Program Framework” recommends the design features of the program and presents an update on the housing market, as well as, information on related programs at the federal and provincial level.

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**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Part IX.1 of the *Municipal Act, 2001* contains provisions permitting municipalities to impose a tax for vacant units that are classified in the residential property class and that are taxable under the Act for municipal purposes. To be able to impose such tax, a municipality must be designated by regulation. On May 2, 2022, the City received authorization from the Province to be a designated municipality for the purposes of Part IX.1 of the *Municipal Act 2001* which was granted under O. Reg 458/22.

Other provisions needed to impose the tax include a by-law passed in the year to which it relates stating the tax rate, definition of a vacant home, exemptions, rebates, as well as, audit and inspections powers. Staff will bring forward a by-law for Council approval on or before November of 2023, having 2023 as the first reference year of the program.

**RELEVANT CONSULTATION**

The Financial Planning, Administration and Policy Division with the support from Corporate Communications conducted a “Vacant Home Tax” online engagement project with the goal of getting input from interested stakeholders on the need to implement a tax on properties that are left vacant for a certain period of time and the issues to be considered in implementing such a tax.

An online survey in the Engage Hamilton platform was launched on September 7, 2021 and closed on September 30, 2021. The “Vacant Home Tax” engagement page had 5,400 visitors and of those, 3,860 participated in the survey.

Some of the highlights of the survey are below:

- 91.4% of respondents support the idea of a vacant home tax
- 71.5% think that the number of vacant homes in Hamilton is negatively impacting the supply of affordable housing
- 80.7% support a mandatory declaration
- 52.7% support a tax rate of 2% or more
- there was strong support for the City to consider a variety of exemptions to the residential vacant unit tax

Detailed survey results can be found in Appendix “B” to Report FCS21017(b) – Project Report, 07 September 2021 – 30 September 2021 – Engage Hamilton – Vacant Home Tax.

As part of the engagement process, staff also met with representatives from the West End Hamilton Home Builders Association (WE HBA) and The Hamilton District Apartment Association (HDAA), who provided their input on the implementation of the tax. The comments submitted by the WE HBA are included in Appendix “C” to Report FCS21017(b). In addition, Lou Piriano, President of the Realtors Association of

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Hamilton-Burlington, spoke at the GIC meeting of February 2, 2022 as part of a Delegation Request regarding Report FCS21017(b) “Vacant Home Tax in Hamilton”.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)**

As previously reported, the main objective of implementing a Vacant Unit Tax (VUT) is to encourage owners to rent out empty properties in order to increase the supply and affordability of housing. It can be reasonably assumed that by simply announcing the tax and its effective taxation date of January 1, 2023, some owners of vacant properties may seek out tenants or sell the property to avoid paying the tax.

A tax on vacant residential units is designed primarily as a housing tool rather than a revenue tool. However, a secondary outcome of the VUT is additional revenue for the City.

The residential Vacant Unit Tax (VUT) is an annual tax payable by the owner of an eligible property that has been vacant for more than 183 days in the previous calendar year. All owners of eligible properties must submit an annual mandatory declaration on the status of their property. Failure to submit a mandatory declaration will result in the property being deemed vacant and made subject to the VUT.

**Eligible Properties**

An eligible property means property or a portion of a property that is assessed in the Residential property class by MPAC, is categorized in one of the property codes set out in Table “B” of Appendix “A” to Report FSC21071(c) and is taxable under the *Municipal Act, 2001*. A non-exhaustive list of eligible properties includes single family homes, semi-detached homes, townhomes, residential condominiums, duplexes, triplexes, fourplexes, five-plexes and six-plexes, among others.

Where an eligible property has more than one residential unit, a mandatory declaration will be required for each unit and the property will be deemed vacant if one or more of the residential units were vacant for more than 183 days in the previous calendar year. The VUT will be adjusted based on the number of vacant units in the property.

With the submission of an annual mandatory declaration, a principal residence will not be subject to the VUT.

Vacant residential land in the residential tax class and residential properties with seven or more units assessed in the Multi-Residential and New Multi-Residential classes are not subject to the Vacant Home Tax.

**Vacant Residential Unit**

A residential unit is vacant if it has been unoccupied for more than 183 days during the previous calendar year or is deemed vacant by the City of Hamilton.

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A reasonable time to make renovations or to find suitable occupants for an unoccupied property is considered to be 183 days. This period of time is consistent with what Toronto and Ottawa, the only other two municipalities in Ontario that have implemented the tax, have included in their definition of vacant residential unit.

A residential unit may be deemed vacant by the City and subject to the tax if the owner:

- failed to make a mandatory declaration by the prescribed deadline;
- made a false mandatory declaration;
- failed to provide information or to submit any evidence required by the City;
- provides false information or submits false evidence to the City; or
- if at least one unit within the eligible property is unoccupied.

**Tax Rate**

Staff is recommending a tax rate of 1.0% of the Current Value Assessment (CVA) of the residential property upon which the vacant unit is located, based on the most recently returned assessment roll.

Toronto and Ottawa have also opted for a 1.0% tax rate in recognition that this rate will offer an incentive to change homeowners' behaviours or to comply with the tax while providing a positive revenue stream.

The rate will be reviewed annually and will be adjusted, as appropriate, to ensure effectiveness of the program.

**VUT Exemptions**

If any of the following circumstances exist during the previous calendar year, a vacant residential unit will be exempt from the VUT for that year:

**Death of an owner:** The exemption applies to the year of death plus one subsequent year only.

**Major renovations:** Major renovations or redevelopment make occupation of a unit impossible for more than 183 days in the same calendar year, provided a building permit has been issued under the *Building Act*.

**Sale of the property:** The VUT shall not apply in the year of the sale, provided that the transfer is to an arm's length transferee.

If any of the following circumstances exist during the previous calendar year, the residential unit shall not be considered vacant during the exempt period.

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Principal Resident is in care, institutionalized or hospitalized: Period when the principal resident of a residential unit resides in a hospital, long-term or supportive care facility.

Court Order: Court order prohibiting occupancy of the residential property is in effect.

**Fees, Fines, Penalties and Offences**

Mandatory declarations on the status of the property received after the prescribed dateline but before billing will be charged a late mandatory declaration fee of \$250.

The VUT is considered a lien on the property and will be subject to the same penalty and interest as property taxes. According to By-law No. 13-136, By-law to Impose Late Payment Charges for Non-Payment of Taxes, the penalty is 1.25% on the first day of default and interest is 1.25% per month.

The program also considers offenses such as making a false mandatory declaration and providing insufficient or false information.

**Audits**

The Program Administrator will conduct regular audits to ensure the accuracy of the mandatory declarations and compliance with the program. Audits regarding the status of a property could be conducted for the current reference year plus the two most recent previous reference years.

If, as a result of an audit, the property is deemed vacant, the property will be subject to the VUT.

**Dispute resolution**

The VUT will have a two-tier appeal mechanism. The first tier will be a complaint process and the second tier will be an appeal process.

A property owner who believes they have been charged the VUT in error will have 60 days after the tax bill or the audit determination notice has been received to submit a notice of complaint. The notice of complaint form will be available on the City's website.

Upon receipt of a complaint, the Program Administrator may request additional information to support the claim. The complaint will only be considered if the requested information is received within a specified period.

If the complaint is successful, the VUT, including any penalties and interest, will be rescinded.

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Property owners whose complaint has been denied can appeal the decision to the Appellate Authority within 60 days of the denial of the notice of complaint by submitting a Request for Review. The Appellate Authority will review the request and issue a decision within 60 days of receipt of the Request for Review or receipt of additional information requested by the Appellate Authority. A notice of determination issued by the Appellate Authority shall be final.

**Program Timeline**

Eligible properties that have been vacant for a period of 183 days or more will have the tax included in the property tax bill, unless an exemption applies, and due dates will follow the schedule of the property tax. The mandatory declarations on the status of the property will be mailed to owners of eligible properties by mid-December of the reference year. The deadline to submit the mandatory declaration without penalty will be March 31<sup>st</sup> of the tax year. Mandatory declarations received between April 1<sup>st</sup> and April 30<sup>th</sup> will be charged a late fee of \$250. If the mandatory declaration is not received by April 30<sup>th</sup>, the property will be deemed vacant and the VUT will be charged.

Property owners will have the option to submit the mandatory declaration by mail or to use the mandatory declaration platform that will be available in the City's website. The mandatory declaration platform will open on January 1<sup>st</sup> of the tax year. For example, for the 2023 reference year, the platform will open on January 1, 2024.

Table A indicates the program key dates.

**Table A  
Vacant Unit Tax Program Key Dates**

<b>Date</b>	<b>Action</b>
Early November 2023	By-law approval*
Mid December 2023	Mandatory declarations are mailed
January 1	Mandatory declaration platform opens
March 31	Mandatory declaration deadline
April 1 to April 30	Late mandatory declarations will be accepted with a fee
First week of June	Tax bills are mailed
June 30	First tax payment due
July 2	Complaint period begins
September 30	Second tax payment due

\* For reference years beyond 2023, it is recommended that the by-law be passed at an earlier date.

Additional details on the program framework are included in Appendix "A" to Report FCS21017(c).

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**Communications Strategy**

In recognition that this is a new tax and in order to achieve a high level of compliance, staff has developed a comprehensive communications and education strategy. A dedicated page for the VUT has been created in the City's website and several social media messages have been sent to raise awareness.

Upon approval of the framework presented in Appendix "A" to Report FCS21017(c), a more robust and detailed campaign will take place. In order to make sure that property owners are aware of the upcoming tax and the requirement to complete the mandatory declaration on the status of the property, the City will mail flyers to the more than 170,000 eligible properties with information on the timelines, the mandatory declaration, exemptions, etc. The campaign will also include a detailed Q&A section in the City's website, social media messages and increased support in the Customer Contact Centre.

One of the key messages of the communication campaign is that principal residences will not be subject to the VUT but they are still required to submit the mandatory declaration.

The mandatory declaration will be mailed to the eligible properties by mid-December and several reminders will be sent during the declaration period in order to maximize compliance with the program.

**Annual Reporting**

Staff is recommending that in order to measure the effectiveness of the tax, annual reporting and monitoring be required. The annual report would include analysis on the results and trends, as well as, recommendations on any possible changes to the program. The annual report shall be presented in the fourth quarter of the year following the reference year.

**Estimated Revenue and Program Costs**

One of the most challenging components of implementing the vacant home tax is the unknown number of empty properties that would be eligible for the tax in the City. However, after careful analysis that included Census data and the experience from other municipalities, staff concluded that the City has approximately 1,135 unoccupied residential properties that would pay the VUT. Under this estimate and based on the average residential assessment of \$381,000, the City could expect to receive \$4.3 M in revenue in the first year the tax is imposed, assuming the recommended tax rate of 1.0%.

Implementation costs, which include the development of the software for the taxation and collection systems, as well as, the development of the mandatory declaration, administrative processes for the program, the audit and the appeals process and education and awareness campaigns, are estimated at \$2.6 M for the 2022-2023 period. The funds to cover these costs will be borrowed from the Investment Stabilization Reserve

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and will be repaid, including interest, with the revenue generated from the program which the City will start receiving in 2024.

Annual operating costs are estimated at \$2.2 M starting in 2024 and include 16 new FTEs, billing, printing, communication and IT maintenance, among others. The hiring of program staff will be conducted on an “as needed” basis as some of the FTE’s need to be hired early in the process to support the creation, set up and implementation of the program, while others would need to be hired and trained by the end of Q4 2023 to be ready for the administration of the program. Operating costs will also be recovered with the revenues generated by the program.

Staff estimates that, for the 2023-2028 period, the program will generate a net revenue of \$3.3 M which staff is recommended to be directed to affordable housing initiatives. The estimate assumes a reduction of 20% in the number of eligible properties in the second reference year, followed by a gradual reduction of 5% every year. This annual reduction in the number of properties being taxed is a way to measure the success of the program.

It is important to recognize that the residential market is strongly related to the composition of the population as properties owned by non-residents are more likely to be left vacant for speculative purposes. In Hamilton, only 6% of the population were non-Canadian citizens and only 1% were not residents. Based on these statistics, staff believes that having only 0.5% of the properties (880 properties) paying the tax is also a possibility. Under this scenario, during the 2023-2028 period, the program would have a net deficit of approximately \$532,000. While the main objective of the program is to increase the stock of properties by creating an incentive to rent or sell unoccupied properties, it is important to note that there would not be funds available from this program to dedicate to affordable housing initiatives.

## **MUNICIPAL WORKING GROUP**

The Ministry of Finance has announced that a municipal working group will start meeting in December 2022 with the purpose of developing a policy framework for the tax on unoccupied properties. City of Hamilton staff along with staff from municipalities that are implementing or have expressed interest in implementing the tax have been invited to participate. Staff will report to Council on the outcome of this working group and will recommend any necessary course of action.

## **UPDATE ON HOUSING MARKET**

According to the Realtors Association of Hamilton Burlington (Hamilton Monthly Statistics Package October 2022), new listings in October slowed compared to earlier in the year but remained nearly 10% higher than last year's levels. Much of the growth in new listings was driven by homes priced above \$800,000, providing limited choice for those looking for more affordable and attainable options. While conditions have not entirely shifted to favour

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buyers based on traditional measures, like the months of supply or the sales to new listings ratio, prices have trended down for the eighth consecutive month.

Benchmark prices continue to trend down from the higher levels reported earlier in the year. The most significant adjustment has occurred in the detached sector, where prices eased from a high of \$1,080,200 in February to \$826,200 in October. Detached homes priced below \$800,000 continue to experience relatively tight conditions, while higher priced properties are reporting higher months of supply. However, while there is an overall year-over-year decline for the month of October, prices are still higher than levels reported at the end of 2020.



In terms of sales, year-to-date sales have declined by nearly 31% over last year and remain below the 10-year average.

However, while continued interest rate hikes from the Bank of Canada are dissuading potential home buyers, there is a higher demand in the rental market due to booming immigration, students returning to university, and workers moving back to city centres.

According to Rentals.ca and Bullpen Research and Consulting, the average monthly price for a one-bedroom rental home in Hamilton increased by 15.5% to \$1,696 per month in August compared to the same time last year, and a two-bedroom rental home increased by 21.5% to \$2,167 per month.

## PROVINCIAL AND FEDERAL PROGRAMS

### Ontario's Non-Resident Speculation Tax (NRST)

On April 21, 2017, the Government of Ontario implemented a Non-Resident Speculation Tax ("NRST") which is a tax payable on the purchase of a residential property located anywhere in Ontario. The NRST is payable by foreign entities or taxable trustees of a foreign entity and is paid in addition to any applicable land transfer taxes. When implemented, the NRST was 15% and applied only to residential properties located in Greater Golden Horseshoe region. Effective March 30, 2022, the tax was increased to 20% and applies to purchases in the entire province of Ontario. Effective October 25, 2022, the NRST was increased further to 25%.

Despite its description, the NRST applies regardless of whether a property is acquired with a speculative investment intention.

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### **Federal Underused Housing Tax**

On June 9, 2022, Canada's Bill C-8, *Economic and Fiscal Update Implementation Act, 2021*, received Royal Assent and was enacted. Bill C-8 implements, among other measures, the *Underused Housing Tax Act* (UHT Act) which is an annual 1% tax on the value of vacant or underused residential property directly or indirectly owned by non-resident, non-Canadians, effective January 1, 2022. The stated purpose for introducing a national underused housing tax was to counter speculative transactions and undesired vacancy in Canadian residential real estate.

The UHT applies in respect of a calendar year to an owner of residential property in Canada as of December 31 of the calendar year if: (1) the owner is required to file an annual declaration in respect of the property for the calendar year; and (2) the owner is not eligible to claim an exemption in respect of their interest in the property for the calendar year.

Every owner of a residential property, other than an excluded owner, will be required to file an annual declaration with the Canada Revenue Agency (CRA) for each residential property they own on or before April 30 of the following calendar year. This means that an owner's declaration in respect of a property for the 2022 calendar year would be required to be filed on or before April 30, 2023.

### **ALTERNATIVES FOR CONSIDERATION**

Alternative: To set the tax rate of the program at 1.5%

During the consultation process in September of 2021, 18.0% of the respondents supported a tax rate of 1.5% and 52.7% supported a tax rate of 2.0% or higher. Following public input, Council could consider a tax rate of 1.5% for the program. Under this alternative, the City might realize higher revenues and might speed the pace at which unoccupied properties are rented or sold. However, a rate higher than 1.0% may become too punitive for property owners that have to pay the tax for reasons other than unoccupancy (e.g. not sending the mandatory declaration).

Financial: The potential net revenue of the program for the 2023-2028 period would be approximately \$11.9 M.

Staffing: There are no additional staffing implications under this alternative.

Legal: There are no additional legal implications under this alternative.

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

#### **Community Engagement and Participation**

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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.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report FCS21017(c) – Residential Vacant Unit Tax Program Framework

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## Residential Vacant Unit Tax Program Framework

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### OVERVIEW

Under O. Reg 458/22, the City of Hamilton has been granted authority by the Government of Ontario to impose a residential Vacant Unit Tax (VUT) under Part IX.1 of the *Municipal Act, 2001* on vacant units that are classified in the residential property class and that are taxable under the Act for municipal purposes.

The VUT is an annual tax payable by the owner of an eligible property that has been vacant for more than 183 days in the previous calendar year. All owners of eligible properties must submit an annual mandatory declaration on the status of their property. Failure to submit a mandatory declaration will result in the property being deemed vacant and made subject to the VUT.

Where an eligible property has more than one residential unit, a mandatory declaration will be required for each unit and the property will be deemed vacant if one or more of the residential units were vacant for more than 183 days in the previous calendar year. The VUT will be adjusted based on the number of vacant units on the property.

With the submission of an annual mandatory declaration, a principal residence will not be subject to the VUT.

Vacant residential land in the residential property tax class and residential properties with seven or more units assessed in the Multi-Residential and New Multi-Residential classes **are not subject to the VUT.**

**Table A  
 Program Timeline**

<b>Date</b>	<b>Action</b>
Early November (*)	By-law approval*
Mid-December	Mandatory declarations are mailed
January 1	Mandatory declaration platform opens
March 31	Mandatory declaration deadline
April 1 to April 30	Late mandatory declarations will be accepted with a fee
First week of June	Tax bills are mailed
June 30	First payment due
July 2	Complaint period begins
September 30 <sup>th</sup>	Second payment due

\* For reference years beyond 2023, it is recommended that the by-law be passed at an earlier date.

## Residential Vacant Unit Tax Program Framework

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### DEFINITIONS

**Eligible Property:** Means property or a portion of a property which:

- is classified in the residential property class on the assessment roll;
- is assessed by Municipal Property Assessment Corporation (MPAC) in one of the property codes set out in Table "B"; and
- is taxable under the *Municipal Act*.

**Residential Unit:** A residential unit is a dwelling unit as delineated by the assessment of the property.

**Vacant Residential Unit:** A residential unit that has been unoccupied for more than 183 days during the previous calendar year or is deemed vacant by the City of Hamilton.

**Unoccupied Property:** A residential unit is unoccupied when it is not the principal residence of the owner or a permitted occupier and is not occupied for residential purposes by one or more tenants for more than 183 days during the previous calendar year.

**Principal Residence:** A property which is the housing unit where the person is ordinarily resident. An individual can only have one principal residence.

**Deemed Vacant:** A property may be deemed vacant by the City and subject to the VUT if the owner:

- failed to make a mandatory declaration by the prescribed deadline;
- made a false mandatory declaration;
- failed to provide information or to submit any evidence required by the City; or
- provides false information or submits false evidence to the City; and
- if at least one unit within the eligible property is unoccupied.

**Program Administrator:** A City employee responsible for the VUT Program including reviewing a list of the properties, or portions of properties, that are under dispute.

**Appellate Authority:** A City employee responsible for hearing any appeals of the Program Administrator's eligibility decision under the Dispute Resolution process.

**Residential Vacant Unit Tax Program Framework**

**Table B  
 Eligible Property Codes**

<b>Property Code</b>	<b>Code Description</b>
301	Single family detached (not on water)
302	More than one structure used for residential purposes with at least one of the structures occupied permanently
303	Residence with a commercial unit
304	Residence with a commercial/industrial use building
305	Link home - homes linked together at the footing or foundation by a wall above or below grade
309	Freehold townhouse / row house - more than two units in a row with separate ownership
311	Semi-detached residential - two residential homes sharing a common centre wall with separate ownership
313	Single family detached on water - year-round residence
322	Semi-detached residence with both units under one ownership - two (2) residential homes sharing a common centre wall
332	Typically, a Duplex - residential structure with two self-contained units
333	Residential property with three (3) self-contained units
334	Residential property with four (4) self-contained units
335	Residential property with five (5) self-contained units
336	Residential property with six (6) self-contained units
350	Row Housing, with three (3) to six (6) units under single ownership
360	Rooming or boarding house - rental by room / bedroom; tenant(s) share a kitchen, bathroom and living quarters
366	Student housing (off campus) - residential property licensed for rental by students
370	Residential condominium unit
471	Retail or office with residential unit(s) above or behind – less than 10,000 s.f. gross building area (GBA), street or onsite parking, with six (6) or less apartments, older downtown core
473	Retail with more than one non-retail use
476	Commercial condominium (live / work)

**TAX RATE**

The amount of the annual VUT payable for a taxation year will be calculated as 1.0% of the assessed value (Current Value Assessment or CVA) of the residential property upon which the residential unit is located, on the most recently returned assessment roll.

**EXEMPTIONS**

If any of the following circumstances exist during the previous calendar year, a vacant residential unit shall be exempt from the VUT for that year.

**Death of an owner:** The exemption applies to the year of death plus one subsequent year only.

## Residential Vacant Unit Tax Program Framework

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**Major renovations:** Major renovations or redevelopment make occupation of a unit impossible for more than 183 days in the same calendar year, provided a building permit has been issued under the *Building Act*.

**Sale of the property:** The VUT shall not apply in the year of the sale, provided that the transfer is to an arm's length transferee.

If any of the following circumstances exist during the previous calendar year, the residential unit shall not be considered vacant during the exempt period.

**Principal Resident is in care, institutionalized or hospitalized:** Period when the principal resident of a residential unit resides in a hospital, long-term or supportive care facility.

**Court Order:** Court order prohibiting occupancy of the residential property is in effect.

### FEES, FINES, PENALTIES AND OFFENCES

**Late Mandatory Declaration Fee:** \$250

**Penalties and Interest:** The VUT charge is considered a lien on the property and will be subject to the same penalty and interest as property taxes. According to By-law No. 13-136, By-law to Impose Late Payment Charges for Non-Payment of Taxes, the penalty is 1.25% on the first day of default and interest is 1.25% per month.

**Other Offences:** Offences will be set in the following cases:

- making a false mandatory declaration;
- providing insufficient or false information or evidence;
- failure to Provide information or evidence requested; and
- otherwise violating the By-law containing the provisions of the VUT.

**Other:** Unpaid VUT will be added to the tax roll and collected in the same manner as property taxes.

### AUDITS

The Program Administrator will conduct regular audits to ensure the accuracy of the mandatory declarations and compliance with the program. Audits regarding the status of a property could be conducted for the current reference year plus the two most recent previous reference years. The City will audit mandatory declarations for accuracy on an annual basis. Audits will be conducted in the following scenarios:

- Properties that report an exemption;
- Properties declared occupied that were vacant the year previous;
- A complaint or tip;
- Random selection;

## Residential Vacant Unit Tax Program Framework

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- Targeted audit campaigns; and
  - Properties reported vacant in the Vacant Building Registry (registered and unregistered)
- If as a result of an audit, the property is deemed vacant, the property will be subject to the VUT. A notice of determination will be issued prior to the bill declaring the property as vacant.

Fines and penalties for non-compliance with the audit will apply as per provisions contained under the Fees, Fines, Penalties and Offenses section of this document.

### DEMAND FOR INFORMATION

The Program Administrator may require an owner to provide information and evidence in support of a status mandatory declaration at any time and for a period of up to two years after the applicable taxation year, respecting the following:

- the eligible property;
- the identity and address of the owner or any person occupying the eligible property, including tenants;
- the nature and duration of the occupancy of the eligible property during the relevant taxation year; and
- the nature of any exemption to the VUT.

Documents that may be required to support the mandatory declaration include, but are not limited to:

- Copies or certified copies of:
  - Ontario vehicle registration and vehicle insurance documentation of any occupant and owner;
  - Government-issued personal identification, including without limitation, driver's license and Ontario Identity Card of any occupant and owner;
  - Income tax returns and income tax notices of assessment of any occupant and owner;
  - Lease agreements for the property;
  - Death certificate;
  - Employment contracts, pay statements or records of employment of any occupant or owner;
  - Verification of residence in hospital, long term or supportive care facility in respect of an occupant or owner,
  - Court orders prohibiting the rental of the property;
  - Insurance certificates for homeowners or tenants' insurance; and
  - Agreement of Purchase and Sale.
- Statutory mandatory declarations or affidavits regarding the status of the property.

### DISPUTE RESOLUTION

The VUT will have a two-tier appeal mechanism. The first tier will be a complaint process and the second tier will be an appeal process.



## Residential Vacant Unit Tax Program Framework

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A property owner that has been charged the VUT may submit a notice of complaint in the following cases:

- If the City made an error or omission that resulted in the imposition of the VUT; or
- If the Owner made an error or omission in completing the property mandatory declaration that resulted in the imposition of the VUT.

A property owner who believes they have been charged the VUT in error will have 60 days after the tax bill or the audit determination notice has been received to submit a notice of complaint. The notice of complaint form will be available on the City's website.

Upon receipt of a complaint, the Program Administrator may request additional information to support the claim. The complaint will only be considered if the requested information is received within a specified period.

If the complaint is successful, the City will issue a notice of determination and the VUT, including any penalties and interest, will be rescinded.

Property owners whose complaint has been denied can appeal the decision to the Appellate Authority within 60 days of the denial of the notice of complaint by submitting a Request for Review. The Appellate Authority will review the request and issue a decision within 60 days of receipt of the Request for Review or receipt of additional information requested by the Appellate Authority. A notice of determination issued by the Appellate Authority shall be final.

### **REPORTING**

An annual report of the Program will be required.



Hamilton

# RESIDENTIAL VACANT UNIT TAX PROGRAM FRAMEWORK

GENERAL ISSUES COMMITTEE

Report FCS21017(C)

GIC Jan. 18, 2023  
Corporate Services

# Objectives

- Overview of Vacant Unit Tax (VUT)
- Program Framework
- Recommendations

## Purpose of the Tax

- An Optional Tax on Vacant Residential Units was included under the Ontario's Fair Housing Plan of 2017 to address housing issues.
- The main objective of implementing a Vacant Unit Tax is to encourage owners to rent out empty properties in order to increase the supply and affordability of housing.
- It is designed primarily as a housing tool rather than a revenue tool.
- An additional outcome of the VUT would be additional revenue for the City.

# Historical Background

- February & July 2021:
  - Considerations to Implement a Vacant Home Tax in Hamilton (Reports FCS21017, FCS21017(a) / PED21114)
- September 2021:
  - Public engagement
- May 2022:
  - City obtained Provincial designation
- June 2022:
  - Council approval (Report FCS21017(b) “Vacant Home Tax in Hamilton”)
  - Approval of \$2.6M for implementation
  - Annual costs and 16 FTE’s funded by program revenues

# Vacant Unit Tax Framework

## Eligible Properties

- The residential Vacant Unit Tax (VUT) is an annual tax payable by the owner of an eligible property that has been vacant for more than 183 days in the previous calendar year.
- All owners of eligible properties must submit an annual mandatory declaration on the status of their property. Failure to submit a mandatory declaration will result in the property being deemed vacant and made subject to the VUT.
- Principal residences are not subject to the tax but must submit the mandatory declaration.

# Vacant Unit Tax Framework

## Tax Rate

- 1.0% of the Current Value Assessment (CVA)

## Exemptions

- Death of an owner
- Major renovations
- Sale of the property
- Principal Resident is in care, institutionalized or hospitalized
- Court Order

## Fees, Fines, Penalties and Offences

- \$250 late mandatory declaration fee
- Penalty of 1.25% on the first day of default and interest of 1.25% per month
- Other offenses

# Vacant Unit Tax Framework

## **Audits**

- Properties deemed vacant will be charged

## **Dispute resolution**

- Two tier mechanism
  - Complaint process
  - Appeal

## **Annual Reporting**

## **Communications Strategy**

- Dedicated page in City's website
- Mailed flyers
- Social media messages
- Increased support in Customer Contact Centre and MSC

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# Vacant Unit Tax Framework

## Program Timeline

Date	Action
Early November 2023	By-law approval*
Mid December 2023	Mandatory declarations are mailed
January 1	Mandatory declaration platform opens
March 31	Mandatory declaration deadline
April 1 to April 30	Late mandatory declarations will be accepted with a fee
First week of June	Tax bills are mailed
June 30	First tax payment due
July 2	Complaint period begins
September 30	Second tax payment due

\* For reference years beyond 2023, it is recommended that the by-law be passed at an earlier date.

## Financial Considerations

- Estimated 1,135 properties will pay the tax
- Implementation costs estimated at \$2.6 M for the 2022-2023 period
  - As of Dec. 2022 no implementation funds have been used
- Annual operating costs estimated at \$2.2 M including 16 Full-Time Equivalents
- Estimated gross revenue of \$4.3 M in the first year of the VUT program
- Self funded program
- Estimated \$3.3M (net) during the 2023-2028 period

## Related Initiatives

- Municipal Working Group
- Ontario's Non-Resident Speculation Tax
- Federal Underused Housing Tax

# Recommendations

- Approval of framework
- By-law preparation
- Direct net revenue to a new Affordable Housing Reserve
- Approval of late mandatory fee
- Approval of annual reporting requirement




THANK YOU





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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Grant Increase to an Existing Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Approval, 555 Sanatorium Road, Hamilton, ERG-18-05 (PED19101(a)) (Ward 14)
<b>WARD(S) AFFECTED:</b>	Ward 14
<b>PREPARED BY:</b>	Phil Caldwell (905) 546-2424 Ext. 2359
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application ERG-18-05, submitted by Chedoke Redevelopment Corporation (Starward Homes/Marz Homes), owner of the property at 555 Sanatorium Road, Hamilton, for an ERASE Redevelopment Grant not to exceed an additional \$315,363, for a total maximum grant of \$5,043,587, payable 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 Chedoke Redevelopment Corporation (Starward Homes/Marz Homes), owner of the property 555 Sanatorium 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

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

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

**SUBJECT: Grant Increase to an Existing Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Approval, 555 Sanatorium Road, Hamilton, ERG-18-05 (PED19101(a)) (Ward 14) - Page 2 of 10**

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Agreement including but not limited to: deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant, as approved by City Council, are maintained 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 Program Application was submitted on May 9, 2018 by Chedoke Redevelopment Corporation (Starward Homes/Marz Homes) (the Applicant), owner of the Site 555 Sanatorium Road.

