



City of Hamilton
GENERAL ISSUES COMMITTEE
REVISED

Meeting #: 23-012
Date: April 5, 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

1. CEREMONIAL ACTIVITIES

2. APPROVAL OF AGENDA

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

3. DECLARATIONS OF INTEREST

4. APPROVAL OF MINUTES OF PREVIOUS MEETING

4.1 March 22, 2023

4.2 March 24, 2023 - Special

5. COMMUNICATIONS

- *5.1 Correspondence from Caroline Hill Smith, Action 13 Member, respecting endorsement of Report PED23064 to establish priorities for the Office of Climate Change Initiatives

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

- *5.2 Correspondence from Richard Koroscil, Chair and Zoe Green, Manager, Bay Area Climate Change Council, respecting support for the 2023 Priority Focus Areas of the Office of Climate Change Initiatives (PED23064)

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

6. DELEGATION REQUESTS

- 6.1 Vic Djurdjevic, NikolaTesla Educational Corp, respecting permission to hold Tesla Electric City Festival and the Hamilton Museum of Steam and technology (In-Person) (For a future meeting)
- 6.2 David Braden, respecting an approach that the City could adopt to respond to and encourage climate sensitive, demonstration projects (In-Person) (For a future meeting)
- *6.3 Charlie Mattina, Hamilton Community Land Trust, respecting an introduction to the Hamilton Community Land Trust, a grass roots all volunteer Non-for-profit community organization (In-Person) (For a future meeting)
- *6.4 Don McLean, respecting Item 8.2 - Priority Focus Areas for the Office of Climate Change Initiatives (PED23064) (Virtually) (For today's meeting)

7. DELEGATIONS

- 7.1 Hafeez Hussain, respecting Equity, Diversity and Inclusion and My Experience with the City of Hamilton (In-Person)

8. STAFF PRESENTATIONS

- 8.1 Hamilton's Foreign Direct Investment (FDI) Attraction Strategy (PED23033) (City Wide)
- *8.2 2023 Priority Focus Areas for the Office of Climate Change Initiatives (PED23064) (City Wide)
- *8.3 Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates and Development Charge By-law Approach (PED23084) (City Wide)
- *8.4 Red Hill Valley Parkway Inquiry Update (LS19036(r) / PW23029) (City Wide)

9. CONSENT ITEMS

- 9.1 Locke Street Business Improvement Area (BIA) Revised Board of Management (PED23060) (Ward 1)
- 9.2 Business Improvement Area (BIA) Sub-Committee Minutes - February 14, 2023

10. DISCUSSION ITEMS

- 10.1 Media Accreditation Review Terms of Reference (CM23008(a)) (City Wide)
(Outstanding Business List) - REVISED
- 10.2 Locke Street Business Improvement Area (BIA) Proposed Budget and Schedule of
Payment (PED23061) (Ward 1)
- 10.3 Green and Inclusive Community Buildings Program Intake 2 (FCS21055(a)) (City
Wide)
- 10.4 City of Hamilton Property Tax Increases due to Ontario Legislative Changes
(FCS23039) (City Wide) (Outstanding Business List Item)
- *10.5 Advisory Committee for Persons with Disabilities (ACPD) Report 23-003

11. MOTIONS

- 11.1 Stairs at Grant Boulevard, Hamilton (Ward 13)
- 11.2 Securing Canada's \$1 Billion Investment in a Strengthened Freshwater Action Plan

12. NOTICES OF MOTION

- *12.1 Investing in Beautiful Alleys (Ward 3)

13. GENERAL INFORMATION / OTHER BUSINESS

- 13.1 Amendments to the Outstanding Business List:
 - a. Items Requiring a New Due Date:
 - Encampment Pilot Evaluation (HSC20038(e) / PED21188(b)) (City Wide)
OBL Item: 2023-E
Current Due Date: April 20, 2023
Proposed New Due Date: May 2023
 - Hamilton Region Decarbonization Hub
OBL Item: II
Current Due Date: April 19, 2023
Proposed New Due Date: May 2023

b. Items Considered Complete and Needing to be Removed:

City of Hamilton Property Tax Bill Increases Due to Ontario Legislative Changes

OBL Item: 2023-J

Added: February 15, 2023 at GIC (Item 11.2)

Completed: April 5, 2023 at GIC (Item 10.5)

*13.2 Vacant Home Tax Communication Update (No Copy)

14. PRIVATE AND CONFIDENTIAL

14.1 Closed Session Minutes - March 22, 2023

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 Proposed Settlement of Appeals by 2362302 Ontario Inc. of City of Hamilton Development Charge By-law Nos. 19-141 and 19-142 (LS23004 / FCS23012 / PED23077) (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.

14.3 National Steel Car Litigation Update (LS23019) (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.

*14.4 Red Hill Valley Parkway Inquiry Update (LS19036(s)) (City Wide)

Pursuant to Section 9.3, Sub-sections (e), (f), (i) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (e), (f), (i) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain 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; 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.

15. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES 23-010

9:30 a.m.

March 22, 2023

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

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

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Hamilton Waterfront Trust - Options for Future Operations, Programs & Services (FCS23029) (City Wide) (Item 8.1)

(Kroetsch/Hwang)

- (a) That City of Hamilton – Hamilton Waterfront Trust Future Options – Final Report by KPMG dated November 29, 2022, attached as Appendix “A” to Report FCS23029, be received;
- (b) That a detailed review of the following two business models for the Hamilton Waterfront Trust future operations be undertaken as follows:
 - (i) A joint model whereby the management and operations of programs and services are delivered by the Hamilton Waterfront Trust **and** the City of Hamilton;
 - (ii) ***Winding up the Hamilton Waterfront Trust, inclusive of a recommended process founded on the City of Hamilton assuming the responsibility for existing programming and services delivered by the Hamilton Waterfront Trust.***
- (c) That Council approve a single-source procurement, pursuant to Procurement Policy #11 – Non competitive Procurements, for a detailed review of the two business models for Hamilton Waterfront Trust operations and that the General Manager, Finance and Corporate Services Department be authorized to negotiate, enter into, and execute

the extension and any ancillary documents required to give effect thereto with KPMG LLP, **and other external expertise**, in a form satisfactory to the City Solicitor;

- (d) That staff report back to City Council on the preferred model and the cost including the resources necessary to deliver the programs and services required.

Result: MAIN MOTION, As Amended, CARRIED by a vote of 11 to 5, 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
No	-	Ward 6 Councillor Tom Jackson
No	-	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
No	-	Ward 15 Councillor Ted McMeekin

2. Municipal Accommodation Tax (PED20009(d)) (City Wide) (Outstanding Business List Item) (Item 9.2)

(Francis/Pauls)

That Report PED20009(d), respecting Municipal Accommodation Tax, be received.

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

Yes	-	Mayor Andrea Horwath
Absent	-	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

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

3. Revised Board of Management for the Concession Street Business Improvement Area (BIA) (PED23059) (Ward 7) (Item 9.3)

(Pauls/McMeekin)

(a) That the following individuals be removed from the Concession Street Business Improvement Area Board of Management:

- (i) Brendan Eyre – Investment Planning Counsel;
- (ii) David Andrews – Community Rep;
- (iii) Kathryn Goegan – At Your Service; and,

(b) That the following individuals be appointed to the Concession Street Business Improvement Area Board of Management:

- (i) Subbu Subramonian – Property Owner of 540 Concession;
- (ii) Brenda Eszenyi – Penny Pinchers Costumes;
- (iii) Terry Rhodes – Community Rep.

Result: MOTION, CARRIED 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
 Yes - Ward 7 Councillor Esther Pauls
 Yes - 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

4. Assessment of Illness Linked to the Chedoke Creek Sewage Spill (BOH23009) (City Wide) (Outstanding Business List Item) (Item 9.4)

(Hwang/Cassar)

That Report BOH23009, respecting an Assessment of Illness Linked to the Chedoke Creek Sewage Spill, 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
Absent	-	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
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

5. Chedoke Creek Order - Remediation Update (PW19008(t)) (City Wide) (Item 9.5)

(Hwang/Beattie)

That Report PW19008(t), respecting the Chedoke Creek Order - Remediation Update, 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

6. Attracting Diversity During the Recruitment Process (HUR18017(a) / FCS23046) (City Wide) (Item 9.6)

(Horwath/Hwang)

That Report HUR18017(a) / FCS23046, respecting Attracting Diversity During the Recruitment Process, be received.

Result: MOTION, CARRIED by a vote of 13 to 1, 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
No	-	Ward 7 Councillor Esther Pauls
Yes	-	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
Absent	-	Ward 15 Councillor Ted McMeekin

7. Proposed Transfer of Prosecution Duties for Part III and Part IX Provincial Offences from the Province to the City (LS23003) (City Wide) (Item 9.7)

(Danko/Hwang)

That Report LS23003, respecting the Proposed Transfer of Prosecution Duties for Part III and Part IX Provincial Offences from the Province to the City, be received.

Result: MOTION, CARRIED 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
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
Absent	-	Ward 15	Councillor Ted McMeekin

**8. Comprehensive Legal Services Report 2020 and 2021 (LS23002) (City Wide)
(Item 9.8)**

(Pauls/Kroetsch)

That Report LS23002, respecting the Comprehensive Legal Services Report 2020 and 2021, 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

**9. Preparatory Activities Agreement - Hamilton Light Rail Transit (LRT)
(PED23050) (City Wide) (Item 10.1)**

(Nann/Horwath)

That the Mayor and City Manager be authorized and directed to execute, on behalf of the City, together with all necessary ancillary documents (including, without limitation, the Work Authorization agreements contemplated in the

Preparatory Activities Agreement), a Preparatory Activities Agreement attached as Appendix “A” to Report PED23050 between the City and Metrolinx with content acceptable to the General Manager, Planning and Economic Development and the General Manager, Public Works and in a form acceptable to the City Solicitor.

Result: MOTION, CARRIED 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
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
Absent	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**10. 2023 Battle of Stoney Creek Re-enactment (PED23070) (City Wide)
(Outstanding Business List Item) (Item 10.2)**

(Beattie/Francis)

- (a) That a \$20,000 increase in the budget for the 2023 Battle of Stoney Creek Re-enactment be funded from the Economic Development Initiatives Reserve (#112221); and,
- (b) That \$30,000 be added to the Tourism and Culture 2024 base Operating Budget for annual Battle of Stoney Creek Re-enactment event costs.

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

11. City of Hamilton / Ministry of Transportation 2022-23 Dedicated Gas Tax Funding Agreement (FCS23043) (City Wide) (Item 10.3)

(A. Wilson/McMeekin)

- (a) That the Mayor and the General Manager, Finance and Corporate Services, be authorized and directed to enter into an Agreement between the City of Hamilton and the Province of Ontario related to the funding commitment made by the Province of Ontario to the municipality under the Dedicated Gas Tax Funds for Hamilton's Public Transportation Program;
- (b) That the Mayor and General Manager, Finance and Corporate Services, be authorized and directed to execute the Letter of Agreement attached as Appendix "A" to Report FCS23043;
- (c) That the By-law attached as Appendix "C" to Report FCS23043 authorizing and directing the Mayor and General Manager, Finance and Corporate Services, to sign a Letter of Agreement between the City of Hamilton and the Province of Ontario with respect to funding under the Dedicated Gas Tax Funds for Public Transportation Program, be passed; and,
- (d) That, upon being passed, a certified copy of the By-law, together with two copies of the signed Letter of Agreement, be forwarded to the Ministry of Transportation.

Result: MOTION, CARRIED 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
Absent	-	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

12. Advisory Committee for Persons with Disabilities (ACPD) Report 23-002 - February 14, 2023 (Item 10.4)

(Pauls/Hwang)

(a) Investigation of Light Rail Transit (LRT) Systems in Neighbouring Municipalities by Members of the Advisory Committee for Persons with Disabilities (no copy) (Item 11.1)

WHEREAS, the Transportation Working Group believes that it would be beneficial for the Advisory Committee for Persons with Disabilities to review and identify accessibility barriers of Light Rail Transit (LRT) Systems in neighbouring municipalities like Kitchener and make recommendations with regard to barrier removal and prevention in compliance with the Accessibility for Ontarians with Disabilities Act and the Ontario Human Rights Code;

THEREFORE, BE IT RESOLVED:

- (i) That Members of the Advisory Committee for Persons with Disabilities be approved to travel to neighbouring municipalities to review and identify accessibility barriers of Light Rail Transit (LRT) Systems in neighbouring municipalities like Kitchener and make recommendations with regard to barrier removal and prevention in compliance with the Accessibility for Ontarians with Disabilities Act and the Ontario Human Rights Code; and
- (ii) That the transportation costs be funded from the Advisory Committee for Persons with Disabilities 2023 approved budget for conferences and related travel expenses, to an upset limit of \$1,000.

(b) Transfer of the Remaining Funds from the 2022 Advisory Committee for Persons with Disability Budget to the Reserve (Item 12.1)

That remaining funds from the 2022 Advisory Committee for Persons with Disabilities Budget be transferred to the Advisory Committee for Persons with Disabilities Reserve, to the maximum allowable amount.

Result: MOTION, CARRIED 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
Absent	-	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

13. Next Generation 9-1-1 Service Delivery (FCS20082(b) / HSC20045(b)) (City Wide) (Item 10.5)

(Beattie/Cassar)

- (a) That pursuant to Procurement Policy #12, Council approve the procurement of the Call Handling System component for Next Generation 9-1-1 (NG9-1-1) implementation for the Hamilton Fire Department and Hamilton Police Service and that the General Manager, Finance and Corporate Services Department be authorized to negotiate, enter into and execute, on behalf of the City of Hamilton, a contract, renewals, extensions, amendments and any ancillary documents required to give effect thereto with Comtech Solacom Technologies Inc., in a form satisfactory to the City Solicitor and with content acceptable to the General Manager, Finance and Corporate Services; and,
- (b) That the General Manager, Finance and Corporate Services Department be authorized to negotiate, enter into and execute, on behalf of the City of Hamilton, all necessary funding agreements, renewals, extensions, amendments, and any ancillary documents with His Majesty the King in Right of Ontario as represented by the Solicitor General (the Province of Ontario) for acceptance of funding to support the transition to NG9-1-1, in a form satisfactory to the City Solicitor and with content acceptable to the General Manager, Finance and Corporate Services.

Result: MOTION, CARRIED 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
Absent	-	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

14. Media Relations Program Review – Update to Media Relations Policy (CM23007(a)) (City Wide) (Item 10.6)

(Danko/Cassar)

- (a) That City of Hamilton’s Revised Media Relations Policy, attached as Appendix “A” to Report CM23007(a) (as amended at the February 15, 2023 General Issues Committee Meeting), **as further Amended**, be approved; and,
- (b) That the full implementation of the policy be delayed from July 31, 2023 to August 31, 2023 to allow for necessary preparations and training to occur.

Result: MAIN MOTION, As Amended, CARRIED by a vote of 15 to 0, as follows:

Absent	-	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

15. City of Hamilton Endorsement of the Federation of Canadian Municipalities Pre-Budget 2023 Priorities (CM23013) (City Wide) (Item 10.7)

(Nann/McMeekin)

That the City of Hamilton support and endorse the Federation of Canadian Municipalities Pre-Budget 2023 Priorities titled “A better life for all Canadians” outlined in “Appendix A” to Report CM23013, ahead of the 2023 Federal Budget.

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

16. City of Hamilton’s Investments into the 2026 and 2030 Commonwealth Games Bids (Item 11.1)

(Kroetsch/Danko)

That City staff report back on any investments, monetary, in kind, and in staff time, including any estimates if specifics are not available, that were contributed by the City of Hamilton to the 2026 and 2030 Commonwealth Games bids.

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

17. 2023 Temporary Outdoor Patio Program Fees (Item 11.2)

(McMeekin/Hwang)

WHEREAS, the City of Hamilton first launched the temporary On-Street Patio Pilot Program in 2016, which became the permanent Temporary Outdoor Patio Program in 2022;

WHEREAS, the Temporary Outdoor Patio Program provides an opportunity for restaurants and cafes to open temporary outdoor patios in on-street parking spaces, off-street parking lots, sidewalks, alleyways and boulevards;

WHEREAS, the Temporary Outdoor Patio Program provides an important opportunity for local restaurants and cafes to increase their capacity through outdoor dining, and also helps to animate local commercial areas;

WHEREAS, during COVID, the City waived all applicable City fees for the Temporary Outdoor Patio Program in order to support economic recovery;

WHEREAS, the Mayor's Task Force on Economic Recovery recommended as one of its priority initiatives the waiving of City fees for the Temporary Outdoor Patio Program;

WHEREAS, the waiving of City fees expired in 2022, resulting in potential costs to local businesses in 2023 (above and beyond the costs of the patio itself) as follows:

- (1) City Fee Temporary Outdoor Patio Application Fee - \$676.11
- (2) City Fee Temporary Patio Occupation of Parking Space fee (if applicable) - \$875/space
- (3) City Fee Temporary Patio Installation of Safety Devices fee (if applicable) - \$800
- (4) Provincial Fee Liquor License Extension - \$815
- (5) City Fee City Liquor Licensing fee - \$561.83

WHEREAS, in addition to the above fees, in 2022, as a result of new Restaurant Patio Guidelines within the Right of Way document that was released by the Provincial Ontario Traffic Council, additional safety measures are now required that will cost business owners an estimated \$4,500 per patio for on-street patios;

WHEREAS, local restaurants and cafes continue to be impacted by reduced business as a result of hybrid working and reduced foot traffic in some of our commercial areas; and,

WHEREAS, a number of BIAs have reached out to the City to request a phased approach to returning to full fee recovery for the Temporary Outdoor Patio Program;

THEREFORE BE IT RESOLVED:

- (a) That for the 2023 season, the application fee for the Temporary Outdoor Patio Program of \$676.11 be waived and the costs recovered through the Economic Development Initiatives Reserve (112221);
- (b) That for the 2023 season, the City fee for Temporary Patio Installation of Safety Devices fee (if applicable) of \$800 be waived and the costs recovered through the Economic Development Initiatives Reserve (112221); and,
- (c) That local businesses be responsible for covering all other costs associated with the Temporary Outdoor Patio Program.

Result: MOTION, CARRIED by a vote of 14 to 1, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	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
No	-	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

18. Acquisition of Land in the City of Hamilton (Ward 10) (Item 14.3)

(Beattie/Cassar)

- (a) That the directions to staff in Closed Session respecting Acquisition of Land in the City of Hamilton (Ward 10), be approved; and

- (b) That the details of the motion respecting Acquisition of Land in the City of Hamilton (Ward 10), remain confidential, with the exception of the purchase price for the lands, which will be publicly released in a Communication Update, if the property purchase is successful.

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Absent	-	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

19. Privileged Solicitor-Client Encampment Litigation (LS20023(f)) (Added Item 14.4)

(Francis/Cassar)

- (a) That the direction provided to staff in Closed Session, respecting Report LS20023(f), Privileged Solicitor-Client Encampment Litigation be approved and remain confidential; and
- (b) That Report LS20023(f), respecting the Privileged Solicitor-Client Encampment Litigation and its appendices remain confidential.

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Absent	-	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

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

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

5. COMMUNICATIONS

- 5.1 Correspondence from Tys Theijsmeijer, Head of Natural Areas, Royal Botanical Gardens, respecting Item 9.5 - Chedoke Creek Order – Remediation Update

Recommendation: Be received and referred to consideration of Item 9.5.

- 5.2 Correspondence from Greg Dunnett, President and CEO, Hamilton Chamber of Commerce, respecting Item 11.2 - 2023 Temporary Outdoor Patio Program Fees

Recommendation: Be received and referred to consideration of Item 11.2

6. DELEGATION REQUESTS

- 6.3 James Kemp, respecting Item 11.2 2023 Temporary Outdoor Patio Program Fees (Virtually) (For today's meeting)
- 6.4 Adan Amer and Lucia Iannantuono, Hamilton 350, respecting Item 10.3 - Gas Tax Transfer funding agreement (In-Person) (For today's meeting)

12. NOTICES OF MOTION

- 12.1 Stairs at Grant Boulevard, Hamilton (Ward 13)
- 12.2 Securing Canada's \$1 Billion Investment in a Strengthened Freshwater Action Plan

14. PRIVATE AND CONFIDENTIAL

14.4 Privileged Solicitor-Client Encampment Litigation (LS20023(f)) (City Wide)

(Nann/Beattie)

That the agenda for the March 22, 2023 General Issues Committee meeting, be approved, as amended.

Result: MOTION, CARRIED 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
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
Absent	-	Ward 15 Councillor Ted McMeekin

(b) DECLARATIONS OF INTEREST (Item 3)

Councillor J.P. Danko declared a non-disqualifying interest to Item 14.4, respecting the Acquisition of Land in the City of Hamilton.

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

(Pauls/Horwath)

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

- (i) February 15, 2023 (Item 4.1)
- (ii) February 28, 2023 – Special (Item 4.2)
- (iii) March 1, 2023 – Budget (Item 4.3)
- (iv) March 9, 2023 – Special (Item 4.4)

Result: MOTION, CARRIED 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
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
Absent	-	Ward 15 Councillor Ted McMeekin

(d) COMMUNICATIONS (Item 5)

(M. Wilson/Hwang)

That the Communications items, be approved, as follows:

- (i) Correspondence from Tys Theijsmeyer, Head of Natural Areas, Royal Botanical Gardens, respecting Item 9.5 - Chedoke Creek Order – Remediation Update (Added Item 5.1)

Recommendation: Be received and referred to consideration of Item 9.5.

- (ii) Correspondence from Greg Dunnett, President and CEO, Hamilton Chamber of Commerce, respecting Item 11.2 - 2023 Temporary Outdoor Patio Program Fees (Added Item 5.2)

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

Result: MOTION, CARRIED 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

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
Absent	-	Ward 15	Councillor Ted McMeekin

(e) DELEGATION REQUESTS (Item 6)

(Horwath/A. Wilson)

That the following Delegation Requests, be approved, as follows:

- (i) Daniel Freiheit, respecting vaccination requirement and how that's creating resource issues in the system (Virtual) (For a future meeting) (Item 6.1)
- (ii) Hafeez Hussain, respecting Equity, Diversity and Inclusion and My Experience with the City of Hamilton (In-Person) (For a future meeting) (Item 6.2)
- (iii) James Kemp, respecting Item 11.2 2023 Temporary Outdoor Patio Program Fees (Virtually) (For today's meeting) (Added Item 6.3)
- (iv) Adan Amer and Lucia Iannantuono, Hamilton 350, respecting Item 10.3 - Gas Tax Transfer funding agreement (In-Person) (For today's meeting) (Added Item 6.4)

Result: MOTION, CARRIED 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
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
 Absent - Ward 15 Councillor Ted McMeekin

(f) DELEGATIONS (Item 7)

(i) James Kemp, respecting Item 11.2 2023 Temporary Outdoor Patio Program Fees (Virtually) (Added Item 7.1)

James Kemp, addressed the Committee respecting Item 11.2 - 2023 Temporary Outdoor Patio Program Fees.

(Beattie/Hwang)

That the Delegation from James Kemp, respecting Item 11.2 - 2023 Temporary Outdoor Patio Program Fees, be received.

Result: MOTION, CARRIED 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
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
Absent	-	Ward 15 Councillor Ted McMeekin

For further disposition of this matter, refer to Item 17.

(ii) Adan Amer and Lucia Iannantuono, Hamilton 350, respecting Item 10.3 - Gas Tax Transfer funding agreement (In-Person) (Added Item 7.2)

Adan Amer and Lucia Iannantuono, Hamilton 350, addressed the Committee respecting Item 10.3 - Gas Tax Transfer funding agreement.

(Cassar/A. Wilson)

That the Delegation from Adan Amer and Lucia Iannantuono, Hamilton 350, respecting Item 10.3 - Gas Tax Transfer funding agreement, be received.

Result: MOTION, CARRIED 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
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
Absent	-	Ward 15 Councillor Ted McMeekin

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

(g) STAFF PRESENTATIONS (Item 8)

(i) Hamilton Waterfront Trust - Options for Future Operations, Programs & Services (FCS23029) (City Wide) (Item 8.1)

Mike Zegarac, General Manager of Finance and Corporate Services introduced Bruce Peever, Partner, Public Sector Advisory, KPMG; and Sana Malik, Senior Manager, Public Sector Advisory, KPMG who provided the presentation respecting the Hamilton Waterfront Trust - Options for Future Operations, Programs & Services.