The ERASE Redevelopment Grant Program provides financial assistance to property owners in the form of tax-increment based grants to assist with costs required to remediate historical on-site soil contamination and/or abate/remove designated substances and hazardous materials (DSHM) in existing buildings. These works increase redevelopment costs and can impede the reuse/redevelopment of under-utilized or vacant properties in the urban area and leave historical environmental issues unaddressed in the community. Grants under the ERG program are self-funded directly from the uplift in municipal taxes generated as a result of the Site's remediation and redevelopment.

The subject site comprises approximately 7.3 ha (18.0 ac) of land previously forming part of the Hamilton Health Sciences Chedoke Hospital campus and further detailed in Appendix "A" to Report PED19101(a).

The ERASE Redevelopment Grant (ERG) Program Application was submitted respecting financial assistance towards costs which would be required to remediate contamination in the Site's soil/groundwater and to abate/remove designated substances and hazardous materials within the eight formerly existing hospital buildings. The Site remediation and abatement/removal works were required in order to facilitate the Site's redevelopment for 211 street townhouses as well as an additional 23 residential rental units within the existing Southam Building which was to be retained as part of the Site's redevelopment.

On May 22, 2019 via Report PED19101, City Council approved the ERG Program Application for the Ste with a maximum Grant of \$4,728,224 based on work plans and cost estimates for Program eligible costs submitted by the Applicant at this time.

**SUBJECT: Grant Increase to an Existing Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Approval, 555 Sanatorium Road, Hamilton, ERG-18-05 (PED19101(a)) (Ward 14) - Page 3 of 10**

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In accordance with the ERG Program terms, the Applicant submitted paid invoices for completed site works in December 2021. These invoices and supporting documentation were subject to a staff led audit to ensure compliance with the Council approved ERG Program terms and to determine the final actual eligible Program costs incurred on the Site.

Staff's audit identified total ERG Program eligible costs of \$5,043,587. This represented an increase of \$315,363 beyond the originally estimated costs and maximum potential Grant approved by City Council in 2019.

This increase was most significantly attributed to higher costs to complete remediation of the contaminated soil/groundwater as well as associated increases in environmental consultant fees. Additional costs were also incurred to complete the abatement/removal of designated substances and hazardous materials in the existing buildings prior to their demolition.

Staff's audit confirmed that the increased costs are for works eligible for consideration under the ERG Program terms. As such, staff's recommendation is that the maximum potential Grant amount be increased by \$315,363 to reflect these increased costs borne by the Applicant. If approved, this increase would bring the total maximum Grant to \$5,043,587.

Project construction costs are estimated to be approximately \$84,500,000. It is estimated that the proposed development will increase the property assessment from the pre-development value of \$12,816,230 (CT – Commercial) to approximately \$98,460,000 (NT – New Multi-Residential, RT – Residential). This will increase total annual property taxes generated by this site from \$401,302 to \$1,226,072, an increase of approximately \$824,770. The municipal portion of this increase is \$806,220 of which 80%, representing the maximum potential annual Grant provided under the ERG Program, would be approximately \$644,976. It is estimated the total Grant would be paid over an estimated eight annual payments.

The Site's former condition as well as renderings of the planned development are provided below.



**SUBJECT: Grant Increase to an Existing Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Approval, 555 Sanatorium Road, Hamilton, ERG-18-05 (PED19101(a)) (Ward 14) - Page 4 of 10**

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*Former Site Conditions – 555 Sanatorium Road, Hamilton, aerial view looking northeast. (Source: maps.google.ca)*



*Planned Townhouse Renderings – 555 Sanatorium Road, Hamilton (Source: chedokeheights.ca)*

**Alternatives for Consideration – See Page 10**

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**SUBJECT: Grant Increase to an Existing Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Approval, 555 Sanatorium Road, Hamilton, ERG-18-05 (PED19101(a)) (Ward 14) - Page 5 of 10**

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**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 costs of \$5,043,587 or until 10 annual payments are provided, whichever comes first. Based on an estimated maximum potential annual Grant amount of \$644,976, the total eligible Grant is estimated to be achieved over eight annual payments in accordance with the ERG Program terms. After this period, the City will realize the full annual municipal tax increase for the remaining life of the development.

The City will retain the remaining 20% of the annual municipal tax increment over the Grant payment period to a maximum of 20% of the total Grant to be provided to the Applicant. Annually this is estimated to be \$161,244 and estimated to total \$1,008,717 over the Grant payment period. These funds will be directed to the Brownfield Pilot Project Account No. 3621755102 for use through the Municipal Acquisition and Partnership Program (MAPP). The MAPP is approved through the ERASE Community Improvement Plan (CIP) and 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.

**SUBJECT: Grant Increase to an Existing Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Approval, 555 Sanatorium Road, Hamilton, ERG-18-05 (PED19101(a)) (Ward 14) - Page 6 of 10**

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## **HISTORICAL BACKGROUND**

The Site comprises approximately 7.3 ha (18.0 ac) of land previously forming part of the Hamilton Health Sciences Chedoke Hospital. The Site was first developed for hospital uses in 1906.

The Site is located in a predominately residential area of the Mountview neighbourhood of Hamilton Mountain bounded by remaining former hospital lands not subject to this Application to the north, Sanatorium Road to the east, Chedmac Drive to the South and Southridge Court/Chedoke Twin Pad Arena to the west.

At the time the Site was acquired by Chedoke Redevelopment Corporation from the Bay Area Health Trust, the Site contained eight vacant buildings associated with the former Chedoke Hospital including the Bruce Building, Building 74, Central Building, Empire Building, Holbrook Building, West Quarters and Service Building, Wilcox Building and Southam Building along with associated service tunnels.

Since 2013 various environmental assessments have been undertaken to determine the extent of soil/groundwater contamination on the Site as well as to investigate potential designated substance and hazardous materials within the formerly existing vacant buildings.

A Phase One Environmental Site Assessment (ESA) undertaken in 2013 identified various Areas of Potential Environmental Concern (APEC) on the Site including an underground storage tank, historic use of coal, an above ground storage tank, a historic spill incident and a former on-site incinerator smoke stack, all of which were associated with the Site's former use as a hospital.

Subsequent Phase Two ESAs undertaken in 2014 by EXP Services and in 2016 by MTE Consultants confirmed the presence of Contaminates of Concern in the soil and groundwater at levels above the applicable Ministry of Environment, Conservation and Parks (the Ministry) Table 3 Site Condition Standards (SCS) for residential/parkland/institutional land uses deemed applicable to the Site in accordance with Ontario Regulation 153/04. Contaminates identified in the soil included metals (Zinc, Lead, Cadmium, Cobalt, Zinc) and polycyclic aromatic hydrocarbons (PAHs) while Chloride was identified in the groundwater.

Two Designated Substances and Hazardous Materials (DSHM) Surveys were undertaken on the formerly existing vacant buildings. The first was undertaken in 2017 to evaluate the Southam Building which was to be retained and renovated for residential uses as part of the Site's broader redevelopment. The second survey was completed in 2018 to evaluate the remaining seven vacant buildings slated for demolition. These

**SUBJECT: Grant Increase to an Existing Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Approval, 555 Sanatorium Road, Hamilton, ERG-18-05 (PED19101(a)) (Ward 14) - Page 7 of 10**

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surveys confirmed the presence of a variety of designated substances and hazardous materials including Asbestos, Lead, Mercury, Silica, Polychlorinated Biphenyls (PCBs), among others, which would need to be abated/removed prior to building demolition/renovation taking place. Abatement/removal of Asbestos is required to be undertaken in accordance with Ontario Regulation 278/05.

On May 9, 2018 an Application was submitted to the ERASE Redevelopment Grant (ERG) program by Chedoke Redevelopment Corporation (Starward Homes/Marz Homes) for the Site. This Application included work plans and cost estimates to abate/remove designated substances and hazardous materials in the existing vacant buildings as well as to remediate the Site's soil and groundwater for the purposes of meeting the applicable SCS, file a Record of Site Condition and ultimately facilitate redevelopment of the site for residential uses.

In accordance with the ERG Program terms, costs associated with the remediation of the Site's soil/groundwater were eligible for consideration based on the Site's location within Area 1 - Urban Area of the ERASE Community Project Improvement Area (CIPA). In addition, costs associated with abatement/removal of designated substances and hazardous materials were eligible for consideration under the ERG Program based on the Site's former institutional use. In total, the estimated eligible program costs submitted were \$4,728,224.

On May 22, 2019 City Council approved the ERG Program Application and a maximum Grant of \$4,728,224 via Report PED19101.

Subsequent to this approval, remediation of the Site's soil/groundwater, abatement/removal of DSHM and building demolition commenced in order to accommodate the planned redevelopment of the Site. This redevelopment consists of 211 street townhouses and 23 residential rental units within the existing former Southam Building.

Staff note that since the time of the original ERG approval, the Site has been the subject of a Plan of Subdivision resulting in the creation of multiple new streets/municipal addresses including Bensley Lane, Cadwell Lane, Capstone Lane, Sentinel Lane, Southam Lane and Welch Lane. For the purposes of this Report and staff's recommendations, the original site area subject to the ERG program approval in 2019 via PED19101 continues to apply and encompasses these newly created municipal streets/addresses. The exact site area subject to this Report is further detailed in Appendix "A" to Report PED19101(a).

**SUBJECT: Grant Increase to an Existing Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Approval, 555 Sanatorium Road, Hamilton, ERG-18-05 (PED19101(a)) (Ward 14) - Page 8 of 10**

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## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

### **Urban Hamilton Official Plan**

The Site is located within “Neighbourhoods” on Schedule “E” – Urban Structure and “Institutional” on Schedule “E-1” – Urban Land Use Designation. This designation permits a variety of institutional uses including educational, religious, cultural, health care, long-term care and day care uses as well as associated ancillary uses. In addition, the designation permits various non-institutional uses, such as low-density residential uses, on sites where the institutional use has ceased, and the proposed development is compatible with the surrounding area.

The planned use of the property conforms to the above designation.

### **Hamilton Zoning By-law No. 05-200**

Under the City of Hamilton Zoning By-Law No. 05-200, the Site is zoned Major Institutional (I3) Zone which permits a variety of uses including, but not limited to: hospitals; long-term care facilities; multiple dwellings; places of worship and street townhouse dwellings.

The planned use of the property is permitted.

### **Site Plan Control**

The Site is subject to Site Plan Control. At the time of writing this Report, the portion of the Site planned for street townhouses has received Site Plan approval while the portion of the Site containing the existing Southam Building which will be repurposed for residential uses has received Conditional Site Plan approval.

## **RELEVANT CONSULTATION**

Staff from Financial Services and Taxation and Legal Services 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 ERG Program terms, the Applicant submitted paid invoices for completed site works in December 2021. These invoices and supporting documentation were subject to a staff led audit to ensure compliance with the Council

**SUBJECT: Grant Increase to an Existing Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Approval, 555 Sanatorium Road, Hamilton, ERG-18-05 (PED19101(a)) (Ward 14) - Page 9 of 10**

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approved ERG Program terms including, but not limited to, ensuring invoices are limited to only those works eligible for consideration under the ERG Program.

Staff's audit identified total ERG Program eligible costs of \$5,043,587. This represented an increase of \$315,363 beyond the originally estimated costs and maximum potential Grant approved by City Council in 2019.

This increase was attributed to higher costs to complete remediation of the contaminated soil/groundwater as well as associated increases in environmental consultant fees. Additional costs were also incurred to complete the abatement/removal of DSHM in the existing buildings prior to their demolition.

Staff's audit confirmed that the increased costs are for works eligible for consideration under the ERG Program terms. As such, staff's recommendation is that the maximum potential Grant amount be increased by \$315,363 to reflect these increased costs borne by the Applicant. If approved, this increase would bring the total maximum Grant to \$5,043,587.

The following is an overview of pre and post development property assessments and associated taxes which have informed the estimated potential Grant and the Grant payment period contained in this Report. The following calculations have been updated from the original estimates contained in Report PED19101 in order to reflect the most recent municipal tax rates and minor updates to the Site's redevelopment plan.

Grant Level as a percentage of municipal tax uplift:		80%	
Total Actual Eligible Costs	:	\$	5,043,587
Total Estimated Grant (Maximum):		\$	5,043,587
Pre-project CVA (CT-Commercial):		\$	12,816,230
Municipal Levy:		\$	269,208
Education Levy:		\$	<u>132,094</u>
Pre-project Property Taxes		\$	401,302
Estimated Post-project CVA (NT-New Multi Residential; RT-Residential):		\$	98,460,000
Estimated Municipal Levy:		\$	1,075,428
Estimated Education Levy:		\$	<u>150,644</u>
Estimated Post-project Property Taxes:		\$	1,226,072

**SUBJECT: Grant Increase to an Existing Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Approval, 555 Sanatorium Road, Hamilton, ERG-18-05 (PED19101(a)) (Ward 14) - Page 10 of 10**

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**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 most recently available tax year information at the time the tax estimate was requested;
- 3) 2022 tax rates have been used for calculation of the estimated post-development property taxes;
- 4) Annual Taxes exclude any Local Charges; and,
- 5) Pre-development Assessed value and 2019 Phase-in Value from Minutes of Settlement.
- 6) All dollar figures rounded to the nearest dollar.

**ALTERNATIVES FOR CONSIDERATION**

The Application meets the eligibility criteria and requirements of the ERG Program. In the event the increased costs are not considered for the Program, the Application should be referred 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.

**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**

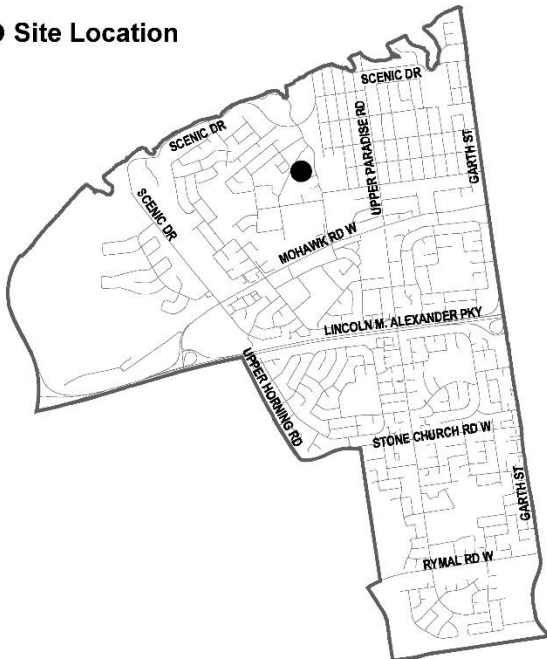
Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report PED19101(a) – Site Location Map



● Site Location



Key Map - Ward 14

# Location Map



Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:  
ERG-18-05/555 Sanatorium Rd


Date:  
October 4, 2022

Appendix "A"

Scale:  
N.T.S

Planner/Technician:  
PC/NB


### Subject Property

 555 Sanatorium Road, Hamilton  
(Ward 14)





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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Revitalizing Hamilton Tax Increment Grant - 129 Wellington Street North, Hamilton (PED23004) (Ward 2)
<b>WARD(S) AFFECTED:</b>	Ward 2
<b>PREPARED BY:</b>	Carlo Gorni (905) 546-2424 Ext. 2755
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That a Revitalizing Hamilton Tax Increment Grant Program (RHTIG) Application submitted by WQ (Wellington St N) GP Inc. (Brendan Morley), for the property at 129 Wellington Street North, Hamilton, estimated at \$110,638.98 over a maximum of a four year period, and based upon the incremental tax increase attributable to the redevelopment of 129 Wellington Street North, 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 WQ (Wellington St N) GP Inc. (Brendan Morley) for the property known as 129 Wellington Street North, 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 RHTIG Program, as approved by City Council, are maintained

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

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

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

**SUBJECT: Revitalizing Hamilton Tax Increment Grant - 129 Wellington Street North, Hamilton (PED23004) (Ward 2) - Page 2 of 8**

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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 129 Wellington Street North, Hamilton was submitted by WQ (Wellington St N) GP Inc. Brendan Morley, owner of the property. This address contains a vacant lot. The proposed works will see the construction of a three storey multi-residential building containing 16 rental residential units.

Redevelopment costs are estimated at \$4,500,000 and it is projected that the proposed renovations will increase the assessed value of the property from its current value of \$83,000 to approximately \$4,132,000.

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 \$44,255.59 of which 100% would be granted to the owner during year one, 75% or approximately \$33,191.69 in year two, 50% or approximately \$22,127.80 in year three and 25% or approximately \$11,063.90 in year four. The estimated total value of the Grant is approximately \$110,638.98. Note that every year the tax increment is based on actual taxes for that year.

Staff note that while the subject site is currently municipally known as 129 Wellington Street North, Hamilton, the site has previously also been municipally known as 129 and 131 Wellington Street North, Hamilton prior to the two lots becoming consolidated. Currently, the future address of the property upon completion of the planned development is unknown. Notwithstanding this status, and regardless of any future address assigned to the site, this Report and staff's recommendations shall, for clarity, apply to the site area as defined in Appendix "A" to Report PED23004.

**SUBJECT: Revitalizing Hamilton Tax Increment Grant - 129 Wellington Street North, Hamilton (PED23004) (Ward 2) - Page 3 of 8**

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**129 Wellington Street North, Hamilton - Pre-Construction  
(Source: Google Street View)**



**129 Wellington Street North, Hamilton - Post Construction Rendering  
(Source: Applicant)**

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**SUBJECT: Revitalizing Hamilton Tax Increment Grant - 129 Wellington Street North, Hamilton (PED23004) (Ward 2) - Page 4 of 8**

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**Alternatives for Consideration – See Page 7**

**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-construction completion of 129 Wellington Street North, 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 \$177,022.36, of which the Applicant would receive a Grant totalling approximately \$110,638.98 and the City retaining taxes totalling approximately \$66,383.38.

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

**SUBJECT: Revitalizing Hamilton Tax Increment Grant - 129 Wellington Street North, Hamilton (PED23004) (Ward 2) - Page 5 of 8**

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## **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.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

### **Urban Hamilton Official Plan**

The subject site is municipally known as 129 Wellington Street North 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 Residential" on "Map B.6.1-1 – Land Use Plan" and "Mid-rise" on "Map B.6.1-2 – Maximum Building Heights". These designations are intended support the development of vacant land for a range of residential uses at an appropriate scale to support a vibrant healthy core with a balanced mix of commercial and residential development.

The planned use of the site is permitted.

### **Zoning By-law No. 05-200**

The subject site is zoned D5 (Downtown Residential) which is intended to maintain residential areas by allowing for a range of housing forms and create opportunities for the integration of retail and commercial uses to meet the daily needs of local residents.

The planned use of the site is permitted.

**SUBJECT: Revitalizing Hamilton Tax Increment Grant - 129 Wellington Street North, Hamilton (PED23004) (Ward 2) - Page 6 of 8**

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**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 PED23004.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Commercial Districts and Small Business staff, in cooperation 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 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 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:

<b>Grant Level:</b>		<b>100%</b>	
<b>Total Eligible Costs (Maximum)</b>	\$4,500,000		
<b>Total Pre-Project CVA:</b>			Year: 2021
<b>RT Residential</b>	\$83,000		
<b>Pre-Project Property Taxes</b>			
<b>Municipal Levy</b>	\$876.12		
<b>Education Levy</b>	\$126.99		
<b>Pre-Project Property Taxes</b>	\$1,003.11		
<b>*Post-Project CVA</b>			
<b>CVA NT New Multi-Residential</b>	\$4,132,000		
<b>Estimated Post-Project CVA</b>	\$4,132,000		Year: TBD
<b>**Estimated Municipal Levy</b>	\$45,131.71		
<b>**Estimated Education Levy</b>	<u>\$6,321.96</u>		
<b>**Estimated Post-Project Property Taxes</b>	\$51,453.67		

**SUBJECT: Revitalizing Hamilton Tax Increment Grant - 129 Wellington Street North, Hamilton (PED23004) (Ward 2) - Page 7 of 8**

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\*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).

\*\*2022 tax rates have been used for calculation of the estimated post-development property taxes.

Pre-project Municipal Taxes = Municipal Levy = \$876.12  
 Municipal Tax Increment = \$45,131.71 - \$876.12 = \$44,255.59  
 Payment in Year One = \$44,255.59 x 1.0 = \$44,255.59

**ESTIMATED GRANT PAYMENT SCHEDULE for construction of a new three storey multi residential building containing 16 residential rental units.**

Year	Grant Factor	Tax Increment*	Grant
1	100%	\$44,255.59	\$44,255.59
2	75%	\$44,255.59	\$33,191.69
3	50%	\$44,255.59	\$22,127.80
4	25%	\$44,255.59	\$11,063.90
<b>Total</b>		<b>\$196,247.44</b>	<b>\$110,638.98</b>

\*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 \$110,638.98 over a four-year period would not be issued.

**Staffing:** N/A

**SUBJECT: Revitalizing Hamilton Tax Increment Grant - 129 Wellington Street North, Hamilton (PED23004) (Ward 2) - Page 8 of 8**

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**Legal:** N/A

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Economic Prosperity and Growth**

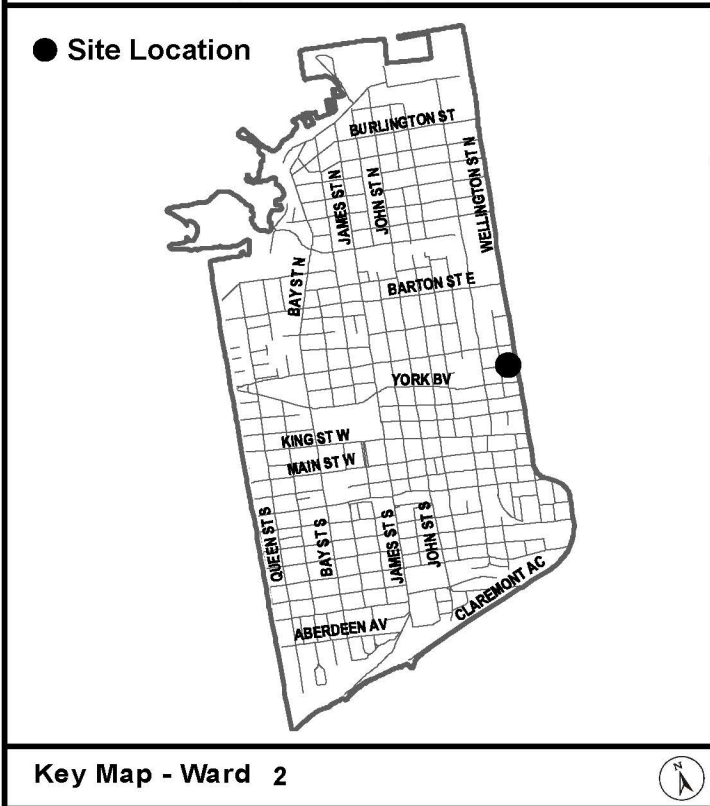
Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.



**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report PED23004 – Location Map

CG/jrb






<h1>Location Map</h1>		 <b>Hamilton</b>
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT		
File Name/Number: 129 Wellington St N	Date: October 21, 2022	
Appendix "A"	Scale: N.T.S	Planner/Technician: CG/AL
<p><b>Subject Property</b></p> <p> 129 Wellington Street North, Hamilton</p>		



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Westdale Village Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23007) (Ward 1)
<b>WARD(S) AFFECTED:</b>	Ward 1
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That the 2023 Operating Budget for the Westdale Village Business Improvement Area attached as Appendix "A" to Report PED23007, in the amount of \$128,125 be approved;
- (b) That the levy portion of the Operating Budget for the Westdale Village Business Improvement Area in the amount of \$128,125 be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, *The Municipal Act, 2001*, as amended, to levy the 2023 Budget for the Westdale Village Business Improvement Area;
- (d) That the following schedule of payments for 2023 be approved:
  - (i) February                      \$64,062.50
  - (ii) June                              \$64,062.50

Note: Assessment appeals may be deducted from the levy payments.

**SUBJECT: Westdale Village Business Improvement Area (BIA) (PED23007)  
(Ward 1) - Page 2 of 3**

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**EXECUTIVE SUMMARY**

This Report deals with the approval of the 2023 Budget and Schedule of Payments for the Westdale Village Business Improvement Area (BIA).

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The \$128,125 is completely levied by the BIA through its members. There is no cost to the City of Hamilton for any part of the Operating Budget.

Staffing: There are no staffing implications.

Legal: The *Municipal Act, 2001*, Section 205, Sub-section (2) dictates that City Council must approve Budgets of BIAs.

**HISTORICAL BACKGROUND**

At its Annual General Meeting on Wednesday November 9, 2022, the Westdale Village BIA Board of Management presented its proposed Budget for 2023.

The process followed to adopt the Westdale Village Business Improvement Area (BIA) Budget was in accordance with The *Municipal Act, 2001*, and the BIA's Procedure By-law.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Not Applicable

**RELEVANT CONSULTATION**

Not Applicable

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Not Applicable

**ALTERNATIVES FOR CONSIDERATION**

Not Applicable

**SUBJECT: Westdale Village Business Improvement Area (BIA) (PED23007)  
(Ward 1) - Page 3 of 3**

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**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**

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**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report PED23007 – 2023 Westdale Village BIA Budget

## Westdale Village Business Improvement Area Budget 2023

### Revenue:

\$128,125 – 2023 Tax Levy

### Expenses:

*Staffing*

\$43,000

*Special Events*

\$34,000

*Marketing*

\$31,125

*Office Expenses*

\$1,000

*Beautification*

\$15,000

*Casual Labour*


\$2,000

*Contingency*

\$2,000



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Waterdown Village Business Improvement Area (BIA) Proposed Budget & Schedule of Payments (PED23009) (Ward 15)
<b>WARD(S) AFFECTED:</b>	Ward 15
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That the 2023 Operating Budget for the Waterdown Village Business Improvement Area, attached as Appendix "A" to Report PED23009, in the amount of \$362,735 be approved;
- (b) That the levy portion of the Operating Budget for the Waterdown Village Business Improvement Area in the amount of \$270K be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, *The Municipal Act, 2001*, as amended, to levy the 2023 Budget for the Waterdown Village Business Improvement Area;
- (d) That the following schedule of payments for 2023 be approved:
- |      |          |           |
|------|----------|-----------|
| (i)  | February | \$135,000 |
| (ii) | June     | \$135,000 |

Note: Assessment appeals may be deducted from the levy payments.

**SUBJECT: Waterdown Village Business Improvement Area (BIA) Proposed  
Budget & Schedule of Payments (PED23009) (Ward 15) - Page 2 of 3**

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**EXECUTIVE SUMMARY**

This Report deals with the approval of the 2023 Budget and Schedule of Payments for the Waterdown Village Business Improvement Area (BIA).

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The \$270K is completely levied by the BIA through its members. There is no cost to the City of Hamilton for any part of the Operating Budget.

Staffing: There are no staffing implications.

Legal: The *Municipal Act, 2001*, Section 205, Sub-section (2) dictates that City Council must approve Budgets of BIAs.

**HISTORICAL BACKGROUND**

At its Annual General Meeting on Tuesday November 15, 2022, the Waterdown Village BIA Board of Management presented its proposed Budget for 2023.

The process followed to adopt the Waterdown Village Business Improvement Area (BIA) Budget was in accordance with The *Municipal Act, 2001*, and the BIA's Procedure By-law.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

N/A

**ALTERNATIVES FOR CONSIDERATION**

N/A

**SUBJECT: Waterdown Village Business Improvement Area (BIA) Proposed  
Budget & Schedule of Payments (PED23009) (Ward 15) - Page 3 of 3**

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**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

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**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report PED23009 – 2023 Waterdown Village BIA Budget

CG/jrb



2023

## Waterdown BIA Annual Budget


REVENUES

EXEPNSES

	2022 BUDGET	2022 Proj. ACTUALS	2023 BUDGET	2022-2023 Budget \$ CHANGE	2022-2023 Budget % CHANGE
Tax Levy, City of Hamilton	260,000	260,000	270,000	10,000	3.85
Supplementary Taxes	-	-	-	-	-
Property Tax Adjustments	(15,500)	(1,6,885)	(5,000)	(10,500)	(67.74)
Vendor Fees	15,000	16,000	15,000	0	0
Grants	6,500	6,600	6,500	0	0
Event Revenues (Sponsorships	6,000	12,250	10,500	4,500	75.00
Transfer from Surplus	42,100	28,885	39,535	(2,565)	(6.09)
Other (ticket sales, donations, etc.)	1,000	200	200	(800)	(80.00)
Marketing Reserve Contribution	10,000	20,000	10,000	0	0
HST Refund	15,000	15,990	16,000	1,000	6.67
<b>TOTAL REVENUE</b>	<b>340,100</b>	<b>343,040</b>	<b>362,735</b>	<b>22,635</b>	<b>6.66</b>
Admin & Operations	155,365	145,060	169,800	14,435	9.29
Beautification	81,500	79,800	84,500	3000	3.68
Farmers' Market	28,980	28,150	25,535	(3,445)	(11.89)
Events & Prmotions	22,500	27,030	28,750	6,250	27.78
Marketing & Advertising	30,750	37,000	33,350	2,600	8.46
Member Engagement	2,500	1,500	2,000	(500)	(20)
HST Paid	15,000	15,000	15,000	0	0
Non-refundable	3,500	3,500	3,800	300	8.57
Additions (Capitalized)	0	6,000	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>340,095</b>	<b>343,040</b>	<b>362,735</b>	<b>22,640</b>	<b>6.66</b>



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Ottawa Street Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23010) (Wards 3 and 4)
<b>WARD(S) AFFECTED:</b>	Wards 3 and 4
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That the 2023 Operating Budget for the Ottawa Street Business Improvement Area, attached as Appendix "A" to Report PED23010, in the amount of \$187,875 be approved;
- (b) That the levy portion of the Operating Budget for the Ottawa Street Business Improvement Area in the amount of \$133K be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, *The Municipal Act, 2001*, as amended, to levy the 2023 Budget for the Ottawa Street Business Improvement Area;
- (d) That the following schedule of payments for 2023 be approved:
- |      |          |          |
|------|----------|----------|
| (i)  | February | \$66,500 |
| (ii) | June     | \$66,500 |

Note: Assessment appeals may be deducted from the levy payments.

**SUBJECT: Ottawa Street Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23010) (Wards 3 and 4) - Page 2 of 3**

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**EXECUTIVE SUMMARY**

This Report deals with the approval of the 2023 Budget and Schedule of Payments for the Ottawa Street Business Improvement Area (BIA).

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

Financial: The \$133K is completely levied by the BIA through its members. There is no cost to the City of Hamilton for any part of the Operating Budget.

Staffing: There are no staffing implications.

Legal: The *Municipal Act, 2001*, Section 205, Sub-section (2) dictates that City Council must approve Budgets of BIAs.