(Beattie/Hwang)

That the presentation respecting the Hamilton Waterfront Trust - Options for Future Operations, Programs & Services, be received.

Result: MOTION, CARRIED 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
Absent	-	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

(Beattie/Cassar)

- (a) That City of Hamilton – Hamilton Waterfront Trust Future Options – Final Report by KPMG dated November 29, 2022, attached as Appendix “A” to Report FCS23029, be received;
- (b) That a detailed review of the following two business models for the Hamilton Waterfront Trust future operations be undertaken as follows:
 - (i) Status quo with consideration of varying the business model and governance structure; and
 - (ii) A joint model whereby the management and operations of programs and services are principally delivered by the Hamilton Waterfront Trust with the potential for some operations delivered by the City of Hamilton;
- (c) That Council approve a single-source procurement, pursuant to Procurement Policy #11 – Non competitive Procurements, for a detailed review of the two business models for Hamilton Waterfront Trust operations and that the General Manager, Finance and Corporate Services Department be authorized to negotiate, enter into, and execute the extension and any ancillary documents required to give effect thereto with KPMG LLP, in a form satisfactory to the City Solicitor;
- (d) That staff report back to City Council on the preferred model and the cost including the resources necessary to deliver the programs and services required.

(Kroetsch/Hwang)

- (a) That sub-section (b) to Report FCS23029, respecting the Hamilton Waterfront Trust - Options for Future Operations, Programs & Services, **be amended** by deleting sub-section (i), renumbering the

remaining sub-sections accordingly, and adding a new sub-section (ii), as follows:

- (b) That a detailed review of the following two business models for the Hamilton Waterfront Trust future operations be undertaken as follows:

~~(i) **Status quo with consideration of varying the business model and governance structure; and**~~

~~(ii)(i)~~ A joint model whereby the management and operations of programs and services are **principally** delivered by the Hamilton Waterfront Trust ~~with the potential for some operations delivered by and~~ the City of Hamilton;

~~(ii)(ii)~~ **Winding up the Hamilton Waterfront Trust, inclusive of a recommended process founded on the City of Hamilton assuming the responsibility for existing programming and services delivered by the Hamilton Waterfront Trust.**

- (b) That sub-section (c) be **amended** by adding the words “**and other external expertise**” following it in its entirety and replacing it with the following the words KPMG LLP, as follows:

- (c) That Council approve a single-source procurement, pursuant to Procurement Policy #11 – Non competitive Procurements, for a detailed review of the two business models for Hamilton Waterfront Trust operations and that the General Manager, Finance and Corporate Services Department be authorized to negotiate, enter into, and execute the extension and any ancillary documents required to give effect thereto with KPMG LLP, **and other external expertise**, in a form satisfactory to the City Solicitor;

Result: Amendment MOTION, CARRIED by a vote of 10 to 6, 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
No	-	Ward 6 Councillor Tom Jackson
No	-	Ward 7 Councillor Esther Pauls

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

For disposition of this matter, refer to Item 1.

(h) CONSENT ITEMS (Item 9)

**(i) Business Improvement Advisory (BIA) Sub-Committee Minutes -
January 10, 2023 (Item 9.1)**

(Clark/Hwang)

That the Business Improvement Advisory (BIA) Sub-Committee Minutes of January 10, 2023, be received.

Result: MOTION, CARRIED 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
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	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

**(ii) Municipal Accommodation Tax (PED20009(d)) (City Wide)
(Outstanding Business List Item) (Item 9.2)**

(Clark/Cassar)

That staff be directed to report back to the General Issues Committee on the mechanisms in place to ensure payment to the City of the Municipal Accommodation Tax.

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

Yes	-	Mayor Andrea Horwath
Absent	-	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
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 further disposition of this matter, refer to Item 2.

(Hwang/Kroetsch)

That the General Issues Committee recess for 35 minutes until 1:00 pm.

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
Absent	-	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
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

(i) DISCUSSION ITEMS (Item 10)

(i) Media Relations Program Review – Update to Media Relations Policy (CM23007(a)) (City Wide) (Item 10.6)

(Danko/Cassar)

(a) That City of Hamilton's Revised Media Relations Policy, attached as Appendix "A" to Report CM23007(a) (as amended at the February 15, 2023 General Issues Committee Meeting), be approved;

(b) That the full implementation of the policy be delayed from July 31, 2023 to August 31, 2023 to allow for necessary preparations and training to occur.

(M. Wilson/A. Wilson)

That Appendix "A" to Report CM23007(a), respecting the Media Relations Program Review – Update to Media Relations Policy, **be amended**, by removing from Page 1, Paragraph 4, under the Scope Section:

~~***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.***~~

Result: Amendment, CARRIED by a vote of 15 to 0, as follows:

Absent	-	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

For disposition of this matter, refer to Item 14.

(j) MOTIONS (Item 11)**(i) Temporary Outdoor Patio Program's Compliance with the Accessibility for Ontarians with Disabilities Act (AODA) (Added Item 11.3)****(Kroetsch/Tadeson)**

- (a) That staff consult with the Advisory Committee for Persons with Disabilities (ACPD) at their next meeting and consider recommendations from delegate James Kemp as delivered at the March 22, 2023 General Issues Committee and other best practices.
- (b) That staff report back to the General Issues Committee with recommendations.

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	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

(k) NOTICES OF MOTION (Item 12)

Councillor A. Wilson introduced the following Notices of Motion:

(i) Stairs at Grant Boulevard, Hamilton (Ward 13) (Added Item 12.1)

WHEREAS, historically residents living in the University Gardens Neighbourhood accessed the trail system, parking lot and active

transportation routes to McMaster University via a set of stairs on Hamilton Conservation Authority Lands at Grant Boulevard;

WHEREAS, the Hamilton Conservation Authority, in their review of the stairs determined that the stairs were in poor condition and unsafe, and therefore removed the stairs and upgraded the trail to provide an alternative route in the area;

WHEREAS, residents of the neighbourhood desire the stairs to be reinstated as the shortest route to the paths connecting to McMaster University;

WHEREAS, the land on which the stairs were constructed is owned by the Hamilton Conservation Authority; and

WHEREAS, the provision of active transportation routes provides benefit to the city by encouraging residents to walk or bike to their destination, reducing greenhouse gas emissions, and increasing health and wellness.

THEREFORE, BE IT RESOLVED:

- (a) That Corporate Real Estate Office staff be authorized and directed to negotiate the requisite agreement(s) between the City and the Hamilton Conservation Authority (HCA) to permit the City to design, construct and maintain a new set of stairs on HCA property located at the end of Grant Boulevard, and report back to General Issues Committee for approval; and,
 - (b) That Public Works staff be directed to determine the budget and work required to design, construct (capital) and maintain (operating) a new set of stairs on Hamilton Conservation Authority property located at the end of Grant Boulevard, and report back to General Issues Committee for approval.
- (ii) Securing Canada's \$1 Billion Investment in a Strengthened Freshwater Action Plan (Added Item 12.2)**

WHEREAS, the City of Hamilton, as a member of the Great Lakes and St. Lawrence Cities Initiative, supports: protecting source water, planning for climate change impacts and shoreline resilience, ensuring safe and affordable water services for all our residents, and building up a sustainable blue economy in the Great Lakes and St. Lawrence River Basin;

WHEREAS, ensuring healthy communities and a strong economy for Canadians depend on securing Canada's source water, which includes addressing water quality issues, contaminants and pollution, supporting

biodiversity and reversing wetland and fish and wildlife habitat loss and improving community knowledge to empower citizens to safeguard this essential resource;

WHEREAS, a Freshwater Action Plan and the Great Lakes Protection Initiative it supported were first announced in the 2017 Canadian federal budget with a \$44.84 million investment over five years;

WHEREAS, the Freshwater Action Plan has combined science and action to address priorities in the Great Lakes such as preventing toxic and nuisance algae, enhancing the resilience of coastal wetlands in the Great Lakes, restoring Great Lakes Areas of Concern and supporting Canada's commitments under the Great Lakes Water Quality Agreement, among other priorities;

WHEREAS, a commitment was made by the Liberal Party of Canada in the 2021 federal election to strengthen the Freshwater Action Plan with an historic investment of \$1 billion over ten years to restore and protect large lakes and river systems starting with the Great Lakes and St. Lawrence River Basin;

WHEREAS, the federal government only committed \$19.6 million in funding in the 2022 Budget for the Freshwater Action Plan, falling short of the aforementioned commitment.

WHEREAS, the United States has invested \$1.8 billion in the Great Lakes Restoration Initiative (GLRI) since 2017 and will see accelerated funding with the *Infrastructure Investment and Jobs Act*;

WHEREAS, a 2018 University of Michigan study shows that for every dollar of federal spending on GLRI projects between 2010 and 2016, yielded \$3.35 in additional economic activity;

WHEREAS, nearly half of Canada's population lives in the Great Lakes and St. Lawrence River Basin, a region that will continue to see accelerated growth, resulting in greater land and resource use pressures that will further contribute to water availability and quality issues;

WHEREAS, the Stockholm Resilience Centre recently identified the importance of wetlands as carbon sinks and fresh water's role in climate mitigation;

WHEREAS, the Great Lakes-St. Lawrence Collaborative outlined 30 recommendations to Environment and Climate Change Canada as part of a ten-year, \$2.2 billion *Action Plan 2020-2030 to protect the Great Lakes and St. Lawrence* (Action Plan 2020-2030), addressing shoreline erosion,

outdated infrastructure, invasive species, exposure to toxins and beach contamination, following an 18-month consultation with First Nations, NGOs, academics and other experts;

WHEREAS, the recommendations outlined in Action Plan 2020-2030 should serve as the basis of programming for strengthened federal action in the Great Lakes and St. Lawrence River Basin through its strengthened Freshwater Action Plan;

WHEREAS, the newly established Canada Water Agency should play a role in accelerating the rollout of funding made available through a strengthened Freshwater Action Plan;

WHEREAS, Freshwater Action Plan funding should largely be directed to community groups, local governments and First Nations to ensure that investments made will have the biggest local impact and empower action at the local level, rather than being held back for federal administration and operations;

WHEREAS, it is critical to implement a strengthened Freshwater Action Plan, including accelerating a \$1 billion over five years, and to creating a Canada Water Agency to consolidate and coordinate federal water efforts and support provinces and territories in addressing systemic issues impacting the viability of the Great Lakes and St. Lawrence River Basin and the communities dependent upon the region's source water;

THEREFORE, BE IT RESOLVED:

- (a) That the City of Hamilton calls on the federal government to commit \$1 billion in funding over five years for a strengthened Freshwater Action Plan in Budget 2023;
- (b) That the City of Hamilton calls on the federal government to guide its Freshwater Action Plan funding to implement recommendations in the Action Plan 2020-2030;
- (c) That the City of Hamilton calls on the federal government to direct priority funding under the strengthened Freshwater Action Plan to projects in the Great Lakes and St. Lawrence River Basin;
- (d) That the City of Hamilton calls on the federal government to make municipalities eligible for future funding in programs announced under the strengthened Freshwater Action Plan; and,
- (e) That the City of Hamilton directs its staff to submit this resolution to the federal Deputy Prime-Minister and Minister of Finance; the

Minister of Environment and Climate Change; the Parliamentary Secretary to the Minister of Environment and Climate Change (responsible for the Canada Water Agency), and local Member of Parliament.

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

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

(Kroetsch/Pauls)

That the Amendments to the Outstanding Business List, be approved, **as amended**, as follows:

(a) Items Considered Complete and Needing to be Removed: (Item 13.1(a))

Submission for the Disaster Mitigation and Adaptation Fund Intake Two Program

OBL Item: L

Added: October 6, 2021 at GIC (Item 7)

Completed: February 15, 2023 at GIC (Item 9.3)

Property & Liability Insurance Renewal (LS22036) (City Wide)

OBL Item: OO

Added: November 30, 2022 at GIC (Item 12)

Completed: January 18, 2023 at GIC (Item 10.20)

Amendment to Appendix "A" of Item 4.1 of the August 26, 2021 Council Minutes, respecting Report HUR21008, the Mandatory COVID-19 Vaccination Verification Policy, which was approved by Council on August 26, 2021 - REVISED

OBL Item: PP

Added: December 7, 2022 at Council (Item 7.12)

Completed: February 1, 2023 at GIC (Item 9.2)

The 2023 Battle of Stoney Creek Event

OBL Item: Z

Added: June 8, 2022 at Council (Item 6.2)

Completed: March 22, 2023 at GIC (Item 10.2)

Methodology for Municipal Accommodation Tax Collection

OBL Item: FF

Added: August 4, 2022 at GIC (Item 4(n))

Completed: March 22, 2023 at GIC (Item 9.2)

Health-Related Incidents Associated with Exposure to Contaminated Waterways in the Chedoke Creek & Cootes Paradise

OBL Item: G

Added: November 20, 2019 at GIC

Completed: March 22, 2023 at GIC (Item 9.4)

Media Relations Program Review – Update to Media Relations Policy (CM23007)

OBL Item: 2023-N

Added: February 15, 2023 at GIC

Completed: March 22, 2023 at GIC (Item 10.6)

Hamilton Waterfront Trust - April 27, 2022 Council Meeting

OBL Item: RR

Added: September 28, 2023 at Council (Item 11.3)

Completed: March 22, 2023 at GIC (Item 8.1)

(b) Items Requiring a New Due Date: (Item 13.1(b))

City of Hamilton and the Hamilton Urban Precinct Group LP, with regard the lands known as the FirstOntario Centre, the Hamilton Convention Centre and the FirstOntario Concert Hall may be publicly released

OBL Item: T

Current Due Date: January 18, 2022

Requested New Due Date: ~~Q3 Q2~~ 2023

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

OBL Item: A

Current Due Date: March 22, 2023

Requested New Due Date: December 6, 2023

Updated Hamilton Tourism Strategy 2021 to 2025

OBL Item: H

Current Due Date: March 22, 2023

Requested New Due Date: September 6, 2023

Annual Report on the Impacts of the No Growth Option

OBL Item: P

Current Due Date: April 19, 2023 - To GIC

Requested New Due Date: April 4, 2023 - To Planning Committee

Commonwealth Games 2030 Update (PED19108(h))

OBL Item: X

Current Due Date: March 22, 2023
Requested New Due Date: June 14, 2023

Policies and Procedures to Rescue and Safely Transport Stranded
Pedestrians and their Mobility Devices
OBL Item: CC
Current Due Date: March 22, 2023
Requested New Due Date: September 20, 2023

Accessibility Award Program
OBL Item: S
Current Due Date: May 2023
Requested New Due Date: June 14, 2023
Current Due Date:
February 15, 2023
Proposed New Due Date: May 17, 2023

Result: MAIN MOTION, As Amended, CARRIED by a vote of 14 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	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
Absent	-	Ward 15 Councillor Ted McMeekin

(m) PRIVATE & CONFIDENTIAL (Item 14)

(Hwang/Pauls)

That the following Closed Session Minutes be approved and remain confidential:

- (i) Closed Session Minutes – February 15, 2023 (Item 14.1)
- (ii) Closed Session Minutes – March 1, 2023 - Budget (Item 14.2)

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

**General Issues Committee
Minutes 23-010**

**March 22, 2023
Page 34 of 36**

Yes	-	Mayor Andrea Horwath
Absent	-	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
Absent	-	Ward 15 Councillor Ted McMeekin

(Clark/Francis)

That the General Issues Committee meeting of March 22, 2023, be extended past the 5:30 pm curfew, up to an additional 60 minutes.

Result: MOTION, CARRIED by a vote of 14 to 1, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	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
No	-	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

(Hwang/Horwath)

That Committee move into Closed Session to discuss Items 14.3 and 14.4, 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.

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	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

(i) Acquisition of Land in the City of Hamilton (Ward 10) (Item 14.3)

For disposition of this matter, please refer to Item 18.

(ii) Privileged Solicitor-Client Encampment Litigation (LS20023(f)) (City Wide) (Added Item 14.4)

For disposition of this matter, please refer to Item 19.

(n) ADJOURNMENT (Item 15)

(Francis/Tadeson)

That there being no further business, the General Issues Committee be adjourned at 6:43 p.m.

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

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

**General Issues Committee
Minutes 23-010**

**March 22, 2023
Page 36 of 36**

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

Respectfully submitted,

Deputy Mayor Tom Jackson
Chair, General Issues Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



SPECIAL GENERAL ISSUES COMMITTEE MINUTES 23-011

9:00 a.m.

March 24, 2023

Rooms 192/193, 1st Floor

71 Main Street West, Hamilton, Ontario

Present: Deputy Mayor T. Jackson (Chair)
Councillors J. Beattie, C. Cassar, B. Clark, T. Hwang, C. Kroetsch,
T. McMeekin, E. Pauls, A. Wilson, and M. Wilson

Absent: Due to the announcement at the beginning of the meeting, the following members of the General Issues Committee were absent from the meeting:

Mayor A. Horwath - Personal
Councillors M. Spadafora, N. Nann, M. Tadeson, J.P. Danko and M. Francis

FOR INFORMATION:

The meeting began at 9:00 a.m. with Councillor Jackson making the following announcement:

Due to an unforeseen and significant event involving a family member of Mayor Horwath's, today's Council priority workshop will be postponed to a later date.

Members of the public will be provided with public notice about the rescheduled date.

The City apologizes for any inconvenience and thanks members of the public for their understanding.

Upon quorum being present:

(a) PRESENTATIONS (Item 4)

(i) Council Priorities Workshop (Item 4.1)

(Clark/Pauls)

That the Council Priorities Workshop presentation be DEFERRED to a future General Issues Committee Meeting.

CARRIED

(b) ADJOURNMENT (Item 15)

(Kroetsch/A. Wilson)

That there being no further business, the General Issues Committee be adjourned at 9:19 a.m.

CARRIED

Respectfully submitted,

Deputy Mayor Tom Jackson
Chair, General Issues Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk

From: Caroline Hill Smith
Sent: April 2, 2023 8:51 PM
To: clerk@hamilton.ca
Subject: Correspondence for GIC April 5, 2023



April 2, 2023

Dear Chair and Members of the GIC,

As a member of Action 13, a Climate change advocacy group in Ward 13, I wholeheartedly endorse Report PED23064 to establish priorities for the Office of Climate Change Initiatives. I recommend immediate adoption in order that the City may begin work in the five priority areas outlined in the report.

Respectfully submitted,

Caroline Hill Smith,
Action 13 Member

Action13.ca
@13forAction

--

Caroline Hill Smith, B.A. Economics, B.Sc. Environmental Science (hon.)
Integrated Water Specialist MES Water (candidate)



Bay Area
Climate Change
Council

Bay Area Climate Change Council
bayareaclimate.ca
info@bayareaclimate.ca

April 3, 2023

General Issues Committee
City of Hamilton

Support for the 2023 Priority Focus Areas of the Office of Climate Change Initiatives (PED23064)

On behalf of the Bay Area Climate Change Council, we are writing to express our support for the 2023 Priority Focus Areas put forth by the city's newly established Office of Climate Change Initiatives (OCCI).

The Bay Area Climate Change Council (BACCC) represents a collaborative voice for climate action in the Hamilton-Burlington region. Members of BACCC and our implementation teams span the region and represent organizations in the municipal, non-profit, education and private sectors, and include citizen representatives.

Implementation of the City of Hamilton's Climate Action Strategy requires focussed effort on the three (3) biggest sources of greenhouse gas (GHG) emissions in the Hamilton area - Buildings, Industry, Transportation. This is imperative if we are to meet the target of net-zero emissions by 2050 and demands urgent action.

We applaud this council and staff for recognizing and actioning the important and much needed work to mitigate climate change.

Congratulations to the City on reaching this significant milestone with the launch of the OCCI's inaugural work plan focussed on climate priorities.

A handwritten signature in black ink, appearing to read 'Richard Koroscil'.

Richard Koroscil
Chair, Bay Area Climate Change Council

A handwritten signature in black ink, appearing to read 'Zoë Green'.

Zoë Green
Manager, Bay Area Climate Change Council

Submitted on Wed, 03/22/2023 - 09:07

Submitted by: Anonymous

Submitted values are:

Committee Requested

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

Vic Djurdjevic

Nikola Tesla Educational Corp

755 King St E

Hamilton , Ontario. L8M 1A4

vic.ntec@gmail.com

905-541-3469

Preferred Pronoun

he/him

Reason(s) for delegation request

Seek permission to hold Tesla Electric City Festival and the Hamilton Museum of Steam and technology

update on Public Art Project

General introduction to Current city council, provide overview of our work

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

Yes

Submitted on Thu, 03/23/2023 - 18:27

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
David Braden

Preferred Pronoun
he/him

Reason(s) for delegation request
I intend to describe an approach that the City could adopt to respond to and encourage climate sensitive, demonstration projects. My business, no longer operational, pioneered low energy development for 35 years before it was topical. My suggestions will be useful, practical and affordable.

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No

Submitted on Wed, 03/22/2023 - 06:19

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
Charlie Mattina
Hamilton Community Land Trust

Preferred Pronoun
he/him

Reason(s) for delegation request
Introduction to the Hamilton Community Land Trust, a grass roots all volunteer Non-for-profit community organization. We are one over 40 Community Land Trusts in Canada and growing.

What is a Community Land Trust?

A Community Land Trust (CLT) is a non-profit corporation that obtains and holds land and housing for the benefit of the community in which it exists. With the shared value of housing as a right, the goal is to remove land and housing from the real estate market through either purchase or donation, and perpetually hold it in a trust to preserve the affordability of that land and housing asset.

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
Yes

Submitted on Sun, 04/02/2023 - 21:47

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
Don McLean

Preferred Pronoun
he/him

Reason(s) for delegation request
Speak to item 8.2 on GIC agenda of April 5: 2023 Priority Focus Areas for the Office of Climate Change Initiatives (PED23064) (City Wide)

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No

Submitted on Tue, 03/07/2023 - 23:03

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
Hafeez Hussain

Preferred Pronoun

he/him

Reason(s) for delegation request

Since the General Issues Committee meeting is scheduled on March 22, 2023, I would like to bring Ramadan Greetings to Council and the Committee and discuss the following General issue Topic

Equity, Diversity and Inclusion and My Experience with the City of Hamilton

Topic Discussed

- The need to have a diverse workforce reflecting the community
- Barriers and Roadblocks that I have faced accessing city services and personnel as a Taxpayers
- Hiring Practices and Training Program by City Management and Staff in the Strategic Plan
- Valuing EDI at the centre of everything we do
- Issues that new immigrants and refugees face with in the City of Hamilton and accessing city services
- How is the City respecting religious holidays of other communities (i.e. Ramadan) when it comes to city events, planning committee

Will you be requesting funds from the City?

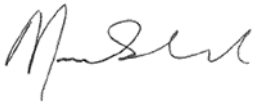
No

Will you be submitting a formal presentation?

Yes



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	April 5, 2023
SUBJECT/REPORT NO:	Hamilton's Foreign Direct Investment (FDI) Attraction Strategy (PED23033) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Brian Morris (905) 546-2424 Ext. 5602
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

COUNCIL DIRECTION

N/A

INFORMATION

Under the Growing Business and Investment priority of the 2021-2025 Economic Development Action Plan (EDAP), Action 34 is to update the City of Hamilton's Foreign Direct Investment Strategy.

The Economic Development Division of the City of Hamilton has positioned itself to capture its share of Foreign Direct Investment (FDI) by recasting value proposition, maximizing lead generation, and ensuring investment readiness – the stated recommendations and goals of the previous Foreign Direct Investment Strategy (2015). By several measures, this previous Strategy has been a success. However, much has changed in the City of Hamilton, the greater region and internationally since that time. The landscape and environment relating to FDI and investment decisions is no exception and there is a need for a current and refreshed approach. Technology and ongoing effects from the COVID-19 pandemic have significantly influenced and altered site location decisions as the global economy has evolved. Companies are actively looking to re-shore their supply chains and discover new sources of growth in foreign markets. Locations with talent availability, resilient supply chains, innovative technology,

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

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

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

**SUBJECT: Hamilton's Foreign Direct Investment (FDI) Attraction Strategy
(PED23033) (City Wide) - Page 2 of 4**

dependable infrastructure, including high order public service, and flexible business models are attractive in this context. This presents numerous opportunities for Hamilton to attract FDI that will accelerate economic growth.