**HISTORICAL BACKGROUND**

At its Annual General Meeting on Wednesday November 2, 2022, the Ottawa Street BIA Board of Management presented its proposed Budget for 2023.

The process followed to adopt the Ottawa Street Business Improvement Area (BIA) Budget was in accordance with The *Municipal Act, 2001*, and the BIA's Procedure By-law.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

N/A

**ALTERNATIVES FOR CONSIDERATION**

N/A

**SUBJECT: Ottawa Street Business Improvement Area (BIA) Proposed Budget  
and Schedule of Payments (PED23010) (Wards 3 and 4) - Page 3 of 3**

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**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement and Participation**

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**Economic Prosperity and Growth**

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

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report PED23010 – Ottawa Street Business Improvement Area  
Proposed 2023 Operating Budget.

## BIA BUDGET 2023

## Income

	BIA Levies	City Hall	OSFM	Sew Hungry	Total
BIA Levies	133,000				133,000
Market Rent			3375		3375
Parking Rev		16,000			16,000
CIP		13,500			13,500
Decorative Light Grant		1000			1000
Sew Hungry				21,000	21,000
Total	133,000	30,500	3375	21,000	187,875

## Expenses

	Bia Levies	City Hall	OSFM	Sew Hungry	Total
Insurance	2100				2100
Office Facilities	27,350		3375		30,725
Contract (Employees)	39,000				39,000
Occasional Employees					
Administration Expenses	4250				4250
Beautification	18,900	14,500			33,400
Advertising	23,500	16,000			39,500
Events / Operational	15,700				15,700
Sew Hungry	2200			21,000	23,200
Total	133,000	30,500	3375	21,000	187,875

**Admin Services Include:**


Meeting Expenses \$500  
OBIAA Membership & Conference \$350  
Chamber Awards of Excellence \$0  
Book Keeping \$3000  
Audit \$400  
**Total \$4250**

**Office Facilities Include:**

Washroom/Office Supplies \$ 2400  
Utilities \$2000  
Rent \$20,400  
Cleaning Services & Supplies \$1000  
Phone/Internet \$1550  
**Total \$27,350**



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	International Village Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23012) (Ward 2 and 3)
<b>WARD(S) AFFECTED:</b>	Ward 2 and 3
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That the 2023 Operating Budget for the International Village Business Improvement Area, attached as Appendix “A” to Report PED23012, in the amount of \$238,400 be approved;
- (b) That the levy portion of the Operating Budget for the International Village Business Improvement Area in the amount of \$197,700 be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, *The Municipal Act, 2001*, as amended, to levy the 2023 Budget for the International Village Business Improvement Area;
- (d) That the following schedule of payments for 2023 be approved:
- |      |          |          |
|------|----------|----------|
| (i)  | February | \$98,850 |
| (ii) | June     | \$98,850 |

Note: Assessment appeals may be deducted from the levy payments.

**SUBJECT: International Village Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23012) (Ward 2) - Page 2 of 3**

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**EXECUTIVE SUMMARY**

This Report addresses the approval of the 2023 Budget and Schedule of Payments for the International Village Business Improvement Area (BIA).

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The \$197,700 is completely levied by the BIA and collected through its membership. There is no cost to the City of Hamilton for the 2023 International Village BIA Operating Budget.

Staffing: There are no staffing implications.

Legal: *Ontario Municipal Act*, 2001, Section 205, Sub-section (2), as amended, dictates that City Council must approve the Budgets of the BIAs.

**HISTORICAL BACKGROUND**

At its Annual General Meeting on Tuesday November 1, 2022, the International Village BIA Board of Management presented its proposed budget for 2023 to the membership.

The process followed to adopt the International Village BIA's Budget for 2023 was in accordance with the *Ontario Municipal Act*, 2001, as amended, and the BIAs Procedure By-Law.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

N/A

**ALTERNATIVES FOR CONSIDERATION**

N/A



**SUBJECT: International Village Business Improvement Area (BIA) Proposed  
Budget and Schedule of Payments (PED23012) (Ward 2) - Page 3 of 3**

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**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.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report PED23012– International Village Business Improvement Area  
Proposed 2023 Operating Budget

CG/jrb



hamiltoninternationalvillage.ca

## 2023 Proposed Budget (Detailed Breakdown)

### **BIA Administration: \$148,300**

- Wages (\$130,000)
- Source Deductions/WSIB/Benefits (\$13,500)
- Bank Charges and Book-keeper (\$4,800)

### **Office Expenses: \$32,800**

- Rent (\$18,000)
- Supplies (\$3,000)
- Repairs/Equipment/Telephone/Website (\$5,400)
- Insurance (\$4,400)
- Meeting Expenses (\$2,000)

### **Promotions/Marketing (\$40,500)**

### **Beautification & Maintenance (\$3,800)**

### **Member Events & Contact (\$8,000)**

### **Contingency (\$5,000)**

### **Revenue:**

### **2023 BIA Levy: \$197,700**

Parking Revenue: \$13,400 (Based on 2022)

CIP Operating Funds: \$7,300 (Based on 2022)

Contribution from BIA Reserve Fund: \$20,000

Total Budget: \$238,400

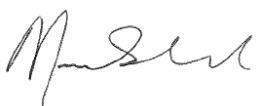
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f @internationalvillage.bia   t @HamIntlVillage   i @internationalvillagebia



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Concession Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23014) (Ward 7)
<b>WARD(S) AFFECTED:</b>	Ward 7
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That the 2023 Operating Budget for the Concession Street Business Improvement Area, attached as Appendix "A" to Report PED23014, in the amount of \$247,544 be approved;
- (b) That the levy portion of the Operating Budget for the Concession Street Business Improvement Area in the amount of \$130K be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, *The Municipal Act, 2001*, as amended, to levy the 2023 Budget for the Concession Business Improvement Area;
- (d) That the following schedule of payments for 2023 be approved:
 

(i)	February	\$65,000
(ii)	June	\$65,000

Note: Assessment appeals may be deducted from the levy payments.

**SUBJECT: Concession Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23014) (Ward 7) - Page 2 of 3**

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**EXECUTIVE SUMMARY**

This Report deals with the approval of the 2023 Budget and Schedule of Payments for the Concession Street Business Improvement Area (BIA).

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The \$130K is completely levied by the BIA through its members. There is no cost to the City of Hamilton for any part of the Operating Budget.

Staffing: There are no staffing implications.

Legal: The *Municipal Act, 2001*, Section 205, Sub-section (2) dictates that City Council must approve Budgets of BIAs.

**HISTORICAL BACKGROUND**

At its Annual General Meeting on Thursday October 20, 2022, the Concession Street BIA Board of Management presented its proposed budget for 2023 to the membership.

The process followed to adopt the Concession Street BIA's Budget for 2023 was in accordance with the *Ontario Municipal Act, 2001*, as amended, and the BIAs Procedure By-Law.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Not applicable

**RELEVANT CONSULTATION**

Not applicable

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Not applicable

**ALTERNATIVES FOR CONSIDERATION**

Not applicable

**SUBJECT: Concession Business Improvement Area (BIA) Proposed Budget and  
Schedule of Payments (PED23014) (Ward 7) - Page 3 of 3**

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**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.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report PED23014 – Concession Street Business Improvement Area  
Proposed 2023 Operating Budget.

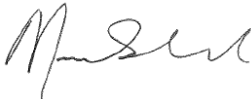
CG/jrb

**CONCESSION STREET  
BUSINESS IMPROVEMENT AREA (BIA)  
PROPOSED 2023 OPERATING BUDGET**

<b>Revenue</b>	
BIA Levy	<b>\$130,000</b>
<b><i>Contingency Funds</i></b>	
HST Refund	\$9,902
Carryover 2020 Bank Balance	\$107,642
<b>Total Revenues</b>	<b>\$247,544</b>
<b>Expenses</b>	
<b><u>Operations</u></b>	
Admin Support	\$1,200
Website/Tech/Cell Phone	\$2,200
Rent	\$8,000
Insurance (Director Liability)	\$5,100
Auditor	\$450
Utilities (Hydro)	\$1,200
Book Keeper	\$4,000
<b>SUBTOTAL</b>	<b>\$22,150</b>
<b><u>Payroll</u></b>	<b>\$52,000</b>
CPP + EI	\$7,800
<b>SUBTOTAL</b>	<b>\$59,800</b>
<b><u>Marketing</u></b>	
Advertising/Promotion	\$25,000
Sidewalk Sounds	\$8,500
Streetfest	\$15,000
Fallfest	\$500
<b>SUBTOTAL</b>	<b>\$49,000</b>
<b><u>Beautification</u></b>	
City Flower Contract	\$6,500
Banners	\$5,000
On-Street Patio/Overflow Parking for Patio Season	\$5000
Winter Inserts	\$2000
<b>SUBTOTAL</b>	<b>\$18,500</b>
<b>TOTAL LEVY ALLOCATION</b>	<b>\$130,000</b>
<b><i>Contingency (from non-BIA Revenue)</i></b>	<b>\$107,642</b>
HST REFUND	\$9,902
<b>Total Expenses</b>	<b>\$247,544</b>



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Ancaster Village Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23016) (Ward 12)
<b>WARD(S) AFFECTED:</b>	Ward 12
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That the 2023 Operating Budget for the Ancaster Village Business Improvement Area, attached as Appendix "A" to Report PED23016, in the amount of \$116,950 be approved;
- (b) That the levy portion of the Operating Budget for the Ancaster Village Business Improvement Area in the amount of \$110K be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, *The Municipal Act, 2001*, as amended, to levy the 2023 Budget for the Ancaster Village Business Improvement Area;
- (d) That the following schedule of payments for 2023 be approved:
  - (i) February       \$55,000
  - (ii) June           \$55,000

Note: Assessment appeals may be deducted from the levy payments.

**SUBJECT: Ancaster Village Business Improvement Area (BIA) Proposed Budget & Schedule of Payments (PED23016) (Ward 12) - Page 2 of 3**

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**EXECUTIVE SUMMARY**

This Report deals with the approval of the 2023 Budget and Schedule of Payments for the Ancaster Village Business Improvement Area (BIA).

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The \$110K is completely levied by the BIA through its members. There is no cost to the City of Hamilton for any part of the Operating Budget.

Staffing: There are no staffing implications.

Legal: The *Municipal Act, 2001*, Section 205, Sub-section (2) dictates that City Council must approve Budgets of BIAs.

**HISTORICAL BACKGROUND**

At its Annual General Meeting on Tuesday November 22, 2022, the Ancaster Village BIA Board of Management presented its proposed Budget for 2023.

The process followed to adopt the Ancaster Village Business Improvement Area (BIA) Budget was in accordance with The *Municipal Act, 2001*, and the BIA's Procedure By-law.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

N/A

**ALTERNATIVES FOR CONSIDERATION**

N/A



**SUBJECT: Ancaster Village Business Improvement Area (BIA) Proposed Budget  
& Schedule of Payments (PED23016) (Ward 12) - Page 3 of 3**

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**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.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report PED23016 – 2023 Ancaster Village BIA Budget.

**Appendix "A" to Report PED23016**  
**Page 1 of 1**

2023 Ancaster Village BIA Budget

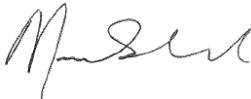
**Ancaster BIA 2023 Budget**

BIA Contingency	\$ 5,000
AdminServices	\$ 42,500
Aesthetics	\$ 13,000
Marketing	\$ 36,450
Events	<u>\$ 20,000</u>
<b>Totals</b>	<b><u>\$ 116,950</u></b>
Cash Drawdown from BIA Account	<u>(\$6,950.00)</u>
<b>BIA Levies TOTAL</b>	<b><u><u>\$110,000</u></u></b>

**Appendix "A" to Report PED23016**  
**Page 1 of 1**



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2022
<b>SUBJECT/REPORT NO:</b>	Stoney Creek Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23019) (Ward 5)
<b>WARD(S) AFFECTED:</b>	Ward 5
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That the 2023 Operating Budget for the Stoney Creek Business Improvement Area, attached as Appendix "A" to Report PED23019, in the amount of \$83,940 be approved;
- (b) That the levy portion of the Operating Budget for the Stoney Creek Business Improvement Area in the amount of \$72,440 be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, *The Municipal Act, 2001*, as amended, to levy the 2023 Budget for the Stoney Creek Business Improvement Area;
- (d) That the following schedule of payments for 2023 be approved;
  - (i) February                      \$36,220
  - (ii) June                              \$36,220

Note: Assessment appeals may be deducted from the levy payments.

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

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

**SUBJECT: Stoney Creek Business Improvement Area (BIA) Proposed Budget and Schedule of Payments (PED23019) (Ward 5) - Page 2 of 3**

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**EXECUTIVE SUMMARY**

This Report deals with the approval of the 2023 Budget and Schedule of Payments for the Stoney Creek Business Improvement Area (BIA).

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The \$72,440 is completely levied by the BIA through its members. There is no cost to the City of Hamilton for any part of the Operating Budget.

Staffing: There are no staffing implications.

Legal: The *Municipal Act, 2001*, Section 205, Sub-section (2) dictates that City Council must approve Budgets of BIAs.

**HISTORICAL BACKGROUND**

At its Annual General Meeting on Wednesday November 16, 2022, the Stoney Creek BIA Board of Management presented its proposed Budget for 2023.

The process followed to adopt the Stoney Creek Business Improvement Area (BIA) Budget was in accordance with The *Municipal Act, 2001*, and the BIA's Procedure By-law.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

N/A

**ALTERNATIVES FOR CONSIDERATION**

N/A

**SUBJECT: Stoney Creek Business Improvement Area (BIA) Proposed Budget  
and Schedule of Payments (PED23019) (Ward 5) - Page 3 of 3**

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**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.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report PED23019 – 2023 Stoney Creek BIA Budget.

CG/jrb

**Appendix "A" to Report PED23019**  
**Page 1 of 1**

**2023 Stoney Creek Budget****2023 proposed****Revenue**

Opening Bank Balance	10,040	
BIA Tax Levy	54,000	
HST Refund	10,400	
A/R	0	
		<b>74,440</b>

**Expenditures****Streetscape**

Banner Installation	0	
Planters	5,250	
Christmas Wreath Installation	5,300	
		10,550

**Promotion**

Web Page Hosting	500	
Santa Claus Parade	500	
		1000

**Administration**

Executive Director	\$25,630	
Student (Less Grant)	500	
Meeting Expense	400	
Office Supplies	350	
Liability Insurance	2,200	
OBIAA Membership	250	
Bank Charges	60	
Audit Fees and Accounting	2,500	
		31,890

**Events**

Strawberry Fest	9,000	
PumpkinFest	9,000	
Stoney Creek Sparkles	3,000	
Jazz in the Creek	5,000	
Market	9,000	
Kringlein the Creek	3,000	
AppleFest	3,000	
Revenue -Vendors, sponsors	-9,000	
- City Enrichment Fund	-3,000	
		\$29,000

**Total Expenditures****\$72,440****Other Revenue**


Operating Grant	8,200	
Christmas Grant	1,300	
Assoc Memberships	0	
		\$9,500

Net Expenditures

Reserve Fund \$11,500



**CITY OF HAMILTON**  
**PUBLIC WORKS DEPARTMENT**  
**Environmental Services Division**

<b>TO:</b>	Chair and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Local Tree Planting Initiatives ( PW23006) (Ward 12) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	Ward 12
<b>PREPARED BY:</b>	Robyn Pollard (905) 546-2424 Ext. 3919
<b>SUBMITTED BY:</b>	Cynthia Graham Acting Director, Environmental Services Public Works Department
<b>SIGNATURE:</b>	

## RECOMMENDATIONS

- (a) That Council approve the acceptance of the 2 Billion Trees funding through Green Communities Canada, CanPlant, and Canadian Geographic which will fund in part the participation of the City of Hamilton in the National Mini-Forest Project and that the General Manager, Public Works Department be authorized to enter into and execute an Agreement and any necessary agreements and ancillary documents required to give effect thereto, all in a form satisfactory to the City Solicitor; and
- (b) That staff accept the grant in the amount of \$10,000 as well as the possible additional grant funds of \$4,000 which may be accessed for tree planting within publicly owned Greenbelt lands, to be deposited into the existing Tree Planting project ID 4450053001.

## EXECUTIVE SUMMARY

The current urban tree canopy coverage for the City of Hamilton is approximately 21%. As per the Public Tree By-law No. 15-125, the current tree canopy goal is to increase coverage to over 35%. Significant increases in tree planting over the next several years is critical to increase the tree canopy coverage and to meet or exceed the goal of 35%.

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



**SUBJECT: Local Tree Planting Initiatives (PW23006) (Ward 12) – Page 2 of 5**

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Increases to tree planting will require considerable increases in funding and resources, therefore partnering with Non-Government Organizations (NGOs) and pursuing applications for grants are good options to increase plantings without impacting current funding and staff resources.

In February 2022, the City of Hamilton Forestry and Horticulture section provided a letter of support to Green Communities Canada, CanPlant, and Canadian Geographic to aide in their application within the capacity building stream of the Federal Government's 2 Billion Tree (2BT) initiative. The letter of support is found in Appendix "A" to Report PW23006. The National Mini-Forest Project application has been approved and funding is to be used for the installation of Miyawaki mini forests on publicly accessible lands in collaboration with various municipalities including Hamilton.

Report PW23006 recommends that staff be directed to participate in the National Mini-Forest Project led by Green Communities Canada, CanPlant, and Canadian Geographic and to accept the funding through the 2 Billion Trees initiative.

**Alternatives for Consideration – See Page 4****FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The core grant associated with the National Mini-Forest Project is \$10,000 for each participating community, additional funds of \$4,000 may be accessed for tree planting within publicly owned Greenbelt lands.

The overall cost of the project is not yet finalized; however, the estimated cost of the project is less than \$25,000; participation in the project ensures funding of \$10,000 will be secured through the 2 Billion Trees grant and staff will pursue the additional funds of \$4,000 for planting within the Greenbelt. As the \$4,000 grant is not guaranteed at this time, the total cost to the City is estimated to be \$15,000 plus in-kind contribution of staff time to plan and execute the project. The Tree Planting Program project ID 4450053001 will be used to fund the City's expenses.

**Staffing:** N/A

**Legal:** Legal Services will review the National Mini-Forest Project Delivery Agreement and included the terms and conditions.

**HISTORICAL BACKGROUND**

The National Mini-Forest Project is based on the Miyawaki Forest method. The method includes the planting of young, native trees with a diverse mix of species, in a densely

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**SUBJECT: Local Tree Planting Initiatives (PW23006) (Ward 12) – Page 3 of 5**

---

spaced urban area. Mini forests are well suited to size-constrained urban afforestation plots. The intent is not to produce a traditional forest ecosystem. The dense spacing encourages overall plant competition and therefore increases plant growth; mini forests grow up to 10 times faster, become 30 times denser and are 100 times more diverse than traditional forests. CanPlant has developed many resources to date, including this short video [https://m.facebook.com/networkofnature/videos/2150732831731646/?\\_rdr](https://m.facebook.com/networkofnature/videos/2150732831731646/?_rdr) as well as a suite of resources found on their website <https://can-plant.ca>

In 2021 and 2022, staff planted mini-forest plots at Windemere Basin Park and Lake Avenue Park in Ward 5 and Morton Park in Ward 13 in collaboration with CanPlant and the environmental education not-for-profit organization Green Venture through the Community Tree Planting program. The installation of these plots has been successful to date.

In February 2022, staff were approached by representatives from Green Communities Canada, CanPlant, and Canadian Geographic requesting support for an application within the capacity building stream of the Federal Government's 2 Billion Tree (2BT) initiative. A letter of support was provided outlining the willingness to participate in a mini-forest tree planting initiative.

At the General Issues Committee on February 16, 2022, staff were directed to investigate Federal Funding opportunities related to the 2 Billion Trees program. Staff had already submitted the letter of support to the application, found in Appendix "A" to Report PW23006.

The application was approved, and the project is set to commence in January 2023 with completion by November 31, 2023.

The overall objectives of the National Mini-Forest Project are as follows:

1. Equip community organisations and municipalities with knowledge, skills and tools on the planting of mini-forests;
2. Mobilize volunteers to plant urban mini forest sites; and
3. Engage local media and community stakeholders to highlight the importance of forest planting within urban boundaries.

Staff will approach stakeholders, including local Indigenous communities, to invite them to participate in the program.

The project will include funding support outlined below as well as training support from Green Communities Canada to each participating municipality. These supports include coaching, online coordinator training, toolkits, templates and other resources.

**SUBJECT: Local Tree Planting Initiatives (PW23006) (Ward 12) – Page 4 of 5**

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Grant funding provided to each participating municipality is set at \$10,000 minimum, and there is an option to pursue an additional \$4,000 if the plots are installed within

publicly owned Greenbelt lands. Therefore, Report PW23006 recommendations propose that staff be directed to plant three mini-forest plots within Johnson Tew Park in Ward 12. This location meets the criteria of being publicly accessible, within the Greenbelt and will allow for increased public awareness around the intent of the park to be used as an Arboretum. This location will allow the City of Hamilton to request the additional \$4,000 through the program.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

Legal and Risk Management Services and Financial Planning Administration and Policy were consulted and support the recommendations of Report PW23006.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Participation in the National Mini-Forest Project will provide an opportunity for staff to gain the knowledge and tools to implement the method and test its success within public lands. These new methods provide options tool to increase tree canopy and biodiversity within the urban environment.

The location at Johnson Tew Park is recommended because it will allow the City of Hamilton to access the additional \$4,000 through the program because of the location within the Greenbelt. As well, the project is compatible with the overall park mandate, which is an arboretum.

Public engagement tools will ensure the benefit and intent of program is well communicated within the community and to increase support for urban tree canopy preservation.

**ALTERNATIVES FOR CONSIDERATION**

The City of Hamilton could decide not to participate in the National Mini-Forest Project. Staff to not recommend this alternative as it would not leverage non-city funding to

increase tree planting and canopy cover in Hamilton. There are no financial, staffing, or legal implications for this alternative.

**SUBJECT: Local Tree Planting Initiatives (PW23006) (Ward 12) – Page 5 of 5**

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**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Clean and Green**

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

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report PW23006 – Letter of Support 2BT CoH Forestry



City of Hamilton  
City Hall, 71 Main Street West  
Hamilton, ON  
L8P 4Y5  
www.hamilton.ca

Public Works Department, Environmental Services Division  
Forestry & Horticulture  
905.546-2424 ext. 3919.  
Robyn.Pollard@hamilton.ca

Hamilton

February 10, 2022

**RE: Building capacity to support the 2BT initiative using mini-forests**

To the 2BT funding review committee:

The City of Hamilton is excited to support the Green Communities Canada, CanPlant, and Canadian Geographic, collaboration and application to the capacity building stream to support the Federal Government's 2 Billion Tree initiative.

The City of Hamilton's Forestry Section provides tree planting and tree maintenance services throughout the municipality. Tree planting is a major focus that involves funding from several sources, including donations, grants and community partnerships.

A 2018 analysis of Hamilton's urban tree canopy indicated that the canopy coverage has remained relatively consistent at approximately 21% between 2006 and 2017. In an effort to increase the canopy to 30% Forestry is expanding planting programs from traditional large caliper tree plantings, within the municipal right of way, parks and cemeteries to include less traditional methods including the mini-forests initiatives.

Should the team be awarded funding through the program, we understand that the intent will be to work with City of Hamilton's Forestry Section to identify municipal properties for planting mini-forests, develop ecologically appropriate design and planting recommendations, and help to facilitate various aspects of site preparation, tree planting, maintenance, and monitoring.

In-kind and/or financial support that our organization can provide include land for planting, staff time, materials, and other resources; we anticipate that the in-kind contribution cash equivalent would be equal to: \$18,000, and financial support would be equal to: \$12,000.

Additionally, based on our understanding of the project goals, we see this initiative providing co-benefits to other stewardship activities that are undertaken by City of Hamilton such as climate change resilience, community education, and community engagement.


Sincerely,

A handwritten signature in blue ink, appearing to read 'Robyn Pollard'.

Robyn Pollard  
Manager Forestry and Horticulture



**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Climate Change Office**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Draft Terms of Reference for a Climate Change Advisory Committee (PED23028) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Trevor Imhoff (905) 546-2424 Ext. 1308
<b>SUBMITTED BY:</b>	Lynda Lukasik Director, Climate Change Initiatives Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That the Climate Change Advisory Committee be established;
- (b) That the Climate Change Advisory Committee Terms of Reference attached as Appendix "A" to Report PED23028 be approved;
- (c) That the budget for the Climate Change Advisory Committee in the amount of \$9,000 for 2023 be approved, and funded through the Climate Change Reserve Account 108062;
- (d) That the Climate Change Advisory Committee be directed to submit an annual operating budget through the General Issues Committee using the standard templates for the 2024 budget approval process;
- (e) That the Outstanding Business List (OBL) Item LL of the General Issues Committee on August 8, 2022, Item 1(d), that staff be directed to prepare a Draft Terms of Reference for a Climate Change Advisory Committee of Council for the 2022-2026 Term of Council, that will help guide the implementation of the City's Climate Action Strategy, and which includes a composition that ensures a diverse representation of Hamilton's community, be removed.

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**SUBJECT: Draft Terms of Reference for a Climate Change Advisory Committee (PED23028) (City Wide) - Page 2 of 6**

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**EXECUTIVE SUMMARY**

On August 8, 2022 the General Issues Committee approved Report CM22016/PED22058(a)/HSC22030(a) Hamilton's Climate Change Action Strategy Implementation Resources and Governance. Recommendation (d) included direction that staff prepare a Draft Terms of Reference for a Climate Change Advisory Committee to Council for the 2022-2026 Council Term.

The Draft Terms of Reference for the Climate Change Advisory Committee are attached as Appendix "A" to Report PED23028. These Terms of Reference outline the Climate Change Advisory Committee's purpose, in scope objectives, total number of seats and membership composition, and other pertinent information for the Committee.

These Draft Terms of Reference are based on community-wide engagement that is further outlined below in the Relevant Consultation Section and Council's direction to ensure that this committee is created in a fair and equitable manner and represented by the diverse voices across Hamilton.

**Alternatives for Consideration – Page 5**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** There is a one-time funding request of \$9,000.00 in order to support the 2023 functions of the Climate Change Advisory Committee. It is recommended this be funded through the Climate Change Reserve Account 108062. The Climate Change Advisory Committee will proceed to submit an annual budget through the regular 2024 budget approval process moving forward.

**Staffing:** There are no staffing implications associated with the adoption of this report. The Advisory Committee can be supported by existing staff in the Climate Change Office. Staff have also submitted a budget enhancement for the 2023 Operating Budget which would increase the staff complement in the Climate Change Office, which would further enable staff to support the Advisory Committee without reducing capacity to deliver other climate change priorities.

**Legal:** Not Applicable

**HISTORICAL BACKGROUND**

On August 9, 2022 General Issues Committee approved Report CM22016/PED22058(a)/HSC22030(a) Hamilton's Climate Change Action Strategy Implementation Resources and Governance. This report outlined important governance

**SUBJECT: Draft Terms of Reference for a Climate Change Advisory Committee (PED23028) (City Wide) - Page 3 of 6**

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pieces in order to efficiently and successfully work on implementing the actions contained in Hamilton's Climate Action Strategy.

Establishing a Climate Change Advisory Committee to Council was identified as an important governance piece to help ensure equitable and transparent implementation of the actions. Council directed City staff to draft the Terms of Reference for a Climate Change Advisory Committee to Council for the 2022-2026 Council term.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Not applicable.

**RELEVANT CONSULTATION**

Throughout the summer of 2022 City staff completed extensive engagement activities for the finalization of Hamilton's Climate Action Strategy. Through these activities staff heard from community stakeholders the need to establish a Climate Change Advisory Committee to Council. The full list of engagement activities and what staff heard through this process is included in Appendix "A" to Report CM22016/PED22058(a)/HSC22030(a) approved by the General Issues Committee on August 8, 2022.

In order to develop these Draft Terms of Reference for the Climate Change Advisory Committee, staff have completed additional community-wide engagement activities. The purpose of these engagement activities was to:

- 1) Consult with organizations, businesses and citizens across Hamilton on the development of the Draft Terms of Reference; and
- 2) Engage with and inform as many organizations, businesses and citizens across Hamilton as possible to make them aware of the proposed creation of this Advisory Committee to Council to increase potential participation.

Throughout the Fall of 2022, staff completed the following engagement activities:

- Established an Engage Page at <https://engage.hamilton.ca/climatechampions>;
- Completed 22 group or individual meetings with businesses, organizations, and citizens;
- Completed two Virtual Public Information Sessions with a combined total of 91 registrants and approximately 47 participants;
- Conducted two community pop-up sessions at Hamilton Public Library Central Branch and the Parkdale Branch, as well as handing out posters and flyers through additional Hamilton Public Library Branches across the community; and,
- Partnered with Green Venture on their Youth Led Climate Change Conference held on December 4<sup>th</sup>, 2022 at the Hamilton Public Library Central Branch.

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**SUBJECT: Draft Terms of Reference for a Climate Change Advisory Committee (PED23028) (City Wide) - Page 4 of 6**

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A list of organizations, businesses, and associations that have been included in our engagement distribution and activity list so far is included in Table 1.0 below:

**Table 1.0 Climate Change Advisory Ongoing Stakeholder Engagement List**

ACORN Hamilton	Hamilton 350	Mohawk College Centre for Climate Change Management
Alectra	Hamilton Centre for Civic Inclusion	Neighbour to Neighbour
ArcelorMittal Dofasco	Hamilton Health Sciences	14 for Progress
Bay Area Climate Change Council	Hamilton Oshawa Port Authority	Salvation Army
Clean Air Hamilton	Hamilton Regional Friendship (Indian) Centre	Social Planning Research Council (SPRC)
Disability Justice Network of Ontario	Hamilton Roundtable for Poverty Reduction	Sustainability Leadership
Enbridge	Hamilton Wentworth District School Board	United Way Halton & Hamilton
Environment Hamilton	Hamilton Wentworth Catholic District School Board	Welcome Inn
Good Shepherd	Hamilton Community Enterprises	West End Home Builders Association
Green Venture	McMaster Centre for Climate Change	YMCA
Grow the Good	McMaster Indigenous Student Services	YWCA

In addition to the above, staff reached out to the Department of Consultation and Accommodation – Mississaugas of the Credit First Nation, and the Communications Department – Six Nations of the Grand River.

Internal department engagement included the Corporate Finance and Administration Department and the Office of the City Clerk.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

During final public engagement for the development of Hamilton's Climate Action Strategy through the Summer of 2022 staff heard from the community on the importance of establishing a formal Advisory Committee to Council.

**SUBJECT: Draft Terms of Reference for a Climate Change Advisory Committee (PED23028) (City Wide) - Page 5 of 6**

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The Draft Terms of Reference for the Climate Change Advisory Committee attached as Appendix “A” to Report PED23028 is based on community-wide input that staff heard. Every conversation is important, and staff listened to many diverse perspectives throughout September to December of 2022.