In the summer of 2022 KPMG International Limited (KPMG), a Canadian consulting firm, was retained by the Economic Development Division to update the City's Foreign Direct Investment Strategy. Building off their work on the City's Life Science Sector Strategy (2021), Manufacturing Sector Strategy Update (2022), and leveraging the outreach and input from key stakeholder groups, KPMG worked collaboratively with staff in Economic Development Division to validate internal and external findings on industry sectors of focus to create growth opportunities and high value job creation from a Foreign Direct Investment (FDI) perspective. The resulting Foreign Direct Investment (FDI) Attraction Strategy, Appendix "A" to Report PED23033 attached, represents a key opportunity for Hamilton to advance its economy and bolster existing sectors. This FDI Strategy is a call to action and provides a prioritized framework to accelerate investment by leveraging previous City of Hamilton strategies.

Why FDI?

According to the United Nations Conference on Trade and Development (UNCTD), FDI is "an investment reflecting a lasting interest and control by a foreign direct investor, resident in one economy, in an enterprise resident in another economy (foreign affiliate). FDI inflows comprise capital provided by a foreign direct investor to a foreign affiliate, or capital received by a foreign direct investor from a foreign affiliate." (UNCTD, Handbook of Statistics, 2021). The benefits and advantages of foreign direct investment to a community are well documented. Generally, these can be summarized as: economic stimulation, new or increased job creation, technology and resource transfer, and increased/facilitated trade. In the Hamilton context, strategic FDI investments could foster innovation, sustainability, high quality jobs, and ecosystem acceleration.

Key Findings

Hamilton features a thriving business ecosystem that combines a strategic location with an innovative and collaborative community providing investors unparalleled opportunity to tap into key North American markets. Hamilton has undergone a profound transformation in recent years, expanding beyond traditional manufacturing and developing reputable innovative capabilities.

Due to market conditions, development pressures, competition and the changing landscape for FDI, Hamilton needs to become much more strategic and targeted in its approach. Research identified specific growth opportunities and target markets (geographies) for the following subsectors that are economically important to Hamilton and/or offer strong investment attraction opportunities.

**SUBJECT: Hamilton's Foreign Direct Investment (FDI) Attraction Strategy
(PED23033) (City Wide) - Page 3 of 4**

- Manufacturing – Steel and Metal; Aerospace and Defence; Water Technology;
- Life Sciences – Biomanufacturing; Nuclear Medicine; Medical Devices;
- Agri-business and Food Processing – Confectionery; Food Ingredients;
- Digital Media and Film – Animation; Live Action Film and TV; and,
- Decarbonization Technologies – Electric Vehicle (EV) Motors; Alternative Fuels.

Within these areas of focus, Hamilton can draw on key City initiatives to accelerate FDI and enable sector growth including clean energy transition, labour attraction, collaborating with academic institutions and research centres, and partnerships with neighbouring regions.

Recommendations and Actions

Hamilton's Foreign Direct Investment (FDI) Attraction Strategy identifies strategic pillars and key enablers to help achieve the vision to attract international and national investment that will increase Hamilton's global competitiveness by supporting the creation of high-quality jobs, benefiting local businesses, advancing innovation, and fostering sustainable supply chains.

It is proposed that the city strengthen the strategic pillars, city branding, attraction services, and strategic partnerships through a series of actions. Based on the collected data and analysis, several recommendations have been identified to assist staff in attracting new investment. A complete list of the 43 Actions with corresponding roles, timelines and priorities can be found in Section 4 of the Implementation Roadmap of the FDI Attraction Strategy, in Appendix "A" Report PED23033. The following are a few examples of identified actions with high priority:

- Ensure all levels of government are aware of notable industry successes and opportunities by promoting recent wins/opportunities to Hamilton City Council, Invest Ontario, and Invest in Canada;
- Leverage the existing Hamilton partnerships, municipal, provincial, and federal relationships (as appropriate) to connect with potential investors;
- Organize foreign trade missions with potential investors in key target markets for each spotlighted sector;

**SUBJECT: Hamilton's Foreign Direct Investment (FDI) Attraction Strategy
(PED23033) (City Wide) - Page 4 of 4**

- Increase availability of data, reports, and step by step assistance on the Invest in Hamilton website to make it easier for potential investors to receive information at a glance;
- Connect potential/existing investors looking to hire foreign labour with key resources across Hamilton;
- Based on the data assessment, seek to obtain licenses on the data most critical to supporting the site selection and lead generation process; and,
- Network with Global Affairs Canada's Trade Commissioners based in foreign target markets to assist the City in facilitating connections with potential investors and establish an in-market representative that promotes the Hamilton brand.

The completion of the Hamilton FDI Strategy update was an identified action item in the City's Economic Development Action Plan 2021 – 2025 and now it will be positioned for implementation.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED23033 – FDI Attraction Strategy

BM/rb



FDI Attraction Strategy

December 2022



Contents

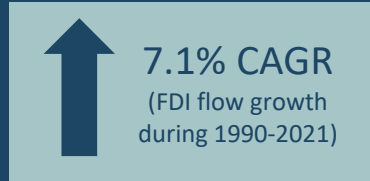
01	Overview of strategy	3
02	Hamilton's value proposition	12
03	Spotlighted sectors and strategic accelerators	14
04	Implementation roadmap	27
05	Appendices	35

1

Overview of strategy



The need for an investment attraction strategy



The pandemic adversely affected FDI movement during 2020, but surged 64% in 2021 – reaching USD \$1.6T (surpassing pre-pandemic levels by 6.9%).

Foreign direct investment (FDI) represents a key opportunity for Hamilton to advance its economy and bolster existing sectors. This FDI strategy is a call to action and provides a prioritized framework to accelerate investment by leveraging previous City of Hamilton (“City”) strategies.

Technological innovation and ongoing effects from the pandemic have significantly influenced and altered investment decisions as the economy has evolved. Increasingly, investors are exploring opportunities to re-shore their supply chains and discover new sources of growth in foreign markets. Investors are often prioritizing locations with talent availability, resilient supply chains, innovative technology, dependable infrastructure and flexible business models when making site selection and investment decisions. This presents numerous opportunities for Hamilton to attract FDI that will accelerate economic growth.

The City must continuously communicate a consistent value proposition to attract and retain investor interest, and be both proactive and responsive to investor opportunities.

This document describes a refreshed strategic approach for attracting and retaining FDI.

Defining FDI for the Hamilton context

The focus of Hamilton’s FDI strategy is to attract national and international investment into the local economy. The City also has a number of target sector strategies centered around ecosystem growth within key sectors of focus (e.g., life sciences, manufacturing, food processing).

Fundamentals

FDI is “an investment reflecting a lasting interest and control by a foreign direct investor, resident in one economy, in an enterprise resident in another economy (foreign affiliate).

FDI inflows comprise capital provided by a foreign direct investor to a foreign affiliate, or capital received by a foreign direct investor from a foreign affiliate.”



Innovation

Companies that help inject innovative ideas, technologies and products into Hamilton’s economy.

Sustainability

Companies/investors whose business practices, products and services prioritize sustainability and decarbonization.

High-quality jobs

Companies/investment which supports the creation of ‘high quality jobs’ for the local community.

Ecosystem acceleration

‘Anchor companies’ or investment that supports the expansion/bolstering of Hamilton’s value chains.



**Strategic
Investment
for Hamilton**

*Note: definition obtained from the United Nations Conference on Trade and Development (UNCTD)

Sources: UNCTD, Invest in Canada.

Strategy on a page



VISION

To attract international and national investment that will increase Hamilton’s global competitiveness by supporting the creation of high-quality jobs – benefiting local businesses, advancing innovation, and fostering sustainable supply chains.

Strategic pillars



City branding

A unique brand that highlights key capabilities and distinguishes Hamilton.



Attraction services

Support services offered to current and potential investors in an effort to attract, expand, and retain investment.



Strategic partnerships

Collaboration with key stakeholders (including other jurisdictions, the provincial and federal governments, and local stakeholders) that provides FDI opportunities.

Key enablers

Key infrastructure assets*	Robust local supply chain	Development opportunities	Innovation ecosystem
Federal and provincial initiatives	Talent pool and quality of life	Hamilton Immigration Partnership Council	Information communications technology (ICT)

Spotlighted sectors

 Manufacturing	 Agribusiness and food processing	 Decarbonization technologies
 Life sciences	 Digital media and film	

*Note: including Hamilton’s port, airport, road infrastructure and rail network.

City branding actions

The City can strengthen each strategic pillar (city branding, attraction services, and strategic partnerships) through a series of actions. Additional background for each action is included in the implementation roadmap in section 4.

Strategic objectives	Opportunities	Actions
Recognizable and consistent branding	Reinforce the ‘Hamilton brand’ by ensuring that investment attraction-related branding is consistent and recognizable across all initiatives.	<ul style="list-style-type: none"> • Conduct market research to obtain detailed insights on existing gaps and challenges related to Hamilton’s brand and investor awareness of the city’s competitiveness. • Develop refreshed marketing/branding materials with consistent and focused messaging, visual identity, and narrative for each spotlighted sector. • Ensure messaging included in investor materials (e.g. pitchbooks, Invest in Hamilton) reinforces a single Hamilton brand, while highlighting unique opportunities within each area of focus.
Industry awareness	Generate interest in Hamilton as a desirable investment destination by increasing investor awareness through active and passive marketing initiatives.	<ul style="list-style-type: none"> • Undertake marketing campaigns at industry events and key trade shows within each of the spotlighted sectors. • Highlight success stories on the Invest in Hamilton website, showcasing businesses that have expanded in Hamilton to emphasize growth opportunities available to investors. • Ensure all levels of government are aware of notable industry successes and opportunities by promoting recent wins/opportunities to Hamilton City Council, Invest Ontario, and Invest in Canada. • Launch sector and targeted social media campaigns that exhibit the unique benefits of investing in Hamilton.
Regional branding	Combine branding/marketing efforts (as appropriate) with neighboring jurisdictions across southern Ontario to increase investor interest in the region.	<ul style="list-style-type: none"> • Leverage Invest in Hamilton Partnership and regional partners such as Waterloo Economic Development and Toronto Global to jointly develop materials (e.g. information pamphlets, pitchbooks) which promote the southern Ontario region to potential investors. • Leverage and align with federal and provincial investment attraction branding initiatives led by organizations such as Invest Ontario and Invest in Canada to further support Hamilton’s brand.

Attraction services actions (1/2)

Strategic objectives	Opportunities	Actions
Investor outreach	Proactively reach out and engage with potential investors within the spotlighted sectors to promote investment opportunities within Hamilton.	<ul style="list-style-type: none"> • Develop a refreshed list of the top potential investors within key target markets and spotlighted sectors which includes key contact information, an overview of the organization and opportunity for each spotlighted sector. • Leverage the existing Hamilton Partnership, municipal, provincial, and federal relationships (as appropriate) to connect with potential investors. • Organize foreign trade missions with potential investors in key target markets for each spotlighted sector. • Launch reverse trade missions for companies operating within Hamilton’s spotlighted sectors.
Website enhancement	Enhance information and services offered through the Invest in Hamilton website to strengthen one of the City’s key investment attraction tools.	<ul style="list-style-type: none"> • Increase availability of data, research reports, and available assistance on the Invest in Hamilton website to make it easier for potential investors to receive information at a glance. • Publish updated maps, search options, graphs and interactive tools on the Invest in Hamilton website to provide a more personalized online experience. • Establish standards related to responding to Requests for Information on the Invest in Hamilton website.
Information sessions	Host information sessions on topics that are top of mind for businesses with existing/potential investors to help facilitate the investment attraction process.	<ul style="list-style-type: none"> • Host regular information sessions for existing and potential investors focused on key topics of interest (such as international hiring practices, obtaining licensing, land development processes) • Connect potential/existing investors looking to hire foreign labour with key resources across Hamilton. • Connect with Hamilton’s immigrant communities (as appropriate) to increase trade/export opportunities of Hamilton products. • Offer aftercare support to companies following their investment to ensure better retention and promote opportunities for expansion. • Spotlight the City’s Economic Development Office as key sources of information to stakeholder groups across Hamilton including businesses, academia, and associated organizations.

Attraction services actions (2/2)

Strategic objectives	Opportunities	Actions
Market entry support	Reduce market entry barriers by bolstering site selection services currently offered by the City.	<ul style="list-style-type: none"> • 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. • Leverage partnerships with Invest Ontario and Invest in Canada to enhance ability to respond to site selection requests from investors. • Maintain up-to-date materials relevant to the site selection process to ensure Hamilton has the ability to respond to data/information requests from key partners/potential investors quickly.
Data insights	Enhance and streamline access to data and related analysis to ensure the City can quickly respond to investor inquiries.	<ul style="list-style-type: none"> • Undertake assessment on the data most desired/relevant for potential investors. • Based on the data assessment, seek to obtain licenses on the data most critical to supporting the site selection and lead generation process. • Explore options to partner with academic research institutions and the City to process the most popular data requests faster and in a streamlined way. • Leverage existing data (as applicable) available internally to the City, and highlight potential data gaps to key City partners. • Partner with local universities and colleges and the City to build up reports and datasets on key topics such as talent availability in Hamilton.

Strategic partnerships actions (1/2)

Strategic objectives	Opportunities	Actions
<p>National and international connections</p>	<p>Strengthen relationships with key national and international stakeholders (e.g., Canadian Trade Commissioners, Invest Ontario, Invest in Canada) with deep connections in foreign markets to enhance international opportunities.</p>	<ul style="list-style-type: none"> • Network with Global Affairs Canada’s Trade Commissioners based in foreign target markets to assist the City in facilitating connections with potential investors and establish an in-market representative that promotes the Hamilton brand. • Regularly attend Invest Ontario and Invest in Canada events to maintain close relations and exchange ideas and insights. • Host an information day for provincial officials ("Queen's Park Day") to increase awareness of Hamilton's value proposition among MPPs and staff. • Host an information day for federal officials ("Day on the Hill") to increase awareness of Hamilton's value proposition among MPs and staff. • Identify a provincial and federal champion who is kept up-to-speed about key wins and opportunities (e.g., local MPs, cabinet ministers).
<p>Local connections</p>	<p>Enhance partnerships with key local stakeholders (e.g., businesses, industry associations, academia) to attract new investment /enhance and maintain existing investment in Hamilton.</p>	<ul style="list-style-type: none"> • Strengthen partnerships with community partners, academia (including employment liaison officers, researchers with recently obtained large-scale grants, etc.) to promote commercialization opportunities for R&D taking place in Hamilton. • Identify champions across key stakeholder groups that promote Hamilton’s value proposition and key assets locally and abroad. • Leverage Hamilton Immigration Partnership Council (HIPC) to understand opportunities for strategic, long-term partnerships. • Host discussions with business leaders in Hamilton to better understand the support they need to more efficiently attract investment and hire foreign workers. • Build up a program jointly managed by Invest in Hamilton and HIPC that offers integrated immigration and FDI attraction advisory services to companies wishing to expand in or enter Hamilton.

Strategic partnerships actions (2/2)

Strategic objectives	Opportunities	Actions
Local connections (cont.)	Enhance partnerships with key local stakeholders (e.g., businesses, industry associations, academia) to attract new investment /enhance and maintain existing investment in Hamilton.	<ul style="list-style-type: none"> Operationalize the Global Hamilton Council, bringing local private sector organizations and representatives (e.g., business owners, industry representatives, lawyers, financial services, accountants, tax advisory) together that will support and advise the City on investment attraction initiatives, and help growth the Hamilton brand globally.
Cross jurisdictional collaboration	Strengthen existing relationships and pursue new partnerships with other jurisdictions to bolster investment attraction initiatives and jointly pursue opportunities.	<ul style="list-style-type: none"> Through collaboration with the Consider Canada City Alliance, organize/attend events with investment attraction agencies in Southern Ontario. Develop partnerships with emerging US collaborator jurisdictions (such as Buffalo, Minneapolis, Houston) within each spotlighted sector. Organize and attend events with investment attraction agencies across North America. Focus to be given to jurisdictions that are of comparable size and composition to Hamilton.

2

Hamilton's value proposition



Hamilton's value proposition



Hamilton features a thriving business ecosystem that combines a strategic location with an innovative and collaborative community – providing investors unparalleled opportunity to tap into key North American markets.

Hamilton has undergone a profound transformation in recent years, expanding beyond traditional manufacturing and developing reputable innovative capabilities. The City continues to support this transformation as Hamilton continues to grow with an increasing number of cutting-edge companies in manufacturing, life sciences, food processing, digital media, and decarbonization technologies.

By investing in Hamilton, companies can benefit from a robust end-to-end supply chain; tap into a highly skilled labor force; have partnership opportunities with world-class research institutions; and leverage a key strategic location in North America.

The City of Hamilton is committed to supporting businesses and investors take full advantage of key these strengths and ease long-term transition into the city's ecosystem.

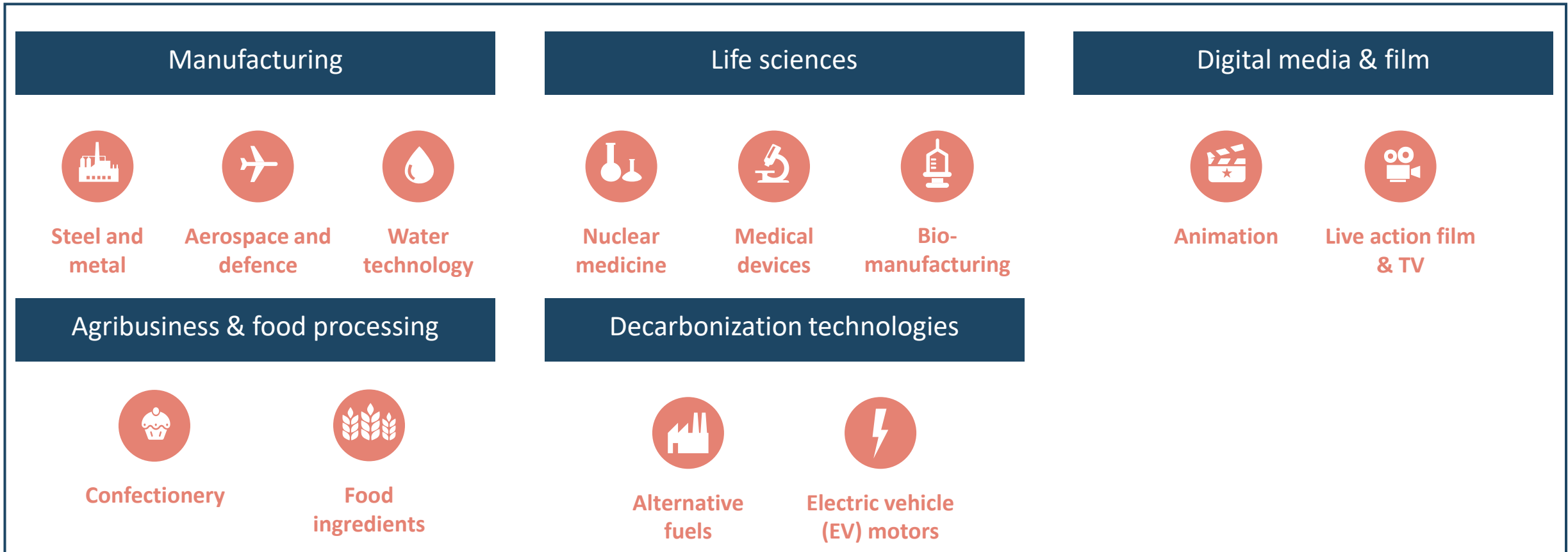
3

Spotlighted sectors and strategic accelerators



Spotlighted sectors and subsectors

Research identified the following sectors and related subsectors that are economically important to Hamilton and/or offer strong investment attraction opportunities. While other areas were considered, a focused approach which leverages key enablers (such as ICT and transportation networks) is required to maximize efforts and attract investment into Hamilton.



Manufacturing – advantages and growth opportunities

Steel and metal manufacturing



- **Established ecosystem:** Hamilton holds a global reputation as a steel and metal manufacturing hub which includes major manufacturers such as ArcelorMittal Dofasco and Max Aicher North America (MANA).
- **Research capabilities:** Hamilton is home to the largest metal research centre in Canada, CANMET Materials, and has featured major investments in efficiency and sustainability from local companies.

Growth opportunity: expand*

Steel and metal manufacturing continues to be major contributors to Hamilton’s economy. The City should focus on expanding current investments by exploring business opportunities around innovation and sustainability with a focus on R&D.

Aerospace and defence



- **End-to-end supply chain:** Hamilton offers aerospace and defence companies an end-to-end supply chain that includes a diverse range of capable suppliers and major defence contractors (e.g. L3Harris).
- **R&D partnerships:** institutions such as Mohawk College and McMaster University offer R&D partnership opportunities to local companies which include the Centre for Aviation Technology at the Hamilton International Airport.

Growth opportunity: expand

Hamilton is becoming a preferred destination for aerospace and defence companies. The City could accelerate this growth by attracting new investors across the supply chain.

Water technology



- **Innovation ecosystem:** Hamilton has a growing ecosystem of globally reputable research centres focused on technologies related to alleviating water scarcity. This includes the UN Institute for Water which offers a joint graduate program called “Water without Borders” together with McMaster university.
- **Location:** Hamilton offers companies a strategic location that provides direct access to Lake Ontario’s 393 cubic meters of water.

Growth opportunity: secure

Hamilton’s R&D capabilities and strategic location uniquely position Hamilton to attract investment and water technology companies as the world faces worsening water scarcity issues.

Note: refer to slide 37 for growth opportunity descriptions.

Sources: Statistics Canada, Natural Resources Canada, Invest in Hamilton, Invest in Canada, Invest Ontario, Foresight Canada, United Nations.

Manufacturing target markets



Water technology

- 10 **Milwaukee, Wisconsin (USA)** – Is recognized as a leading US water technology cluster. The region contains 175 companies that earn over \$10.5B in revenue.
- 11 **Las Vegas, Nevada (USA)** – Has been an epicenter for innovation in water technology, which includes hundreds of start-ups, millions in state funding, and the annual Water Smart Innovations Conference.



Steel and metal manufacturing

- 1 **New York (USA)** – Home to Stelco owner, Lindsay Goldberg.
- 2 **Luxembourg** – Home to the headquarters of Hamilton’s largest private sector employer, ArcelorMittal Dofasco.
- 3 **Mumbai (India)** – One of the world’s largest producers of steel, with leading companies, such as Tata Steel, Vedanta, JSW Steel, headquartered in Mumbai.
- 4 **Tokyo (Japan)** – The country produced the third most steel in 2021 and leads green innovations such as hydrogen-based steelmaking. Tokyo is home to the country’s top manufacturers, Nippon Steel, JFE, and Kobe Steel.



Aerospace and defence

- 5 **Washington D.C. (USA)** – Home to the US Department of Defence and offices for 37 major defence contractors.
- 6 **Berlin (Germany)** – The German federal government has committed to €100B in annual defence spending to meet NATO obligations.
- 7 **Blagnac (France)** – Large aerospace cluster through the presence of Airbus which has already built up manufacturing in Montreal and the US.
- 8 **Hartford, Connecticut (USA)** – Home to “Aerospace Alley”, a network of thousands of advanced manufacturing firms supported by the USD \$75M Connecticut Manufacturing Fund.
- 9 **Berkeley, Missouri (USA)** – Home to a thriving ecosystem of aerospace companies, such as Boeing, Essex Industries, and Ducomm (working on civilian and military aircraft and supply).

Life sciences – advantages and growth opportunities

Nuclear medicine



- **Established ecosystem:** Hamilton is a nuclear medicine epicenter, housing key assets such as specialized hot cell labs and the McMaster Nuclear Reactor, Canada’s most powerful research reactor.
- **Growing investment:** Hamilton is an increasingly favored destination for nuclear therapeutic companies, which have nearly tripled in number since 2016. Local companies include Fusion Pharmaceuticals, which saw the second-largest PO for a Canadian biotechnology start-up.

Growth opportunity: expand

Hamilton can facilitate continued growth in nuclear medicine by encouraging expansion investments for local companies and leveraging Hamilton’s research capabilities to attract foreign investment.