Of note was community feedback identifying the importance of compensation for some Advisory Committee members to ensure meaningful representation and participation of those most vulnerable to the impacts of climate change. While staff strongly agree with the importance of such a consideration, it is more appropriately addressed through a broader review or consideration of compensation for City advisory committee participation more generally.

The overall summary of themes from community-wide engagement activities includes:

- Many citizens, businesses and organizations want to prioritize implementation. There has been a lot of strategy and planning, we now need to implement the actions and quickly;
- The need for meaningful and transparent reporting that is easily accessible no matter the level of education or knowledge;
- Many identified existing climate positive actions, and the fear of diluting the messaging and recommending to staff that the Climate Change Advisory Committee endeavour to collaborate and enhance that work, rather than duplicate;
- The requirement to have the right expertise on the Climate Change Advisory Committee that is represented from the major sources of greenhouse (GHG) emissions across Hamilton;
- Many organizations pointed out the barriers many citizens, especially those from equity-deserving groups, face in order to participate in these types of volunteer committees and the recommendation for those citizens to be supported and compensated;
- There was expression of concern and uncertainty in the regular process for Advisory Committee call-outs and application process. It was recommended a clear and transparent criteria and/or decision matrix on how applicants are scored be created; and,
- The importance of ensuring an equal and diverse representation on the Climate Change Advisory Committee and allowing for a greater number of seats to help ensure that Equity, Diversity and Inclusion objectives are met.

## **ALTERNATIVES FOR CONSIDERATION**

Council may choose not to accept these Draft Terms of Reference and direct staff to do more community-engagement and bring back revised Terms of Reference. This is not recommended as these Terms of Reference represent the foundational document and the Climate Change Advisory Committee, as with all Advisory Committees, has the ability to revise the Terms of Reference on an annual basis if needed.

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**SUBJECT: Draft Terms of Reference for a Climate Change Advisory Committee  
(PED23028) (City Wide) - Page 6 of 6**

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**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 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 PED23028 - Draft Terms of Reference for Climate Change  
Advisory Committee

## Climate Change Advisory Committee

### Terms of Reference

*Established by Council on (date)*

### Purpose

To provide advice to Council and City Staff on the prioritization, implementation and monitoring of Hamilton’s Climate Action Strategy, through an equitable and inclusive manner and a climate justice lens, that responds to the perspectives and needs of all, while transitioning to a prosperous, healthy and vibrant net-zero greenhouse gas community that is a national leader in climate adaptation.

### Scope

The Climate Change Advisory Committee will achieve its purpose by completing the following in scope objectives:

- Provide recommendations on prioritization and implementation of actions in Hamilton’s Climate Action Strategy;
- Advise on developing a ‘City and Community Climate Change Report Card’ that tracks meaningful targets, indicators and timelines for monitoring that is transparent and easily accessible;
- Identify, support and enhance existing climate positive actions across the community, within the municipal government, and at other levels of government to accelerate meaningful climate action, in a manner that supports existing efforts of other organizations and avoids duplication of efforts;
- Work together to better understand the diverse perspectives across Hamilton’s community to better provide advice and recommendations to Council and to City staff to ensure no one is left behind;
- Support and advise on protecting biodiversity through the integration of western science combined with Traditional Ecological Knowledge and other sources of lived experiences with Mother Earth; and
- Provide advice to City staff and Council on other matters related to climate change and actions to address climate change, as may be identified from time-to-time by Council or City staff.

### Authority

The Climate Change Advisory Committee forwards recommendations for approval to the General Issues Committee and when directed by Council provides input and advice on topics that are in scope of the Climate Change Advisory Committee’s objectives as outlined above.

## Membership

The Climate Change Advisory Committee will be comprised of 15 to 20 voting and non-voting members representing both professional and personal lived experience with climate or social issues, striving for a balance of representation from the sectors that represent the major sources of greenhouse gas (GHG) emissions and those working within the fields of climate change, and other applicable fields (i.e. energy, planning, engineering, sustainability, agriculture, natural environment etc.), as follows:

### Voting Members:

- One to two (1-2) members from the academic community focusing on pragmatic research and innovation on climate change action;
- One to two (1-2) members from the agricultural/food sector with knowledge and experience in local food production and/or distribution;
- Two to three (2-3) community/citizen members with either education or personal, lived experience with climate and/or social issues;
- Two (2) members that represent Indigenous Peoples; - OR - Two (2) members that represent local Indigenous organizations and communities.
- Three to four (3-4) Industry/Business members that represent the industrial, buildings and transportation sectors. An additional attribute would include members that can mobilize and/or communicate with industry and businesses across Hamilton;
- Three to four (3-4) Non-Government members that can equally represent the environment and social issues related to climate change. An additional attribute would include members that can mobilize and/or communicate with other organizations or community groups across Hamilton; and
- One to two (1-2) Youth members with either experience, passion or personal lived experience in climate change issues who are 30 years of age or younger at the start of the term of this committee.

### Non-Voting members:

- Two (2) City Councillors with one representing an urban ward and one representing a rural ward; and
- Additional Resource Members as decided by the Climate Change Advisory Committee to help provide expert advice and collaboration with organizations across Hamilton.

Membership will include the following Equity, Diversity, and Inclusion objectives as outlined in the Government of Canada’s 50-30 Diversity Challenge:

- 50% gender diversity; and
- 30% representation from equity-deserving groups such as:
  - Indigenous Peoples (2 seats reserved)
  - Black and/or racialized Community Members;
  - Recent Immigrants;
  - People with Disabilities; or

- 2SLGBTQ+.<sup>1</sup>

## **Roles & Responsibilities**

Members of the Climate Change Advisory Committee shall endeavor to work collectively to achieve the purpose and objectives of this committee. Members shall make themselves familiar with the committee’s Terms of Reference.

General expectation for the members includes the following:

- Act as advisors to the City on effective implementation of Hamilton’s Climate Action Strategy, specifically on community-wide greenhouse gas (GHG) emission reductions and climate resiliency with a focus on equity;
- Review data and information presented from City Staff and other sources of trusted climate change information to make informed decisions and recommendations;
- Make a commitment to attend meetings and actively participate in respectful discussion with diverse perspective while being accountable to other members and to the broader community;
- Identify emerging issues and other important information in order to share, lead and mobilize their respective communities and sectors to accelerate climate action to reduce GHG emissions, and build climate resiliency through a climate justice lens; and
- Submit an annual progress report on the Committee’s activities each calendar year to the General Issues Committee and consider various options to keep Council up to date on the Committee’s activities

## **Chair/Co-Chair**

The Climate Change Advisory Committee meetings will be chaired by two Co-Chairs, to be appointed at the beginning of each term by this Committee.

## **Term of Membership**

The Climate Change Advisory Committee members are appointed for four (4) years coinciding with the term of Council or until such time as a successor is appointed by Council.

Members of the Climate Change Advisory Committee are to adhere to the City of Hamilton Procedural By-law and the Advisory Committee Procedural Handbook.

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<sup>1</sup>Government of Canada. (2022). The 50 – 30 Challenge: Your Diversity Advantage. Retrieved from: <https://ised-isde.canada.ca/site/ised/en/50-30-challenge-your-diversity-advantage>

## Staff Resources

Staff Liaison(s) will be assigned from the Climate Change Office, Planning and Economic Development Department to support the ongoing functions of the Climate Change Advisory Committee. Given the complexity of climate change, additional staff resources may be required to help to support and provide advice to this committee.

## Meeting and Time Commitments

The Climate Change Advisory Committee shall meet a minimum of every three months, or approximately four times a year. The meetings will be scheduled and based on the availability of the majority of committee members, while working together to identify and reduce any barriers for each member. An annual meeting schedule will be presented for committee approval at the first meeting of the year.

From time to time, members of the Climate Change Advisory Committee may also be asked to participate in smaller working groups to complete necessary tasks.

When the Climate Change Advisory Committee holds a ‘meeting’ as that term is defined in the *Municipal Act, 2001*/the City’s Procedure By-law, the local board must comply with the open meeting provisions of the *Municipal Act, 2001* and the City’s Procedure By-law as applicable.

## Supports

In order to reduce barriers for participation support will be made to all members where there is an identified barrier. This could include compensation for care of children or other dependents during meetings, transportation costs reimbursements, translation services, accessibility support, as well as cultural and other support that may be identified.

## Reporting

The Climate Change Advisory Committee will report to Council, through the General Issues Committee.


## Review

The Terms of Reference are to be reviewed annually, any revisions for approval are to be presented to the General Issues Committee, through a Citizen Committee Report.

Revisions approved by Council (date(s)):



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTEMENT**  
**Ontario Works Division**

<b>TO:</b>	Mayor and Members City Council
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Hamilton Ukrainian Humanitarian Crisis Response Update and Recommendation (HSC22029(b)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Bonnie Elder (905) 546-2424 Ext 4058 Connie Verhaeghe (905) 546-2424 Ext. 6038
<b>SUBMITTED BY:</b>	Angela Burden General Manager Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

## RECOMMENDATION

- (a) That staff be directed to continue responding to the Ukraine Crisis, including but not limited to short-term and temporary accommodations and wrap around supports, with an extended timeframe to June 30, 2023 and with an upset spending limit of \$500,000 to be funded from the Corporate Financials – Expenditures/Non-Program Dept ID; and,
- (b) That staff be directed to continue to work with the Greater Toronto Hamilton Area (GTHA) Committee on a regional approach to pursuing full recovery from senior levels of government for the costs associated with the City's response to the Ukraine Crisis.

## EXECUTIVE SUMMARY

On June 22, 2022, Council authorized staff to respond to the Ukraine Crisis by supporting short-term and temporary accommodations and wrap around supports with an estimated cost up to \$670,000 per month for two months (\$1,340,000) through Report HSC22029. On August 12, 2022, Council extended the timeframe beyond August 2022 to approximately January 31, 2023 with an upset limit of \$1,340,000.

Numbers and costs have not been as great as originally anticipated, and Ukrainians have accessed traditional newcomer supports funded by provincial and federal levels of government and informal supports available within networks of friends, family and the community. Between June 22 and as of December 13, 2022, with the support of the

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

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YMCA, the City of Hamilton has covered gaps in service provision and supported 66 Ukrainians to settle in our community at a total cost of approximately \$77,000 to the municipality.

In June 2022, to coordinate the potential need for accommodations for Ukrainians, Hamilton joined a Greater Toronto Hamilton Area (GTHA) response and actively participated with GTHA Ukrainian Response Committee to develop a regional plan for the provision of temporary accommodations for Canada-Ukraine Authorization for Emergency Travel (CUAET) visa holders. This temporary accommodation plan was activated across the GTHA and was intended to support an increase of Ukrainian arrivals into the GTHA. Participating municipalities including Toronto, Peel, Durham, Halton Region, York Region, and Hamilton, who collectively developed plans to accommodate Ukrainians.

Local settlement agencies in Hamilton including the YMCA, Wesley, YWCA, and the Immigrant Working Centre (IWC) are currently funded by the Federal Government to support Ukrainians with settlement services, including supports for education, translation and employment supports. Even with all this assistance, access to affordable housing has been identified as one of the most significant barriers by Ukrainians arriving in Ontario.

If CUAET visa holders arrive in Canada without secured housing, they are directed to national housing supports, currently administered by the Canadian Ukrainian Immigrant Aid Society (CUIAS), for up to seven nights of hotel accommodations through the Canadian Red Cross in addition to a Federal Government commitment of an additional two weeks hotel accommodation.

Despite this support, there is sometimes a shortfall of housing for Ukrainians once this federal support is exhausted. Ukrainian arrivals are not eligible to receive longer-term housing supports under the provincial *Housing Services Act, 2011*. Housing support to Ukrainian arrivals is therefore limited to informal, private hosting/billeting or the municipal system authorized through Report HSC22029(a).

Though there has been a steady number of Ukrainians arriving in Canada, based on the information we have received through the GTHA committee, most individuals are staying in accommodations in the areas of Peel and Toronto. Individuals are often only coming to Hamilton if accommodations in the GTA are full or if they have pre-existing connections to our community. This has resulted in fewer individuals arriving in Hamilton in need of accommodations provided through the municipal system.

Advocacy to senior levels of government for funding and policy changes to support Ukrainian arrivals with accommodations has occurred through the GTHA committee, to the Minister of Immigration, Refugees and Citizenship Canada (IRCC). The committee

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**SUBJECT: Hamilton Ukrainian Humanitarian Crisis Response Update and Recommendation (HSC22029(b)) (City Wide) - Page 3 of 5**

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requested dedicated funding and reimbursement of funding used to support Ukrainians with accommodations. In August, 2022, via Council motion, Mayor Eisenburger sent a letter to the minister requesting financial support and reimbursement for Hamilton's response.

To date, the GTHA municipalities have been unable to secure a funding commitment from other levels of government. GTHA municipalities are locally deliberating how to move forward with their response to support Ukrainian arrivals. A lack of housing for this population will likely place additional pressure on emergency shelter programs within GTHA municipalities.

**Alternatives for Consideration – N/A**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** An unfunded pressure of with an upset limit of \$500,000, to be charged to the Corporate Financials – Expenditures/Non-Program Dept Id.

Staff will continue to work with GTHA committee and advocate to the Federal and Provincial Governments to secure reimbursement for any expenses incurred in the preparation and delivery of the humanitarian response.

**Staffing:** N/A

**Legal:** N/A

**HISTORICAL BACKGROUND**

Since February 24, 2022 displaced Ukrainians have been arriving in Canada fleeing their war-torn country of Ukraine. As of November 1, 2022, the Federal Government has received 662,563 applications for the Canada-Ukraine Authorization for Emergency Travel (CUAET). Canada has approved 360,922 of these applications and has welcomed approximately 76,500 CUAET visa holders to Canada.

The federal government has classified Ukrainian arrivals as "visitors" not "refugees." This limits the assistance that can be provided to this population. Unlike refugees, Ukrainian arrivals are not eligible to receive 12 months of income support (including housing assistance) that is provided to refugees by the federal government to assist with resettlement.

On May 23, 2022 the federal government announced that Ukrainian arrivals with a valid work permit, study permit, temporary resident permit, or visitor record in Canada under the Canada-Ukraine Authorization for Emergency Travel (CUAET) immigration stream

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**SUBJECT: Hamilton Ukrainian Humanitarian Crisis Response Update and Recommendation (HSC22029(b)) (City Wide) - Page 4 of 5**

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will receive one-time financial support under a new Canada-Ukraine Transitional Assistance Initiative of \$3,000 per adult (18 years or older) and \$1,500 per child (17 years or younger). In June 2022 the provincial government changed the requirements related to Ontario Works – Emergency Income Assistance, allowing Ukrainian arrivals to access up to 48 days of emergency income assistance for housing and other basic needs. This can be renewed based on individual household emergency need.

To support this humanitarian crisis, in April 2022 the City of Hamilton developed a response structure called the Hamilton Ukrainian Humanitarian Crisis Response Team (HUHCR). The team is comprised of City staff and key leaders from community organizations who specialize in resettlement and settlement of newcomers, as well as the Hamilton chapter of the Ukrainian Canadian Congress (UCC). The mission of this team has been to coordinate local efforts by proactively planning and coordinating support for Ukrainians who have already arrived in Hamilton and to plan for a potential surge of arrivals and/or a secondary migration to Hamilton. The response team initiatives focused on coordinating housing, health services, childcare and education, emergency income assistance and settlement services such as employment and language skill development.

In addition, to coordinate potential need for accommodations for Ukrainians, Hamilton joined the GTHA Committee to develop a regional plan for the provision of temporary accommodations for CUAET visa holders. This temporary accommodation plan was activated across the GTHA and was intended to support an increase of Ukrainian arrivals into the GTHA.

The municipal system authorized through Report HSC22029(a) allowed for the use of colleges/university dorms for the summer months and the use of hotels on an as needed and as available basis from September 2022 until January 31, 2023.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

All levels of government are working hard to make sure that people affected by the conflict in Ukraine have access to the services and support they need to settle in their destination.

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**SUBJECT: Hamilton Ukrainian Humanitarian Crisis Response Update and Recommendation (HSC22029(b)) (City Wide) - Page 5 of 5**

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To date, many Ukrainians have arrived with connections to families, friends, and host families, hence, the exact number of Ukrainians that have arrived in the Greater Toronto Hamilton Area is hard to determine.

There continues to be approximately 500 Ukrainians arriving daily at Pearson airport. According to the Canadian Red Cross there appears to be an increase in the number of individuals arriving with barriers and without connections to community.

Without approval of the recommendations staff will end intake into supported accommodations effective January 31, 2023, as originally approved through Report HSC22029(a). Ukrainians without secured housing, looking to come to Hamilton, would then be required to enter the Hamilton emergency shelter system

**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

**Healthy and Safe Communities**

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**Culture and Diversity**

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**APPENDICES AND SCHEDULES ATTACHED**

None

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## INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Outcomes and Findings of the Encampment Facilitated Sessions (HSC23009) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Mike Jones (905) 546-2424 Ext. 3824
<b>SUBMITTED BY:</b>	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

Not Applicable

### INFORMATION

On January 13, 2022, Motion 11.1 was moved and approved by the Emergency and Community Services Committee to address comprehensive, human-rights based, health-focused housing solutions for residents living encamped across Hamilton via solution-focused planning session(s) from a broad spectrum of community stakeholders, including people with lived experience, to identify comprehensive, human-rights based, health-focused housing solutions to directly address the needs of residents living encamped in Hamilton.

On July 20, 2022 a consultant-led, facilitated session was held with stakeholders across several sectors with expertise in housing, homelessness, encampments, and encampment response, to discuss systemic issues and their consequences, identify shared values, develop a shared short- and long-term vision, and to co-create a new approach to encampment response by identifying first steps, supports and potential barriers.

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Since June 2018, representatives from Housing Services Division (HSD) and various other City departments have met formally with stakeholders to increase collaboration in encampment response efforts. At the onset of COVID-19, City staff, homelessness serving agencies, outreach services and community based support programs met weekly as an opportunity to align available resources, assess and respond to potential health and safety risks, and facilitate person-centred engagement opportunities and individualized housing plans for people living in encampments through connections to community-based supports. HSD has continued to provide leadership, support, and expertise, working with other City departments and community stakeholders to improve and coordinate the City's response to encampments through consultation and partnerships with community stakeholders and people with lived experience. The Housing Services Division, working collaboratively with internal and external partners developed a people-centred approach to address the issues of encampments. Many of the issues and challenges noted through the facilitation sessions are issues underway within the HSD planning prior to the encampment sessions.

The community engagement sessions resulted in substantial feedback regarding systemic factors associated with encampments, as well as potential short-term solutions. Key issues highlighted included: the need for additional types of housing, housing stock, and deeper affordability; better coordination of housing, health, and criminal justice systems; requests for alternatives to the existing Parks By-law; improvements to emergency shelters and the alleviation of barriers to access; integrating the community, especially people with lived experience, into planning and response; and learning from other jurisdictions.

In tandem with the formal facilitated sessions, from July 25 to 29, 2022, City staff engaged with 57 individuals living, or having recently lived in encampments across Hamilton, exploring issues contributing to unsheltered homelessness, access to resources and services, and suggestions for how the City and community could improve their response to encampments.

People living in encampments highlighted their frustration with the existing Parks By-law and were clear about its negative impact on physical health, mental health, and their ability to access housing supports and other resources. Additionally, many were concerned with barriers that prevented them from accessing housing and/or emergency shelter. No clear alternatives were recommended, although an overwhelming majority of people living in encampments wanted to see a different approach taken that allowed for more stability and access to resources.

Recommendations were developed utilizing the concerns and solutions shared by stakeholders and people living in encampments. The following recommendations were synthesized by City Staff from the engagement sessions, and a review of best practice reports and work to date by Housing Services Division as solutions required to address

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comprehensive, human-rights based, health-focused housing solutions to directly address the needs of residents living encamped in Hamilton.

1. Expand and improve coordination of supports for mental health and substance use
2. Expand the use of harm reduction approaches in emergency shelters, drop-ins, and outreach supports
3. Address barriers to accessing emergency shelter (e.g., people with pets, couples)
4. Explore new approaches to encampment response, utilizing best practices and successes in other jurisdictions
5. Engage with Indigenous partners to identify encampment-related interventions that are culturally appropriate and rooted in the spirit and actions of reconciliation
6. Improve coordination and collaboration of encampment response teams to more efficiently address needs of people living in encampments

A detailed set of encampment response action items were developed to address the recommendations identified and are attached in Appendix “B” to Report HSC23009. The action items are integrated into HSD’s encampment response program and progress will be reported to Council on an ongoing basis.

#### Background

On April 1, 2021, in Report HSC21008 Housing Focused Street Outreach, supervision of Hamilton’s Street Outreach Team, a team dedicated to providing housing-focused case management services and supports for individuals living unsheltered, was centralized to HSD to allow for enhanced alignment with the housing-focused goals and strategic actions outlined in Hamilton’s System Planning Framework. Housing-focused Street Outreach staff have participated in daily collaboration with other City departments in service and response planning, work directly with community stakeholders to identify resources and supports for people living in encampments, and bring forward the understandings of those with living experience of encampments to inform best practices.

On August 9, 2021, the Emergency and Community Services Committee approved the repealing of the By-law Enforcement Protocol that permitted some individuals to camp in public spaces for up to 14 days, and the City returned to pre-protocol enforcement of Parks By-law 01-291 that prohibits camping on City property, including park areas. Additionally, a six-step encampment response process was approved that defined roles and responsibilities of City departments associated with the response.

On January 13, 2022, Motion 11.1 was moved and approved by the Emergency and Community Services Committee. City staff were directed to host solution-focused

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planning session(s) made up of representatives from the health sector, housing service providers, organizations that provide frontline support to the unhoused, people with lived experiences of being unhoused and living in encampments, and other community stakeholders to identify comprehensive, human-rights based, health-focused housing solutions to directly address the needs of residents living encamped in Hamilton.

On March 31, 2022, Council approved the creation of an Encampment Coordination Team to be piloted until the end of 2022 to: a) improve coordination of encampment response and streamline efforts of the many services involved; b) allow for existing Municipal Law Enforcement and Housing Service Division staff to focus on their core business; and, c) were directed to send all forthcoming reports related to encampments to the General Issues Committee.

In June 2022, a consultant from the organization Coueraj was selected to assist in planning, coordinating, and facilitating a consultation of community stakeholders in response to the Motion. A project team of City staff was developed to provide context and direction to the consultant and recommended stakeholders to be included. The team was comprised of staff from the Encampment Coordination Team and Housing Services Division, with support from Strategic Communications.

Simultaneous to the engagement sessions, the Housing Services Division has continued to engage with providers and community partners on solutions to encampments and homelessness. The Housing Services Division has engaged with cross-sectoral community stakeholders in several core community tables, including: Emergency Shelter Coordination Table, Hospital-Shelter Working Group, Coordinated Access Steering Committee, as well as connections with the Community Safety and Well-Being Advisory Committee and Greater Hamilton Health Network. Additionally, HSD has conducted outreach and engagement with sector leadership tables, and continues to work with Coalition of Hamilton Indigenous Leadership (CHIL) to develop partnerships and best practices for engaging with the Indigenous community. The City has committed to facilitating a comprehensive, whole-of-community approach to encampment response and is dedicated to working with stakeholders in the community and people with lived experience on issues towards accomplishing shared goals.

### Consultation Process

#### (I) Community Stakeholders

On July 20, 2022, 35 representative stakeholders were engaged virtually via WebEx by consultant(s) to develop a shared understanding of the issues associated with encampments and encampment response approaches, and to consider potential next steps to be taken by the City and community towards developing a coordinated, person-centred, health and housing focused approach to encampment response.



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The session included representatives across several sectors, including: frontline responders; service providers in the community health care, emergency shelter, housing, drop-in, mental health, substance use and concurrent case management fields; stakeholders in the social planning, research, and advocacy sectors; Hamilton Police Services; and City staff from various departments and divisions including Housing Services Division, Municipal Law Enforcement, Hamilton Paramedic Service, and Public Health.

Stakeholders were assigned to one of five breakout groups where a facilitator led discussions on systemic issues of homelessness and their consequences, worked to identify shared values amongst stakeholders, developed a shared short- and long-term vision, and co-created a new approach by identifying first steps, supports, and potential barriers. All responses were captured and recorded by the consultants in real-time and shared as raw data with the project team.

Following the virtual session with stakeholders, a questionnaire was sent to all participants, in attempt to provide an additional opportunity to share information regarding the themes outlined.

A second questionnaire was sent to evaluate the effectiveness of the virtual session, and stakeholders were given an additional opportunity to provide feedback on encampment response, as well as ways they would like to be engaged moving forward.

Feedback received from both questionnaires was incorporated into the development of encampment response recommendations.

**(II) People living in Encampments**

The project team established to support the consultant was maintained to develop a strategy toward engaging with people living in encampments.

In developing a research tool to receive feedback from people living in encampments, the project team consulted with the lead researcher from the Hamilton Alliance for Tiny Shelters (HATS) who had recently completed qualitative work with Hamilton's unsheltered population. Findings from HATS were incorporated into the development of the City's engagement process, as well as its feedback tool.

The research tool used to engage with people living in encampments incorporated several components. The first section included closed-ended demographic questions. The second section was comprised of open-ended questions exploring issues contributing to unsheltered homelessness, access to resources and services, and suggestions for how the City and community could improve their response to encampments. The third section included a series of rating scale questions meant to

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establish satisfaction with a number of issues related to encampments and encampment response.

From July 25 to 29, 2022, City staff engaged with 57 individuals living, or having recently lived in encampments across Hamilton. The engagement was led by Housing-focused Street Outreach, as they had developed previous relationships with many of the people living in encampments and were experienced in collecting sensitive information. They were supported by staff from the Housing Services Division and the Encampment Coordination Team who took notes and completed administrative tasks.

(III) What We Heard

In August 2022, the raw data from the stakeholder consultation was presented by the consultant to City staff. Additionally, City staff also compiled raw data from the interviews conducted with people who lived in encampments. The raw data was compiled and analysed to identify salient themes to be developed into recommendations.

The following are themes identified by stakeholders in the community via the July 20, 2022 facilitated sessions:

- Increased focus on eviction prevention and shelter diversion is required, to prevent people from entering into homelessness.
- Lack of affordable, subsidized, and/or supportive housing available to people experiencing homelessness.
- Better coordination of systems (e.g. health, criminal justice, and housing) required to address gaps in service provision and prevent people from entering into homelessness.
- Negative impacts of Parks By-law on stakeholders, as people in encampments move to more remote and inconspicuous areas, it becomes more difficult to ensure service continuity.
- Alternatives to existing Parks By-law that are more person-centred are required.
- Alternative shelter service models, notably harm reduction-friendly approaches are required to incentivize people to move indoors.
- Encampment response solutions should better utilize existing strengths in non-profit sector in response to encampments.
- Solutions to encampment response should utilize a whole-of-community approach.
- Targeted strategies and/or supports should be introduced for overrepresented groups (e.g. 2SLGBTQ+ and Indigenous peoples).
- People living in encampments should be included in developing solutions, as they have unique expertise.

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- City should utilize the successes of other jurisdictions when developing encampment response strategies.
- City should align encampment response with existing City strategies regarding homelessness and poverty reduction.
- Frustration with a perceived lack of accountability and/or action on homelessness and housing-related issues.

The following are themes identified by people living, or having recently lived in encampments via the July 25 to 29, 2022 engagement:

- People living in encampments experience difficulty maintaining and acquiring housing, notably due to affordability issues, insufficient income, and discrimination.
- Negative impacts of Parks By-law on physical and mental health of people living in encampments, as well as on their ability to attend appointments in community.
- Access to necessary resources to address basic needs is more difficult for unsheltered people when living in encampment, particularly under the context of the existing by-law that requires ongoing movement.
- Barriers to accessing emergency shelter exist that limit unsheltered people with pets, in a couple, or use substances and have harm reduction needs.
- A frustration with the current approach to encampments exists, leading to a belief that the struggles of living unsheltered were not understood.
- No clear consensus on what approach to replace current bylaw with. Irrespective of the approach, there was a preference for services to be easily accessible and a need for a consistent space to stay in.

More detailed information regarding ‘What we Heard’ is available in Appendix “A” to Report HSC23009.

### Recommendations

City staff from the Encampment Coordination Team compiled, reviewed, and analysed data from each consultation and organized the data into themes and recommendations that highlighted the breadth of information shared by both stakeholders and people living in encampments.

On September 20, 2022, a follow-up session was conducted virtually with stakeholders to review the findings of the consultations and ensure the voice of the community was accurately represented in the recommendations. Stakeholders were also offered an opportunity to share written feedback via a questionnaire.

Feedback from the virtual follow-up session and written feedback from the questionnaire was used to finalize recommendations. Additional stakeholders who were unable to

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attend the initial virtual facilitated session nor the follow-up session reached out individually to discuss encampment response and provide feedback on the draft recommendations.

There were several systemic issues affecting housing and homelessness raised within the consultations, relating to available housing stock, affordability, intergovernmental approaches to change, and advocacy. While all of these are vital to addressing homelessness, many suggestions required several levers of action and immediate benefits may not be experienced by people living in encampments. Due to the urgency of response required, and because other teams within Housing Services Division are better positioned and already prioritizing a systemic response to housing and homelessness, these items were deemed to be out of scope for the Encampment Coordination Team.

The following recommendations emerged as solutions to address comprehensive, human-rights based, health-focused housing solutions to directly address the needs of residents living encamped in Hamilton. Each recommendation is directly attributable to the concerns and solutions shared by stakeholders and people living in encampments. The City has been engaged in encampment response efforts for several years, and the experiences and expertise of staff have also been taken into account in the development of these recommendations.

1. Expand and improve coordination of supports for mental health and substance use.
2. Expand the use of harm reduction approaches in emergency shelters, drop-ins, and outreach supports.
3. Address barriers to accessing emergency shelter (e.g. people with pets, couples).
4. Explore new approaches to encampment response, utilizing best practices and successes in other jurisdictions.
5. Engage with Indigenous partners to identify encampment-related interventions that are culturally appropriate and rooted in the spirit and actions of reconciliation.
6. Improve coordination and collaboration of encampment response teams to more efficiently address needs of people living in encampments.

A detailed set of encampment response action items (attached in Appendix “B” to Report HSC23009) were developed using feedback from community stakeholders including people with lived experience, and informed by best practices identified by experts and successful approaches used in other communities. The encampment response action items are integrated into HSD’s encampment response program. HSD is committed to reporting back on its progress, and HSD staff will continue their efforts toward providing a coordinated, person-centered response to encampments.