Medical devices



- **Growing ecosystem:** the number of local medical device companies in Hamilton has skyrocketed in recent years, as companies benefit from Hamilton’s mix of an established industrial network and life sciences expertise.
- **Talent pipeline:** programs at McMaster and Mohawk support the development of required skills for the industry – including Mohawk’s Medical Device Reprocessing program.

Growth opportunity: expand

Hamilton can capitalize on the continued growth of the subsector by pursuing investment into existing Hamilton companies, as well as marketing the benefits of Hamilton to attract new medical device companies.

Biomanufacturing

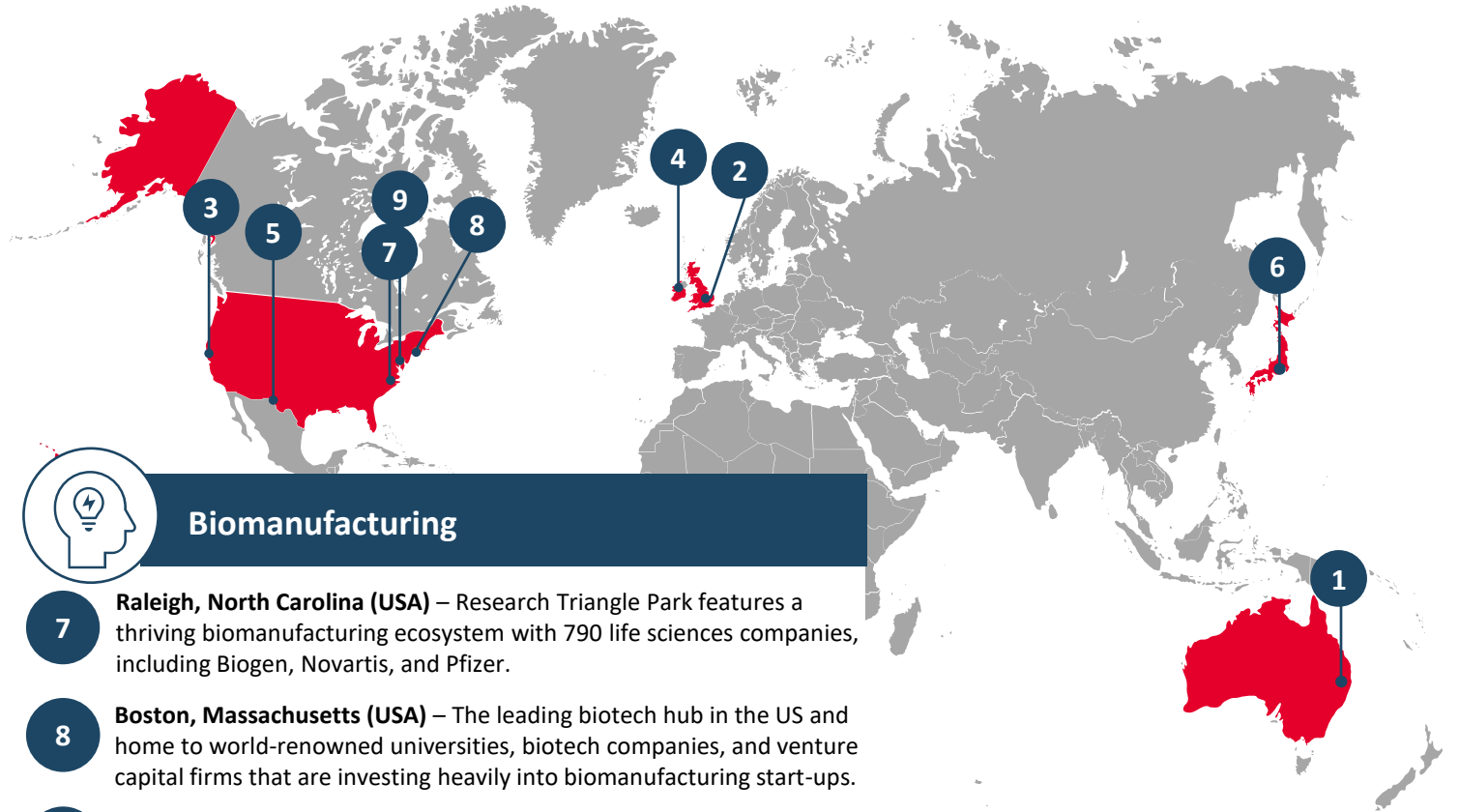


- **Industrial capacity:** Hamilton’s long legacy as an epicentre of Canadian manufacturing positions the city well for attracting biomanufacturing investment with the city’s abundance of industrial development land and a capable supply chain.
- **Strategic industry:** following supply chain issues brought on by the pandemic, Canadian governments will likely distinguish biomanufacturing as a strategic industry and require more domestic production. As a result, major biomanufacturers will need to establish new facilities within Canada.

Growth opportunity: secure

Given the lasting effects from the pandemic, Hamilton’s industrial legacy and expertise in life sciences, Hamilton is an ideal destination to attract biomanufacturers looking to locate in Canada.

Life sciences target markets



Biomanufacturing

- 7 Raleigh, North Carolina (USA)** – Research Triangle Park features a thriving biomanufacturing ecosystem with 790 life sciences companies, including Biogen, Novartis, and Pfizer.
- 8 Boston, Massachusetts (USA)** – The leading biotech hub in the US and home to world-renowned universities, biotech companies, and venture capital firms that are investing heavily into biomanufacturing start-ups.
- 9 Philadelphia, Pennsylvania (USA)** – Features prominently on several cell and gene therapy rankings in the US due to extensive research infrastructure, well-renowned universities, and presence of local cell and gene therapy companies such as Passage Bio and Cabaletta Bio.



Nuclear medicine

- 1 Sydney (Australia)** – A life nuclear medicine hub supported by ANSTO, a leading Australian research institute supporting thousands of scientists from industry and academia.
- 2 London (United Kingdom)** – Has created a network of gene therapy hubs to advance research and facilitate funding by leveraging medical faculties at King’s College and the NHS’s Blood and Transplant facilities.



Medical devices

- 3 California (San Jose and Los Angeles areas) (USA)** – The most concentrated cluster of medical device companies in the US, with over 1,400 patents and 39,000 employees.
- 4 Dublin (Ireland)** – Home to over 300 medtech and medical device companies, including Medtronic’s global HQ and employs the most medtech personnel per capita in Europe.
- 5 Phoenix, Arizona (USA)** – Has 178 medical equipment manufacturing establishments.
- 6 Tokyo (Japan)** – A major cluster of medical device companies which includes Hitachi Healthcare, and hosts major industry trade shows such as Medtec Japan.

Agribusiness & food processing – advantages and growth opportunities

Food ingredients



- **Established ecosystem:** Hamilton is an established food manufacturing hub that includes key processors of grains and other plant-based resources such as seed and flour mills, supported by thousands of farms located across the Hamilton-Niagara region.
- **Direct market access:** Hamilton's location offers direct access to tens of millions of nearby Canadian and US consumers. Companies benefit from Hamilton's network of highways and rail lines, an airport that specializes in cargo, and a port that specializes in agri-food cargo shipping.

Growth opportunity: expand

Hamilton can leverage its existing strengths in food processing and ability to provide direct market access with assets tailored to meet the needs of agri-food to continue to expand its presence of food ingredient processors.

Confectionary

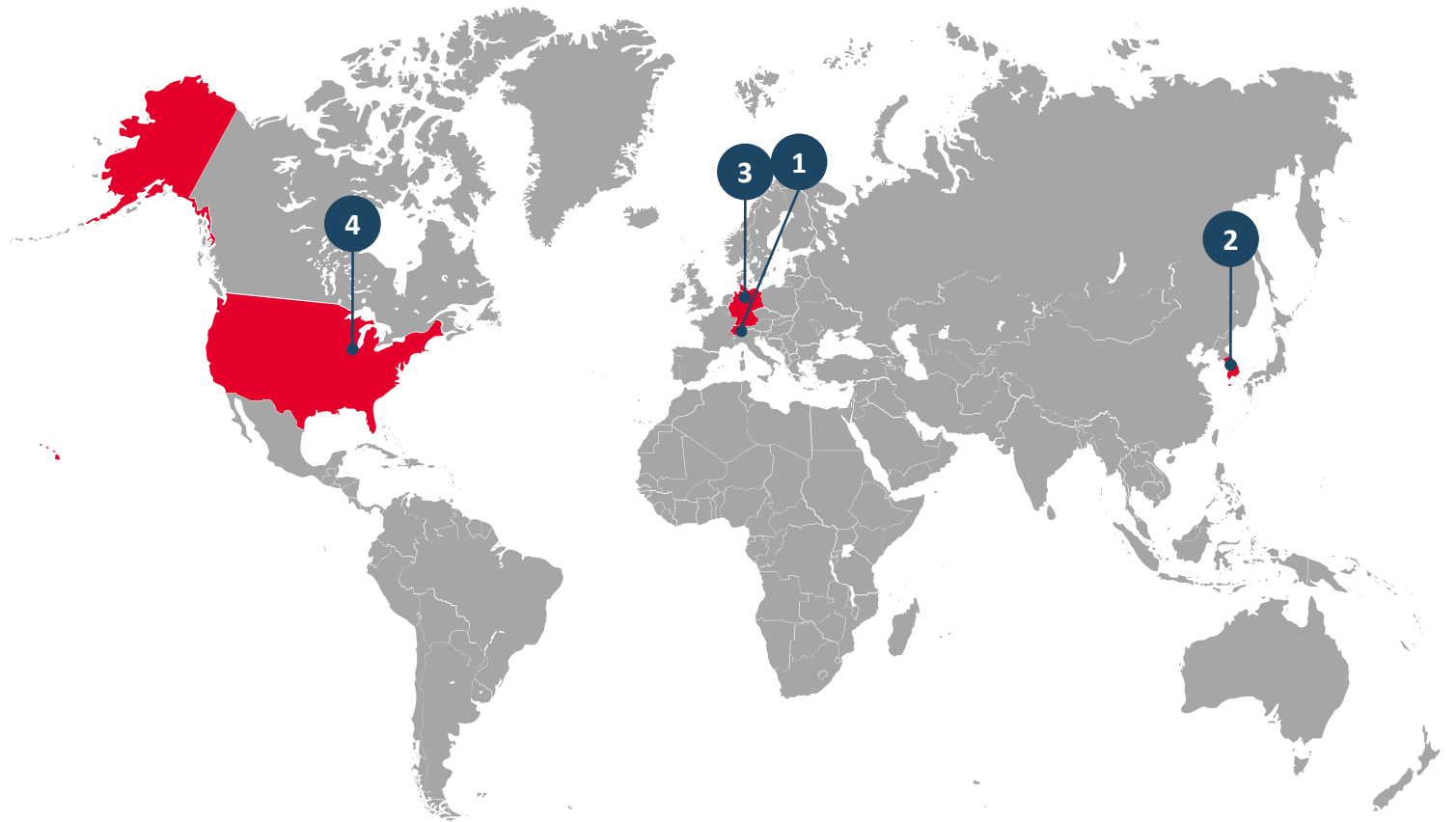


- **Global manufacturers:** Hamilton is home to numerous confectionary manufacturers such as Mondelez and Karma Candy. These operations have grown alongside Hamilton's agribusiness and food processing sector, with major expansions that include a \$40M investment from Mondelez in 2019.
- **Capable suppliers:** Hamilton confectionary processors benefit from the city's raw material processors that include a sugar refinery which provides competitively priced sugar, and flour mill.

Growth opportunity: expand

Given the growth of confectionary manufacturing in Hamilton, the City should continue to support further expansions from existing local processors. Additionally, the City should look to attract new manufacturers that can take advantage of Hamilton's strengths and integrate into the local supply chain.

Agribusiness and food processing target markets



Food ingredients

- 1 Bern (Switzerland)** – Home to a cluster of food ingredient companies, first and foremost Nestle, which is the world’s largest food and beverage company.
- 2 Seoul (South Korea)** – Represents a growing cluster of food processing companies that generated over \$60B in sales nationwide in 2019. Domestic companies are heavily reliant on imports of processed ingredients.



Confectionary

- 3 Berlin (Germany)** – Home to one of the world’s largest chocolate and confectionery industries in the world with a market value of over \$13B CAD and 136 manufacturers such as Haribo and August Storck.
- 4 Chicago, Illinois (USA)** – A global hub for confectionery production including companies such as Mars Candy and Tootsie Rolls, and home to the annual Sweets & Snacks Expo.

Digital media & film – advantages and growth opportunities

Animation



- **Supporting ecosystem:** animation studios have access to an abundance of local digital media companies, which include 130 graphic design companies, and 200 video production companies. Hamilton has a strong creative industries sector with a large talent pool of individuals skilled in illustration and all mediums of visual art.
- **Local film industry:** Hamilton is a growing film cluster which includes Pipeline Studios (a global animation studio), and supports hundreds of animated contents each year.

Growth opportunity: secure

Hamilton's emerging animation subsector has opportunity to take advantage of the city's broader growth in the overall film industry. The City should look to leverage its strengths to attract new players into the local market.

Live-action film and TV

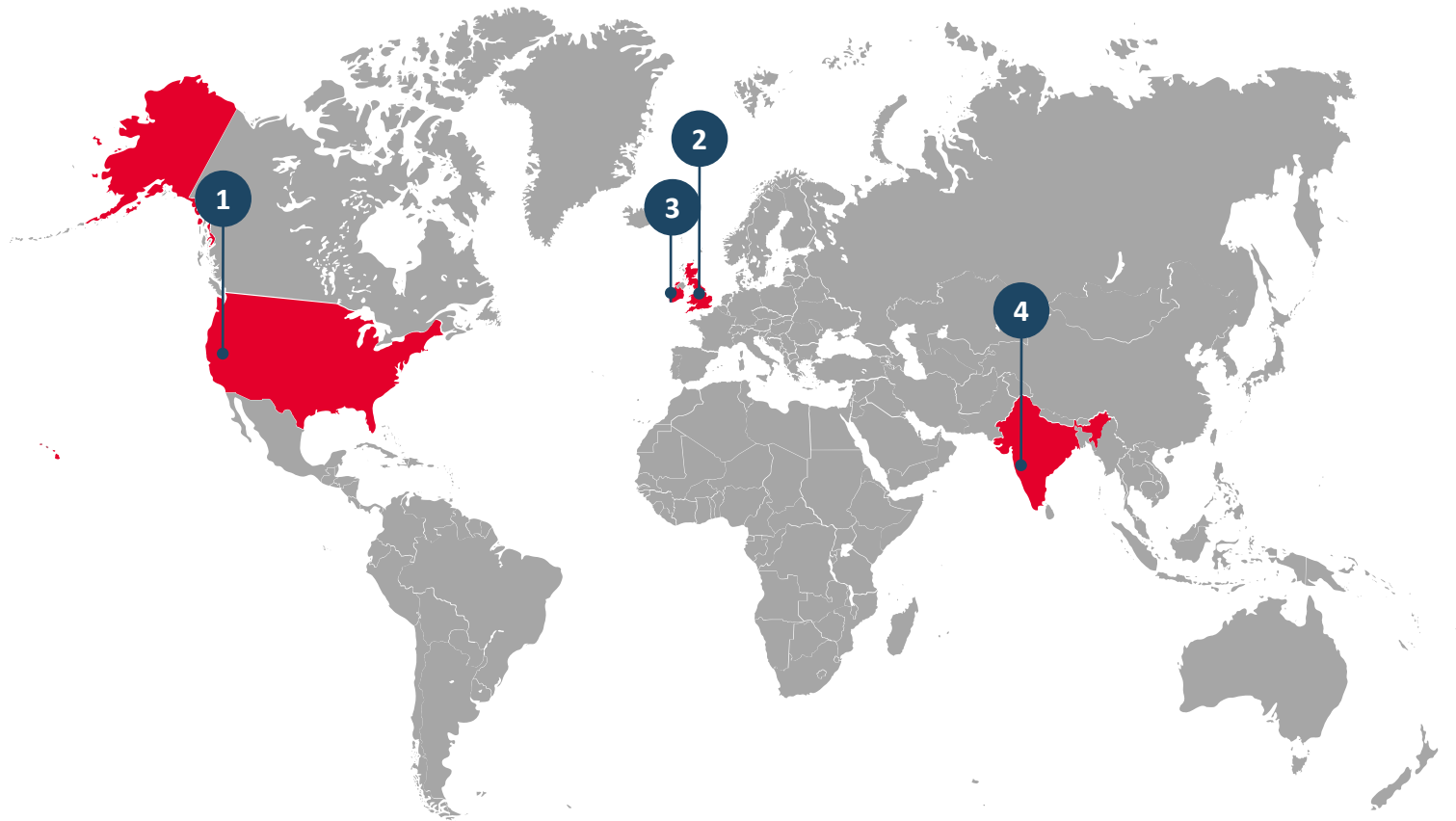


- **A booming film cluster:** Hamilton's film industry has thrived in recent years, becoming the 3rd largest film cluster in Canada. Hamilton's proximity to Toronto offers film makers a wide range of locations within and beyond the city. Recent major productions include *The Boys*, *Umbrella Academy*, and *Titans*.
- **Growing studio capacity:** numerous film studios have opened in Hamilton in recent years with more planned to open in the future. Studios and other film businesses in Hamilton benefit from the city's abundance of competitively priced industrial land, provincial tax credits for production, strong local and regional workforce, and long standing reputation as a film production destination.

Growth opportunity: expand

Hamilton should leverage city strengths and its favorable industry reputation through a two-pronged approach that continues to attract major domestic and international film productions and expands and attracts additional tier 2 and 3 film studio spaces.

Digital media & film target markets



Animation & live-action film and TV

- 1 Los Angeles, California (USA)** – A global centre of film and digital media, the city has 6,264 video production and distribution enterprises.
- 2 London (United Kingdom)** – A major European film hub, London houses film studios for Sony Pictures, Warner Bros., 20th Century Fox, United International Pictures, Paramount and Disney.
- 3 Dublin (Ireland)** – A fast-growing European hub for film and TV productions that supports the industry through its development agency “Screen Ireland”. The average budget of an Irish feature film has grown to €3.9 m.
- 4 Mumbai (India)** – The home to Bollywood, the centre of the Hindi film industry and produces over 1,000 films a year.

Decarbonization technologies – advantages and growth opportunities

Alternative fuels



- **A growing ecosystem:** Hamilton is home to reputable biofuel companies (e.g. Biox), that produce carbon-neutral energy. These companies are supported through the City's Climate Action Strategy and benefit from competitively priced industrial brownfield development sites.
- **Development opportunities:** As hydrogen is projected to represent 18% of global energy consumption by 2050, opportunities exist to leverage recent initiatives across Hamilton to support the clean energy transition in Canada and abroad.

Growth opportunity: secure and expand

Hamilton's industrial capabilities, commitment to decarbonization, and growth in hydrogen demand put the city in a unique position to attract investment into a hydrogen supply chain and to support the expansion of the local alternative fuels ecosystem.

EV motors

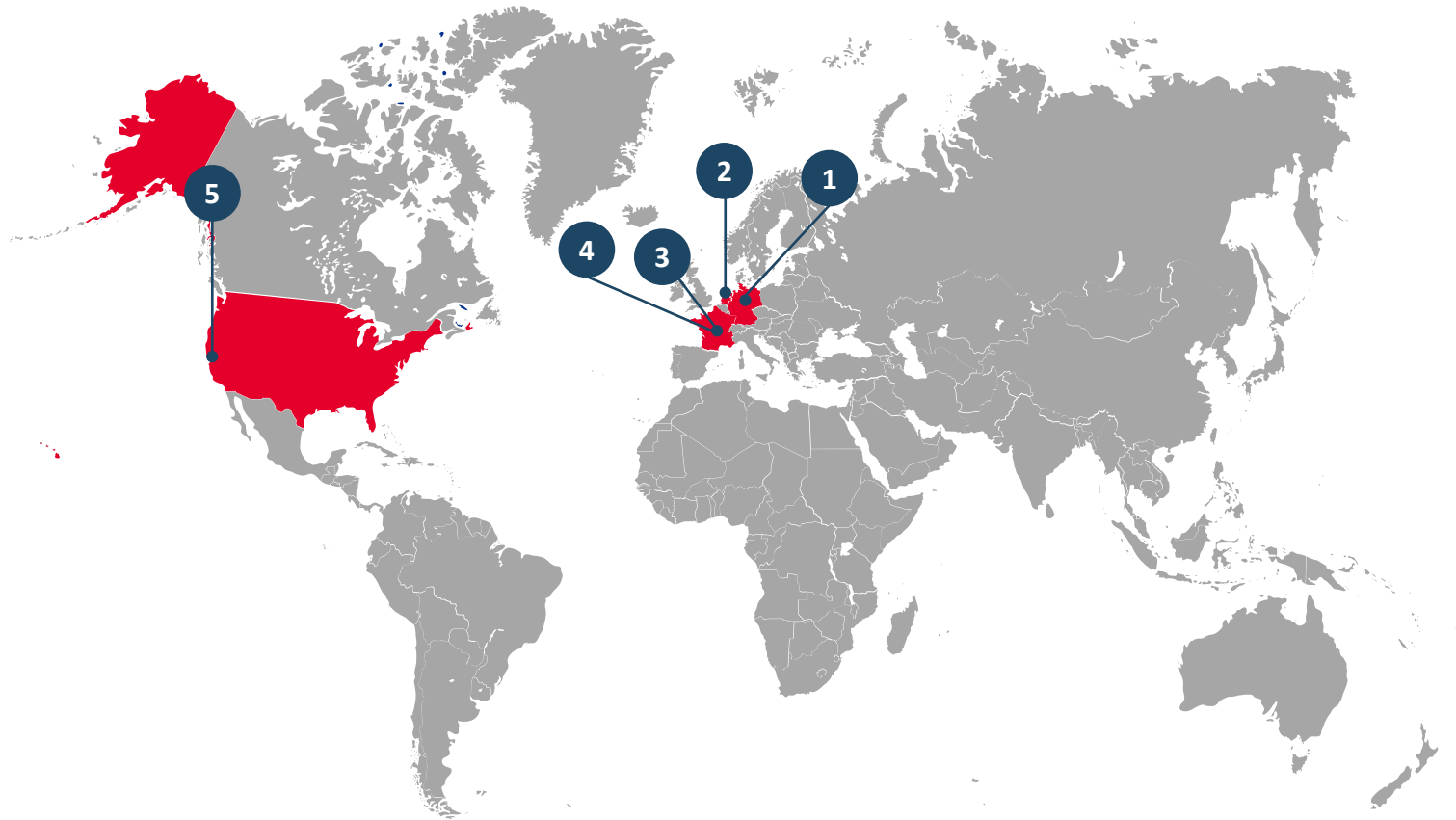


- **Growing presence:** Hamilton features a growing ecosystem of companies working on EV motors. For example, Enedym, a company that develops electric propulsion motors, is headquartered at the McMaster Innovation Park.
- **Innovation hub:** iHub's reputation and resources position Hamilton to become a global destination to develop, test and commercialize EV technologies. By leveraging iHub's work, Hamilton can support local subject matter experts (SMEs) and also ensure the adequate training of Hamilton's EV workforce.

Growth opportunity: secure

Hamilton should focus on securing local SMEs and supporting iHub's work as well as attracting more investment into its growing EV motors sector.

Decarbonization technologies target markets



Alternative fuels

- 1 **Berlin (Germany)** – The German federal government is committed to pursuing alternative fuel sources such as biofuel and hydrogen with a more than €8B investment into large scale hydrogen projects announced in 2022.
- 2 **Amsterdam (Netherlands)** – The national government is aiming to supply over 25% of the hydrogen demand in northwestern Europe.
- 3 **Paris (France)** – France is a global leader in biofuel with a market value of \$4.2B in 2021 and production of ethyl alcohol that accounts for 32% of output in Europe.



EV motors

- 4 **Munich (Germany)** – Is an automotive industry hub with a growing specialization in EVs, which includes major companies like Siemens and Tesla and a large cluster of academic research universities.
- 5 **Los Angeles, California (USA)** – A 2020 Los Angeles Economic Development Corporation report recorded 275,600 EV-related jobs in California. California is home to vehicle manufacturers, battery manufacturers, charging system manufacturers, suppliers and related sales teams.