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**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report HSC23009: What We Heard: Detailed Feedback

Appendix "B" to Report HSC23009: Encampment Response Action Items

## What We Heard: Community Stakeholders

The following are themes that were most prevalent in the July 20, 2022 consultation with stakeholders:

### Increased Focus on Eviction Prevention and Shelter Diversion Necessary:

- Stakeholders noted that when people enter into homelessness it is vital to ensure experiences are brief and non-recurring, if not non-existent altogether. This is particularly critical for high risk youth between 17 and 29 years old.
- Stakeholders shared that having a financial strategy to coordinate resources across sectors was necessary to create prevention opportunities across all stages of someone's journey, in and out of homelessness.
- Stakeholders identified prevention and a sustained long-term approach to homelessness as the most effective way to limit the number of people living in encampments.

### Lack of Affordable, Subsidized, and Supportive Housing Available:

- Stakeholders suggested that housing available to people living in encampments is often inadequate or unsafe, which presents another barrier to access. Stakeholders also indicated that limited options for adequate housing lead to dissatisfaction and poor long-term housing stability.
- Stakeholders identified a lack of supportive housing, specifically a lack of appropriate housing for individuals with mental health issues who are also using substances.
- Stakeholders shared that a lack of coordination – both in funding and policy - across multiple levels and departments of government contribute to barriers that limit access to housing opportunities for people living in encampments.
- Stakeholders identified that increased costs of market rental units combined with inadequate social assistance rates has made it extremely difficult for people living in encampments to afford a unit without a deep housing subsidy.
- Stakeholders noted a lack of housing opportunities as a key contributor to burnout amongst frontline staff who consistently have few options to offer people experiencing homelessness.

### Better Coordination of Systems (e.g. health, criminal justice, and housing) is required:

- Stakeholders expressed concern that there is insufficient housing and health infrastructure (e.g. formalized programs and connections) to effectively attend to the complex needs of individuals living in encampments at the present time.
- Stakeholders suggested that there is a disconnect between the services being provided by the housing and health care sectors and that greater participation of the health care sector in the housing and homelessness sectors is necessary to ensure a coordinated approach.

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- Stakeholders identified the medical system as needing to take a more direct role in addressing the opioid epidemic being experienced in our community.
- Stakeholders suggested that siloed funding mandates, particularly between health care and housing systems, reduces the ability to develop a coordinated response.
- Stakeholders also identified a lack of programs that assist people exiting correctional facilities (both for chronic and first-time offenders) to find housing and supports needed to increase stability and reduce recidivism.

**Negative Impacts of Parks By-law:**

- Stakeholders in the community reported that the current by-law enforcement window (e.g. 12-72 hours for Municipal Law Enforcement (MLE) to respond) was inadequate for necessary services in the community to meaningfully connect with people in encampments, and once people living in encampments have moved locations, it is increasingly difficult and resource-intensive to locate them and provide services.

**Alternatives to Existing Parks By-law:**

- Several stakeholders felt a designated area (such as a sanctioned encampment site or a Tiny Homes model) would be more effective than the current approach being employed.
- Stakeholders recommended that the City shift the focus of encampment response away from enforcement towards providing outreach-led follow-up and supports.

**Alternative Shelter Service Models:**

- Stakeholders identified a lack of harm reduction policies and spaces as problematic, especially when considering the complexity of need amongst people living in encampments. Some stakeholders noted issues regarding liability as a reason for a lack of harm reduction spaces in the emergency shelter system.
- Some stakeholders highlighted that individuals in need of the most support do not always receive suitable and appropriate care within the existing emergency shelter model.
- Stakeholders identified a lack of choice and duplication of emergency shelter service models available to people living in encampments as a barrier to access.

**Better Utilize Strengths in Non-Profit Sector:**

- Stakeholders suggested the City should review how current funding arrangements support the goals of the community, and resource existing effective services in a sustainable way.

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- Stakeholders indicated that a more flexible funding arrangement, where new services can be created quickly to address acute issues, would be beneficial when responding to emergent concerns.
- Stakeholders highlighted that staffing is an ongoing concern for frontline providers, as the work has become more difficult and complex, and the pay has not increased. This creates issues with staff retention.
- Participants noted that community stakeholders should work to avoid the creation of silos and duplication of efforts, and work to connect chairs across different tables across the City.
- Stakeholders identified that the City's data sharing with community providers is insufficient and requires additional resources.

**A Whole-of-Community Approach:**

- Stakeholders suggested educating the community of the realities associated with unsheltered homelessness to develop compassion and empathy, particularly amongst those with little exposure.
- Stakeholders noted the importance of a broad set of stakeholders (e.g. all levels of government, health care sector, corrections, pharmacies, dentists, media and filmmakers, academia, other jurisdictions) were required to help identify solutions to encampments and unsheltered homelessness.
- Stakeholders suggested that a broader understanding amongst the public of the cost savings associated with preventative measures when compared to reactive responses is necessary to understand the different approaches to addressing homelessness.

**Introduce Targeted Strategies and/or Supports for Overrepresented Groups:**

- Stakeholders shared that particular focus should be placed on people living in encampments who identify as Indigenous and/or 2SLGBTQ+, in addition to other populations disproportionately affected by homelessness.
- Stakeholders suggested that customized approaches are necessary to engage and adequately address the needs of each specific community.
- Stakeholders indicated that autonomy and self-determination was necessary for all individuals, but particularly for Indigenous populations, who have been disproportionately impacted by ongoing colonial violence that contributes to displacement and poverty.
- Stakeholders suggested that moving forward, engagement efforts should be more intentional, particularly with Black and Indigenous people of colour (BIPOC) stakeholders.
- Stakeholders highlighted gender-based violence as an issue facing people living in encampments that requires greater attention.



#### Involve People Living in Encampments:

- Several people living in encampments noted skills or trades they wished to pursue and requested assistance with skill development and employment opportunities.
- Stakeholders provided examples of funding provided to non-profit agencies to successfully support employment programs for people with lived experience of homelessness.
- Stakeholders suggested that it was necessary to consult not only professionals, but also people with lived experience to influence decision-making.

#### Utilize the Successes of Other Jurisdictions:

- Knowing encampments are visible in many municipalities across Canada, stakeholders suggested reviewing and utilizing the successful efforts of other municipalities to explore potential approaches within Hamilton.
- Stakeholders believed Hamilton should be at the cutting edge of innovation and begin to pilot and evaluate new approaches across the City.

#### Align Encampment Response with Existing Strategies:

- Stakeholders mentioned that they are already partners in the Housing and Homelessness Action Plan (HHAP), which involved extensive consultation and reflects a whole-of-community approach to change and wanted to ensure any work done regarding encampments would be aligned.

#### Frustration with Lack of Accountability/Action:

- Stakeholders shared that progress is necessary, and a sense of urgency needs to be conveyed in improving the quality of life of people in encampments.
- Stakeholders indicated that they had been consulted with many times in the past and wanted greater accountability from the City to ensure consultations would lead to positive action.

#### What We Heard: People with Lived Experience

The following are themes that were most prevalent in the July 25 to 29, 2022 consultation with people living in encampments:

#### Difficult Maintaining and Acquiring Housing:

- People living in encampments reported losing their housing as a result of several reasons, most commonly due to eviction (e.g. landlord/tenant conflict, 'renoviction') or family relationship breakdown.

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- There was a strong consensus that lack of housing affordability, insufficient income, and discrimination were barriers to accessing housing.
- A majority (65%) of people living in encampments shared that they did not feel supported in their search for housing and conveyed frustration and concern that they would never be able to transition into permanent housing.
- As a barrier to acquiring housing, people living in encampments reported that the requirement to move so frequently has led to many missed appointments with housing workers and to view units, as well as lost ID and documentation necessary to access housing.

**Negative Impacts of Parks By-law:**

- There was clear agreement from people living in encampments that the current approach was not working for them. When asked directly, only 10% agreed that the current approach was working, and the vast majority agreed that the current approach has had a negative impact on their physical health, mental health, and ability to acquire housing.
- An overwhelming majority of individuals living in encampments shared that moving frequently has led to negative impacts on physical health (90%), mental health (92%), and their ability to secure housing (94%).
- People living in encampments reported that the existing by-law has led to many missed health appointments, appointments with housing workers, and court appointments that have impacted their long-term well-being.
- People living in encampments reported that moving regularly to different sites around the City made it hard to keep their belongings safe, particularly important paperwork (e.g. applications for housing) and identification.
- Many people living in encampments noted that the existing by-law has resulted in a considerable increase in fear, worry, and stress amongst people living in encampments. Particularly the fear of waking up to a knock at the tent asking them to move.

**Lack of Access to Resources:**

- People living in encampments felt as though the need to move frequently and into less conspicuous areas has led to increased difficulty in accessing basic needs and other resources.
- Only 39% reported having access to supplies that meet their basic hygiene needs, and less than 50% of people living in encampments reported having access to the physical and mental health supports they needed, either on-site or through referral, and that the existing by-law has led to many missed health and court appointments that have impacted their long-term well-being.
- 68% of people living in encampments reported having access to the harm reduction supports and supplies they need, while 55% reported having access to other supports (e.g. employment, education, legal, ID replacement) on-site or via referral.

### Barriers to Accessing Emergency Shelter:

- People in encampments identified several barriers to accessing shelter. Among the most common barriers are safety concerns, lack of low barrier, harm reduction-friendly options, lack of spaces for couples, and a lack of space for pets. Only 19% of people living in encampments reported that they would take an emergency shelter space if it became available that evening.
- People living in encampments identified fear of safety as their primary challenge when accessing shelter. Several others shared that the rigidity of emergency shelters, particularly the rules related to harm reduction and curfew, were also barriers.
- 31% of people living in encampments reported being in a relationship with someone else who is living unsheltered, and many reported not accessing emergency shelter as a result of there not being space for both people to stay together.
- 25% of people living in encampments reported having had a pet or support animal within the past six months and many reported not wanting to access emergency shelter without their pet.

### Frustration with Approach:

- When asked what was working with the existing Parks By-law, the majority of people living in encampments shared that nothing was working for them, beyond some of the staff they encountered who made a positive impact.
- Several respondents shared that there was a disconnect between the policymakers and those who were living in encampments, reporting that their struggles were not well understood. This has led to frustration and a perceived lack of respect amongst people living in encampments.
- The common sentiment amongst people living in encampments was they wanted to be left alone to live their lives.

### Preferred Next Steps:

- Although there was a clear consensus that the current approach was not beneficial, there was no clear consensus on an alternative approach to be taken.
- One cohort of people living in encampments felt as though the preferred approach would be to allow people in encampments to stay where they are and provide services directly to them via outreach.
- Another cohort of respondents believed a sanctioned site was a preferred approach, as they wouldn't be required to move and would have services that meet their basic needs available to them.
- Irrespective of the approach, there was a preference for services to be easily accessible, and a need for a consistent space to stay in.

## Encampment Response Action Items

Action Items	Cost Implications	Potential Partners Involved
Update Data-Sharing Protocol to enable information sharing and formal inclusion of select health partners within the homelessness-serving sector to enable better integration of supports.	No foreseeable cost implications	Hospitals, Community Health Providers
Review and improve coordination of internal frontline providers (i.e. Municipal Law Enforcement and Housing-focused Street Outreach) with existing health and substance use outreach services (e.g. Van Needle and Syringe Program), to ensure coordinated approach to service delivery.	No foreseeable cost implications	Municipal Law Enforcement, Housing-focused Street Outreach, Community Health Providers, Mental Health-focused Supports, Addiction-focused Supports
Collaborate with emergency shelters, drop-ins, and hospitals to develop client-centered protocols for individuals being released from hospital care.	No foreseeable cost implications	Drop-ins, Emergency Shelter Providers, Hospitals, Community Health Providers
Assist in development of Situation Table for people in crisis who are experiencing homelessness and have complex needs.	No foreseeable cost implications	Internal
Participate in, and leverage resources of Rapid Intervention Support Team (RIST) to support needs of people living in encampments.	No foreseeable cost implications	Hamilton Police Services and RIST-associated partners
Encampment Coordination Team to collaborate with Housing Services Division to ensure work related to Shelter System Review, Shelter Standards, and other winter planning objectives also meet needs of people living in encampments.	No foreseeable cost implications	Internal

## Appendix "B" to Report HSC23009

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Action Items	Cost Implications	Potential Partners Involved
Consult with harm reduction experts to identify best practices for harm reduction and overdose prevention in emergency shelter environments.	No foreseeable cost implications	Other jurisdictions, harm reduction experts in community
Collaborate with emergency shelters and drop-ins to review, develop, and operationalize harm reduction and overdose prevention policies, and ensure staff are trained in new policies and procedures.	Potential fees associated with providing training to staff	Emergency Shelter Providers, Drop-ins
Ensure all drop-in staff, emergency shelter staff, and first responders are trained in administering Naloxone, and other overdose prevention techniques	Potential fees associated with providing training to staff	Emergency Shelter Providers, Drop-ins, MLE Officers, Housing-focused Street Outreach Staff
Collaborate with emergency shelters and drop-ins to develop service restriction standards, policies and protocols (e.g. a required City review of service restrictions over 30 days).	No foreseeable cost implications	Emergency Shelter Providers, Drop-ins
To mitigate safety concerns in emergency shelters that act as a barrier inhibiting people in encampments from accessing service, identify and require specific training for all staff working in shelter environments (e.g. de-escalation, psychological first aid training), and make training available to all service providers.	Potential fees associated with providing training to staff	Emergency Shelter Providers, Drop-ins
Review low barrier, harm reduction-focused shelter service models used in other jurisdictions that would be suitable to pilot or implement in Hamilton.	No foreseeable cost implications	Internal

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Action Items	Cost Implications	Potential Partners Involved
Explore opportunities for the development of a low barrier space (e.g. respite) that provides overnight service to unsheltered people who want to come indoors, but are not interested in traditional emergency shelter models, due to strict operational policies (e.g. curfew), harm reduction policies, and exclusion of spaces for couples and pets.	Significant costs associated with acquiring new space, or funding for expansion of existing program(s)	Emergency Shelter Providers, Drop-ins
Formalize connection to Animal Services led 'Held In-Trust' program, or another model which temporarily fosters animals in the event their owner is in crisis.	No foreseeable cost implications	Animal Services, Emergency Shelter Providers, Drop-ins, Hamilton Fire Department, Hamilton Police Services, Hamilton Paramedic Service
Review pet policies at drop-ins and emergency shelters in collaboration with animal welfare stakeholders to introduce pet-friendly solutions (e.g. provide crates and/or other on-site supports for animals to stay with their owner in emergency shelter).	Costs associated with acquiring crates to be used, pet food, and potential for City to subsidize other costs for Providers	Animal Services, Humane Society, Emergency Shelter Providers, Drop-ins
Explore feasibility (e.g. available funding, site location, necessary partnerships, and legal concerns) and potential costs associated with piloting a sanctioned space with embedded supports for people previously living in encampments.	No foreseeable cost implications with exploring feasibility. Implementation may require significant funding outlay.	Internal

## Appendix "B" to Report HSC23009

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Action Items	Cost Implications	Potential Partners Involved
Explore the use of, and/or expansion of specialized outreach teams or specialized outreach staff to address acute needs of people living in encampments.	Potential costs associated with expansion of outreach team	Municipal Law Enforcement, Housing-focused Street Outreach, Community Health Providers, Mental Health-focused Supports, Addiction-focused Supports
Engage with Indigenous partners to identify encampment-related interventions that are culturally appropriate and rooted in the spirit and actions of reconciliation.	A comprehensive consultation may require a consultant or appropriate internal staffing resource	Indigenous community partners
Develop high-level process map of City's frontline response, outlining mandates, and roles and responsibilities of each team involved in service delivery, and identifying service gaps to be addressed.	No foreseeable cost implications	Internal, Hamilton Police Services
Create triage protocols to be used by City frontline responders to assess urgency of response (e.g. immediate, urgent, or priority responses) for individuals living in encampments.	No foreseeable cost implications	Internal, Hamilton Police Services
Internal encampment first responders to meet monthly to discuss acute issues, strategies, and concerns, with the intent of improving coordination and response of community.	No foreseeable cost implications	Internal, Hamilton Police Services
Ongoing management/evaluation of changes made to encampment coordination and response, utilizing feedback from internal stakeholders, community stakeholders, and people with lived experience.	A comprehensive evaluation may require a consultant or appropriate internal staffing resource	Internal, Community partners, people with lived experience

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<b>Action Items</b>	<b>Cost Implications</b>	<b>Potential Partners Involved</b>
Coordinate discussions with other municipalities to review best practices and identify potential solutions/intervention strategies with people living in encampments.	No foreseeable cost implications	Other jurisdictions





**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**General Manager's Office**  
**and**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Licensing and By-law Services Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Mike Jones (905) 546-2424 Ext. 3824
<b>SUBMITTED BY:</b>	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Monica Ciriello Director, Licensing and Bylaw Services Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That Council approve the extension of the encampment response pilot to the end of April 2023 to be structured and funded as outlined in HSC20038(d)/PED21188(a) and PED22088 at an approximate cost of \$350,000.
- (b) That, as the pilot program for the Coordination Response Team (CRT) ended on December 31, 2022, a permanent, dedicated CRT to coordinate response and service delivery related to encampments throughout the City, on a housing-outreach first approach, supported by a secondary role for enforcement only when needed, be established;

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- (c) That, in order facilitate the permanent Coordination Response Team, the respective General Manager, or their designate, be authorized and directed to:
- (i) Increase the Healthy and Safe Communities Department, Housing Services Division's budgeted complement by the following two full-time, permanent positions:
    - (1) Manager of Housing-focused Street Outreach, at an annual cost of approximately \$149,000 for salary, benefits and ancillary charges;
    - (2) Project Manager of Housing-focused Street Outreach, at an annual cost of approximately \$102,000 for salary, benefits and ancillary charges;
  - (ii) Increase the Public Works Department, Parks Section's budgeted complement by one full-time permanent position:
    - (1) Supervisor, at an annual cost of approximately \$124,000 for salary, benefits and ancillary charges;
  - (iii) Increase the Planning and Economic Development Department budgeted complement by two full-time, permanent positions:
    - (1) Two Municipal Law Enforcement Officers, at an annual cost of approximately \$138,500 each (\$277,000 for both) for salary, benefits, and ancillary charges;
- (d) That the General Manager of the Healthy and Safe Communities Department, or designate, be authorized and directed, on behalf of the City of Hamilton, to enter into, execute and administer all agreements and documents necessary to hire the equivalent of 3.5 seconded Street Outreach Workers, at an approximate cost of \$61,500 each (total for 3.5 FTEs \$216,000) on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department, or designate, and in a form satisfactory to the City Solicitor;
- (e) That, based on last year's costing as an indicator, the Public Works Department's operating budget be increased by \$200,000 annually, to be used for ad hoc clean up or other costs incurred as a result of encampments on City property;
- (f) That, although the Hamilton Police Service (HPS) is willing to support for the Coordination Response Team, but it is not in the mandate of the HPS to do so,

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an additional 2 FTEs (police officers) be hired to support the delivery of the coordinated encampment response at an annual cost of \$268,646 for salary, benefits and one-time costs of \$30,000 for ancillary equipment, to be fully funded by the City from Dept ID 673247; and,

- (g) That Report HSC20038(e)/PED21188(b), respecting the Encampment Pilot Evaluation, in its entirety, be referred to the 2023 Operating Budget process (February 7, 2023 GIC) for consideration.

**EXECUTIVE SUMMARY**

This report provides an update on the Encampment Coordination Team pilot and provides recommendations for future direction. The pilot, approved by Council in March 24, 2022, and which operated from April 2022 – December 2022, has been successful in its ability to prevent entrenched encampments, improve coordination of all services involved in the City's response to encampments, including internal City divisions and Hamilton Police Services, allow existing staff in the Housing Services Division and Municipal Law Enforcement to focus on other core business, and to streamline reporting to City Council through the General Issues Committee. In addition, the pilot was effective in mobilizing resources to effectively respond to complaints and requests from City Councillors and the public, and in communicating trends and updates on an ongoing basis. The pilot was also able to reduce the presence of long-term encampments within the City, although approximately 30-40 individuals continue to live in encampments and to date have not been able to be placed in housing or temporary shelter due to a variety of reasons.

When applying the Parks By-law, Municipal Law Enforcement Officers (MLEOs) took a soft approach to enforcement, developing relationships with individuals living in encampments and engaging from a compassionate approach. Encampment Coordination Team staff and MLEOs provided Housing-focused Street Outreach (HFSO) staff with details of new encampments, and HFSO staff engaged with individuals living in encampments to better understand their needs and connect them to internal and community supports, including referrals to the emergency shelter system, health agencies, social assistance supports, specialized outreach supports, and any other relevant supports available that would improve the health and wellbeing of the person they are working with. MLEOs also engaged with Hamilton Police Services Social Navigator Program to coordinate service delivery to individuals living in encampments, as well as with the encampment engagement team to coordinate Bylaw enforcement.

The presence of encampments continues to be complex and the result of several interconnected issues, including a lack of affordable housing, subsidized housing,

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and housing with supports in the community, as well as low social assistance rates, an increased cost of living, substance use, and the existence of real or perceived barriers to accessing the emergency shelter system. As a result, finding simple solutions is difficult. Since the beginning of the pilot to the end of November 2022, 12 people living in encampments have transitioned into housing directly through the efforts of Housing-focused Street Outreach (HFSO), but there are still individuals living in encampments who are not, for a constellation of reasons that are specific to each individual, currently able to transition to housing. In order to transition into housing, more support is required; such as community support, and support from other levels of government for programs that may assist people to transition to housing.

Staff from Housing Services Division (HSD) and Municipal Law Enforcement (MLE) are recommending the City continue the Encampment Coordination team with several modifications: the creation of a Manager of Housing-focused Street Outreach (1.0 new Full-time Equivalent {FTE}) and Project Manager (1.0 new FTE) positions within Housing Services Division, Housing-focused Street Outreach (HFSO) staff (3.5 new FTE), Municipal Law Enforcement Officers (MLEOs) (2.0 new FTE), and a Supervisor within Parks Section (1.0 FTE). Existing pilot FTEs include 1 director, 1 SPM, 1 supervisor and 4 by-law officers, plus over complement Parks resources. Additionally, Hamilton Police Services will also require 2 officers to effectively support the coordination of encampment response efforts across the community. An integrated approach to encampment response will help connect individuals living in encampments to housing and other necessary services that sustain and improve health and wellbeing, while also preventing entrenched encampments.

There are several alternative encampment response options available for consideration, including taking no action following the pilot expiration on December 31, 2022, an enforcement-only approach, and a housing-only approach.

**Alternatives for Consideration – See Page 19**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Through recommendation (a) staff are requesting the continuation of the pilot to April 2023 to ensure a continuation of service until budget deliberations are complete at an approximate cost of \$350 K funded as previously approved in Reports HSC20038(d)/PED21188(a) and PED22088.

The recommended approach to provide, on a permanent basis, a dedicated Coordination Response Team, as reflected in

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recommendations (c) to (e) would require a levy enhancement of \$1,068,000 to support COH staffing and ancillary costs. As reflected in recommendation (f), an additional 2 FTEs (police officers) to support the delivery of the coordinated encampment response requires a levy enhancement of \$298,646 for salary, benefits and one-time costs. The total levy enhancement request to support the coordinated encampment response is \$1,366,646..

If recommendations (c) to (f) are approved, the budget for the coordinated encampment response will be reflected in 673247 HSD-Encampment Response Coord. The FTEs will be added to the department budgets and the actual salary and benefit costs will be recovered through the salary and budget reallocation accounts and charged to 673247.

Recommendations (c) to (f) will be referred to the 2023 tax operating budget deliberations for Council approval as per recommendation (g).

Staffing: The recommended coordinated encampment response would require additional FTEs:

- 1 Manager of Housing-focused Street Outreach
- 1 Project Manager of Housing-focused Street Outreach
- Funding for 3.5 additional seconded FTE Housing-focused Street Outreach workers
- 2 Municipal Law Enforcement Officers
- 1 Supervisor within Parks Section
- 2 Police Officers through Hamilton Police Services

Legal: N/A

## **HISTORICAL BACKGROUND**

On February 4, 2021, Emergency and Community Services Committee approved Report HSC21000 Analysis of United Nations Special Rapporteur's Report on a National Protocol for Homeless Encampments.

On February 4, 2021, Emergency and Community Services Committee approved Report HSC20038(b) Encampment Update, providing an overview of the operationalization of the Encampment Protocol.

On March 25, 2021, Emergency and Community Services Committee approved Report HSC21008 Housing Focused Street Outreach, which provided an updated overview of the role of Hamilton's Street Outreach Team within Housing Services

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Division.

On August 9, 2021, the Emergency and Community Services Committee approved the repealing of the By-law Enforcement Protocol.

On September 9, 2021, Emergency and Community Services Committee approved Report PED21188/HSC20038(c) Encampment Response Update.

On March 22, 2022, Planning Committee, Motion 11.3 directed staff to:

- a) Complete their activities under the Encampment Process, including notifying the Hamilton Police Service that a Trespass Notice has been issued, within 12 to 72 hours after staff receive the first complaint regarding unauthorized camping in a City park or public place; and,
- b) Enforce the Encampment Process 7 days per week.

On March 24, 2022, Emergency and Community Services Committee approved Encampment Response Update (HSC20038(d)/PED21188(a)) and the creation of an Encampment Coordination Team pilot to the end of 2022 with an estimated cost of \$305,000, funded first from COVID-19 Government Funds (eligible costs), then COVID- 19 Reserve (eligible costs), then departmental budgets surplus and finally by the Tax Stabilization Reserve. The pilot was created to:

- a) Improve coordination and efforts of services involved in encampment response and allow for existing Municipal Law Enforcement and Housing Service Division staff to focus on their core business, and,
- b) Streamline reporting from staff related to encampment coordination. All new reporting will be brought forward to the General Issues Committee for discussion and decisions.

On March 30, 2022, in response to Motion 11.3 Council approved Encampment Process: Staffing Feasibility/Service Levels Impacts' (PED220088) and approved four new temporary, dedicated Municipal Law Enforcement Encampment Officers (MLEO) at a total cost of \$416,673.73, to be funded through the Tax Stabilization Reserve.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

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**RELEVANT CONSULTATION**

Staff from Planning and Economic Development (Licensing and By-law Services), Healthy and Safe Communities (Housing Services Division), Public Works (Parks Section), Legal, and Finance were consulted in the preparation of this report. Hamilton Police Services were also consulted.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

On September 9, 2021, Emergency and Community Services Committee received Report PED21188/HSC20038 (c) Encampment Response Update, which detailed a six-step process to encampment response developed by City staff, requiring participation from several teams and divisions. In 2021, there were no dedicated staff members to the City's encampment response. Staff members reprioritized workload to develop an Encampment Response Team that met daily with the objective of providing an integrated approach to achieving compliance of the City's Parks By-law and assist private property owners to remove encampments from private property. The team included staff from:

- Municipal Law Enforcement- Encampment Officers
- Housing Services Division - Housing Focused Street Outreach
- Hamilton Police Services
- Public Works – Parks Section
- Communications

On March 30, 2022, in Report PED220088 Encampment Process: Staffing Feasibility/ Service Levels Impacts', Council approved the hiring of a dedicated team of four MLEO's. Additionally, one Supervisor was funded via the Encampment Coordination Pilot on March 24, 2022, in Report HSC20038(d)/PED21188(a) Encampment Response Update, to respond 7 days a week to complaints and requests from the community regarding encampments, as well as a Director and Senior Project Manager to help provide guidance and expertise. The Encampment Coordination Team Supervisor worked directly with MLEOs to initiate first contact with individuals living in encampments within 24-72 hours of a complaint, to determine whether a violation had occurred under City By-law. In carrying out this function, MLEOs established relationships with people living in encampments and developed an understanding of the impacts of homelessness on mental and physical well-being.

After contact was made by MLEOs, Housing-focused Street Outreach would engage with individuals to offer housing-focused case management services and supports, provision of basic needs items to individuals living in encampments, referrals into emergency shelter and other housing-related programs, assistance in

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accessing financial assistance programs (i.e. Ontario Disability Support Program, Ontario Works), and maintain knowledge of the broader homelessness-serving system to actively provide referrals to organizations in the community in support of the needs of the individual (e.g. physical health, mental health, harm reduction, population-specific supports).

If an encampment was deemed to be in violation of a Parks By-law, MLEOs, in partnership from Hamilton Police Services, used a soft enforcement approach to achieve early voluntary compliance. That is, to leverage the relationships built to avoid issuing a Trespass Notice until all softer approaches were considered. When MLEOs were not able to receive voluntary compliance alone, they notified HPS and worked in partnership to receive voluntary compliance. Once the individuals had moved on from their encampment to a new location, the Encampment Coordination Team Supervisor would make Parks Section aware of whether cleanup and/or maintenance was required.

Staff from the Encampment Coordination team joined MLE, HFSO, Parks Section, Communications, and Hamilton Police Services in meeting daily to ensure a streamlined approach to coordinating encampment response. The meeting also provided an opportunity to strategize around finding operational solutions to acute issues and improve strategies to mitigate risk and improve the health and wellbeing of individuals living in encampments.

From data collected by Municipal Law Enforcement and Housing Services Division when conducting their response, Council was provided with monthly updates on the efforts made by the Encampment Response Team.  
Continuous Improvement Measures

Several continuous improvement measures were introduced by the Encampment Coordination team in conjunction with the larger City-wide Encampment Response team during the pilot, aimed to improve safety and eliminate barriers for those seeking emergency shelter and/or housing accommodations.

The MLE Supervisor and two MLEO's attended an in-depth four day "Crisis Intervention Training" provided by Hamilton Police Service (HPS) to increase their knowledge and understanding of individuals with mental health and substance use challenges. The new skills learned were valuable when interacting with individuals living in encampments, to be able to build relationships and achieve better outcomes.

To put the health and safety of people first, the MLE Supervisor and four MLEO's attended a training session by Public Health Services, Harm Reduction staff on opioid overdose and response with the use of a naloxone kit. The MLEO's now carry naloxone kits to be able to administer to individuals in the event of an



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overdose and have been used twice to assist unresponsive people in crisis which potentially saved their life. Also, it should be noted that MLEO's sought medical attention for several people living in encampments where it was deemed to be urgently required.

Presently, emergency shelters in Hamilton are not able to accommodate pets due to limitations with adequate funding, space, amenities, and liability issues. Service animals are already accommodated within emergency shelters. Encampment Coordination team staff have worked with internal and external partners to identify programmatic and operational best practices to mitigate pets as a barrier to emergency shelter. Several options have been identified for future consideration including, a temporary boarding option for pets of people living unsheltered to be offered in conjunction with Animal Services and other animal welfare partners, and/or a pilot to introduce pet-friendly space(s) into the existing emergency shelter system. This work will continue with the extension of the program.

City staff from the Encampment Coordination team engaged in meetings with staff from Hamilton Fire Department – Fire Prevention Division to discuss how they might offer support toward Encampment Response Team initiatives. When fire issues/concerns are identified during MLEO visits, consultation with or inclusion of Fire Prevention staff at Encampment Team meetings and/or site visits could prove beneficial. In addition, Fire Prevention can develop targeted fire safety educational messaging to support unsheltered individuals. This messaging could be provided to unsheltered individuals by city staff during encampment visits. This work will continue with the extension of the program.