Strategic accelerators

Hamilton can draw on key City initiatives to accelerate FDI and enable sectors growth including:



Clean energy transition

The City of Hamilton has demonstrated a commitment to transitioning to clean and sustainable energy through initiatives such as the Hamilton Region Decarbonization Hub, ReCharge Hamilton, and ArcelorMittal Dofasco’s decarbonization commitments. These initiatives, along with federal and provincial ambitions will help to further develop local capabilities and attract private investment in this growing sector.



Labour attraction

Hamilton is continuing to attract labour by serving as a desirable destination for Canadians and immigrants. Hamilton has access to a strong labour pool supported by neighbouring regions (e.g., Toronto, Waterloo, Kitchener, Guelph, Brantford), is viewed as a more affordable alternative to Toronto, and having a high quality of life (thriving night scene, beautiful natural areas, etc.). Highlighting Hamilton’s attractiveness for potential new residents will further bolstering the city’s labour pool and help increase Hamilton’s competitiveness.



Collaborating with academic institutions and research centres

Hamilton is the home to numerous research centres and reputable institutions such as McMaster University, Mohawk College, and Redeemer University (including partnership agreements with post-secondary institutions in neighbouring jurisdictions such as Niagara and Guelph). These organizations offer companies wide-ranging opportunities to develop new innovations through collaborative research partnerships. Partnerships enable companies to explore and test new technologies in facilities that they would otherwise not have access to.



Partnerships with neighbouring regions

Hamilton is located in the economic heartland of Canada, with neighbouring regions that include Waterloo and Toronto. Companies often invest in multiple locations across southern Ontario to reap synergies by taking advantage of the unique strengths available in each region. Hamilton can strengthen its FDI attraction efforts by partnering with neighbouring FDI attraction agencies and applicable government entities (e.g., Waterloo EcDev, Toronto Global, Invest Ontario, Invest in Canada, the Consider Canada City Alliance) and conveying consistent marketing and branding across the broader region.

4

Implementation roadmap



High-level implementation roadmap – City branding (1/2)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
Recognizable and consistent branding	Conduct market research to obtain detailed insights on existing gaps and challenges related to Hamilton’s brand and investor awareness of the city’s competitiveness.	Leader	Government, support organizations, industry				Medium
	Develop refreshed marketing/branding materials with consistent and focused messaging, visual identity, and narrative for each spotlighted sector.	Leader	Government				Medium
	Ensure messaging included in investor materials (e.g. pitchbooks, Invest in Hamilton,) reinforces a single Hamilton brand, while highlighting unique opportunities within each area of focus.	Leader	Government				Medium
Industry awareness	Undertake marketing campaigns at industry events and key trade shows within each of the spotlighted sectors.	Leader / champion	Industry, investors				Medium
	Highlight success stories on the Invest in Hamilton website, showcasing businesses that have expanded in Hamilton to emphasize growth opportunities available to investors.	Leader	Support organizations, industry				High
	Ensure all levels of government are aware of notable industry successes and opportunities by promoting recent wins/opportunities Hamilton City Council, Invest Ontario, and Invest in Canada.	Champion	Government, support organizations industry,				High
	Launch sector and targeted social media campaigns that exhibit the unique benefits of investing in Hamilton.	Leader	Industry, investors				Medium

High-level implementation roadmap – City branding (2/2)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
Regional branding	Leverage Invest in Hamilton Partnership and regional partners such as Waterloo Economic Development and Toronto Global attraction to jointly develop materials (e.g. information pamphlets, pitchbooks) which promote the southern Ontario region to potential investors.	Supporter	Support organizations, partner regions				Medium
	Leverage and align with federal and provincial investment attraction branding initiatives led by organizations such as Invest Ontario and Invest in Canada to further support Hamilton's brand.	Supporter	Government				Medium

High-level implementation roadmap – Attraction services (1/2)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
Investor outreach	Develop a refreshed list of the top potential investors within key target markets which includes key contact information, an overview of the organization and opportunity for each spotlighted sector.	Leader	Government, support organizations, industry				High
	Leverage the existing Hamilton Partnership, municipal, provincial, and federal relationships (as appropriate) to connect with potential investors.	Connector	Government, partner regions, investors				High
	Organize foreign trade missions with potential investors in key target markets for each spotlighted sector.	Leader	Government, investors				High
	Launch reverse trade missions for companies operating within Hamilton’s spotlighted sectors.	Leader	Government, industry				Medium
Website enhancement	Increase availability of data, reports, and step-by-step assistance on the Invest in Hamilton website to make it easier for potential investors to receive information at a glance.	Leader	Government, academia, support organizations				High
	Provide website users with more maps, search options, graphs and interactive tools for a more personalized online experience.	Leader	Government, support organizations				Medium
	Establish standards related to responding to Requests for Information on the Invest in Hamilton Website.	Leader	Investors				Medium

High-level implementation roadmap – Attraction services (2/2)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
Information sessions	Host regular information sessions for existing and potential investors focused on key topics of interest (such as international hiring practices, obtaining licensing, land development processes)	Connector	Industry, investors				Medium
	Connect potential/existing investors looking to hire foreign labour with key resources across Hamilton.	Connector / champion	Investors, support organizations				High
	Connect with Hamilton’s immigrant communities (as appropriate) to increase trade/export opportunities of Hamilton products.	Leader	Support organizations				Medium
	Offer aftercare support to companies following their investment to ensure better retention and promote opportunities for expansion.	Leader	Investors				Medium
	Spotlight the City’s Economic Development Office as key sources of information to stakeholder groups across the Hamilton including businesses, academia, and associated organizations.	Leader	Industry, academia, support organizations				Medium
Market entry support	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.	Leader	Industry, investors				High
	Leverage partnerships with Invest Ontario and Invest in Canada to enhance ability to respond to site selection requests from investors.	Leader	Government, investors				Medium

High-level implementation roadmap – Attraction services (3/3)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
Market entry support (cont.)	Maintain up-to-date materials relevant to the site selection process to ensure Hamilton has the ability to respond to data/information requests from key partners/potential investors quickly.	Leader	Government				Medium
Data insights	Undertake detailed assessment on the data most desired/relevant for potential investors.	Leader	Government				High
	Based on the data assessment, seek to obtain licenses on the data most critical to supporting the site selection and lead generation process.	Leader	Government				High
	Explore options to partner with academic research institutions and the City to process the most popular data requests faster and in a streamlined way.	Connector	Academia				Medium
	Leverage existing data (as applicable) available internally to the City, and highlight potential data gaps to key City partners.	Leader	Government, support organizations				Medium
	Partner with local universities and the City to build up reports and datasets on key topics such as talent availability Hamilton.	Leader	Academia				Medium

High-level implementation roadmap – Strategic partnerships (1/2)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
National and international connections	Network with Global Affairs Canada’s Trade Commissioners based in foreign target markets to assist the City in facilitating connections with potential investors and establish an in-market representative that promotes the Hamilton brand.	Connector	Government				High
	Regularly attend Invest Ontario and Invest in Canada events to maintain close relations and exchange ideas and insights.	Connector	Government				Medium
	Host an information day for provincial officials ("Queen's Park Day") to increase awareness of Hamilton's value proposition among MPPs and staff.	Leader	Government				Medium
	Host an information day for federal officials ("Day on the Hill") to increase awareness of Hamilton's value proposition among MPs and staff.	Leader	Government				Medium
	Identify a provincial and federal champion who is kept up-to-speed about key wins and opportunities (e.g., local MPs, cabinet ministers).	Leader	Government				High
Local connections	Strengthen partnerships with community partners, academia (including employment liaison officers, researchers with recently obtained large-scale grants, etc.) to promote commercialization opportunities for R&D taking place in Hamilton.	Connector	Academia, support organizations				Medium
	Identify champions across key stakeholder groups that promote Hamilton’s value proposition and key assets locally and abroad.	Leader	Industry, support organizations				Medium
	Leverage Hamilton Immigration Partnership Council (HIPC) to understand opportunities for strategic, long-term partnerships.	Leader	Government				Medium
	Host discussions with business leaders in Hamilton to better understand the support they need to more efficiently attract investment and hire foreign workers.	Connector	Industry				Medium

High-level implementation roadmap – Strategic partnerships (2/2)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
Local connections (cont.)	Build up a program jointly managed by Invest in Hamilton and HIPC that offers integrated immigration and FDI attraction advisory services to companies wishing to expand in or enter Hamilton.	Leader	Government				Medium
	Operationalize the Global Hamilton Council, bringing local private sector organizations and representatives (e.g., business owners, industry representatives, lawyers, financial services, accountants, tax advisory) together that will support and advise the City on investment attraction initiatives, and help growth the Hamilton brand globally.	Leader	Industry, support organizations				Medium
Cross jurisdictional collaboration	Through collaboration with the Consider Canada City Alliance, organize/attend events with investment attraction agencies in Southern Ontario.	Leader / connector	Government, partner regions				Medium
	Develop partnerships with emerging US collaborator jurisdictions (such as Buffalo, Minneapolis, Houston) within each spotlighted sector.	Leader	Partner regions				Medium
	Organize and attend events with investment attraction agencies across North America. Focus to be given on jurisdictions that are of comparable size and composition to Hamilton.	Leader / connector	Partner regions				Medium

5

Appendices



A

Background



Leveraging FDI to help drive value



Expand and **retain** current investment positions within Hamilton. Foreign investors with an established presence in Hamilton represent the best opportunity to quickly expand local Foreign Direct Investment (“FDI”) stock. Targeting these investors offers the highest potential for success and is the most cost-effective strategy.



Secure new investment into Hamilton from strategically identified sectors. Attracting new investors into Hamilton from foreign markets and across Canada can provide a range of benefits such as: introducing new technologies, upskilling workers, strengthening local supply chains, and increasing competitiveness.



Accelerate the growth and transition of Hamilton into a diversified and sustainable economy by increasing the number of quality FDI transactions.

Related initiatives

In addition to desktop research and stakeholder consultation, Hamilton's FDI Attraction Strategy is built on insights from previous City of Hamilton sector strategies and economic development initiatives as part of the broader Hamilton Economic Development Action Plan.

Hamilton's Economic Development Action Plan

ICT and Digital Media Sector FDI Strategy

Hamilton Climate Action Strategy

Manufacturing Sector Strategy

Life Sciences Sector Strategy

Bayfront Industrial Area Strategy

Technology and Innovation FDI Strategy

Hamilton's FDI Attraction Strategy

Key stakeholder groups required to support the strategy

The groups listed in Hamilton’s FDI Attraction implementation roadmap include key stakeholders mentioned throughout the 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 innovative research that is relevant to investors and developing local talent. In Hamilton, these include McMaster University, Mohawk College and Redeemer University as well as research centres such as CANMET Materials Technology Laboratory, iHub, etc.



Potential investors

Including companies looking to relocate to Hamilton, as well as 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 organizations located in Hamilton that are both established (e.g., ArcelorMittal Dofasco, Mondelez and L3Harris), as well as start-up/scale-up companies.



Support organizations

Including Next Generation Manufacturing Canada (NGen), McMaster Innovation Park (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 economy and FDI attraction initiatives.



Government

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



Partner regions / municipalities

Includes neighbouring regions such as Waterloo and Toronto that Hamilton can collaborate with on investment attraction initiatives, as well as other regions/municipalities across Canada and the US that .

Related implementation roles and responsibilities

An FDI attraction 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 drive initiatives that support investment attraction, 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 increasing quality investment. 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.

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.

Connector

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

Champion

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

B

Key strengths and challenges



Key strengths

Attracting investment for Hamilton will require drawing on city strengths. The strengths outlined below are especially valued by investors.

Innovation and R&D assets

Hamilton's renowned research centres, academic institutions, and incubators regularly engage in cutting edge research through partnerships with industry.

Talented labour pool

Companies benefit from a talent pool trained at renowned academic institutions, rising rates of skilled immigrants, and millions of residents located within a commutable distance.

High quality of life

Situated on Lake Ontario and along the Niagara Escarpment, Hamilton offers access to beautiful wilderness areas with vast networks of hiking trails, world-class hospitals, and a thriving art scene.



End-to-end supply chain

Hamilton provides companies a competitive advantage through the city's robust and diverse supply chain that includes multinational companies, key suppliers, transport and logistics hubs, and hundreds of start-ups.

Strategic location

Located near the US border, local companies have access to a massive market and major trade corridors. This is supported by multi-modal transportation options including the Hamilton International Airport, the Port of Hamilton, and expansive road and rail networks.

Investment opportunities

Hamilton offers an abundance of competitively priced redevelopment land throughout the city's downtown core and industrial areas.

High impact

Moderate impact

Key challenges

Unlocking Hamilton’s full potential for FDI attraction requires the mitigation of challenges and removal of barriers faced by investors.

Investment-ready greenfield

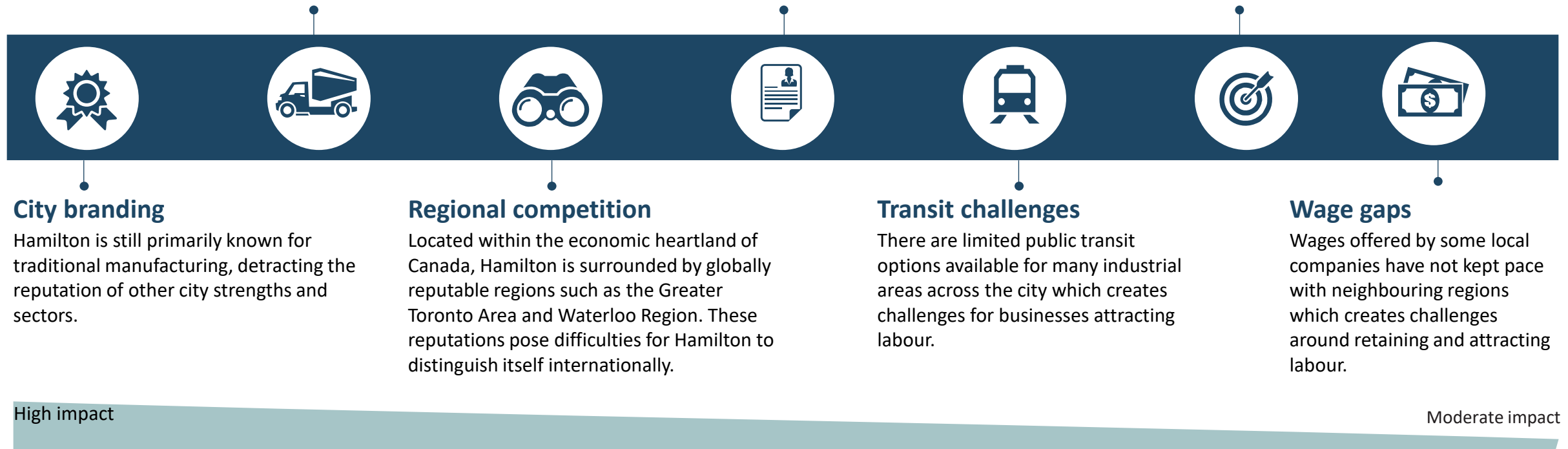
Hamilton has a limited supply of municipally serviced lands and fully serviced private land to facilitate greenfield development projects.

Meeting labour pool demands

Hamilton’s labour market has struggled to keep pace with the city’s growth in recent years as many employers struggle to find skilled talent.

Large presence of ‘anchor’ companies

Despite Hamilton’s thriving start-up scene, the city lacks a strong presence of large tier one companies outside of the manufacturing sector.



High impact

Moderate impact

C



Sector insights



Manufacturing in Hamilton

Areas of strength



An established sector

Hamilton's manufacturing sector is key to the city's economy and continues to generate significant exports. Leading subsectors by cumulative value of regional export sales between 2017 and 2022 include:

- Iron and steel (\$7.2B since 2017)
- Automotive (\$1.6B since 2017)
- Chemical (\$555M since 2017)



Industry innovation

Hamilton manufacturers develop industry-leading innovations through available partnerships with reputable research centres. Local research centres include:

- NGen – Next Generation Manufacturing Canada is a nationally leading advanced manufacturing supercluster (based in Hamilton) which supports industry innovation, with a focus on technology.
- McMaster University's iHub (an integrated automotive, aerospace and advanced manufacturing network) connects SMEs with researchers.
- Mohawk College's Additive Manufacturing Innovation Centre works with industry on applied research to improve efficiency and product design.



Robust supply chains

Including SMEs/suppliers and major manufacturers such as:

- L3Harris (aerospace and defence)
- ArcelorMittal Dofasco (steel)
- Liburdi (automation)
- Walters Group (engineering)
- McMaster Manufacturing Research Institute (MMRI)

Key takeaways

Manufacturing continues to be a core foundation of Hamilton's economy.

Historically known as a manufacturing hub, Hamilton continues to feature and attract reputable multinational companies, leading research centres, and innovative SMEs.

The City and industry's recent announcements surrounding decarbonization indicate a strong focus towards sustainability – in line with international trends and opportunities which should be capitalized.

\$21B

Generated in sales from Hamilton's manufacturing sector in 2021.

11%

Of the local labour force works in manufacturing (25,000 employees)

7.2%

Compound annual growth rate of Hamilton's manufacturing sales since 2016.

750

Manufacturing companies operating in Hamilton

Sources: Invest in Hamilton, Government of Canada, NGen, McMaster University, Mohawk College

Life sciences in Hamilton

Areas of strength



Rapidly growing life science cluster

Hamilton has a thriving life sciences cluster. Local sector trends between 2016 and 2021 include:

- 43 new companies established, with the number of nuclear medicine, digital health and medical device companies nearly tripling.
- 83 new products/services that were commercialized/licensed.
- A CAD \$100M investment in 2017 made by Stryker (one of the world's largest medical device companies) to build Canadian headquarters.
- More than CAD \$600M raised in startup funding, including a CAD \$270M IPO of Fusion Pharmaceuticals, the second largest IPO for a Canadian biotechnology firm.



Leading research capabilities

- Hamilton Health Sciences (the second largest hospital network in Ontario and the fourth largest in Canada), has an annual research spend of over CAD \$170M and 450 researchers.
- St. Joseph's Healthcare Hamilton has +200 researchers, 285 clinical research projects and 77,000+ sq. ft. in lab space.
- McMaster Nuclear Reactor (Canada's most powerful research reactor and the nation's only major neutron source) enables cutting-edge R&D and produces ~60% of iodine-125 globally, enough for ~70,000 treatments

Key takeaways

Globally, innovation in the life sciences sector continues to attract major investment.

Hamilton is well positioned to take advantage of these trends, as the city's long-standing history in R&D has supported the region in becoming a rapidly growing life sciences cluster. The city should look to continue building on its strengths including:

- Unique research capabilities and existing infrastructure (e.g. nuclear reactor).
- A thriving startup ecosystem
- A growing number of multinational companies
- World-class universities and hospitals

\$5.7B

The annual GDP generated by Hamilton's life sciences sector

50%

Growth in the number of Hamilton life science companies between 2016 and 2021

>30K

Hamilton's life sciences sector includes more than 30,000 employees.

200+

Public and private sector life sciences organizations in Hamilton

Sources: Invest In Hamilton, Synapse Life Science Consortium, World Economic Forum

Agribusiness and food processing in Hamilton

Areas of strength



Major exporting sector

In Hamilton, agribusiness and food processing is a growing source of exports. Leading regional subsectors by cumulative value of export sales between 2017 and 2022 include:

- Meat processing (CAD \$541M)
- Agriculture (CAD \$395M)
- Grain and oilseed (CAD \$137M)
- Bakeries and tortilla (CAD \$388M)
- Sugar and confectionary (CAD \$105M)
- Fruit, vegetables and specialty foods (CAD \$230M)



End-to-end supply chain

- +650 local farms across 118,000 acres, generating over CAD \$650M in annual revenue.
- Ontario's largest port enables exports through three grain export terminals and capabilities like liquid and dry bulk storage.
- Raw input processors such as Sucro Sourcing (sugar), P&H Milling (wheat), and Bunge (oilseed).



Major local investment

- CAD \$22.5M investment in 2021 from German vertical farm company, Infarm, developed the company's largest growing centre in North America – with a growing capacity of 37,000 sq.ft.
- CAD \$80M expansion in 2021 by protein food processor Sierra, growing capacity by ~160,000 sq.ft. and creating 100 jobs.
- Mondelez's CAD \$40M expansion in 2019 that increased candy production by 11M pieces per day and added 50 jobs.
- A \$180M CAD investment by Bartek to create the world's largest malic and food-grade fumaric acid production plant in Stoney Creek.

Key takeaways

Agribusiness and food processing is one of Hamilton's fastest growing industries. Hamilton is home to numerous major multinational companies (e.g., Mondelez, Maple Leaf Foods, G.S. Dunn, Bimbo Canada/Canada Bread). Companies benefit from the city's end-to-end supply chain, including Ontario's largest port, which enables largescale exports.

Hamilton has an opportunity to leverage federal agribusiness initiatives and further build on the globally recognized 'made in Canada' brand when promoting the sector.

\$375M

In FDI since 2013 that has created hundreds of new jobs

35%

10-year growth in the number of food manufacturing employees in Hamilton, totaling 9,500

\$2B

The value of Hamilton's annual exports from agribusiness and food processing

120+

Food and beverage manufacturers operating in Hamilton

Sources: Invest in Hamilton, Invest Ontario, Hamilton-Oshawa Port Authority

Digital media & film in Hamilton

Areas of strength



Growing film industry

Hamilton is the 3rd largest film cluster in Canada, hosting major productions such as *The Boys*, *Umbrella Academy*, and *Titans*. The city is home to programs such as design programs offered by Mohawk College. In recent years, numerous film companies have opened in Hamilton, including:

- Aeon Bayfront Studios (2021) – a 67,000 sqr.ft. studio with production space.
- Hamilton Film Studios (2018) – a 6,500 sqr.ft. studio that offers location and production equipment rentals.
- Digital Canaries (2015)



Supporting digital media services

Digital media in Hamilton has grown alongside the local film industry, with:

- 130 graphic design companies (the majority of which are sole proprietorships).
- 200 motion picture and video production companies (most of which employ less than 20 people).
- Global animation studio, Pipeline Studios, that holds partnerships with companies that include Sony, Disney, Netflix, Nickelodeon, Hasbro, TVO Kids, Universal, and others.



McMaster University research

Centre for Networked Media and Performance – which produces new forms of communication by leveraging network technology.

- Pulse Lab – which supports community driven research and needs through multimedia technologies.

Key takeaways

Hamilton is becoming a leading film cluster in Canada.

An abundance of industrial land has enabled large studios to open in recent years, attracting major international productions. These productions have been supported by the local digital media sector.

Ongoing global focus towards streaming services present an opportunity for Hamilton to increase FDI into the sector.

\$60M

Spent on film production in Hamilton in 2019

450+

Hamilton digital media companies, with the majority being start-ups

3rd

Hamilton is home to Canada's third largest film cluster.

900+

Film related businesses located in Hamilton, employing over 9,000 people

Decarbonization technologies in Hamilton

Areas of strength



Green city initiatives

- The City of Hamilton is actively supporting numerous green initiatives. These include:
- A Climate Action Strategy to reach net zero emissions by 2050 through actions such as improving electric vehicle infrastructure, bicycle infrastructure, and others.
 - Supporting the development of the Hamilton Regional Decarbonization Hub, with a focus on reducing/eliminating emissions across multiple sectors.
 - iHub within McMaster University that supports more than 230 SMEs with commercializing new clean technologies. The organization received federal support through a CAD \$10M investment in 2021.
 - ArcelorMittal Dofasco's CAD \$1.8B project for adopting cleaner manufacturing processes that will reduce emissions which received CAD \$900M through federal and provincial funding.
 - The City's newly appointed Climate Change Office.



Notable local companies

- ArcelorMittal Dofasco (metal and steel)
- Nerva Energy (energy efficiency)
- Biox (renewable fuel)
- Menlolab (electric car design)
- Enedym (engineering consultancy)

Key takeaways

Hamilton is a growing hub of activity related to cleantech and decarbonization. Supported by organizations such as iHub, the City has the potential to capitalize on emerging cleantech opportunities – one of the world's fastest growing investment areas.

This can further be accelerated by efforts across Hamilton – including key initiatives by government and industry – to become a recognized decarbonization hub.

\$57M

City investments into green initiatives since 2019.

60%

Reduction in emissions at ArcelorMittal's Hamilton operations by 2028

5M

Canadians are forecasted to be employed in cleantech by 2030

43%

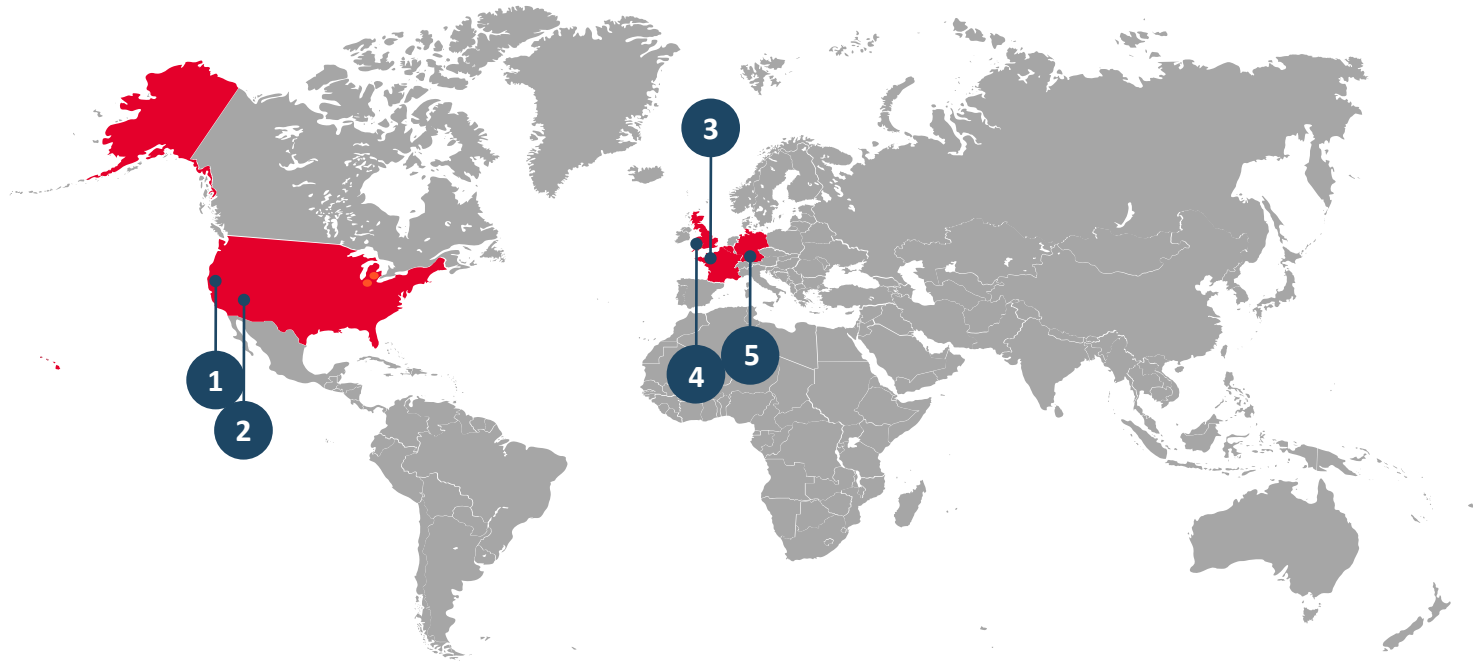
Reduction in Hamilton's corporate emissions since 2005

D

**Sector focused trade shows
and trade commissioners**



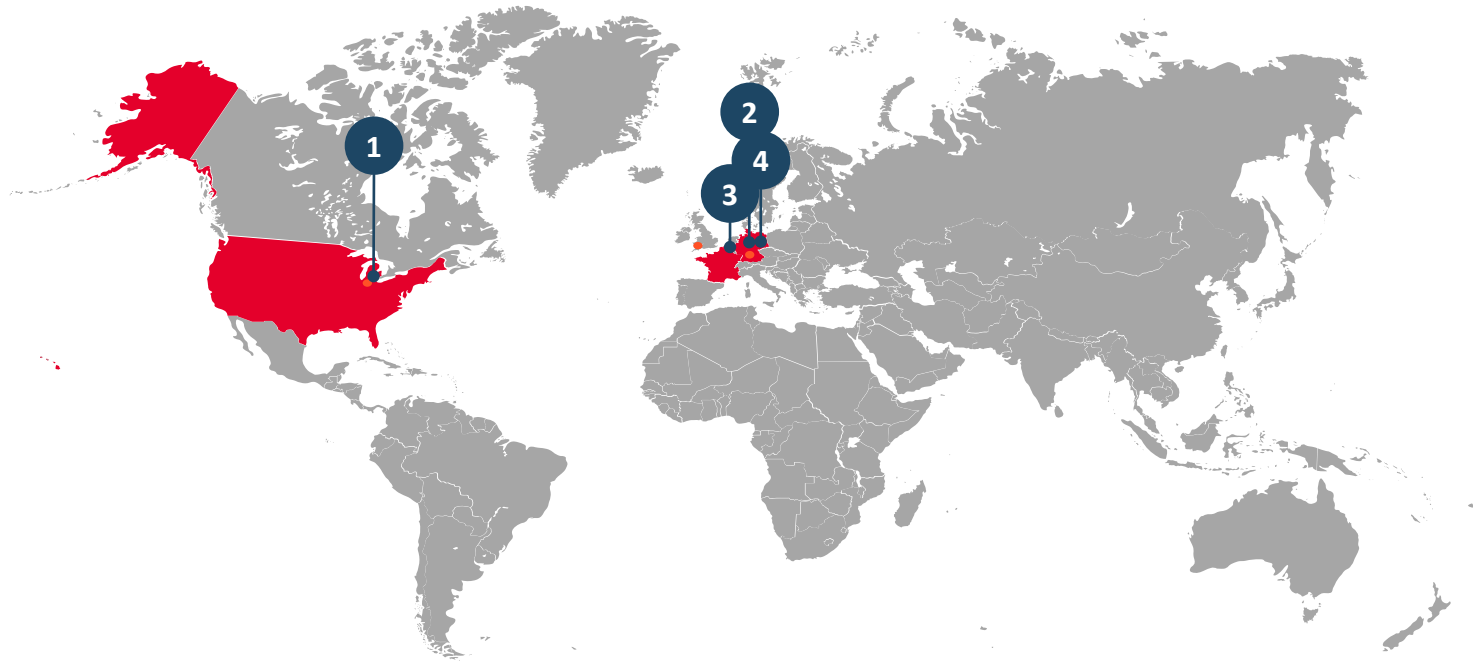
Sector focused trade shows (1/4)



Aerospace manufacturing

- 1 Los Angeles, California (US)** – The Aerodefence Manufacturing Expo is produced by SME, in partnership with industry OEMs. The Expo showcases advanced technology and panelists from government and industry.
- 2 Glendale, Arizona (US)** – The American Aerospace & Defense Summit is dedicated to manufacturing and R&D in American aerospace and defense.
- 3 Paris (France)** – The Paris International Airshow hosts over 130,000 trade visitors and over 300 Official Delegations from 98 countries.
- 4 Hampshire (UK)** – The Farnborough International Airshow is a platform for private, military, commercial and civil sectors to showcase their aircraft, technology and equipment.
- 5 Berlin (Germany)** – The ILA Berlin Air Show is the largest aerospace trade show in Germany covering technology and pressing topics in the industry.

Sector focused trade shows (2/4)



Agribusiness and food processing

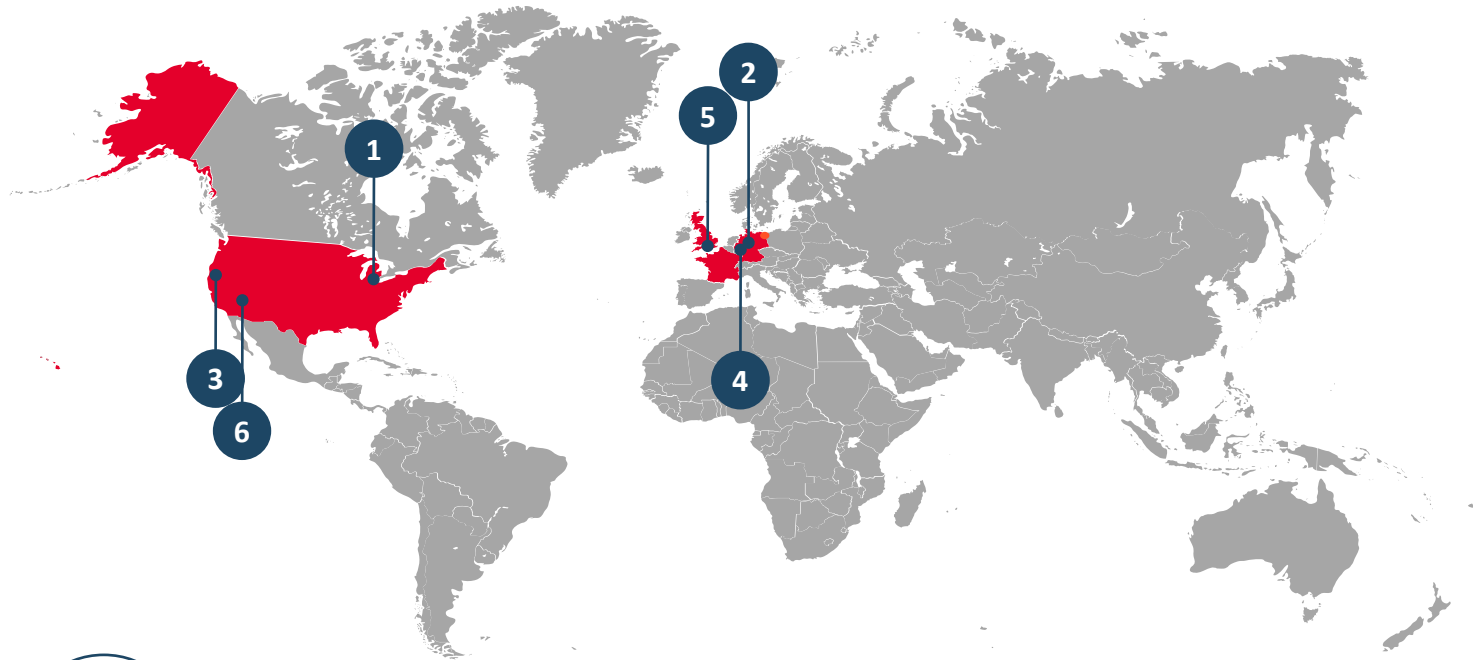
- 1 Chicago, Illinois (US)** – The Sweets and Snacks Expo is the largest confectionery, sweets and snacks trade show in North America.
- 1 Chicago, Illinois (US)** – The Institute of Food Technologies (IFT) Annual Meeting & Food Expo is designed to connect science and business to provide a place to find solutions to challenges in the global science of food community.
- 2 Cologne (Germany)** – The ISM Confectionary Trade Fair is the world's leading trade fair for confectionary and snacks.
- 3 Brussels (Belgium)** – The World Confectionary Conference assembles delegates and suppliers from across the world in the sweets, snacks and bakery markets.



Steel and metal manufacturing

- 1 Chicago (US)** – The International Manufacturing Technology Show is one of the largest manufacturing and technology shows in North America.
- 4 Dusseldorf (Germany)** – The International Exhibition for Metallurgical Technology with Congress offers an opportunity to network with an investment friendly audience.

Sector focused trade shows (3/4)



Film and animation

- 4 **Berlin (Germany)** – The European Film Market is one of the top three meeting places of the international film and media industries.
- 6 **Las Vegas, Nevada (US)** – The National Association of Broadcasters 2023 highlights next generation technology in the broadcast, media and entertainment industry.



EV manufacturing

- 1 **Detroit, Michigan (US)** – The Electric and Hybrid Technology Expo brings together engineers, business leaders, companies and innovators to discover products and solutions for the future.
- 2 **Koln Messe (Germany)** – The Industrial Vehicle Technology Expo brings together individuals to facilitate discussion on new technologies.



Alternative fuels

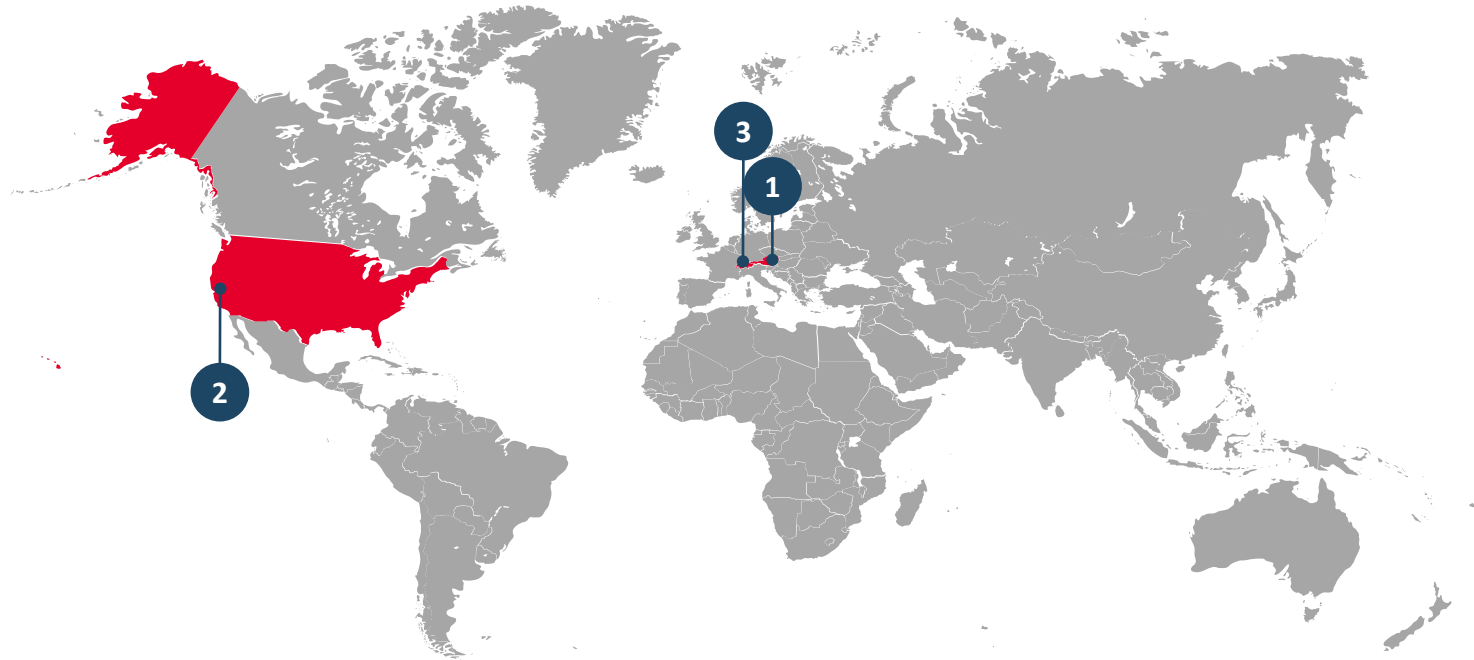
- 3 **Anaheim, California (US)** – The Advanced Clean Transportation Expo is a place to discover vehicles, products and solutions driving fleet sustainability.
- 4 **Berlin (Germany)** – The International Conference on Renewable Mobility “Fuels of the Future” is an industry trade show with a focus around biofuels, mineral oils and automotive, chemicals, transportation and logistics, policy, science and research.



Defense manufacturing

- 5 **London (UK)** – The DESI connects governments, national armed forces, thought leaders and the defense supply chain globally to provide networking opportunities, demonstrations and education.

Sector focused trade shows (4/4)



Nuclear medicine

1

Vienna (Austria) – The European Congress of Radiology is an international meeting on radiology and includes radiology professionals, radiographers, physicists, industry representatives, and reporters.



Bio manufacturing

2

San Francisco, California (US) – The American Biomanufacturing Summit provides biopharmaceutical executives with current trends, strategic insights and best practices.

3

Basel (Switzerland) – The Bio Europe Spring conference is a platform for individuals to connect with key stakeholders across the industry.

E



Key sources



Sources (1/3)

- ArcelorMittal. (2022). *ArcelorMittal decarbonisation project in Hamilton, Canada confirmed with the announcement of a CAD\$500M investment by the Government of Ontario*. Retrieved from corporate.arcelormittal.com: <https://corporate.arcelormittal.com/media/press-releases/arcelormittal-decarbonisation-project-in-hamilton-canada-confirmed-with-the-announcement-of-a-cad-500m-investment-by-the-government-of-ontario>
- Brookings. (2018). *RETHINKING CLUSTER INITIATIVES – Milwaukee Water Technology*. Retrieved from Brookings.edu: https://www.brookings.edu/wp-content/uploads/2018/07/201807_Brookings-Metro_Rethinking-Clusters-Initiatives_Milwaukee-Water-Technology.pdf
- Calgary Economic Development. (n.d.). *INNOVATORS SOLVING GLOBAL CHALLENGES*. Retrieved from Calgaryeconomicdevelopment.com: <https://www.calgaryeconomicdevelopment.com/>
- CBC News. (2020). *Major film studio in Hamilton's west harbour will open its doors in February*. Retrieved from cbc.ca: <https://www.cbc.ca/news/canada/hamilton/aeon-studio-1.5825145>
- City of Houston. (n.d.). *TRADE AND INTERNATIONAL AFFAIRS*. Retrieved from Houstontx.gov: <https://www.houstontx.gov/motia/>
- Confectionery. (2020). *Chicago, 'Candy Capital' of the world*. Retrieved from Confectionerynews.com: <https://www.confectionerynews.com/Article/2020/05/12/Chicago-Candy-Capital-of-the-world>
- FDI Intelligence. (2021). *Germany's hotbed for hydrogen*. Retrieved from fdiintelligence.com: <https://www.fdiintelligence.com/content/feature/germanys-hotbed-for-hydrogen-80270>
- Foresight Canada. (n.d.). *Advancing Canadian Water Technology*. Retrieved from Foresightcac.com: <https://foresightcac.com/our-sectors/waternext/>
- GreenBiz. (2017). *How Las Vegas aims to be the next Silicon Valley for water innovation*. Retrieved from Greenbiz.com: <https://www.greenbiz.com/article/how-las-vegas-aims-be-next-silicon-valley-water-innovation>
- Hamilton Spectator. (2022). *As Hamilton passes the \$1 billion mark for building permits, a look at the seven most expensive projects in Hamilton this year*. Retrieved from Thespec.com: <https://www.thespec.com/business/real-estate/2022/08/02/hamilton-billion-dollars-development-projects-seven-most-expensive.html>
- Hamilton Spectator. (2022). *Downtown boom town: 'Hamilton is the new Brooklyn'*. Retrieved from Thespec.com: <https://www.thespec.com/news/hamilton-region/2022/06/01/downtown-hamilton-development.html>
- HOPA Ports. (2022, June). *Project Cargo / Breakbulk*. Retrieved from <https://www.hopaports.ca/services/project-cargo-breakbulk/>
- IBIS World. (2022). *Chocolate & Confectionery Production in Germany - Market Research Report*. Retrieved from Ibisworld.com: <https://www.ibisworld.com/germany/industry/chocolate-confectionery-production/722/>
- International Trade Administration. (2021, August). *Medical Devices*. Retrieved from Trade.Gov: <https://www.trade.gov/country-commercial-guides/canada-medical-devices>
- Invest Buffalo Niagara. (n.d.). *Perfectly Positioned for Success*. Retrieved from Buffaloniagara.org: <https://buffaloniagara.org/>
- Invest in Canada. (2021). *FDI Report 2021: Ones to watch - Cleantech and Hydrogen*. Retrieved from Investcanada.ca: <https://fdi2021.investcanada.ca/greener-future/cleantech-hydrogen>
- Invest in Hamilton. (2021). *GOVERNMENT OF CANADA INVESTS \$400 MILLION IN HAMILTON'S STEEL INDUSTRY*. Retrieved from InvestinHamilton.ca: <https://investinhamilton.ca/blog/2021/07/30/government-of-canada-invests-400-million-in-hamiltons-steel-industry/>
- Invest in Hamilton. (2019). *Hamilton Advanced Manufacturing Brochure*. Retrieved from InvestinHamilton.ca: <https://investinhamilton.ca/wp-content/uploads/2019/05/EcDev-0714-Manufacture-Brochure-LR.pdf>

Sources (2/3)

- Invest In Hamilton. (n.d.). *Invest In Hamilton*. Retrieved from Life Sciences in Hamilton: <https://investinhamilton.ca/hamiltonlifesciences/>
- Invest in Hamilton. (n.d.). *SNAPSHOT OF AGRIBUSINESS AND FOOD PROCESSING IN HAMILTON*. Retrieved from InvestinHamilton.ca: <https://investinhamilton.ca/industries/agri-business-and-food-processing/>
- Invest Ontario. (n.d.). *Key Industries*. Retrieved from investontario.ca: <https://www.investontario.ca/>
- Invest Ontario. (2022). *Water Technology*. Retrieved from InvestOntario.ca: <https://www.investontario.ca/water-technology>
- Invest Ottawa. (n.d.). *Aerospace Defence Security*. Retrieved from whyottawa.ca: <https://whyottawa.ca/aerospace-defence-security/#>
- London & Partners. (n.d.). London for film, TV, animation, VFX and digital streaming. Retrieved from business.london: <https://www.business.london/invest/sectors/creative/film-and-digital#>
- Market Research. (2021). *Germany Plant Protein Business and Investment Opportunities (2018-2027) Insight Series*. Retrieved from Market Research.com: <https://www.marketresearch.com/ConsumerIntel360-v4169/Germany-Plant-Protein-Business-Investment-32099199/>
- McMaster Innovation Park. (n.d.). *About MIP*. Retrieved from mcmasterinnovationpark.ca: <https://mcmasterinnovationpark.ca/aboutmip>
- McMaster University. (2021). *McMaster Nuclear Reactor*. Retrieved from <https://nuclear.mcmaster.ca/facility/nuclear-reactor/>
- McMaster University. (2019). *McMaster University Factbook*. Retrieved from McMaster.ca: <https://ira.mcmaster.ca/app/uploads/2020/03/Fact-Book-2019newQF.pdf>
- Mohawk. (n.d.). *Manufacturing Engineering Technician - Automation (Industrial Mechanic Millwright) - 413 – 473*. Retrieved from mohawkcollege.ca: <https://www.mohawkcollege.ca/programs/skilled-trades/manufacturing-engineering-technician-automation-industrial-mechanic>
- Montréal International. (n.d.). *Montréal: Talent and tech to move forward together*. Retrieved from Montrealinternational.com: <https://www.montrealinternational.com/en/>
- Natural Resources Canada. (2020). *Iron Ore Facts*. Retrieved from NRCan.gc.ca: <https://www.nrcan.gc.ca/our-natural-resources/minerals-mining/minerals-metals-facts/iron-ore-facts/20517>
- New Energy Coalition. (n.d.). *Hydrogen valley*. Retrieved from newenergycoalition.org: <https://www.newenergycoalition.org/en/hydrogen-valley/>
- New York State. (2022). *Empire State Development Announces Expansion of Metal Processing and Distribution Facility in Lancaster*. Retrieved from esd.ny.gov: <https://esd.ny.gov/esd-media-center/press-releases/empire-state-development-announces-expansion-metal-processing-distribution-facility-lancaster>
- New York State. (n.d.). *Biotech and Life Sciences*. Retrieved from esd.ny.gov: <https://esd.ny.gov/industries/biotech-and-life-sciences>
- NGen. (n.d.). *Next Generation Manufacturing Canada*. Retrieved from NGen.ca: <https://www.ngen.ca/>
- Northwestern University. (n.d.). *Chicagoland Biotech Companies and Organizations*. Retrieved from mccormick.northwestern.edu: <https://www.mccormick.northwestern.edu/biotechnology/career-opportunities/area-biotech.html>
- OECD. (2022). *Foreign Direct Investment Statistics: Data, Analysis and Forecasts*. Retrieved from OECD.org: <https://www.oecd.org/investment/statistics.htm#:~:text=%E2%80%8CFDI%20in%20figures%20October%202022,the%20first%20half%20of%202022.>

Sources (3/3)

- Office of Energy Efficiency & Renewable Energy. (n.d.). *DOE Industrial Decarbonization Roadmap*. Retrieved from Energy.gov: <https://www.energy.gov/eere/doi-industrial-decarbonization-roadmap>
- Screen Ireland. (2022). *Industry Insights: Reports, Data and Statistics*. Retrieved from screenireland.ie: <https://www.screenireland.ie/industry-insights>
- Statista. (2022). *Consumer Markets: Food*. Retrieved from Statista.com: <https://www.statista.com/outlook/cmo/food/worldwide#global-comparison>
- Statista. (2021). *Biofuel production in Europe in 2021, by country*. Retrieved from Statista.com: <https://www.statista.com/statistics/332510/biofuels-production-in-selected-countries-in-europe/>
- Statistics Canada. (2022). *Environmental and Clean Technology Products*. Retrieved from StatsCan.gc.ca: <https://www150.statcan.gc.ca/n1/daily-quotidien/220106/dq220106d-eng.htm>
- Statistics Canada. (n.d.). *Primary metal manufacturing*. Retrieved from StatsCan.gc.ca: <https://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=118464&CVD=118466&CPV=331&CST=01012012&CLV=1&MLV=5>
- Toronto Global. (n.d.). *INVEST IN THE TORONTO REGION*. Retrieved from Torontoglobal.ca: <https://torontoglobal.ca/>
- UNCTAD. (2022). *World Investment Report 2022*. Retrieved from UNCTAD.org: <https://unctad.org/webflyer/world-investment-report-2022>
- United Nations. (n.d.). UN Think Tank on Water. Retrieved from inweh.unu.edu: <https://inweh.unu.edu/>
- US Bureau of Labor Statistics. (2021). *Occupational Employment and Wage Statistics*. Retrieved from bls.gov : [https://www.bls.gov/oes/current/oes292033.htm#\(1\)](https://www.bls.gov/oes/current/oes292033.htm#(1))
- US Census Bureau. (n.d.). Business and Economy. Retrieved from census.gov: <https://www.census.gov/topics/business-economy.html>
- US Department of Commerce. (n.d.). *U.S. CLUSTER MAPPING PROJECT*. Retrieved from eda.gov: <https://eda.gov/about/cluster-mapping/>
- US Energy Information Administration. (2022). *U.S. Fuel Ethanol Plant Production Capacity*. Retrieved from eia.gov: <https://www.eia.gov/petroleum/ethanolcapacity/t>
- Workforce Planning Hamilton. (2020). *TRENDS IN HAMILTON'S LABOUR MARKET*. Retrieved from Workforceplanninghamilton.ca: https://www.workforceplanninghamilton.ca/wp-content/uploads/2021/08/2019-2020_Labour_Market_Plan_final.pdf
- Workforce Planning Hamilton. (2018). *TRENDS IN HAMILTON'S LABOUR MARKET*. Retrieved from Workforceplanninghamilton.ca: <https://www.workforceplanninghamilton.ca/wp-content/uploads/2021/08/LLMP-2019-web.pdf>
- World Economic Forum. (2021). *The bio revolution is kicking off. Here's how to harness its opportunities early on*. Retrieved from Weforum.org: <https://www.weforum.org/agenda/2021/05/the-biorevolution-is-kicking-off-heres-how-to-harness-its-opportunities-early-on/>



FDI Attraction Strategy



Why FDI?