Emergency shelters often impose a two-bag limit to individuals entering, which may be a barrier to those who have accumulated several items that will not fit within a two-bag limit. To mitigate this, staff have developed and implemented a process to allow individuals to temporarily store their belongings at a centrally located city facility. This program was rarely used, as individuals were often unwilling to separate from their belongings, however the program remains in effect and is led by HFSO.

To provide guidance to frontline staff as they encounter issues requiring urgent response, health & safety protocols and P&Ps were developed for MLE and HFSO management and staff. The P&Ps provide information related to staff's health and safety, incident reporting responsibilities, as well as direction for several urgent and life-threatening circumstances that staff may potentially be encountered when visiting an encampment (e.g., death, severe injury, fire, overdose, physical violence, mental health crisis, non-emergency medical needs, children and adolescents on-site, encountering someone who is pregnant, and/or potential health and safety hazards, including propane tanks and weapons). Each item

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requires specific actions and responses, including ongoing support from Hamilton Police Service, both on-site and off-site, to ensure the health and safety of staff and those that reside in encampments.

To improve coordination across multiple teams and to identify gaps in service delivery, the Encampment Coordination team documented key processes and relationships.

Each team involved in encampment response provided their mandate, roles and responsibilities, and defined values they believed to be most important in successfully responding to encampments. The data shared by Encampment Response teams was used to analyze encampment response from a systems perspective, and to identify gaps in service that would inform future work.

MLEO's have been engaged with several property owners who are dealing with encampments on private property. Meetings have been held with CN Rail to discuss the numerous complaints and concerns the city receives regarding garbage and debris left on their property because of encampments. While it is the responsibility of a private property owner to clean and maintain their property, Encampment Response staff continue to provide support in an attempt to achieve voluntary compliance of encampment individuals who are trespassing. If voluntary compliance is not obtained the property owner can provide Hamilton Police Service, the authority to enforce the *Trespass to Property Act* if required.

HFSO staff visit encampments utilizing a housing first, human rights-based approach to supporting unsheltered individuals in the community after a complaint or concern has been noted by the Encampment Coordination team or MLEOs. HFSO workers engage with unsheltered individuals to better understand their needs and connect them with internal and community supports, including housing-focused case management, referrals to the emergency shelter system, health agencies, social assistance supports, specialized outreach supports, and any other relevant supports available that would improve the health and wellbeing of the person they are working with. HFSO workers also develop housing plans, connecting unsheltered individuals to the Coordinated Access System through which they are prioritized for via the By-Name List, as well as available resources in the homeless-serving system including intensive case management supports. Indigenous clients are prioritized first for resources within the homeless serving system. HFSO workers also provide direct assistance in searching for and viewing apartments, liaise with potential landlords, and assist with applicants to subsidized housing, or other forms of housing (such as housing allowances or housing benefits) that may be available. In addition, HFSO workers provide assistance with immediate needs such as providing water, and harm reduction and menstrual health supplies onsite. Overall, the goal of HFSO is to engage with and support each unsheltered individual along their housing journey, while connecting them to

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services in the community that sustain and/or improve their health and wellbeing.

One component not included in the original Encampment Coordination team pilot, was resources for Parks Section. The work of Parks has been imperative to the success of the City's encampment response process, providing cleanup and maintenance of previously occupied encampments where persistent garbage and debris presented health and safety risks for staff and the public. In some cases, Parks Section staff have required the use of specialized machinery in cleanup. Without adequate resources, Parks staff were utilizing one over complement supervisor, staff overtime and contracted work to meet the demands of encampment response. Additional, dedicated resources are necessary to ensure an effective response to encampments.

A key missing component in the original pilot was the resources required by Parks, who needed to ensure the ongoing maintenance of parks. This has been addressed in the recommendation with the request for a supervisor and funding.

Hamilton Police Services were also active in supporting encampment response effort via their dedicated Encampment Engagement team, who attended daily meetings and provided onsite support at encampments as required by MLEOs. Due to staffing challenges at Hamilton Police Services, the dedicated team was discontinued on September 4, 2022, limiting their ability to support encampment response. Dedicated resources are required for the ongoing support of HPS in encampment response efforts.

#### Data and Performance Measurement

The following chart provides an overview of monthly data collected as of end of November 2022, for key performance indicators identified at the beginning of the pilot.

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Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Total Encampment sites investigated (incl. public and private)	76	141	112	112	116	120	68	53
Voluntary Compliance Achieved - public	31	51	67	60	66	58	42	26
Voluntary Compliance Achieved - private	7	8	16	24	23	9	10	8
Complaints unfounded - public	10	11	20	23	24	33	8	17
Complaints unfounded - private	5	18	9	5	17	20	10	8
Notices of Trespass Issued	3	0	6	9	14	11	2	14
Approximate number of unique individuals unsheltered and regularly living in encampments throughout the City	25	30	30	32	39	44	39	53
Unique individuals (both in encampments and otherwise) engaged with Outreach for supports/referrals	43	71	39	25	37	39	56	53
Unique individuals housed directly from an encampment by Outreach	2	1	0	3	1	2	1	2
Unique individuals assisted by Outreach through Housing Services OW Case Managers in obtaining or stabilizing their Social Assistance	8	9	11	3	6	6	9	9
Unique individuals accepting referral to an emergency shelter space	N/A	N/A	N/A	N/A	N/A	N/A	7	3
Number of sites cleaned and maintained by Parks Section staff	26	N/A	47	55	59	81	72	57

Several trends and insights were observable:

- The number of sites investigated by MLE peaked in May, plateaued over the summer, and is now decreasing into fall.

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- Voluntary compliance was achieved by MLE staff in most interactions with individuals in encampments. When voluntary compliance was not achieved a Notice of Trespass was issued and MLEO's continued to engage individuals and were successful in achieving voluntary compliance in 59 of 62 occasions. Hamilton Police Services were asked for support in the remaining three occasions, and compliance was achieved peacefully without incidence.
- There were few unique individuals housed directly from an encampment by HFSO throughout the duration of the pilot, although this data does not reflect individuals who accepted referral into emergency shelter and were connected to housing through a separate process or community agency.
- There has been a slight proportional increase in the number of unique individuals engaged with Outreach for supports and/or referrals in the past two months. This may be a result of colder weather and/or ongoing relationship building.
- Approximately 70 sites required constant monitoring and extra resources, with MLEO's conducting both proactive and reactive inspections.
- In addition to the above, 70 locations (58 City/12 Private) were identified that received ongoing proactive inspections, resulting in 1,252 total proactive inspections. The total proactive and reactive inspections from April – October 31 was 1,997.
- Through the duration of the pilot, Parks Section staff cleaned an increasing number of sites month-over-month, peaking in September 2022, before decreasing in October and November. This data is not reflective of the time and complexity of the cleanups, which increased in October and November as sites that were less conspicuous became visible due to diminished flora coverage. Some sites required special machinery for cleanup.

Encampment Coordination Team staff met biweekly with staff from Housing Services Division and Hamilton Police Services (Analytics) to strategize around the development of data infrastructure and processes necessary to collect, analyze and report new performance metrics. Currently, performance data is shared monthly by Housing Services Division, Municipal Law Enforcement, Parks Section, and Hamilton Police Services, and is being tracked and analyzed. Additional performance measures will be necessary to better understand the success of City Divisions involved in encampment response and to assess ongoing impacts to people living in encampments.

#### Impacts on Staff and Resources

Locations requiring recurrent daily visits from various City departments where persistent garbage and debris presented health and safety risks for staff and the public, placed a significant burden on Parks Section maintenance staff and resources. Without continued coordinated attention to encampment in City Parks, Parks Section staff anticipate that camps will grow in size and become more

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difficult to clean up, there will be more damages to the park such as compacted soils/loss of sod areas, cutting of trees, increased waste and debris including biohazardous waste and the risk of more frequent vandalism and fires.

To ensure success of the pilot, without resources allocated as part of the pilot, Parks hired one over complement supervisory staff to oversee the cleanup program and existing staff were used for clean ups. To provide the service level required for these clean ups without impacting our standard level of service, parks utilized their existing complement of staff on overtime or hired a contractor. Parks Section staff visited 397 encampment sites (including repeat sites), logging 149 work orders (102 internal, 47 contracted). This resulted in 1,798 labour hours for Parks Section staff, with 582 hours contracted out. The cost for encampment cleanups, including contracted work, was \$140,861.21, not including the cost of an over complement supervisor or waste disposal fees.

Under the rapid response model of clean up made possible through the pilot, Parks Section staff found that the work time was reduced because sites were smaller, and less waste accumulated. Responsiveness and quick action has been noted as a key success factor in the evaluation of the pilot.

As the Encampment Coordination team became more established, it became a complaint repository for all issues related to visible homelessness in the community, often for issues not directly related to homelessness. This added an additional strain on resources necessary to carry out encampment coordination and response.

While not within the formal pilot mandate, staff from the Encampment Coordination Team and other city divisions were expending inordinate time and effort addressing a few challenging locations in parks and on City property where encampments had been cleared and were no longer the main source of concern, but where people (not living unsheltered per se) congregate before and after visiting/using external, community- based services. While not related directly to encampment activity, this resulted in a strain on resources.

#### Impacts on People with Lived Experience

Several individuals living in encampments who stayed outdoors more frequently throughout the duration of the pilot repeatedly declined available emergency shelter space, instead cycling through sites where they felt most comfortable. This pattern became more pronounced over the course of the pilot, as people living in encampments grew more frustrated with the requirement to continually move from their existing site.

Others living in encampments moved to less conspicuous areas where they would

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not be found and therefore would not need to move as frequently. This impacted the ability of HFSO staff to aid as it became more difficult for staff to find them to make necessary referrals and provide harm reduction and other basic supplies. Additionally, due to gaps between making contact with people living in encampments it became more difficult for HFSO staff to maintain continuity in providing a housing plan, as this requires ongoing interaction with staff and coordination with other services in the community.

#### Continuing Encampment Response in the City

The coordinated multi-disciplinary response to encampments was effective in achieving compliance with the Parks By-law and in limiting large, entrenched encampments. MLEOs also helped prevent the proliferation of encampments in the community by building relationships with individuals in encampments and receiving voluntary compliance through soft intervention. However, at the conclusion of the pilot there were still approximately 40 unique individuals known to be unsheltered and regularly living in encampments throughout the City. There are several possible contributing factors.

From March-November 2022, 12 individuals have transitioned from an encampment into housing by Housing-focused Street Outreach, not including those housed via other organizations (e.g. emergency shelters, drop-ins, and non-profit housing providers). Access to suitable, affordable housing and the corresponding wraparound supports are necessary to prevent encampments from proliferating.

Additionally, several individuals who remain in encampments have refused available emergency shelter space, which they report they have done for a variety of reasons. Their stated reasons include lack of space for couples, lack of space for pets, safety concerns, service restrictions, and policies restricting drug use in shelters. For these individuals, there are very few places to stay overnight in the community which adequately meet their needs, and they often persist in encampments as a result. Connecting individuals in encampments to HFSO workers that can assist with basic needs supports and build the necessary rapport to make effective referrals to address complex mental health issues, substance use, and other health and housing needs.

Several unique individuals continue living in encampments throughout the City for which an enforcement-based approach is not deemed to be prudent nor effective. A new housing-focused, person-centered, health-based approach would be most effective in addressing the underlying factors leading some to live uninterruptedly in encampments.

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The United Nations Special Rapporteur has reported on A National Protocol for Homeless Encampments in Canada: A Human Rights Approach and has also contributed to a National Protocol for Homeless Encampments in Canada. As an independent expert, the UN Special Rapporteur acts as a bridge between rights-holders, governments, and international organizations and institutions, offering guidance on the interpretation of international law, while reporting on situations and conditions on the ground. These reports have been utilized by communities across Canada in responding to encampments.

A National Protocol for Homeless Encampments in Canada outlines universal recommendations for how all levels of government in Canada should approach engagement with unhoused residents of encampments from a rights-based perspective to ensure dignity while negotiating the provision of adequate, affordable housing solutions that meet their needs. The following eight guiding principles are recommended:

- 1) Recognize residents of homeless encampments as rights holders
- 2) Meaningful engagement and effective participation of encampment residents
- 3) Prohibition of forced evictions of encampments
- 4) Explore all viable alternatives to eviction
- 5) Ensure that any relocation is human rights compliant
- 6) Ensure encampments meet basic needs of residents consistent with human rights
- 7) Ensure human rights-based goals and outcomes, and the preservation of dignity for encampment residents
- 8) Respect, protect, and fulfil the distinct rights the distinct rights of Indigenous Peoples in all engagements with encampments

The processes utilized by City teams when responding to encampments will continue to evolve and adapt to meet the best practices identified.

#### An Evolving Encampment Response Strategy

The principles included in 'A National Protocol for Homeless Encampments in Canada' will be applied in conjunction with the findings from 'A Human Rights Analysis of Encampments in Canada – Case Study: Hamilton' to evolve towards a rights-based, person-centered approach to encampment response. In addition, on January 13, 2022, Motion 11.1 was approved by the Emergency and Community Services Committee, to address Comprehensive, Human-rights Based, Health-focused Housing Solutions for Residents Living Encamped across Hamilton, via facilitated sessions with cross-sectoral stakeholders and people with lived experience. Feedback received from the July 2022 facilitated sessions will also



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form the basis of a report back to Council (Report HSC23009) and will also inform the development of an Encampment Response Strategy for the City.

An Encampment Response Strategy will include:

- A set of principles underpinning encampment response that are common ground among stakeholders with a strong equity, diversity and inclusion lens
- Clear mission on what problem(s) the response aims to address, and the goals
- Common definitions of terms when speaking about encampments and unsheltered homelessness
- Response to encampments that is trauma-informed, strengths based, harm reducing, housing-focused, and culturally appropriate
- Coordinated response for encampment assessments, mapping and data collection, roles and responsibilities, command centre structure, interdepartmental protocols, and coordination of community volunteers
- Communications plan that includes meaningful engagement of people with lived/living experience of unsheltered homelessness
- Strategic alignment with Homeless-serving system of care, including Outreach and resources available through Coordinated Access and,
- Evaluation framework to assess effectiveness of approaches, including a specific focus on diversity and inclusion

In the development and implementation of a successful Encampment Response Strategy, it remains essential that people with living/lived experience are empowered to inform services and hold the homelessness-serving system accountable for delivering on its promise of housing and supports. A distinct focus on Indigenous rights should be prioritized in these efforts, guided by the obligation to respect, protect, and fulfil the distinct rights of Indigenous peoples through engagement with unhoused residents and those residing in encampments.

All residents living in encampments will be asked to voluntarily participate in developing a personalized housing plan and to identify supports that help facilitate movement to shelter and/or permanent housing. This approach is consistent with a collective obligation to ensure that people experiencing homelessness, including encampment residents, have access to long-term, adequate housing that meets their needs.

Using the previous six step process, the Encampment Coordination team's Supervisor, MLE, was responsible for overseeing all complaints and concerns from Councillors and the community and coordinated the response of MLEOs to follow-up and apply the By-law. An updated Encampment Response Strategy will be housing-led and inform an encampment response process that transparently

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details the roles and responsibilities of all teams involved in encampment response, and defines a person-centered, housing-focused, best practices process to guide contact and assessment with individuals living in encampments.

Housing Services Division, overseen by the Manager of HFSO, will adopt the responsibility of coordinating the City's response to encampments, and all daily coordination will be led by the Project Manager of HFSO. All complaints currently sent to MLE will be re-routed to the HFSO team for follow-up, and MLEOs will only respond after the HFSO team has attended the encampment. The HFSO will be responsible for making first contact with individuals living in encampments and may require the assistance of MLEOs or paid duty Hamilton Police Services.

#### Required Staffing

On March 30, 2022, in Report PED22088 Encampment Process: Staffing Feasibility / Service Levels Impacts', Council approved the hiring of a dedicated team of four MLEO's to support encampment response efforts via the enforcement of the Parks By-law. Soon after, on March 24, 2022 Emergency and Community Services Committee approved Report HSC20038(d)/PED21188(a) Encampment Response Update and the creation of an Encampment Coordination Team made up of a Director – Response Coordination, Supervisor – Municipal Law Enforcement, and Senior Project Manager, Housing Services Division. To ensure success of the pilot, and without dedicated resources allocated, Parks Section hired one over complement supervisory staff to oversee the clean-up program and in order to achieve the service level required, parks utilized their existing complement of staff on overtime or hired a contractor.

In evaluating the pilot, it is clear that the program does not require a Director. Due to the operational nature of encampment response and the necessity for housing-focused, person-centered outcomes, a Manager of Housing-focused Street Outreach (1.0 FTE) reporting to the Director, Housing Service Division is more suitable, The Manager will be responsible for utilizing existing standards, research, approaches from comparator municipalities, public consultation, and Housing Services Division's staff expertise to guide the development and implementation of an Encampment Response Strategy. The Housing-focused Street Outreach Manager will have the knowledge and expertise to provide systems-level solutions via collaboration and coordination with the broader homelessness-serving system, and across other sectors.

The Manager will also direct and support the work of the existing HFSO Supervisor and Coordinator. An additional 3.5 HFSO workers (3.5 FTE) will be necessary to ensure adequate coverage seven days a week from 8am-8pm. HFSOs ensure residents living in encampments are provided access to basic items required for

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their immediate needs and well-being, are referred to the appropriate overnight services and/or housing supports, and provided case management support via referrals to services in the community that meet each resident's unique needs.

In a new housing-led approach where complaints and requests will be re-routed from MLE to HSD for response, a HFSO Project Manager (1.0 FTE) is required to manage complaints and requests made to the City regarding encampment response and maintain contact with stakeholders and Councillors Offices to ensure adequate line of sight exists between encampment response and the community. The HFSO Project Manager will also support the existing HFSO Supervisor and Coordinator by providing locations of new encampments to be visited by HFSO staff and MLEOs.

Two MLEOs (2.0 FTE) will still be required to attend encampment response team meetings, problem solve challenging and complex situations that can occur in encampments including enlisting the help of Animal Services for assistance with pets, direct field operations including clean-ups, track compliance under the Parks By-law, provide coverage for a five-day a week operation, and proactively monitor recurring sites to ensure encampments do not become entrenched.

A dedicated Parks Section Supervisor (1.0 FTE) will respond to requests from Housing Services Division to provide parks maintenance and cleanup and will coordinate to identify staff and/or contracted labour to be used in cleanups. The Parks Section Supervisor will also act as a liaison for encampment response, attending coordination meetings as necessary.

The total cost of the program considers resources, beyond dedicated staffing, for Public Works and Paid Duty Hamilton Police Services.

It is staff's recommendation that this approach be adopted in an effort to re-house individuals while preventing long-term encampments in the City. It takes into consideration the needs of the community as a whole including the housed and un-housed.

## **ALTERNATIVES FOR CONSIDERATION**

- 1) Council may choose to not extend the Coordination Response Team. With no dedicated staffing resources there will be limited ability to coordinate responses and service delivery related to encampments in the city.
  - Housing based street outreach would continue with reduced hours of operation; Monday to Friday until 8 p.m. and weekends until 5 p.m. only.
  - By-law enforcement would revert to low priority, based on availability of existing staffing resources, within normal operating hours 8:30 a.m. – 4:30 p.m. Monday to

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Friday, and with response times that may extend up to 72 hours depending on priorities. It is likely that this low service level would result in entrenched encampments becoming established at various locations across the City.

- Parks staff would continue to provide enhanced park clean ups, however if encampment sites become entrenched, it is unlikely that Parks staff would be able to provide for regular clean ups
- Although the Hamilton Police Service (HPS) is willing to support for the Coordination Response Team, but it is not in the mandate of the HPS to do so, an additional 2 FTEs (police officers) be hired to support the delivery of the coordinated encampment response at an annual cost of \$268,646 for salary, benefits and one-time costs of \$30,000 for ancillary equipment to be funded by the City.

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The alternative to seize the coordinated Response Team, would require a levy enhancement of \$298,646 for Hamilton Police Services staff and ancillary costs.

If approved, the budget for the coordinated encampment response will be reflected in 673247 HSD-Encampment Response Coord. The FTEs will be added to the department budgets and the actual salary and benefit costs will be recovered through the salary and budget reallocation accounts and charged to 673247.

This alternative will be referred to the 2023 tax operating budget deliberations for Council approval.

**Staffing:** Two Police Officers through Hamilton Police Services

**Legal:** N/A

- 2) Council may choose an enforcement only approach to encampments, by creating a permanent encampment response team within Licensing and By-law Services, made up of 1 FTE Supervisor, 4 FTE MLEOs, and a Supervisor of Parks Section. This approach is likely to result in moving individuals from parks, and preventing the establishment of large entrenched encampments, but it is likely to result in fewer referrals of individuals in encampments to services that improve health and wellbeing, as well as emergency shelter and housing. This would result in an estimated annual cost of approximately \$710,365. Additionally, although the Hamilton Police Service (HPS) is willing to support for the Coordination Response Team, but it is not in the mandate of the HPS to do so, an additional 2 FTEs (police officers) be hired to support

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the delivery of the coordinated encampment response at an annual cost of \$268,646 for salary, benefits and one-time costs of \$30,000 for ancillary equipment to be funded by the City.

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The alternative to provide an enforcement approach to encampment would require a levy enhancement of \$1,009,011 for City of Hamilton staff and operating costs and Hamilton Police Services staff and ancillary costs.

If approved, the budget for the coordinated encampment response will be reflected in 673247 HSD-Encampment Response Coord. The FTEs will be added to the department budgets and the actual salary and benefit costs will be recovered through the salary and budget reallocation accounts and charged to 673247.

This alternative will be referred to the 2023 tax operating budget deliberations for Council approval.

**Staffing:** The recommended coordinated encampment response would require additional FTEs:

- 1 Supervisor in Licensing and By-Law
- 4 Municipal Law Enforcement Officers
- 1 Supervisor within Parks Section
- 2 Police Officers through Hamilton Police Services

**Legal:** N/A

- 3) Council may choose to trial a housing services only approach to encampments, by enhancing the permanent housing-focused street outreach team with 1 FTE Manager, 1 FTE Project Manager, 3.5 FTE additional housing-focused street outreach workers, and a Supervisor of Parks Section. This approach will ensure unsheltered individuals have the ongoing assistance of housing-focused street outreach workers who will support their journey into housing while connecting them with the necessary resources to sustain and improve health and wellbeing. However, without dedicated by-law enforcement resources, the risk is that encampments will likely become entrenched, and result in ongoing health and safety issues and the occupation of public space. This would result in a levy enhancement of approximately \$592,000. Additionally, although the Hamilton Police Service (HPS) is willing to support for the Coordination Response Team, but it is not

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in the mandate of the HPS to do so, an additional 4 FTEs (police officers) be hired to support the delivery of the coordinated encampment response at an annual cost of \$268,646 for salary, benefits and one-time costs of \$30,000 for ancillary equipment to be funded by the City.

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The alternative to provide a trail housing only services approach to encampments, would require a levy enhancement of \$889,646 for City of Hamilton staff, operating costs and Hamilton Police Services staff and ancillary costs.

If approved, the budget for the coordinated encampment response will be reflected in 673247 HSD-Encampment Response Coord. The FTEs will be added to the department budgets and the actual salary and benefit costs will be recovered through the salary and budget reallocation accounts and charged to 673247.

The alternative will be referred to the 2023 tax operating budget deliberations for Council approval.

**Staffing:** The recommended coordinated encampment response would require additional FTEs:

- 1 Manager of Housing-focused Street Outreach
- 1 Project Manager of Housing-focused Street Outreach
- Funding for 3.5 additional seconded FTE Housing-focused Street Outreach workers
- 1 Supervisor within Parks Section
- 2 Police Officers through Hamilton Police Services

**Legal:** N/A

For any desired option, HPS resources would be required. Any police implications should be taken to the Hamilton Police Services Board for additional funding to support the delivery of encampment response.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Healthy and Safe Communities**

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

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**APPENDICES AND SCHEDULES ATTACHED**

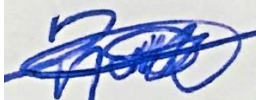
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**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**  
**Communications and Strategic Initiatives**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Media Relations Program Review – Update to Media Relations Policy (CM23007) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Matthew Grant (905) 977-8045
<b>SUBMITTED BY:</b>	Matthew Grant Director, Communications and Strategic Initiatives, City Manager's Office
<b>SIGNATURE:</b>	

### RECOMMENDATIONS

- (a) That the City of Hamilton's Revised Media Relations Policy, attached as Appendix "A" to Report CM23007, be approved for implementation on July 31<sup>st</sup>, 2023; and,
- (b) That Communications staff be directed to provide all needed training and support to implement updated policy provisions, prior to July 31<sup>st</sup>, 2023.

### EXECUTIVE SUMMARY

The City of Hamilton is committed to openness, transparency, and informed residents and recognizes that the news media is essential in achieving those goals. City staff further acknowledge that openness and transparency are key priorities of Hamilton City Council and should make every effort to advance those priorities.

The recommended policy update and additional and reprioritized resources identified in this report are designed to address areas of concern raised by Hamilton-area media and to support Council's stated public transparency and accountability goals.

No changes to media or public access to existing Council proceedings or associated information are contemplated in this report.

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Beginning in the summer of 2020, the City's Communications division started a comprehensive review of the City's overall communications program, including its media relations program, at the direction of the City Manager. Following a partial restructuring, the Communications division increased the focus of its review on its media relations program, a key component of the City's information-sharing efforts, as evidenced in the most recent survey of Hamilton residents in 2019 outlined in Appendix B.

The media relations portion of the review included several phases. It was designed to review and assess the services and service levels the division provides to the press, including a core function of helping media access public information and City subject matter experts.

Further, the review explored the impact of the physical infrastructure – specifically the media room on the second floor of City Hall - used to aid the media in their news-gathering efforts. Media-room-specific consultation and associated information will be presented to Council in a future report.

Updates to the Media Relations Policy are anticipated to improve overall media relations service levels in a number of areas, including increased access to City staff for interviews, clarity on how Freedom of Information processes are used in relation to media requests, and make content related to press conferences and City announcements more accessible to media as well as to members of the public.

It is anticipated that staff will need several months to implement the recommendations in this report. Therefore, the provisions serve as guidelines until full policy implementation recommended to come into force on January 1, 2024.

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

Financial: Training expenses, which are anticipated to come from existing operational budgets.

Staffing: No staffing implications beyond reprioritization of existing approved Full-Time Equivalent staffing

Legal: Legal Services reviewed the proposed policies and raised no legal concerns

**HISTORICAL BACKGROUND**

The City of Hamilton is committed to openness, transparency, and informed residents and recognizes that the news media is essential in achieving those goals.

**SUBJECT: Media Relations Policy (CM23007) (City Wide) - Page 3 of 6**

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The City's Communications and Strategic Initiatives division further recognizes the need for an inclusive policy framework concerning its media relations activities.

Beginning in the summer of 2020, the City's Communications division started a comprehensive review of its structure, processes, strategies, and overall work across all areas of its business. These areas include social media, internal communications, marketing, graphic design, advertising, public education and communication, and media relations.

This review was at the direction of the City Manager and began and continued at the time the division was also engaged in pandemic-related communications in addition to its regular work. The pandemic significantly increased the divisional workload in all areas, particularly in media relations.

After partially restructuring the division, Communications and Strategic Initiatives began increasing the focus of its review on its media relations function in late 2021. Media Relations generally include developing and distributing communications materials and updates to the media and connecting members of the press with City information and subject matter experts. The media relations portion of the review was conducted in two phases.

Phase One, the subject of this report, was a general assessment of media relations service levels and support for the media. Phase Two specially focused on amenities offered to the media at City Hall.

As part of its Phase One review, City staff used the resident 2019 Survey results as well as divisional records on media interactions (**Appendix C**) to inform its consultation plans and focused the portion of the review on media listed as most influential to the public in the Survey or residents as well as on media outlets that most access the City's core media relations services.

City staff held discussions with the leaders of CHCH News, the Hamilton Spectator, and Hamilton Community News, as well as CBC, Canada's public broadcaster (which syndicates online, on radio, and television) to learn about their experiences working with the City in their news gathering efforts.

Discussions were supplemented by the ongoing feedback the City received in their regular interactions with the media and ongoing feedback from other venues, particularly from social media.

In reviewing the feedback and opinions received, common themes were identified, including:

- the need to update the corporate website and make information easier to find;
- the need to improve video streaming quality and have better-archiving practices;

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- the need to make staff more available for interviews in a timely manner and be less reliant on written responses to media questions often described as unhelpful;
- the need to clarify the City's use of the Freedom of Information processes as it relates to information requests from the media;
- that facilities made available for press members outside of Council Chambers were insufficient;

Improvements to the physical assets designed to assist the press in their work have broader security and policy implications. They are therefore subject to a separate report to Council in 2023 – City of Hamilton Media Accreditation Policies and Procedures.

The updated Media Relations Policy is recommended to replace the current Communications and Mediation Relations Policy approved by the Senior Leadership Team in 2012 (**Appendix D**).

Council should also expect further improvements related to the City's media relations program in the coming year as a result of the program review, including the creation of dedicated media relations staff in the Communications division as a result of a reprioritization of resources, the completion of media training and education for staff in divisions of interest to the media, and the development of improved online resources for members of Hamilton's press community.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

- The updated Media Relations Policy, as approved by Council, would replace the 2012 Media Relations Policy, as approved by the Senior Management Team;
- The updated Media Relations Policy is designed to complement the intent of The Routine Disclosure and Active Dissemination Policy by providing clarity to the media on occasions when the City is unable to release City-owned information to them upon request.

**RELEVANT CONSULTATION****City of Hamilton Corporate Communications Staff**

Interviews with corporate communications staff responsible for media relations provided an overview of their experience serving members of the press and confirmed the validity of concerns expressed by the media.

**Hamilton-Area Media**

Hamilton area media were invited to participate in several rounds of consultation in the Media Relations Program Review. An initial contingent of media – CHCH, Hamilton Spectator, Hamilton Community News, and CBC - was invited to participate in the

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program review of the media relations program's core services and associated service levels.

**ANALYSIS AND RATIONALE FOR RECOMMENDATIONS**

Staff members have included an analysis for each recommendation contained in this report.

**Recommendation One** - *That Council Adopt a Revised Media Relations Policy to Address the Feedback and Concerns Provided to the City of Hamilton by Hamilton Media:*

A comprehensive review of the City's media relations program identified a number of areas for improvement in how City staff service the media.

The review included media interviews, a review of the ongoing feedback received from members of the press, as well as input received from other methods such as social media, and identified a number of areas for improvement. Areas for improvement include the need to make staff more available to the media for interviews, better and more predictable use of streaming technology, better prioritization of media requests in staff's daily work, and making information more accessible online.