The focus of Hamilton’s FDI strategy is to attract national and international investment into the local economy. The City also has a number of target sector strategies centered around ecosystem growth within key sectors of focus (e.g., life sciences, manufacturing, food processing).

Fundamentals

FDI is “an investment reflecting a lasting interest and control by a foreign direct investor, resident in one economy, in an enterprise resident in another economy (foreign affiliate).

FDI inflows comprise capital provided by a foreign direct investor to a foreign affiliate, or capital received by a foreign direct investor from a foreign affiliate.”



Innovation

Companies that help inject innovative ideas, technologies and products into Hamilton’s economy.

Sustainability

Companies/investors whose business practices, products and services prioritize sustainability and decarbonization.

High-quality jobs

Companies/investment which supports the creation of ‘high quality jobs’ for the local community.

Ecosystem acceleration

‘Anchor companies’ or investment that supports the expansion/bolstering of Hamilton’s value chains.



**Strategic
Investment
for Hamilton**

*Note: definition obtained from the United Nations Conference on Trade and Development (UNCTD)

Sources: UNCTD, Invest in Canada.

FDI attraction strategy objectives



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



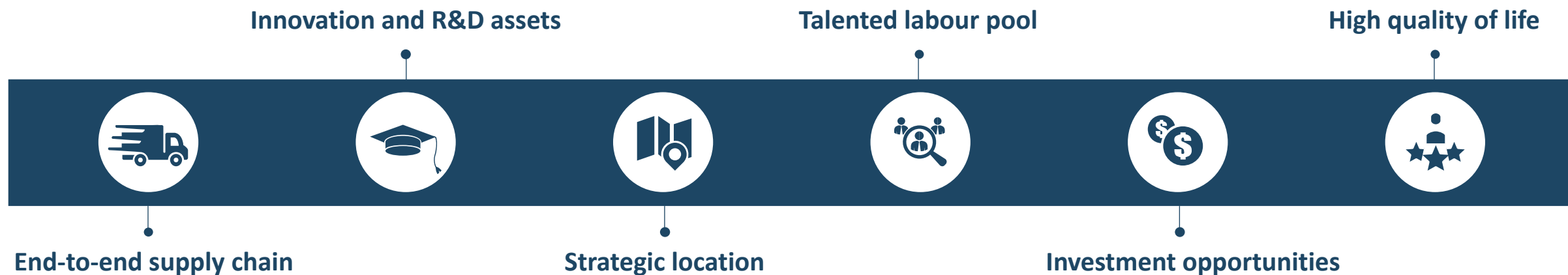
Leverage **key strengths and address roadblocks** to maximize competitive advantages and unlock growth opportunities.



Increase and retain investor attention by developing an effective and unique value proposition for the City of Hamilton.

Key strengths

Leveraging city strengths that are especially valued by investors will support investment attraction.

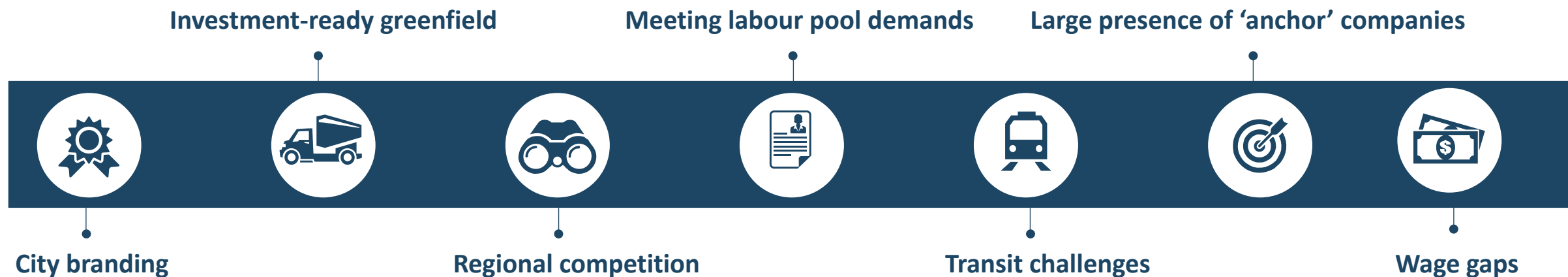


High impact

Moderate impact

Key challenges

Unlocking Hamilton’s full potential for FDI attraction requires the mitigation of challenges and removal of barriers faced by investors.



High impact

Moderate impact

Strategic accelerators

Hamilton can draw on key City initiatives to accelerate FDI and enable business growth, including:



Clean energy transition

Hamilton's climate action strategy, ReCharge Hamilton, aligns with federal and provincial ambitions, and will focus on accelerating clean energy use, helping to further develop local capabilities in clean energy and attract private investment in this growing area.



Labour attraction

Hamilton offers investors a pool of skilled workers and individuals with STEM skillsets that can help drive innovation and technological adoption. Hamilton is well positioned to continue to attract labour by serving as a desirable destination for Canadians and immigrants.



Collaborating with academic institutions and research centres

Hamilton's numerous research centres (e.g., CanmetMATERIALS and NGen) and reputable academic institutions (e.g., McMaster University, Mohawk College, and Redeemer University) offer companies wide-ranging opportunities to develop new innovations through collaborative research partnerships.



Partnerships with neighbouring regions

Hamilton can strengthen its FDI attraction efforts by partnering with neighbouring FDI attraction agencies and applicable government entities that strengthen the regional brand by conveying consistent marketing and branding messaging.

Strategy on a page



VISION

To attract international and national investment that will increase Hamilton’s global competitiveness by supporting the creation of high-quality jobs – benefiting local businesses, advancing innovation, and fostering sustainable supply chains.

Strategic pillars



City branding

A unique brand that highlights key capabilities and distinguishes Hamilton.



Attraction services

Support services offered to current and potential investors in an effort to attract, expand, and retain investment.



Strategic partnerships

Collaboration with key stakeholders (including other jurisdictions, the provincial and federal governments, and local stakeholders) that create FDI opportunities.

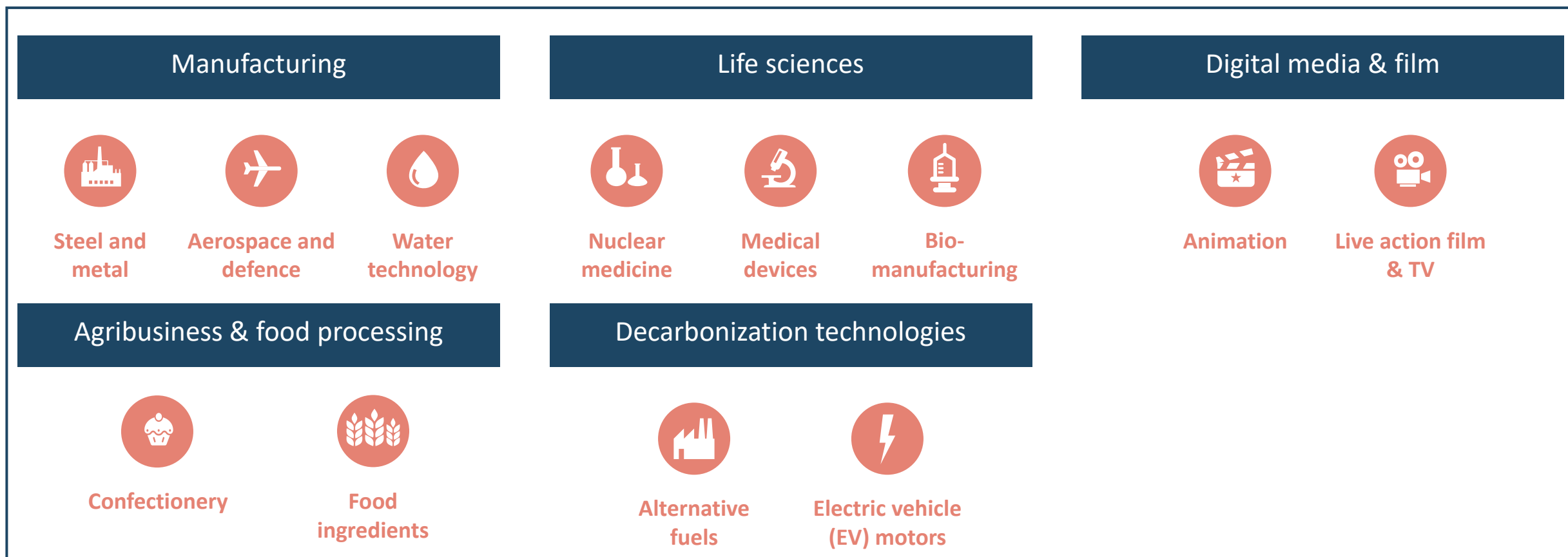
Key enablers

Key infrastructure assets*	Robust local supply chain	Development opportunities	Innovation ecosystem	Federal and provincial initiatives	Talent pool and quality of life	Hamilton Immigration Partnership Council	Information communications technology (ICT)
----------------------------	---------------------------	---------------------------	----------------------	------------------------------------	---------------------------------	--	---

*Note: including Hamilton’s port, airport, road infrastructure and rail network.

Spotlighted sectors and subsectors

Spotlighted subsectors include areas that are economically important to Hamilton and offer strong opportunity to attract further investment. While other areas were considered, a focused approach which leverages key enablers (such as ICT and transportation networks) is required to maximize efforts and attract investment into Hamilton.



Appendices



Hamilton's value proposition



Hamilton features a thriving business ecosystem that combines a strategic location with an innovative and collaborative community – providing investors unparalleled opportunity to tap into key North American markets.

Hamilton has undergone a profound transformation in recent years, expanding beyond traditional manufacturing and developing reputable innovative capabilities. The City continues to support this transformation as Hamilton continues to grow with an increasing number of cutting-edge companies in manufacturing, life sciences, food processing, digital media, and decarbonization technologies.

By investing in Hamilton, companies can benefit from a robust end-to-end supply chain; tap into a highly skilled labor force; have partnership opportunities with world-class research institutions; and leverage a key strategic location in North America.

The City of Hamilton is committed to supporting businesses and investors take full advantage of key these strengths and ease long-term transition into the city's ecosystem.

City branding actions

The City can strengthen each strategic pillar (city branding, attraction services, and strategic partnerships) through a series of actions.

Strategic objectives	Opportunities	Actions
Recognizable and consistent branding	Reinforce the ‘Hamilton brand’ by ensuring that investment attraction-related branding is consistent and recognizable across all initiatives.	<ul style="list-style-type: none"> • Conduct market research to obtain detailed insights on existing gaps and challenges related to Hamilton’s brand and investor awareness of the city’s competitiveness. • Develop refreshed marketing/branding materials with consistent and focused messaging, visual identity, and narrative for each spotlighted sector. • Ensure messaging included in investor materials (e.g. pitchbooks, Invest in Hamilton) reinforces a single Hamilton brand, while highlighting unique opportunities within each area of focus.
Industry awareness	Generate interest in Hamilton as a desirable investment destination by increasing investor awareness through active and passive marketing initiatives.	<ul style="list-style-type: none"> • Undertake marketing campaigns at industry events and key trade shows within each of the spotlighted sectors. • Highlight success stories on the Invest in Hamilton website, showcasing businesses that have expanded in Hamilton to emphasize growth opportunities available to investors. • Ensure all levels of government are aware of notable industry successes and opportunities by promoting recent wins/opportunities to Hamilton City Council, Invest Ontario, and Invest in Canada. • Launch sector and targeted social media campaigns that exhibit the unique benefits of investing in Hamilton.
Regional branding	Combine branding/marketing efforts (as appropriate) with neighboring jurisdictions across southern Ontario to increase investor interest in the region.	<ul style="list-style-type: none"> • Leverage Invest in Hamilton Partnership and regional partners such as Waterloo Economic Development and Toronto Global to jointly develop materials (e.g. information pamphlets, pitchbooks) which promote the southern Ontario region to potential investors. • Leverage and align with federal and provincial investment attraction branding initiatives led by organizations such as Invest Ontario and Invest in Canada to further support Hamilton’s brand.

Attraction services actions (1/2)

Strategic objectives	Opportunities	Actions
Investor outreach	Proactively reach out and engage with potential investors within the spotlighted sectors to promote investment opportunities within Hamilton.	<ul style="list-style-type: none"> • Develop a refreshed list of the top potential investors within key target markets and spotlighted sectors which includes key contact information, an overview of the organization and opportunity for each spotlighted sector. • Leverage the existing Hamilton Partnership, municipal, provincial, and federal relationships (as appropriate) to connect with potential investors. • Organize foreign trade missions with potential investors in key target markets for each spotlighted sector. • Launch reverse trade missions for companies operating within Hamilton’s spotlighted sectors.
Website enhancement	Enhance information and services offered through the Invest in Hamilton website to strengthen one of the City’s key investment attraction tools.	<ul style="list-style-type: none"> • Increase availability of data, research reports, and available assistance on the Invest in Hamilton website to make it easier for potential investors to receive information at a glance. • Publish updated maps, search options, graphs and interactive tools on the Invest in Hamilton website to provide a more personalized online experience. • Establish standards related to responding to Requests for Information on the Invest in Hamilton website.
Market entry support	Reduce market entry barriers by bolstering site selection services currently offered by the City.	<ul style="list-style-type: none"> • 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. • Continue to leverage partnerships with Invest Ontario and Invest in Canada to enhance ability to respond to site selection requests from investors. • Maintain up-to-date materials relevant to the site selection process to ensure Hamilton has the ability to respond to data/information requests from key partners/potential investors quickly.

Attraction services actions (2/2)

Strategic objectives	Opportunities	Actions
Information sessions	Host information sessions on topics that are top of mind for businesses with existing/potential investors to help facilitate the investment attraction process.	<ul style="list-style-type: none"> • Host regular information sessions for existing and potential investors focused on key topics of interest (such as international hiring practices, obtaining licensing, land development processes) • Connect potential/existing investors looking to hire foreign labour with key resources across Hamilton. • Connect with Hamilton’s immigrant communities (as appropriate) to increase trade/export opportunities of Hamilton products. • Offer aftercare support to companies following their investment to ensure better retention and promote opportunities for expansion. • Spotlight the City’s Economic Development Office as key sources of information to stakeholder groups across Hamilton including businesses, academia, and associated organizations.
Data insights	Enhance and streamline access to data and related analysis to ensure the City can quickly respond to investor inquiries.	<ul style="list-style-type: none"> • Undertake assessment on the data most desired/relevant for potential investors. • Based on the data assessment, seek to obtain licenses on the data most critical to supporting the site selection and lead generation process. • Explore options to partner with academic research institutions and the City to process the most popular data requests faster and in a streamlined way. • Leverage existing data (as applicable) available internally to the City, and highlight potential data gaps to key City partners. • Partner with local universities and colleges and the City to build up reports and datasets on key topics such as talent availability in Hamilton.

Strategic partnerships actions (1/2)


Strategic objectives	Opportunities	Actions
National and international connections	Strengthen relationships with key national and international stakeholders (e.g., Canadian Trade Commissioners, Invest Ontario, Invest in Canada) with deep connections in foreign markets to enhance international opportunities.	<ul style="list-style-type: none"> • Network with Global Affairs Canada’s Trade Commissioners based in foreign target markets to assist the City in facilitating connections with potential investors and establish an in-market representative that promotes the Hamilton brand. • Regularly attend Invest Ontario and Invest in Canada events to maintain close relations and exchange ideas and insights. • Host an information day for provincial officials ("Queen's Park Day") to increase awareness of Hamilton's value proposition among MPPs and staff. • Host an information day for federal officials ("Day on the Hill") to increase awareness of Hamilton's value proposition among MPs and staff. • Identify a provincial and federal champion who is kept up-to-speed about key wins and opportunities (e.g., local MPs, cabinet ministers).
Cross jurisdictional collaboration	Strengthen existing relationships and pursue new partnerships with other jurisdictions to bolster investment attraction initiatives and jointly pursue opportunities.	<ul style="list-style-type: none"> • Through collaboration with the Consider Canada City Alliance, organize/attend events with investment attraction agencies in Southern Ontario. • Develop partnerships with emerging US collaborator jurisdictions (such as Buffalo, Minneapolis, Houston) within each spotlighted sector. • Organize and attend events with investment attraction agencies across North America. Focus to be given to jurisdictions that are of comparable size and composition to Hamilton.

Strategic partnerships actions (2/2)

Strategic objectives	Opportunities	Actions
<p>Local connections</p>	<p>Enhance partnerships with key local stakeholders (e.g., businesses, industry associations, academia) to attract new investment /enhance and maintain existing investment in Hamilton.</p>	<ul style="list-style-type: none"> • Strengthen partnerships with community partners, academia (including employment liaison officers, researchers with recently obtained large-scale grants, etc.) to promote commercialization opportunities for R&D taking place in Hamilton. • Identify champions across key stakeholder groups that promote Hamilton’s value proposition and key assets locally and abroad. • Leverage Hamilton Immigration Partnership Council (HIPC) to understand opportunities for strategic, long-term partnerships. • Host discussions with business leaders in Hamilton to better understand the support they need to more efficiently attract investment and hire foreign workers. • Build up a program jointly managed by Invest in Hamilton and HIPC that offers integrated immigration and FDI attraction advisory services to companies wishing to expand in or enter Hamilton. • Operationalize the Global Hamilton Council, bringing local private sector organizations and representatives (e.g., business owners, industry representatives, lawyers, financial services, accountants, tax advisory) together that will support and advise the City on investment attraction and trade initiatives, and help growth the Hamilton brand globally.



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Office of Climate Change Initiatives

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	April 5, 2023
SUBJECT/REPORT NO:	2023 Priority Focus Areas for the Office of Climate Change Initiatives (PED23064) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Lynda Lukasik (905) 546-2424 Ext. 3169
SUBMITTED BY:	Lynda Lukasik Director, Climate Change Initiatives Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That, in addition to the various Climate Change related initiatives already contained within the 2023 workplans of multiple Divisions across the Corporation, the Priority Focus Areas for 2023 for the newly-created Office of Climate Change Initiatives, as summarized in Report PED23064 be received;
- (b) That the General Manager of Planning and Economic Development be authorized to approve expenditures up to \$250,000 from the Climate Change Reserve to fund projects and initiatives that implement or advance the Office of Climate Change Initiatives Priority Focus Areas summarized in Report PED23064, or projects and initiatives that implement or advance the City of Hamilton's Climate Change Strategy adopted by Council on August 12, 2022 through GIC Report 22-016 ((CM22016/PED22058(a)/HSC22030(a)), and that the authorities within the Reserve Policy – Climate Change Reserve (Policy No. FPAP-RE-015) be amended accordingly;

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: 2023 Priority Focus Areas for the Office of Climate Change Initiatives (PED23064) (City Wide) - Page 2 of 9

- (c) That staff report back on progress toward each of the Office of Climate Change Initiatives Priority Focus Areas, including any funding commitments from the Climate Change Reserve as part of the annual Climate Change Strategy report.

EXECUTIVE SUMMARY

The purpose of this report is to inform Council of the initial 2023 priority focus areas for the newly created Office of Climate Change Initiatives (OCCI).

The City of Hamilton's Climate Change Strategy was adopted by Council on August 12, 2022 through GIC Report 22-016 ((CM22016/PED22058(a)/HSC22030(a)). To implement that strategy, multiple Divisions across the Corporation have integrated climate change related initiatives into their 2023 workplans and budgets. This report summarizes the Priority Focus Areas for the newly-created Office of Climate Change Initiatives (OCCI). In addition to helping to support and coordinate the climate change initiatives across the corporation, the OCCI will be taking the lead with respect to various initiatives within these Priority Focus Areas. The 2023 Priority Focus Areas are organized under the following five themes:

- Climate Change Governance & Innovation
- Community Climate Outreach
- Carbon Budgeting
- Green Buildings
- Urban Greening

Given the urgency of advancing these initiatives, this report is also seeking delegated staff authority to access funding from the Climate Change Reserve to advance these projects.

Alternatives for Consideration – See Page 8

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Staff will report back annually on any expenditures resulting from the approval of this report. Any projects or initiatives with financial impacts beyond the delegated authorities set out in this report will be subject to future reports and Council approval.

Staffing: There are no staffing implications associated with the approval of this report.

Legal: N/A

**SUBJECT: 2023 Priority Focus Areas for the Office of Climate Change Initiatives
(PED23064) (City Wide) - Page 3 of 9**

HISTORICAL BACKGROUND

In August of 2022, City Council endorsed Hamilton's Climate Action Strategy, including 'Recharge Hamilton – Our Community Energy & Emissions Plan' (CEEP) and the 'Climate Change Impact Adaptation Plan' (CCIAP), through Report CM22016/PED22058(a)/HSC22030(a). Through that report, Council also approved the establishment of the Office of Climate Change Initiatives within the Planning and Economic Development Department and the creation of the role of the Director of Climate Change Initiatives.

In May of 2018 Council established a Climate Change Reserve through General Issues Committee Report 18-011. Council allocated \$1.5 M to the Climate Change Reserve through the Tax and Rate Operating Budgeting Variance Report as of December 31, 2020 and Budget Control Policy (Report FCS20069(b)). A Climate Change Reserve Policy was approved by Council in December 2021 through Report CMO19008(b)/HSC19073(b). The policy was established to guide the future spending of this reserve and was recognized as an important first step to providing the required funding for innovative climate change actions.