Upon review, City Communications staff, as well as the Senior Leadership Team, agreed with the majority of feedback received from members of the press and believes enshrining these improvements in policy will better help staff meet the needs of the press and to meet Council's stated goals of public accountability and transparency.

**Recommendation Two** - *That Council Approve a six-month delay in Full Policy Implementation to Allow Communications Staff to Provide All Necessary Training and Support Necessary to Implement Updated Policy Provisions.*

In achieving the policy objectives outlined in Appendix A to report CM23007, it will be necessary to engage in staff training and education related to roles and responsibilities in media relations and City responsibilities related to transparency and open government.

Staff in communications will develop and implement a corporate-wide media education program to support the new policy adopted by Council.

Staff anticipates completing the above training for the top 10 divisions that receive approximately 80% of media inquiries and information requests. These divisions include Planning, Transportation Operations and Maintenance, Licensing and Bylaw Services, Housing, Hamilton Water, Tourism and Culture, Transit, Public Health Services, Environmental Services, and Energy, Fleet, and Facilities Management. In addition,

**SUBJECT: Media Relations Policy (CM23007) (City Wide) - Page 6 of 6**

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media training will be made available to other senior leaders in the organization upon request in 2023, such as the LRT Office and Senior Leadership, with further training anticipated in 2024.

**ALTERNATIVES FOR CONSIDERATION**

N/A

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Our People and Performance**

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

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” – Proposed City of Hamilton Media Relations Policy updated from 2012

Appendix “B” – Overview of citizen information preferences taken from most recent Citizen Survey

Appendix “C” – Statistics taken from City of Hamilton’s Media Call Log (2021 and 2022)

Appendix “D” – 2012 Communications and Media Relations Policy approved by Senior Leadership

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

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

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

<b>Media Relations Policy</b>	 <b>Hamilton</b>	
Strategic Partnerships and Communications Division		Supersedes Policy: Communications Policy – Media Relations (2012)
Page 1 of 6		

*Revised***Media Relations Policy**

<b>PURPOSE</b>	<p>The purpose of this policy is to ensure professionalism and consistency in how the City of Hamilton works with the members of the media. The policy also includes specific procedures for successfully delivering media relations services.</p> <p>A key priority for the City of Hamilton is maintaining strong relationships with the media to remain transparent and accountable to the residents.</p> <p>The City's Resident Survey results indicate the news media is an important and effective vehicle for communicating information about the City and its goals and increasing public awareness and education regarding municipal projects, initiatives, issues, events, bylaws, and policies.</p>
<b>SCOPE</b>	<p>The Media Relations Policy and all related schedules apply to all employees of the City of Hamilton, including full-time, temporary, and contract employees. This policy is also applicable to current volunteers, students and interns.</p> <p>This policy does not apply to Elected Officials or to Council appointed Citizen Members of City agencies, boards, and commissions.</p> <p>This policy was written and is maintained by the City's Communications &amp; Strategic Initiatives Division and will be reviewed every three years.</p> <p>This policy is supported by the City's Media Accreditation Policy and Procedures to ensure that City resources used to aid the media in their news gathering and distribution are used effectively and efficiently and in alignment with the Communications and Strategic Initiatives mandate to assist members of the media.</p> <p>This policy does not apply to members of the general public whose inquiries are served by the City's Customer Contact Centre and not by the Communications and Strategic Initiatives Division.</p>
<b>DEFINITIONS</b>	
<b>Employee</b>	City of Hamilton employees, including but not limited to regular, temporary and contract employees (and for the purpose of this

<b>Media Relations Policy</b>	 Hamilton	
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Page 2 of 6		

**Spokesperson(s)**

policy only, unpaid volunteers, students, and interns) will fall under the collective term of “employees”, and all programs, divisions and departments that make up the City of Hamilton.

Individuals representing the City of Hamilton, City of Hamilton departments, programs, and initiatives in an official capacity publicly and in the media.

- **Mayor** or designate is the chief spokesperson for the City and shall be lead spokesperson on major new or renewed City programs/services/projects/initiatives and issues of significant public interest.
- **City Manager** or designate shall be the spokesperson on major staff or administrative issues or initiatives.
- **Departmental General Manager** or designate shall be the spokesperson on issues or programs that fall under the department that they serve.
- **Medical Officer of Health** or designate shall be the spokesperson on public health matters, the provincial Health Protection and Promotion Act (and other appropriate legislation) and provincially mandated guidelines.
- **City Clerk** or designate shall be the spokesperson regarding Council agendas, and Council decisions of record, administration of the Municipal Freedom of Information Act, and municipal elections.
- **Director of Communications** or designate shall be the spokesperson on issues of public interest and can stand in as corporate spokesperson for any of the positions above
- **Other Subject Matter Experts** Other staff shall be the spokesperson on issues that they are acknowledged content experts subject to approval of the program manager, director or general manager as outlined in a list of authorized departmental spokespersons. The scope of media involvement is limited to specific areas of expertise only.


**Media**

News media refers to members of the news media that provide news to the general public or targeted publics and can include print media (newspapers and magazines), broadcast news (radio and


<b>Media Relations Policy</b>	 Hamilton	
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<p><b>Media Centre</b></p>	<p>television) and internet-based news (online version of traditional news publications as well as standalone online news media).</p> <p>The City’s Media Centre refers to the dedicated media space on the basement level of City Hall, which includes office facilities, Internet access, a broadcast media lock-up area, and the City’s press conference facility.</p>
<p><b>POLICY</b></p>	<p>The City of Hamilton is an open, transparent and accountable publicly-funded organization and values the role of the media. This includes communicating City news and information to the public through the news media and reporting on the public’s views and opinions of the City of Hamilton.</p> <p>The City of Hamilton recognizes the vital role news media has in City communications and the need to respond to media requests with promptness, courtesy, transparency, and respect. The City welcomes the opportunity to communicate accurately and clearly about City programs, services, and issues.</p> <p>The City is to maintain positive working relationships with all forms of media (e.g. print, broadcast and Internet) that reach national, regional, local, neighbourhood, community, and diverse audiences.</p> <p>The City produces and distributes information to the media that align with journalistic news values, and is timely, clear, accurate, and accessible.</p> <p>When City information and/or news is first delivered to the media, the Mayor’s Office and/or Corporate Communications will be responsible for that information’s release, with all supporting communications from other areas of the corporation to follow.</p> <p>The City maintains an open, transparent communications process that enables media to have access to City decision-makers and knowledgeable staff.</p> <p>Where preferred by members of the media, the City will prioritize delivering information via media interviews with subject matter experts over written responses.</p> <p>Staff will make every effort to respond information and interview</p>

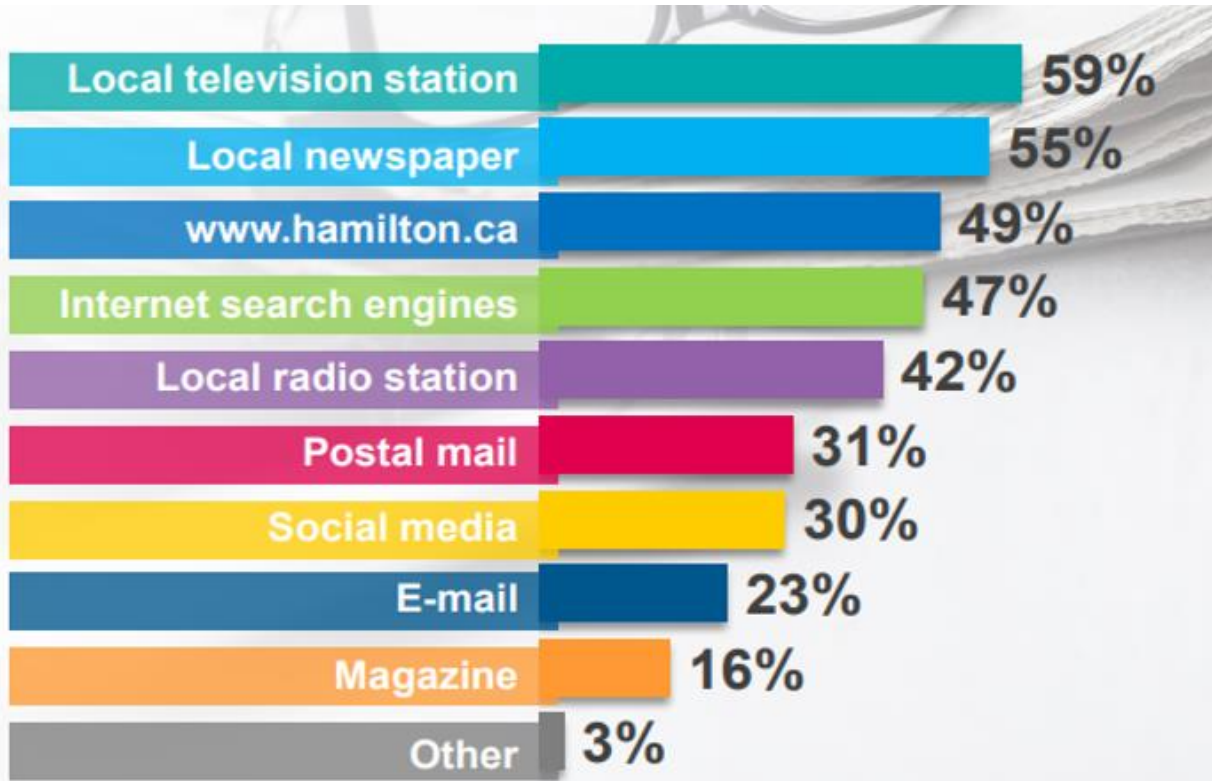


<b>Media Relations Policy</b> Strategic Partnerships and Communications Division Page 4 of 6	 Hamilton	Supersedes Policy: Communications Policy – Media Relations (2012)
	<p>requests in a timely manner and in consideration of reasonable deadlines, which are often the same day the request is made.</p> <p>The City strives to be transparent by default. If the information that is not in the custody or control of the City, Media requests may need to be processed through an FOI request under the Freedom of Information and Protection of Privacy Act. Any referral to the FOI process shall contain specific reasons for this decision.</p> <p>As a priority, where possible to do so, City will record and make accessible the content of all press conferences and announcements to members of the media and the public via livestreaming and the cataloguing of recorded content online.</p> <p>Staff are available to respond to media inquiries during regular operating hours: Monday to Friday, 8:30 a.m. to 4:30 p.m. The City will only respond to inquiries made outside business hours if the City deems them to be of an urgent operational nature or an emergency situation. Other requests will be addressed during regular business hours.</p> <p>The City's media relations activities comply with provincial legislation, Municipal Freedom of Information and Protection of Privacy Act, Personal Health Information Protection Act, City of Hamilton corporate policies, bylaws and council directives.</p>	
<b>PROCEDURE</b>  <b>City of Hamilton          Employee interacting          with the news media          in an official City of          Hamilton capacity</b>	<ul style="list-style-type: none"> <li>• Staff must refer media inquiries to the authorized spokesperson/subject matter expert for the department or project and notify <a href="#">corporate communications</a>.</li> <li>• City employees who are not designated spokespeople are not authorized to make statements to the media and/or in public discussion on behalf of the City. This does not include communications in the course of their regular duties, such as presentations at Council meetings or public meetings where media are present.</li> <li>• If contacted by a media representative, City staff shall:             <ul style="list-style-type: none"> <li>▪ Treat the reporter as a client, being courteous and professional.</li> <li>▪ Advise the reporter that the request will be forwarded to corporate communications.</li> <li>▪ Help provide timely responses to the media by collecting the following information, if possible, to be forwarded along to your department's Senior/Communications Officer and your manager:</li> </ul> </li> </ul>	



<b>Media Relations Policy</b> Strategic Partnerships and Communications Division Page 6 of 6	 Hamilton	Supersedes Policy: Communications Policy – Media Relations (2012)
	<p>conferences, letters to editor, media tours, interviews and other tactics to communicate with media members.</p> <ul style="list-style-type: none"> <li>▪ Reviewing media materials for accuracy and appropriateness with the designated contact person(s) and that materials are produced in Canadian Press (CP) Style.</li> <li>▪ Retain copies of all media releases distributed to the media.</li> <li>▪ Track media coverage, and media requests.</li> </ul>	
<b>Role of Designated City Spokesperson(s)</b>	<ul style="list-style-type: none"> <li>• Follow all City of Hamilton corporate policies and procedures.</li> <li>• Complete the appropriate media training in consultation with the Senior/Communications Officer.</li> <li>• Consult with Senior/Communications Officer in advance of media interviews or providing information to the media.</li> <li>• Spokespeople designates such as directors/managers shall be spokespeople on issues or programs for which they are the subject matter experts.           <ul style="list-style-type: none"> <li>▪ Other staff can act as a spokesperson on issues that they are acknowledged content experts on, subject to approval of the Program Manager, Director, or General Manager in consultation with the designated Senior/Communications Officer.</li> <li>▪ The scope of media involvement is limited to specific areas of expertise and responsibility only.</li> </ul> </li> <li>• Understand the distinction between general policy or program information, and personal information about an individual when responding to such an inquiry.</li> </ul>	
<b>HISTORY</b>	This Policy replaces the former Communications Policy – Media Relations (2012)	

Global Citizen Survey Results on How Citizens Like to Receive Information from the City of Hamilton



*Note: Preferences Vary By Age Demographic*

### Media Contact Log 2021 - 2022

Media Outlet	Total Number of Inquiries	Percentage of Total Inquiries
Hamilton Spectator	1168	34.78%
CHCH	491	14.62%
CBC	401	11.94%
Dundas Star	369	10.99%
900 CHML	228	6.80%
Hamilton Community News	96	2.86%
Flamborough Review	77	2.29%
Toronto Star	44	1.31%
Global News	43	1.28%
Hamilton Mountain News	41	1.22%
TVO	40	1.19%
The Public Record	39	1.16%
The Bay Observer	35	1.04%
Globe & Mail	25	0.74%
Cable 14	22	0.66%
KX 94.7	22	0.66%
In the Hammer	20	0.60%
CTV News	19	0.57%
Canadian Press	15	0.45%
Stoney Creek News	12	0.36%
NRU Publishing	11	0.33%
The Point	11	0.33%
CP24	10	0.30%
Daily Commercial News	10	0.30%
Sachem and Glanbrook Gazette	8	0.24%
Freelance	7	0.21%
Narcity	5	0.15%
Queen's Park Briefing	5	0.15%
CityNews	4	0.12%
Ignite News - Mohawk	4	0.12%
InSauga	4	0.12%
The Wall Street Journal	4	0.12%
680 News	3	0.09%
92.9 The Grand	3	0.09%
Fairchild Television Ltd - Urban	3	0.09%
Silhouette (McMaster U)	3	0.09%
905 News	2	0.06%
Asphalt Magazine	2	0.06%
Author	2	0.06%

### Media Contact Log 2021 - 2022

Media Outlet	Total Number of Inquiries	Percentage of Total Inquiries
Award architecture, design + construction magazine	2	0.06%
CORUS	2	0.06%
St. Catharines Standard	2	0.06%
The Pointer	2	0.06%
Winnipeg Free Press	2	0.06%
102.9 Bounce Radio	1	0.03%
610 CKTB (St. Catharines)	1	0.03%
640 Toronto	1	0.03%
Ancaster News	1	0.03%
Blue Ant Media	1	0.03%
Business Hub (new publication with the Ontario Learning Development Foundation)	1	0.03%
Cities Today	1	0.03%
CityTv	1	0.03%
Doc film producer - toronto	1	0.03%
Electric Autonomy Canada	1	0.03%
FreightWaves (online trade pu	1	0.03%
Haldimand Press	1	0.03%
Hamilton Independent	1	0.03%
Hamilton Jewish News	1	0.03%
Investigative Journalism Bureau	1	0.03%
Kathy Renwald Productions Inc.	1	0.03%
Le Devoir	1	0.03%
Le Soleil	1	0.03%
London Free Press	1	0.03%
MIT Technology Review	1	0.03%
National Observer	1	0.03%
National Post	1	0.03%
Newstalk 1010	1	0.03%
Niagara Now	1	0.03%
ONFR+   Groupe Media TFO	1	0.03%
Ontario Home Builder Magazine	1	0.03%
Ontario Traffic Magazine	1	0.03%
Pitching Toronto Outlet	1	0.03%

**Media Contact Log 2021 - 2022**

<b>Media Outlet</b>	<b>Total Number of Inquiries</b>	<b>Percentage of Total Inquiries</b>
Press Progress	1	0.03%
Raise the Hammer	1	0.03%
TFO	1	0.03%
The Narwhal	1	0.03%
The Walrus	1	0.03%
Think Hamilton	1	0.03%
Toronto Sun	1	0.03%
Two Rows Times	1	0.03%
Una	1	0.03%
Waterloo Region Record	1	0.03%
Weather Network	1	0.03%
Zoomer Radio	1	0.03%
<b>TOTAL INQUIRIES</b>	<b>3358</b>	

# Communications Policy – Media Relations

DEVELOPED BY: City of Hamilton's Strategic Communications Team

APPROVED BY: Senior Management Team (SMT)

EFFECTIVE DATE: May 2012

## INTRODUCTION:

As an open and accountable organization, the City of Hamilton values the role that the media has to communicate City news and information to the public and to report on the public's views and opinions of the City of Hamilton.

Effective media relations are critical to the City of Hamilton. For this reason, the City of Hamilton is committed to developing and maintaining professional working relationships with the media to promote public awareness and understanding of Council decisions, City policies, issues facing the City, services and programs, and new and emerging initiatives.

The purpose of this policy is to ensure professionalism and consistency in how the City works with the media. The policy also includes specific procedures for the successful delivery of media relations services.

## PURPOSE:

To provide staff with general principles and protocol for dealing with the media on behalf of the City of Hamilton.

To ensure media enquiries are responded to in a timely manner, that is accurate and clear, and by the most appropriate City spokesperson.

To encourage appropriate and proactive media relations that provide residents, businesses, and visitors with timely, accurate, and newsworthy information about programs, services, and issues of public interest.

## SCOPE:

This Policy applies to all staff and divisions of the City of Hamilton. This Policy does not apply to members of City Council, their staff or to the City's agencies, boards, or commissions.

## GUIDING PRINCIPLES AND GOALS OF MEDIA RELATIONS AT THE CITY:

The City of Hamilton recognizes the vital role media has in City communications and the need to respond to media requests with promptness, courtesy, honesty, and respect. We welcome the opportunity to communicate accurately and clearly about City programs, services, and issues.

The City maintains positive working relationships with all forms of media (i.e. print, broadcast and electronic) that reach national, regional, local, neighbourhood, community, and ethnic audiences.



The City produces and distributes information to the media that has news value, and is timely, clear, accurate, and accessible.

The City maintains an open, transparent communications process that enables media to have access to City decision-makers and knowledgeable staff.

The City's media relations activities comply with municipal legislation, corporate policies and council directives.

**POLICY STATEMENT:**

Building and sustaining strong relationships with media is a key priority for the City of Hamilton. The media is an effective vehicle for communicating information about the organization and its goals; increasing public awareness and education regarding projects, initiatives, events, by-laws and policies; and fostering a positive image for the City and our community.

**INTEGRATION:**

The Media Relations Policy must be incorporated into and work along side a number of business practices and policies. Some examples include:

- Communications or Marketing Plans at the departmental, divisional, sectional, and corporate level.
- The City's media relations activities comply with all existing Council and corporate policies.
- The need for ongoing media relations training and Communications support, which are vital tools to the success of the City's media relations activities.

All staff should be aware that a wide range of our functions have an impact on residents and as such are newsworthy. Newsworthy items include:

- a change in the way the City delivers a service or in the level of service being provided;
- good news and exciting initiatives
- anything related to the City's budget or that will have an impact on citizens;
- a public occurrence at a City facility;
- business successes;
- crisis or emergency issues;
- community or public meetings or any community consultation;
- Committee or Council reports;
- staff presentations and responses at Committee or Council; and
- visits from other levels of government to the City of Hamilton.

**Definition of Media:**

The City of Hamilton defines media as any print, radio, television or online media outlet. This includes national, regional, local, neighbourhood, community and ethnic media outlets; Online media refers to websites that publish news, investigative reports, analysis, commentary, events and/or general information.

In order to help staff and media understand protocol and expectations, the Policy defines roles and responsibilities in key areas such as:

- Departments
- Official Departmental Spokespersons
- Strategic Communications Team
- Emergencies
- Media Relations Tools (media releases, press conferences, events etc.)
- Prioritization and Coordination of Responses
- Policy on Social Media (Appendix 2)

#### **STAFF ROLES AND RESPONSIBILITIES:**

##### ***Departments***

Each City department should identify and train appropriate representatives as spokespersons for their business areas.

Authorized spokespersons will provide accurate and timely information on programs, services, activities, initiatives, and issues that relate specifically to their business area. Spokespersons are also responsible for working with their department's communications officer/public affairs coordinator on any proactive media relations activities (i.e. media release), creation or changes to Social Media plans (for more details, please see Appendix '2': Social Media Policy) and media enquiries. For clarification of which types of issues spokespersons must involve their communications officer/public affairs coordinator, please refer to Strategic Communications Team Members (below).

##### ***2. Official/Authorized Department Spokespersons include:***

City Manager shall be the spokesperson on major staff or administrative issues or initiatives.

Department's General Manager shall be the spokesperson on issues or programs that fall under the department that he/she serves.

Medical Officer of Health shall be the spokesperson on public health matters, the provincial Health Protection and Promotion Act (and other appropriate legislation) and provincially mandated guidelines.

City Clerk shall be the City spokesperson with regard to Council agendas and Council decisions of record.

Directors/managers shall be spokespeople on issues or programs for which they are considered to be the subject matter experts.

Other staff shall be the spokesperson on issues that they are acknowledged content experts subject to approval of the program manager, director or general manager as outlined in a list of authorized departmental spokespersons. The scope of media involvement is limited to specific areas of expertise only.

**All authorized/official spokespersons should complete the appropriate media training in consultation with their communications officer/public affairs coordinator.**

### ***3. Strategic Communications Team (SCT) Members:***

The City of Hamilton operates under a decentralized communications model. Most departments have a minimum of one communications officer/public affairs coordinator. These individuals belong to a corporately coordinated Strategic Communications Team. This group is coordinated by the Strategic Communications Program Manager. Members of the SCT primarily act as a media liaison, determine appropriate media spokespeople, work with the media's deadlines and can often provide factual and background information. Communication officers/public affairs coordinators can be designated spokespersons when the need arises. They are often spokespersons during municipal emergencies as a means of communicating important public messages.

Communications/public affairs staff will work with department spokespersons to help them coordinate and prepare for media enquiries, interviews, press conferences, as well as develop, review, and distribute proactive media relations tools. Your department's communications officer/public affairs coordinator should be consulted, prior to media interviews occurring, especially media enquiries that deal with significant, or possible contentious or controversial issues.

The intent of this protocol is to ensure that:

- the most appropriate spokesperson has participated in the interview;
- all relevant information has been provided to the interviewer, and;
- the Mayor, members of Council, City Manager, and/or other staff/officials are informed where and when appropriate.

### ***4. Non-spokespersons:***

City staff who are not designated spokespersons, and who are contacted by a news media representative shall:

- treat the reporter as a customer: be courteous and professional.
- explain that they are not a spokesperson for the City and respectfully decline the request for an interview or information. An appropriate response to the media would be, "I'm sorry, I don't have the full information regarding that issue. I will pass along your request to a Communications Officer who will respond to you as soon as possible."
- help provide timely responses to the media by collecting the following information to be forwarded along to your department's communications officer/public affairs coordinator and the appropriate director or manager:
  - ⇒ journalist's name and who they work for
  - ⇒ contact number
  - ⇒ deadline
  - ⇒ topic of the interview
- advise the reporter that the request will be forwarded to the appropriate spokesperson

## PROTOCOL

### *Emergencies:*

Communications/Public Affairs staff are available Monday-Friday, 8:30 a.m. – 4:30 p.m., and after hours in emergency and time sensitive urgent matters.

### *Coordination and Prioritization of Enquiries and Requests:*

City staff should encourage media to contact one of the communications officers/public affairs coordinators as a first point of contact, especially if they don't know the appropriate spokesperson. Staff will deal with enquiries in a timely manner; typically responding the same business day or requested deadline.

- Enquiries regarding issues of public health and safety will usually be dealt with first.
- Complex issues requiring staff research may take more than one business day to process; as much advanced notice as possible is appreciated.
- Non-emergency/non-urgent enquiries that are received outside regular business hours will be responded to on a case-by-case basis.

### *Response Protocols:*

- Staff should not be commenting on a Committee report until it is a public document (i.e. Clerks has made the report available on-line and made public and delivered to Members of Council)
- Staff may speak to media in advance of a Committee/Council presentation to provide clarity and background information.
- City staff cannot talk about any ongoing investigations or legal actions (pending or current charges or hearings) or any confidential personnel matters. Spokespersons can however provide information on our policies and processes.
- If you require any clarification and/or assistance relative to appropriate spokesperson(s) please contact your Communications Officer/Public Affairs Coordinator.

## PROACTIVE MEDIA RELATIONS TOOLS:

Recognizing the important role the media have in keeping residents and stakeholders informed about City programs, services, and initiatives, the City of Hamilton engages in extensive proactive media relations activities, such as issuing media releases, advisories, Public Service Announcements (PSAs), briefings etc.

### *Objectives*

The objectives of proactive media relations are to:

- create awareness about Council decisions or change in policies;
- provide public information about City programs, services, or public health issues;
- solicit input or engage the public in consultation;
- issue an invitation to an event or public activity;
- provide more detail or background information on a specific City initiative;
- provide opportunity to demonstrate technical information;
- provide information to correct errors previously reported by media; and/or
- inform and educate the public on emerging issues of importance to the City.

***Media Release or Advisory:***

Whenever a member of staff initiates a media release, for whatever purpose, a copy must be sent - before it is released - to the department's communications officer/public affairs coordinator. It will be reviewed and then distributed to all appropriate media by the communications/public affairs staff.

When initiating a release on behalf of the City and quoting any City staff or elected official, the release must be approved in writing by the person being quoted in advance of its release.

All staff and officials identified as a contact should be available for comment during the day in which the release is issued.

Communications officers/public affairs coordinator shall forward media releases, public meeting, public information centre (PIC) notices and advisories to the following officials and staff before sending (separately) to the media:

- Mayor and Members of Council where applicable and
- the General Manager of the respective department(s) and or SMT where applicable.

News releases should be posted to the City's website by a communications officer/public affairs coordinator or designate.

*A complete description of each of these tools can be found in Appendix 1.*

**SOCIAL MEDIA**

Only approved/official media spokespeople are authorized to lead/manage/participate in Social Media outreach activities (Please refer to Appendix 2 for the complete Social Media Use Policy).

***News Gathering at City Facilities (Videotaping, Photographing and Sound Recording):***

Media should obtain where necessary any waiver from any individual (or their parent/guardian if under 18), in order to videotape, photograph and/or record patrons of City facilities.

***Exceptions:***

The media is not required to obtain waivers at public meetings or events where the media presence is obvious, routine and/or expected.

**RELEVANT LEGISLATION:**

Municipal Freedom of Information and Protection of Privacy Act

**ADMINISTRATION:**

This policy is chiefly administered by the City Manager's Office through the strategic communications program manager. Each City department, and their spokespersons are also responsible for administering this policy in their day-to-day interactions with the media.

**APPROVAL:**

Senior Management Team (SMT)

# Appendix 1 -Media Relations Tools

## 1. Media Releases

Media Releases are to be issued to the media when there is something newsworthy to announce, such as a major program change or a new City initiative. The message must have news value and must be written for journalists and must be part of an overall communications plan. As a guideline, staff must consider:

- i) whether the announcement is significant or unusual enough to attract an editor's attention;
- ii) whether the message has significant impact or not. In order to be newsworthy, a significant number of people must be affected by the message. If it is a specific group of stakeholders or too narrow an audience, then a general news release may not be appropriate and more targeted communications may be in order.

## 2. Media Advisories

Media advisories are used for two purposes. One is to alert members of the media to events or issues happening at the City that are straightforward, routine, or happen on a regular basis, but yet are newsworthy. For example, issues of public health such as heat alerts, street or facility closures, emergency alerts, or basic public information such as service level information, notices of public consultations, etc. The second is to alert members of the media about events happening at the City at a specific date, time, and place to which the media is invited. Examples include park openings, street unveilings, launches of programs, demonstrations, etc. Media advisories are also used to alert media to any other proactive media relations activity being initiated by the City such as a news conference or media availability session.

## 3. Media Events/Photo Opportunities

Occasionally, it is worthwhile to invite the media to an event or opportunity that will allow them to see a City initiative, service, program, or facility in action. Such events allow the City to provide hands-on demonstrations or examples directly to media and give them the opportunity to communicate directly with authorized spokespeople. Among the common examples of media events and photo opportunities are:

- demonstrations of City equipment such as fleet vehicles and specialized tools;
- ribbon-cutting or plaque-unveiling ceremonies to a launch new project or facility;
- awards presentations;
- flag-raising ceremonies;
- opportunities for members of the media to participate in an event such as a bicycle or fleet rodeo; or
- take part in fire evacuation procedures.

Generally, a media event is for members of the media and invited stakeholders only. It is not for members of the public.

## 4. News Conferences

News conferences are limited to major announcements by the City of Hamilton or when there is a great deal of information to present (i.e. during emergencies). News conferences allow the City to communicate directly to

several members of the media at the same time and allow media the opportunity to ask questions of authorized spokespersons directly. News conferences are arranged when it is appropriate for the City's messages to be conveyed by multiple spokespeople, as is the case during a critical incident facing the city, such as a labour disruption, significant public health issue ,or an emergency situation with broad impact.

#### 6. Letters to the Editor

Occasionally the City will consider preparing and sending a letter to the editor of a specific media outlet as a way to communicate the City's position or explain a City policy in response to a media story. Such letters must be brief and balanced, and must be written in such a way that the City's message(s) are not lost or misconstrued if the letter is edited prior to publication. Letters to the editor must be approved by your General Manager /designate and communications/public affairs representative.

#### 7. Correction Advisories

Occasionally, there may be a situation where important facts have not been accurately reported. Depending on the seriousness of the error, corrective action could range from a call to the reporter to a formal request for a printed or broadcast correction. Factual inaccuracies must be corrected so they are not repeated by other reporters. Your communications/public affairs representative can provide advice on how to best handle each situation.

## Appendix 2 - Social Media Use

### **POLICY STATEMENT:**

The City of Hamilton recognizes the importance of engaging the community through various means. In addition to traditional methods of community feedback the City needs to keep pace with technology and establish a clear process for approved staff to participate in strategic social media opportunities for approved business purposes. Participation in social media tools provides many benefits such as maintaining open dialogue, rapid sharing and receiving of information, and a convenient and often more accessible forum for two-way communication. The intention of this Policy is to establish a culture of openness, trust, and integrity in activities around social media.

The City of Hamilton also recognizes that employees may be participating in online communities for personal and/or approved business purposes. However, all employees must understand their roles, responsibilities, and legal obligations when participating in online communities, as it may have implications for the City. Employees should participate in a responsible and professional manner.

Employees are reminded that unless they have received specific written approval from their department's communications officer/public affairs coordinator, they cannot participate in social media on behalf of the City of Hamilton (i.e. Staff cannot use their personal Twitter accounts to discuss, promote, or respond to City-related matters).

### **POLICY PURPOSE/RATIONALE:**

The purpose of this policy is to:

- provide staff with guidelines for participating in online communities for approved business purposes and for personal purposes if staff are in any way identifying themselves as City employees;
- protect the reputation of the City Of Hamilton;
- limit the liability of employees and the corporation;
- manage brand integrity and identity; and
- support and adhere to the following policies and legislated acts:
  - Computer and Technology Acceptable Use Policy;
  - Media Relations Policy, 2011 Updated version;
  - Employee Code of Conduct Policy;
  - Social Media Checklist (attached here in);
  - Municipal Freedom of Information and Protection of Privacy Act (MFIPPA);
  - Personal Health Information Protection Act (PHIPA);
  - Charter of Rights and Freedoms; and
  - Any and all other applicable City of Hamilton policies.



## PURPOSE/RATIONALE:

- provide staff with guidelines for participating in online communities for approved business purposes and for personal purposes if staff are in any way identifying themselves as City employees;
- protect the reputation of the City Of Hamilton;
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  - Computer and Technology Acceptable Use Policy;
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  - Social Media Checklist (attached here in);
  - Municipal Freedom of Information and Protection of Privacy Act (MFIPPA);
  - Personal Health Information Protection Act (PHIPA);
  - Charter of Rights and Freedoms; and
  - Any and all other applicable City of Hamilton policies.

## SCOPE:

This applies to staff participation in all social media tools regardless of whether the tools are established and maintained by the City of Hamilton or by an external organization or individual.

Staff who are approved to participate in social media must have received appropriate training (where necessary) and authorization from their communications officer/public affairs coordinator or approved designate. To receive approval for use of social media for City related work, communications officers/public affairs coordinators should be consulted and a business case needs to be presented with a rationale (including staffing considerations) prior to the establishment of a social media campaign or the creation of tools (i.e. Facebook, blog, Twitter etc.).

In addition, any requests for participation (providing comment) in external online discussions (i.e. blogs, twitter etc.) related to City business and acting in their capacity as a representative of the City must be treated just like a media request in a professional and timely manner, by an approved media spokespersons and following the same Media Relations procedures (see new 2012 Media Relations Policy).

To further clarify in the case of Twitter: staff should forward relevant and newsworthy City-related items to an appropriate and approved City twitter account for distribution (such as @CityofHamilton, @CityofHamOnt @HamiltonEcDev, @TourismHamilton etc.). It is inappropriate for city staff to discuss, promote, or respond to City-related matters from personal twitter accounts.

Departments who wish to make use of social media as defined here within are required to develop departmental protocols and procedures, where appropriate, regarding staff training and awareness, as well as any department specific guidelines.

## DEFINITIONS:

Web 2.0 is the term given to describe a second generation of the World Wide Web that is focused on the ability for people to collaborate and share information online.

Social media includes websites where people can post information, build community knowledge, discuss issues, and network. These online communities include, but are not limited to:

- Microblogs (i.e. Twitter);
- Blogs (or Weblogs);
- Message Boards;
- Chat Rooms;
- Online newspaper/magazine comment sections;
- Mailing lists or listservs;
- Photo/Video sites (i.e. YouTube; Flickr);
- Social News sites (i.e. Digg, Reddit);
- Facebook;
- LinkedIn; and
- Wikis.

These online communities may have different levels of access. Some are open to anyone and others restrict membership. Although postings, comments, and content on restricted access communities (password protected) may seem like a private conversation, the content may still be publicly accessible and available (i.e. nothing is ever off the record).

Approved Social Media Representatives can be defined as:

- Approved media spokespeople and
- Those who have been approved through their departmental communications officer or public affairs coordinator.

## OVERVIEW:

### Professional use of social media

#### *Becoming authorized to comment:*

- Before engaging in social media as a representative of the City and/or your department, you must become authorized to comment.
- You may not comment as a representative of the City/department unless you are authorized to do so.
- To become authorized to comment in an official capacity, you are an approved media spokesperson or have delegated authority to speak on behalf of your department from your communications officer/public affairs coordinator.

#### *Rules of engagement:*

Once authorized to comment as a City/department representative, you must:

- disclose you are an employee/contractor of the department, and only use your own identity, or an approved official account;
- disclose and comment only on information classified as public domain information;
- ensure that all content published is accurate and not misleading and complies with all relevant departmental and City policies (i.e. Code of Conduct and privacy laws and legislation);
- ensure you are not the first to make an announcement (unless specifically given permission to do so);
- comment only on your area of expertise and authority;
- ensure comments are respectful of the community and audience; and
- adhere to the Terms of Use of the relevant social media platform/website, as well as copyright, privacy, defamation, contempt of court, discrimination, harassment, and other applicable laws.

If you are authorized to comment, you must *not*:

- post or respond to material that is offensive, obscene, defamatory, threatening, harassing, bullying, discriminatory, hateful, racist, sexist, infringes copyright, constitutes a contempt of court, breaches a Court suppression order, or is otherwise unlawful or
- use or disclose any confidential or secure information make any comment or post any material that might otherwise cause damage to the City Of Hamilton's reputation or bring it into disrepute.

### Personal Use of Social Media

The City of Hamilton recognizes that employees participate in online communities and social media in their personal lives. If an employee were to discuss matters related to the City of Hamilton, (where the employee is directly identified with the City of Hamilton), while participating in online communities and social media in their personal lives, employees will clearly note they are representing their personal views and not the views of the City of Hamilton. For example, if you note in your personal Twitter bio/description that you work at the City of Hamilton, you must include the following disclaimer in your description: Comments made are my own and not that of my employer. Otherwise your comments will be subject to the policy guidelines outlined below.

When participating in online communities for personal use, employees must adhere to the following policy guidelines listed below.

If staff makes any online submission that either:

- directly identifies an employee's professional relationship with City Of Hamilton, its employees, or elected officials; or
- is submitted while using equipment/network resources owned by the City Of Hamilton

*then employees are* subject to all laws of Ontario and Canada, and particularly, the *Human Rights Code* and the City's Harassment and Discrimination Prevention Policy and Personal Harassment Prevention Policy, and personally responsible for the content of their submissions.

***At no time, will employees:***

- Reveal, disclose, or discuss:
  - City Of Hamilton matters which have confidentiality requirements;
  - identifiable and/or personal information about another employee or citizen that is not publicly known or without their explicit consent; and/or
  - information gained from companies, or other third parties as contracted with the City of Hamilton to provide goods, programs, and/or services.
  
- Use, modify, or post:
  - materials that are owned/copyrighted by the City of Hamilton, including images, screenshots, video, or information, unless approved by your communication officer/public affairs coordinator;
  - materials licensed to the City of Hamilton by a third party, including purchased images, and consultant reports.
  
- Comment on behalf of the City Of Hamilton, unless designated by Council or by communications/public affairs staff member to do so.

Staff in some positions, including managers, communication officers, directors, general managers may be viewed as spokespersons of the City *even when they are speaking from a personal perspective using personal social media accounts*. Employees in these or other positions should use judgment when commenting on city-related matters, including matters that involve another department of the City.

Any employee who becomes aware of an accidental or intentional privacy breach must report it to their supervisor in a timely fashion. Supervisors will contact their respective communications/public affairs staff and Human Resources for direction.

**GENERAL GUIDANCE:**

Respect copyright and fair use laws.

Protect confidential information:

- Understand that online content is not private.
- City employees must realize what they post will be around for a long time, and could be shared by others.
- Avoid identifying, discussing or posting multimedia of others – including clients, partners, vendors, or co-workers - unless you give credit to the content owner.

Be respectful and aware:

- Respect your audience and your co-workers.
- Make sure your communications are in good taste and be sensitive when providing links to content.
- Redirecting to another site may imply an endorsement of its content.

Protect the brand:

- Only those authorized by the City of Hamilton or an approved agency may use brand marks or logos in communications.
- Do not include the City logo or program logos in personal blogs or postings.

**BREACH OF POLICY:**

A breach of this policy by an employee is a serious matter and may result in disciplinary action up to and including termination of employment.

**SUB-APPENDICES:**

While the guidelines outlined in the following appendices deal specifically with Facebook and YouTube they can and should be used as guidelines for all online participation.

A. **Guidelines for using Facebook for Business Purposes:** processes to follow for setting up a Facebook site.

B. **Guidelines for using YouTube for Business Purposes:** processes to follow for loading a video onto YouTube or other external video sharing web site.

C. **Social Media Usage Checklist:** answers to provide to your communications officer/public affairs coordinator to determine the business case for using social media (Facebook, wikis, Twitter, YouTube, etc.) for business purposes.

## SUB-APPENDIX A

### Guidelines for using Facebook for Business Purposes

#### About Facebook

[www.facebook.com](http://www.facebook.com) - Facebook is a social networking service that lets you connect with friends, co-workers, and others who share similar interests or who have common backgrounds. Users create profiles including photos and lists of personal interests, exchange private or public messages, and join various groups. The website is free to users, but generates revenue from advertising.

#### Guidelines

Refer to the Social Media Policy for guidelines for usage of social media for business projects.

Please refer to the *"Social Media Usage Checklist"*. All staff are required to complete this checklist and meet with their communications officer/public affairs coordinator prior to commencing a project which incorporates Facebook. Communications staff should review any major content added to your Facebook page.

#### Do not:

- Disclose information, including textual or visual material that is confidential or has been disclosed to the City of Hamilton by a third party;
- Post anything to Facebook that would not be disclosed to journalists or external sources; and
- Refer or cite City Of Hamilton employees without their approval.

#### Do:

- Update the information on Facebook as often as possible. If the campaign ends or the page becomes outdated, ensure the page is deleted/inactive.
- Work with communications/public affairs staff to determine if a response is necessary if a negative comment is posted, and how to best approach it.
- Implement the "Wall" application and not "Reviews" application when setting up your page. Reviews cannot be edited or deleted.
- A general policy statement outlining the monitoring of Facebook pages for business purposes should be included. For example: "We welcome your opinions, and encourage open discussion about the topics we post. If we become aware of messages that contain advertising, are off-topic, use offensive or inappropriate language, are intended to defame, infringe someone's rights, or are a violation of law, we reserve the right to remove them."

#### Please Remember...

Facebook pages require a high level of commitment and time to review and update. Be aware that you are responsible for the maintenance of your independent sites.

It is also important to recognize a large portion of activity on Facebook occurs in the evening hours and on weekends. You may wish to place a disclaimer on your page that notes: This page is primarily reviewed during regular business hours, between 8:30am – 4:30 pm: Monday – Friday.

#### Facebook Links

Terms of Use: <http://www.facebook.com/terms.php?ref=pf>

Facebook Copyright Policy: <http://www.facebook.com/copyright.php>

Advertising Guidelines: <http://www.facebook.com/ads/?ref=pf>

## SUB-APPENDIX B

### Guidelines for using YouTube for Business Purposes

#### About YouTube

[www.youtube.com](http://www.youtube.com) - YouTube is a video sharing website where users can upload, view, and share video clips. YouTube is free to users. Unregistered users can watch videos but you must be registered in order to upload videos. YouTube displays a wide variety of user-generated video content such as movie clips, TV clips, music videos, as well as amateur content such as video blogging, educational videos, and short original films. Most of the content is uploaded by the public, although some media organizations have begun using YouTube as well.

YouTube accepts videos uploaded in most formats, including .WMV, .AVI, .MOV, MPEG, .MP4, DivX, .FLV, and .OGG.

#### Guidelines

Refer to the policy Social Media Policy for guidelines for usage of social media for business projects.

Please refer to the *"Social Media Usage Checklist"*. All staff are required to complete this checklist and meet with Communications staff prior to commencing a project which incorporates YouTube. Videos may be reviewed by Communications staff and if they do not follow the guidelines in this Policy they will need to be edited or removed.

Copyright information standards apply to video. Request permission to use images, text, music, or likeness in a video.

#### Do not:

- Disclose information, including textual or visual material that is confidential or has been disclosed to the City of Hamilton by a third party;
- Post anything that would not be disclosed to journalists or external sources; and/or
- Refer or cite City of Hamilton employees without their approval.

#### Do:

- Work with communications/public affairs staff to determine the best use of this medium; and
- Ensure that videos representing the City of Hamilton are of professional quality and meet the City's Identity, Standards, Style, and Protocol Guide requirements.

#### Notes

Create videos specific to the YouTube application. Using videos created for other marketing purposes may not appeal to the YouTube audience. YouTube pages require a level of commitment to reviewing posted comments. Be aware that you are responsible for the maintenance of your independent sites. Ideally videos should be under 3 minutes, with a target for 60-90 seconds for best result.

It is recommended that you turn off comments on YouTube for a channel or individual videos. Please review your settings with your communications officer/public affairs coordinator or designate.

#### YouTube Links

Terms of Use - <http://ca.youtube.com/t/terms>

Privacy Policy - <http://ca.youtube.com/t/privacy>

Help Resources - <http://help.youtube.com/support/youtube/bin/static.py?page=start.cs&hl=en-US>

## SUB-APPENDIX C

**Social Media Usage Checklist**

Web 2.0 technologies have created new and exciting methods to reach our target audiences. Many new social media tools are available for use. Before deciding to implement a social media project consider and answer the following questions and then meet with your communications officer/public affairs coordinator. *Note:* Once something is put online, it is very hard, if not impossible, to remove it. Be sure to double check all posts or submissions before they go live.


**Questions:**

- Have you sought the required department approvals, (communications/public affairs staff, manager and/or director)?
- Which Social Media tool are you planning on using? What is the goal of using this technology?
- What are your communication objectives? Are they different than what is already being communicated on [www.hamilton.ca](http://www.hamilton.ca) or other methods?
- Could you utilize current social media tools (i.e. current City-led Facebook pages or Twitter accounts) to get your messages out?
- Who is your target audience? Who are your key influencers? Do they regularly use this medium and do you have information/research to support?
- Do you know if any other organizations have created a similar project? Have you consulted on lessons learned? Who or what are your benchmarks?
- Will any other programs within the City Of Hamilton be affected by your social media content?
- Who will be the staff lead on this project? Who will respond to and track the comments and content being added on a daily basis?
- What happens at the completion of your campaign/event? Is there an expiration date on the site?
- Do you have any previous experience using this type of social media?
- Have you discussed your project with Information Services?
- What and how are you going to measure and evaluate the effectiveness of your social media tool?
- If you are working with an external vendor, are they familiar with social media? Have considerations been made to maintain the site after the relationship is terminated?
- Have you addressed any ownership of intellectual property issues (i.e. trademarks, copyright, brand, logo use)? Permission to use other's material is usually required.
- Do you have the resources to properly manage social media application and interact with the online community? (i.e. How frequently will the site be checked? How frequently will the site be updated?)





**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
**Legal and Risk Management Services Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	2023 Insurance Renewals - Cyber & Paramedics Medical Malpractice (LS22036(a)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Dana McLean: (905) 546-2424 Ext. 4247 Manager Risk Management Services
<b>SUBMITTED BY:</b>	Lisa Shields City Solicitor Legal and Risk Management Services Division
<b>SIGNATURE:</b>	

### RECOMMENDATIONS

- (a) That the Paramedic Medical Malpractice Insurance Policy for the term January 30, 2023, to January 30, 2024 in the amount of \$5 Million at a cost of \$64,000 (plus applicable taxes) be approved and funded through the 2023 Risk Management Services Budget.
- (b) That the update on the Cyber Insurance renewal be received as information.
- (c) That the 2023 insurance renewal of the property insurance coverages be received as information.
- (d) That the City Solicitor be authorized to execute all associated documents related to the renewal of the Paramedic Medical Malpractice coverage for the term January 30<sup>th</sup>, 2023 to January 30<sup>th</sup>, 2024, through Arthur J. Gallagher Canada Ltd. and Marsh Canada Ltd. on behalf of the City.

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

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

**SUBJECT: 2023 Insurance Renewals - Cyber & Paramedics Medical Malpractice  
(LS22036(a)) (City Wide)**

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**EXECUTIVE SUMMARY**

The purpose of this report is three-fold:

- (A) to obtain approval for renewal of the Paramedic Medical Malpractice Insurance Policy which expires January 30, 2023;
- (B) to provide an update regarding the status of the renewal of the Cyber Insurance Policy; and
- (C) to provide information on the renewal of Property Insurance policies that were renewed through delegated authority of the City Solicitor.

**2023 Paramedic Medical Malpractice Insurance Policy Renewal**

Staff are recommending that this policy be placed with a new insurer, with the term to run from January 30, 2023 to January 30, 2024, with a premium of \$64,800 and a deductible increase to \$1,000,000 as compared to the current policy which had a premium of \$36,750 and a \$250,000 deductible.

The City has received quotes for the renewal of the Paramedic Medical Malpractice Insurance policy, which will expire on January 30, 2023. The chart below outlines the quotes received by the City's broker and includes a quote from the incumbent insurer, Berkley Canada, for the 2023-2024 term:

2023-2024	Premium (not incl. taxes)	Deductible
Berkley Canada	\$75,000	\$1,000,000
Marsh Canada/QBE	\$64,800*	\$1,000,000
Marsh Canada/QBE	\$102,500	\$250,000

\*Recommended alternative.

The premium quote the City has received from the current insurer, Berkley Canada, for the term of 2023 to 2024 reflects an increase of 104% and includes a mandatory increase in the policy deductible to \$1,000,000 from \$250,000. The recommended alternative provides a lower premium for the same coverage and deductible. Even so, the premium increase is 75% which exceeds the delegated authority provided by Council's approvals in Report LS22036 and therefore requires Council approval prior to January 30th.

The City's broker, Arthur J. Gallagher Canada Limited, assisted in obtaining the quote for a lower premium through a market search. As indicated in the chart above, two additional quotes were received from the Marsh Canada Liability Program, underwritten by QBE. The first quote of \$64,800 provides the same coverage as the expiring policy

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**SUBJECT: 2023 Insurance Renewals - Cyber & Paramedics Medical Malpractice  
(LS22036(a)) (City Wide)**

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with an increased deductible of \$1 Million. The second quote maintains the lower and current \$250,000 deductible. The premium for this alternative is an increase in excess of 175% from the expiring premium. For reasons outlined further in the Analysis section of this report, this alternative is not recommended.

#### 2023 Cyber Insurance Renewal

The City has not yet received a renewal quote from the Cyber Insurance underwriters. Staff have requested an extension of the coverage expiring January 31, 2023 to allow time to obtain appropriate approvals once a quote is received but are awaiting a response to this request and what, if any, is the associated cost.

It is possible that the City's current policy will expire at the end of January, leaving the City self-insured and relying on its own resources to address cyber liabilities, meaning that any cyber losses would be solely funded by the City without the benefit of insurance. Other businesses and municipalities are finding themselves in similar non-insured positions due to the rapidly changing risks and cyber protection measures required by insurers. At the time of the writing of this report there is no cyber premium quote or response for coverage. An update of any new information will be provided to Committee at the meeting.

#### Property Coverages

Pursuant to Report LS22036, Council approved the Municipal Liability Insurance policy renewal and granted delegated authority to the City Solicitor to renew the Property Insurance coverages for 2023, provided premiums do not exceed a 15% increase from the expiring term, and report back to the General Issues Committee. In accordance with that delegated authority the property insurance coverages identified in the chart below were renewed with an overall increase of 6.11% from the expiring term at a premium cost of \$6,922,300.

Policy	2022-2023 Premium	2023-2024 Premium
Environmental 2Yr Policy Period -Expires 2024	\$169,455	n/a
Terrorism	\$120,000	\$140,000
CBNR (Chemical, Biological, Nuclear, Radiation)	\$80,000	\$92,500
Fleet	\$1,555,237	\$1,687,969
Transit	\$2,328,384	\$2,500,153
Garage	\$6,610	\$6,810
Property	\$ 2,194,526	\$ 2,422,868
Crime	\$20,000	\$20,000
Excess Crime	\$49,613	\$52,000

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Total (less applicable tax)	\$6,523,825	\$6,922,300
		Overall 6.11% increase

The City's broker has advised that despite the continuing hard market within the insurance industry, the City's overall increase in premiums were minimal for the property insurance policies when compared to other municipal accounts. Premium increases are attributed mainly to inflationary increases in value for City assets and infrastructure as well as industry rate increases under specific lines. The coverages, limits and deductibles remain unchanged.

**Alternatives for Consideration – see page 6**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The Paramedic Medical Malpractice Insurance policy premium of \$64,800 plus taxes will be funded by the 2023 Risk Management Budget with any shortfall to be funded from year end surpluses or the Tax Stabilization Reserve (110046). A higher deductible of \$1,000,000 will mean the City will bear any costs from claims up to that amount, as compared to the previous policy which had a \$250,000 deductible.

**Staffing:** N/A

**Legal:** N/A

**HISTORICAL BACKGROUND**

As detailed in the prior Report LS22036, the insurance marketplace continues to be challenging for specific insurance lines such as Paramedic Medical Malpractice Liability as claims continue to grow in severity and frequency. Medical malpractice coverage for paramedics used to be covered under the City's Municipal General Liability Insurance. Since 2019, insurers of municipalities have restricted Medical Malpractice Liability insurance relating to the operations of paramedics. A stand-alone insurance policy has been in place for municipal paramedic operations. There is a growing trend of claims against municipalities for failing to deliver paramedic services in accordance with the applicable standards.

The City's broker, Arthur J. Gallagher Canada Limited ("Gallagher"), has advised that the current insurer, Berkley Canada, indicates that the reason for the substantial increase in premiums is as a result of the size and scope of the paramedic operations of the City of Hamilton, the overall trending and adverse development of open claims industry wide, and the City's claim history.

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As indicated earlier in this report, the broker solicited quotations from other insurers in an attempt to secure reduced rates. The insurers who are able and willing to provide quotations for municipalities are very limited and most domestic insurers declined to quote.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

## **RELEVANT CONSULTATION**

Finance and Corporate Services and the City's Broker Arthur J. Gallagher Canada Ltd.

The City's broker has sought to renew the City's coverage through consultations with the City's current insurer as well as other municipal insurers.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

2023 Paramedic Medical Malpractice

The City has robust mandatory training in place for its paramedic services. As well, paramedic staff are required to review and understand the Ministry of Health (MOH) Basic Life Support Patient Care Standards, and Advanced Life Support Patient Care Standards along with any associated updates or changes to those standards when launched by the MOH. Hamilton Paramedic Service's policy and procedures are reviewed on a continual basis as part of a Collaborative High Reliability (Just Culture) process for quality reviews.

In the past five years, the City has incurred one claim which expenses are approaching the current \$250,000 deductible. All other claims incurred under this line of coverage have been resolved far below the deductible limit and have not been submitted to the City's insurers. By accepting the policy coverage offered by the Marsh Canada Liability Program with QBE as the underwriter with a \$5 million limit, with the higher \$1 million deductible, the City will benefit from the lowest quote received for such coverage, while still protecting the City should a large loss occur.

Staff will continue to monitor claims under this line of coverage when reviewing annual renewal of the coverage limits and deductibles for any adjustments that may be necessary in future terms to protect the City's interests.

Staff are recommending approval of the Paramedics Medical Malpractice Policy with Marsh Canada Liability Program/QBE for the period January 30, 2023 to January 30, 2024.

**SUBJECT: 2023 Insurance Renewals - Cyber & Paramedics Medical Malpractice  
(LS22036(a)) (City Wide)**

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## 2023 Cyber Insurance

Since the third quarter of 2022, staff have been in regular contact with the City's broker and current insurer, to provide necessary information to obtain the renewal quotes for its annual cyber insurance policy. The insurer has received all requested information, however, at the time of the writing of this report, staff continue to receive and respond to additional requests for information from the underwriter. A renewal quote has yet to be received for this policy which has an expiry date of January 31, 2023.

Given the extremely short turnaround time to provide authorization to bind coverage, staff have requested from the broker and insurer an extension of the coverage be granted into February to allow for a further report to Committee for proper authorization to be obtained once a renewal quote is received. Staff await confirmation of this extension as well as the renewal quote. Staff will report back to Council upon receipt of the renewal terms and conditions for the Cyber Insurance Policy.

## **ALTERNATIVES FOR CONSIDERATION**

The broker has marketed for the City to obtain the best quotes for the necessary coverages. All viable options have been presented.

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

### **Our People and Performance**

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

## **APPENDICES AND SCHEDULES ATTACHED**

None.

# CITY OF HAMILTON MOTION

General Issues Committee: January 18, 2023

**MOVED BY COUNCILLOR J.P. DANKO.....**

**SECONDED BY MAYOR/COUNICLLOR.....**

### **Stormwater Rate Review**

WHEREAS, in December 2021, Council directed staff, through Report PW21074 to report back to the Public Works Committee with a review of the benefits and challenges of various stormwater program funding options including water rates, a dedicated stormwater fee or tax levy or any other options and provide a recommendation for the preferred financing model for the City’s stormwater programs, including a preliminary plan and any resource requirements necessary to conduct a detailed review of the preferred financing model;

WHEREAS, in June 2022, Council approved Report FCS22043 - Stormwater Funding Review that directed staff to report back to the General Issues Committee to provide Guiding Principles for consideration that will direct the evaluation of alternative stormwater rate funding structures as part of the Stormwater Funding Review;

WHEREAS, Report FCS22043 Stormwater Funding Review outlined three phases for the project with an estimated timeline for completion of all three phases of January 2026;

WHEREAS, Report FCS22043(a) Stormwater Funding Review on the November 30, 2022 General Issues Committee (GIC) agenda recommends a set of guiding principles for council to consider;

WHEREAS, Report FCS22043(a) Stormwater Funding Review highlights that Phase 1 of the project was completed three months earlier than originally planned;

WHEREAS, a new Utility Billing System is required to be in place at the expiry of the current contract with Alectra expected at December 31, 2024; and;

WHEREAS, synergies could be achieved if a new Stormwater Funding model could be integrated into a new Utility Billing System;

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to report back to the General Issues Committee in the first quarter of 2023 on the steps and resources required to implement a dedicated user fee for stormwater services, with an implementation date no later than January 2025; and,
- (b) That, in addition to the guiding principles that may be adopted by Council through Report FCS22043(a), staff be directed to include all aspects of the City's stormwater services to be funded from the revenues associated with this dedicated user fee.



# CITY OF HAMILTON MOTION

General Issues Committee: January 18, 2023

**MOVED BY MAYOR A. HORWATH.....**

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

### **Audit of the 2022 Municipal Elections in the City of Hamilton**

WHEREAS, the City Clerk has responsibility under the *Municipal Elections Act* for conducting elections within the city of Hamilton;

WHEREAS, Council is responsible for providing funding for the conduct of municipal elections, the use of City resources during an election, the methods used for voting and the passing of by-laws related to election signs; and,

WHEREAS, there have been concerns raised including, but not limited to, the use of vote by mail ballots, elector privacy, timely distribution of information to electors and candidates, as well as voting delays during the 2022 municipal elections in the city of Hamilton;

THEREFORE, BE IT RESOLVED:

- (a) That the City Auditor be directed to:
  - (i) undertake and oversee, an audit of the administration of the 2022 municipal election in the city of Hamilton and report back in May of 2023 to Audit, Finance and Administration Committee on the findings of the audit to ensure that sufficient systems, resources, vendors and vendor agreements, and policies and procedures are in place to comply with the provisions of the *Municipal Elections Act*,
  - (ii) produce an actionable set of recommendations focused on improving the administration of the City of Hamilton’s elections for the 2026 municipal election; and,
  - (iii) and make recommendations to Council with regards to suggested legislative reforms to the *Municipal Elections Act*; and,
- (b) That the audit process, of the 2022 municipal election in the city of Hamilton, include the retention of an election expert, and the solicitation of feedback from electors and candidates.

# CITY OF HAMILTON

## MOTION

General Issues Committee: January 18, 2023

**MOVED BY MAYOR A. HORWATH .....**

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

### Council Priorities Workshop

WHEREAS, Hamiltonians will benefit most from a council that, as a whole, sets out clear priorities,

WHEREAS, urgent needs in our communities will be addressed more quickly and efficiently by a council that is working together to make tangible progress on our most pressing challenges and opportunities,

WHEREAS, this council will be able to more effectively direct staff work and get results for Hamiltonians by setting out clear priorities for the term,

THEREFORE, BE IT RESOLVED:

That staff be directed to work with the Mayor, Councillor M. Wilson, Councillor Beattie, and Councillor Jackson, to plan a workshop for council at which Council as a whole will set priorities as a group for the 2022 – 2026 term of office; and,

That the workshop and final council product be completed by March 31<sup>st</sup> 2023.

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*(To be completed by the Clerk)*

MOTION APPROVED        ON A RECORDED VOTE        Yeas: \_\_\_\_\_    Nays: \_\_\_\_\_  
(Refer to Recorded Vote Sheet)

MOTION DEFEATED        ON A RECORDED VOTE        Yeas: \_\_\_\_\_    Nays: \_\_\_\_\_  
(Refer to Recorded Vote Sheet)

# CITY OF HAMILTON

## MOTION

General Issues Committee: January 18, 2023

**MOVED BY MAYOR A. HORWATH.....**

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

**Establishment of a Mayor’s Task Force on Transparency, Access and Accountability**

WHEREAS, Hamiltonians have articulated concerns about issues of transparency, access, and accountability at City Hall; and,

WHEREAS, Council is committed to ensuring that Hamiltonians feel confident that their elected officials have heard their concerns and will endeavor to address them.

THEREFORE BE IT RESOLVED:

- (a) That the City of Hamilton establish a diverse Mayor’s Task Force on Transparency, Access and Accountability to be tasked with undertaking a comprehensive review of public concerns regarding access, transparency, and accountability at City Hall;
- (b) That staff, in consultation with the Mayor, develop and report back with a Terms of Reference for the Mayor’s Task Force on Transparency, Access and Accountability, that includes a one year term with a regular reporting schedule and that the meetings be chaired by two Co-Chairs, appointed by the Mayor;
- (c) That the Mayor’s Task Force on Transparency, Access, and Accountability provide actionable recommendations to the General Issues Committee to address these concerns and improve public access, transparency and accountability at Hamilton City Hall including the suggested measurements for success linked to each recommendation; and,
- (d) That the Mayor’s Task Force on Transparency, Access, and Accountability at City Hall be provided with a budget of up to \$50,000 for the purpose of soliciting input and feedback from Hamiltonians to inform their work, and that this be funded through the Tax Stabilization Reserve 110046.