Most recently, as part of the 2023 Tax Supported Capital Budget, a 0.25% special levy (\$2.5M) was approved by Council in order to provide a sustainable funding source for the Climate Change Reserve.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Not Applicable

RELEVANT CONSULTATION

The City's Senior Leadership Team, through the Growth and Economic Development Working Group, was consulted in the preparation of this report.

Once the internal Climate Change Steering Committee and Community Climate Change Advisory Committee are established, staff will engage with those groups to inform any modifications to the 2023 Priority Focus Areas, and to inform the development of the 2024 priorities.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The climate emergency is arguably the greatest existential threat facing humanity. The 2023 Priority Focus Areas for the Office of Climate Change Initiatives represent a significant step forward in the implementation of Hamilton's Climate Action Strategy. Priorities are consistent with the Council-adopted strategy and were selected to quickly

SUBJECT: 2023 Priority Focus Areas for the Office of Climate Change Initiatives (PED23064) (City Wide) - Page 4 of 9

initiate meaningful action and on-the-ground impact both within the corporation and in the community-at-large. These priorities represent initiatives that are not already covered in the mandates and workplans of other city divisions. Priorities also reflect community concerns and input heard by city staff through the consultation on the Climate Action Strategy, and subsequent outreach work by staff from the Office of Climate Change Initiatives. It is important to recognize that there are many other Climate Change related actions and initiatives – beyond the Priority Focus Areas for the OCCI - contained within the 2023 workplans of multiple divisions across the corporation.

The City of Hamilton declared a Climate Emergency in March 2019 and the subsequent onset of the pandemic slowed efforts to finalize the Hamilton Climate Action Strategy and initiate expanded municipal efforts to mitigate and adapt to climate change. This has only added to the urgency of advancing the Priority Focus Areas set out in this report and, combined with the fact that the climate crisis is an emergency, provides the rationale for the recommendations seeking approval for delegated staff authority to access funding from the Climate Change Reserve to advance these proposed OCCI Priority Focus Areas.

In developing the OCCI Priority Focus Areas, staff have identified both policy-focused initiatives designed to lay the foundation for long-term success, as well as short-term projects and initiatives that will demonstrate immediate impact and build momentum. The Hamilton Climate Action Strategy is an ambitious and comprehensive strategy that requires aggressive action across the community. The 2023 Priority Focus Areas represent a best effort at moving quickly on some key initial priorities while recognizing that there is much more still to be done in the future. The proposed Priority Focus Areas are detailed below.

2023 Priority Focus Areas for the Office of Climate Change Initiatives

The 2023 Priority Focus Areas for the OCCI are organized under five themes:

- Climate Change Governance & Innovation
- Community Climate Outreach
- Carbon Budgeting
- Green Buildings
- Urban Greening

Priority Focus Areas – Climate Change Governance & Innovation

A key component of the OCCI's 2023 workplan is the establishment of governance structures to guide the implementation of the Climate Action Strategy (CAS). The CAS sets out a framework that includes two internal committees – a Climate Change Initiatives Steering Committee and an Extended Leadership Committee, and an external

SUBJECT: 2023 Priority Focus Areas for the Office of Climate Change Initiatives (PED23064) (City Wide) - Page 5 of 9

Community Climate Change Advisory Committee (CCAC). OCCI staff will provide support for the CCAC. The OCCI will also encourage and support municipal innovation on climate mitigation and adaptation.

The following will be Priority Focus Areas in 2023 for the OCCI with respect to Climate Change Governance & Innovation:

1. **Establishment of the City of Hamilton Climate Change Initiatives Steering Committee** – This is a critical piece of the necessary corporate governance structure. The Steering Committee will consist of Directors from key departments and divisions who will meet regularly to check in on progress and work collectively to ensure that necessary city targets and timelines for climate action are being met or exceeded.
2. **Establishment of City of Hamilton Climate Change Initiatives Extended Leadership Group** – The extended leadership group will consist of subject matter experts, typically at the manager or supervisor level, from key departments and divisions who are responsible for implementation of elements of the Climate Action Strategy.
3. **Recruiting and on-boarding of new OCCI staff** (Project Manager & Senior Project Manager) – Over the coming weeks, the OCCI will be hiring a Senior Project Manager who will play a lead role in the implementation of the home energy retrofit opportunity and other building performance initiatives, and a Project Manager to support the Community Climate Advisory Committee, and to help with broader community outreach and education, community partnerships, and general climate engagement work.
4. **Establishment of and support for the Community Climate Advisory Committee** – The Committee terms of reference have now been approved and the next step is to advertise and ultimately recruit committee members as part of the larger city process for filling advisory committee positions every term. Once established, the CCAC will be supported by staff in the OCCI.
5. **Facilitate and support municipal innovation on climate mitigation and adaptation** – OCCI staff will seek out opportunities to facilitate and support corporate innovation within the City of Hamilton where climate mitigation and adaptation are concerned. This could involve, for example, supporting a department's interest in piloting an EV version of a traditionally fossil fuel powered vehicle or piece of equipment, or supporting a pilot project designed to publicly demonstrate what climate resilient urban greening looks like. The OCCI will encourage and, where appropriate, offer financial supports through the Climate Change Reserve to make pilot efforts like this feasible.

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: 2023 Priority Focus Areas for the Office of Climate Change Initiatives (PED23064) (City Wide) - Page 6 of 9

Priority Focus Areas – Community Climate Outreach

When a Climate Emergency was declared by City Council in March of 2019, a commitment was made in that motion to the creation of an awareness campaign around the climate crisis and the need for action. The City of Hamilton has a leadership role to play as the administrator of Hamilton’s Climate Action Strategy and this includes ensuring Hamiltonians are aware of the strategy and understand the role they must also play in strategy implementation.

The following will be Priority Focus Areas in 2023 for the OCCI with regard to Community Climate Outreach:

6. **Development of a Climate Change Initiatives Communications Strategy** – OCCI staff will work with City Communications staff to develop a strategy for regular reporting and outreach on climate change initiatives. This will include good news stories from the City of Hamilton and other stakeholders, and ideas for hands-on actions that community members can take to contribute to climate mitigation and adaptation. The strategy will also include ‘Climate 101’ information, and basic information regarding Hamilton’s Climate Action Strategy.
7. **Finalize agreement and partnership with the Bay Area Climate Change Council** – The Bay Area Climate Change Council (BACCC) engages diverse stakeholders across the cities of Hamilton and Burlington, facilitating effective collaboration for enhanced climate action. This is done in part through Bay Area Climate Change Implementation Teams or BACCITs made up of key stakeholders who work collectively to tackle key issues. The City of Hamilton provides support for operating costs for BACCC and the MOU guiding this support must be updated and reissued for 2023 and beyond.
8. **Finalize OCCI annual reporting format and methodology** – Tracking and reporting on progress with Climate Action Strategy implementation is a key role of the OCCI. The OCCI will report on progress across the corporation. Annual reporting must also be done in collaboration with the Community Climate Advisory Committee to ensure community-wide tracking of climate action. The first progress report to Council will occur in October of this year. OCCI staff will determine the best way to monitor and document progress and this will include consideration of a public-facing dashboard.

Priority Focus Areas – Carbon Budgeting

Hamilton’s Climate Action Strategy identifies the need for a multi-pronged approach to ‘carbon accounting’ that includes carbon budgeting. Carbon budgets establish caps on how much a community can emit leading up to its target years for emission reductions.

SUBJECT: 2023 Priority Focus Areas for the Office of Climate Change Initiatives (PED23064) (City Wide) - Page 7 of 9

The Finance Department has already initiated preliminary explorations into what would be required to develop a Carbon Budget for the City of Hamilton.

The following will be Priority Focus Areas in 2023 for the OCCI:

9. **Initiate creation of a Carbon Budget Framework** – During 2023, OCCI staff will facilitate research into best practices and collaborate with Finance to bring forward to Council a recommended framework that will be phased in for one or two City Divisions through the 2024 budget process and fully implemented across all City Divisions in the future.

Priority Focus Areas – Green Buildings

Buildings represent the third largest contributor to greenhouse gas emissions in Hamilton. The City is well-positioned to expand the leadership already demonstrated by Facilities, the Office of Energy, and CityHousing Hamilton with its Passive House projects.

The following will be Priority Focus Areas in 2023 for the OCCI with respect to Green Buildings:

10. **Adopt an “Energy Performance/Net Zero” standard for all new municipal buildings** – The City can lead by example and reap the climate and financial benefits of adopting a net zero standard for all new municipal buildings. The OCCI will work in partnership with the city’s Office of Energy on the development of a Net Zero standard for all new municipal buildings. This standard will be the first step toward a green procurement strategy for Hamilton, providing guidance for all new city buildings, and supporting current efforts underway within the Office of Energy to create a pathway forward to realize net zero retrofits for all existing corporate facilities. The standard will also serve as helpful guidance for other stakeholders in the community who are eager to make their buildings climate resilient.
11. **Implement Home Energy Retrofit Opportunity (HERO) pilot residential program** – Retrofitting the existing residential building stock is important for achieving Hamilton’s climate targets. The HERO pilot will enable the OCCI to test the viability of a low interest loan program for residents as a method for facilitating home energy retrofits. The City enlisted the Mohawk Centre for Climate Change Management, with the support of a grant from the Federation of Canadian Municipalities, to prepare a draft program design and implementation plan which is currently being reviewed by OCCI staff to determine next steps for pilot implementation in 2023.

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: 2023 Priority Focus Areas for the Office of Climate Change Initiatives (PED23064) (City Wide) - Page 8 of 9

Priority Focus Areas – Urban Greening

The OCCI will focus on facilitating urban greening in heavily urbanized areas that are currently dominated by hard surfaces and a subsequent lack of trees and other vegetation. This work will be pursued in order to facilitate the collective community goal of seeing 50,000 trees planted per year in Hamilton, and with the goal of equitable distribution of urban greening in order to realize the climate justice goals of the Climate Action Strategy. OCCI efforts will be developed in consultation with staff from Forestry & Horticulture to ensure that these urban greening efforts enhance but do not duplicate the important work Forestry already has underway.

The following will be Priority Focus Areas in 2023 for the OCCI with respect to Urban Greening:

12. **Facilitate implementation of enhanced urban greening initiatives** – The OCCI will coordinate with relevant City Departments and key community partners to amplify efforts to green up heavily urbanized areas through ‘depave’ projects and other innovative approaches to greening urban streetscapes and surrounding sites.

ALTERNATIVES FOR CONSIDERATION

Council may revise or choose not to adopt the Office of Climate Change Initiatives proposed 2023 Priority Focus Areas.

Council may revise or choose not to adopt the proposed funding model put forward to facilitate expedited implementation of climate actions.

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.

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: 2023 Priority Focus Areas for the Office of Climate Change Initiatives
(PED23064) (City Wide) - Page 9 of 9**

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

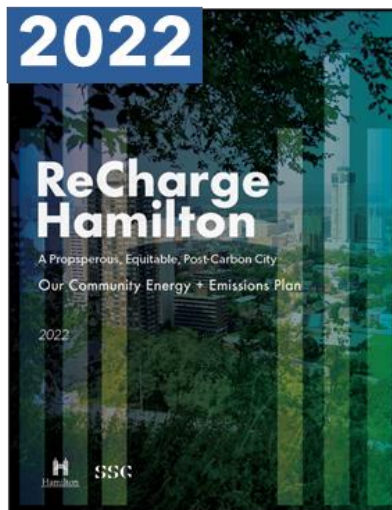
Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

Not applicable.

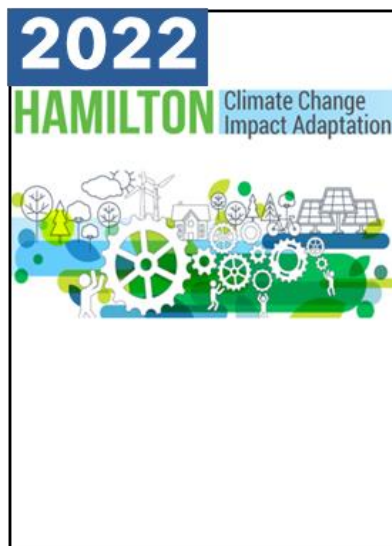


Office of Climate Change Initiatives 2023 Priority Focus Areas



Climate Mitigation – Community Energy and Emissions Plan (CEEP)

- Actions to reduce GHG emissions that cause climate change

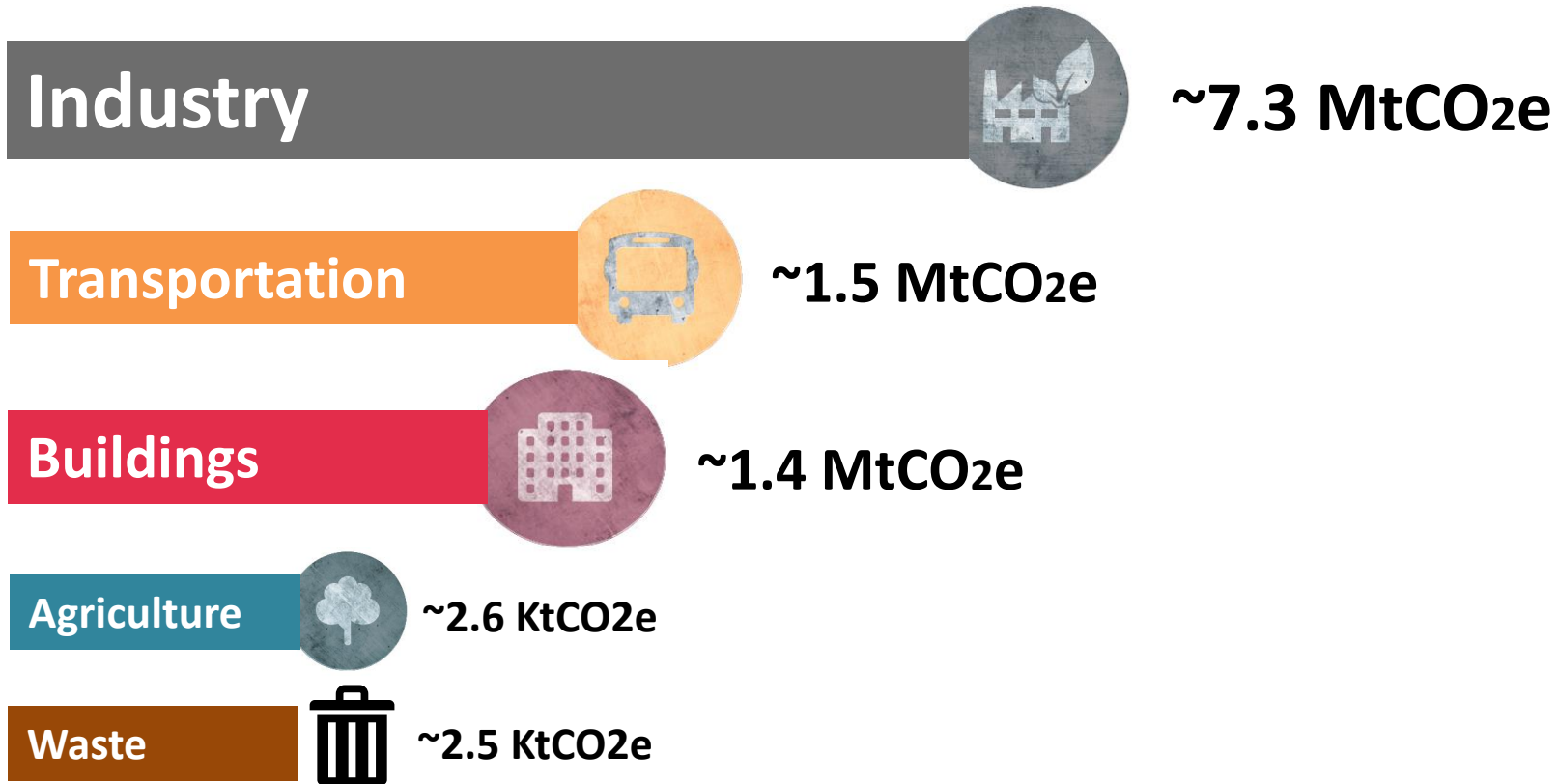


Climate Adaptation – Climate Change Impact Adaptation Plan

- Actions that help manage or adapt to a changing climate



GHG Emissions – Hamilton Context (2020)



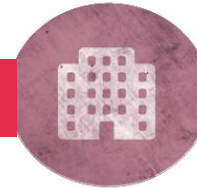


5 Low-Carbon Transformations

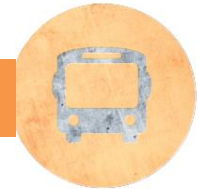
TRANSFORMATION 1: Innovating Our Industry



TRANSFORMATION 2: Transforming Our Buildings



TRANSFORMATION 3: Changing How We Move



TRANSFORMATION 4: Revolutionizing Renewables



TRANSFORMATION 5: Growing Green





4 Theme Areas for Climate Adaptation Actions

RESILIENT THEME 1: Built Environment/Systems



RESILIENT THEME 2: People and Health



RESILIENT THEME 3: Natural Environment, Agriculture and Water



RESILIENT THEME 4: Energy and Economy



Office of Climate Change Initiatives

2023 Priority Focus Areas

The **2023 Priority Focus Areas** are organized under the following five themes:

- Climate Change Governance & Innovation
- Community Climate Outreach
- Carbon Budgeting
- Green Buildings
- Urban Greening



**NB - OCCI priorities are in addition to the various climate change related initiatives already contained within 2023 workplans of multiple divisions across the City of Hamilton.*

Climate Change Governance & Innovation

- Establishment of the City of Hamilton **Climate Change Initiatives Steering Committee**
- Establishment of the City of Hamilton **Climate Change Initiatives Extended Leadership Group**
- Recruiting and on-boarding of new OCCI staff
- Establishment of and support for the **Community Climate Advisory Committee**
- Facilitate and support municipal innovation on climate mitigation and adaptation

Community Climate Outreach

- Development of a Climate Change Initiatives Communications Strategy
- Finalize agreement and partnership with the Bay Area Climate Change Council
- Finalize OCCI annual reporting format and methodology

Carbon Budgeting

- Initiate creation of a Carbon Budget Framework

Green Buildings

- Adopt an “Energy Performance/Net Zero” standard for all new municipal buildings
- Implement Home Energy Retrofit Opportunity (HERO) pilot residential program

Urban Greening

- Facilitate implementation of enhanced urban greening initiatives

RECOMMENDATION

- (a) That, in addition to the various Climate Change related initiatives already contained within the 2023 workplans of multiple Divisions across the Corporation, the Priority Focus Areas for 2023 for the newly-created Office of Climate Change Initiatives, as summarized in Report PED23064 be received;
- (b) That the General Manager of Planning and Economic Development be authorized to approve expenditures up to \$250,000 from the Climate Change Reserve to fund projects and initiatives that implement or advance the Office of Climate Change Initiatives Priority Focus Areas summarized in Report PED23064, or projects and initiatives that implement or advance the City of Hamilton's Climate Change Strategy adopted by Council on August 12, 2022 through GIC Report 22-016 ((CM22016/PED22058(a)/HSC22030(a), and that the authorities within the Reserve Policy – Climate Change Reserve (Policy No. FPAP-RE-015) be amended accordingly;
- (c) That staff report back on progress toward each of the Office of Climate Change Initiatives Priority Focus Areas, including any funding commitments from the Climate Change Reserve, as part of the annual Climate Change Strategy Report.



Hamilton

THANK YOU



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Growth Management Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	April 5, 2023
SUBJECT/REPORT NO:	Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates and Development Charge By-law Approach (PED23084) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Heather Travis (905) 546-2424 Ext. 2978
SUBMITTED BY:	Tony Sergi Director and Senior Advisor of Strategic Growth Initiatives Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the following recommendations be referred to the Development Charges Stakeholders Sub-Committee for consideration:
- (i) That the City's new 2024 Development Charges (DC) By-law be prepared based on the 2031 growth forecast.
 - (ii) That, notwithstanding (i) above, the City's new 2024 Development Charges (DC) By-law may include growth allocations to facilitate DC considerations to 2041 / 2051 based on timing of completed Master Plan updates.
- (b) Pursuant to Procurement Policy #11 - Non-competitive Procurements, that Council approve the extension to Contract C11-05-17, for the provision of professional engineering consultant services required to complete the Water, Wastewater and Stormwater Master Plan, including an additional Development Charges (DC) By-law Update, for the upset limit of \$550,000, to be funded equally from capital project IDs #5141555264 (City Wide Water Master Plan), #5161555264 (City Wide Wastewater Master Plan) and #5181555422 (GRIDS 2 - Stormwater Master Plan), all which were approved to complete the proposed objective and with sufficient budget

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: Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates and Development Charge By-law Approach (PED23084) (City Wide) - Page 2 of 13

available to accommodate this purchase order increase, and that the General Manager, Public Works Department be authorized to negotiate, enter into and execute the extension and any ancillary documents required to give effect thereto with GM BluePlan Engineering Limited (GMBP), in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

The Corporate Strategic Growth Initiatives (CSGI) Project was established in 2016 to ensure that all strategic growth-related projects are coordinated and completed in a timely and fiscally responsible manner. As per Council direction provided in 2016 through Report CM16013, updates related to CSGI and the component projects are to be provided annually to the General Issues Committee. This Report fulfils the annual reporting requirement.

This Report provides an update on the growth-related Master Plans that are included within the CSGI project, including the current status and underlying growth scenario used to inform the work completed to date. Given the provincial approval of Official Plan Amendment (OPA) 167 which has expanded the City's urban boundary by approximately 1,600 net ha, modifications to the growth scenario and allocations underlying the Master Plans may be required. It is anticipated that growth in the urban expansion areas may occur in the post-2041 time period. Updated growth scenario allocations for the post-2041 time period will be provided by Planning staff following additional analysis related to phasing and density of development, secondary planning and servicing strategies.

The growth-related Master Plans provide critical inputs into the City's DC Background Study and By-law. The current DC By-law will expire in June 2024, and work has commenced on the preparation of a new DC Bylaw to be adopted prior to the June 2024 expiration date. The critical deadlines required to be met to ensure legislated requirements are satisfied prior to adoption of the new By-law are outlined in this Report.

Given the tight deadlines that must be satisfied prior to the adoption of the new DC By-law, combined with unknowns related to the allocation of the City's growth to the year 2051, staff are recommending an approach to the City's new DC By-law which would see a new DC By-law passed in 2024 based on the City's existing 2031 growth forecast. This interim approach has the benefit of being feasible from a timing perspective to meet the critical deadlines and will ensure that the City is not in a position of being unable to collect DC's due to an expired DC By-law.

SUBJECT: Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates and Development Charge By-law Approach (PED23084) (City Wide) - Page 3 of 13

Further, following confirmation of growth allocations by Planning staff to the year 2041, it may be feasible for certain Master Plan teams to provide inputs to the DC Background Study based on the 2041 timeframe in advance of the critical deadlines. For these service categories, a new DC Bylaw based on the 2041 timeframe may be feasible. Finally, for the city-wide service of the water treatment plant, a 2051 timeframe may be appropriate given the plant upgrades are not dependent on the geographic distribution of growth.

Following the completion of updated Master Plans based on the ultimate 2051 growth allocations, the City can proceed to pass a new DC By-law based on an extended planning horizon for all areas.

This report is also requesting Council approval of a Purchase Order (PO) increase for the in-process Water, Wastewater and Stormwater Master Plan to address additional items out of scope of the original project terms of reference, and to ensure the Master Plan consultants can continue to provide services on this project including DC inputs.

Alternatives for Consideration – See Page 12

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Report PED23084 is recommending that an additional \$550,000 be added to the existing Water, Wastewater and Stormwater Master Plan PO #86304 to cover the additional project scope and tasks beyond what was allotted in the original scope of work. The additional \$550,000 will be funded equally from capital project IDs #5141555264 (City Wide Water Master Plan), #5161555264 (City Wide Wastewater Master Plan) and #5181555422 (GRIDS 2 - Stormwater Master Plan), which were all approved to complete the proposed objective. There is a sufficient budget available in each of the capital project IDs to accommodate this PO increase. Council Approval is required as the total value of the Policy 11 - Non-competitive Procurements as a Single Source recommendation is greater than \$250,000. The City's Water, Wastewater and Stormwater Master Plan consultant is GM BluePlan Engineering Limited.

GM BluePlan Engineering Limited (GMBP) PO #86304 Summary:

Original GMBP PO (excluding contingency, not shown to the vendor)	\$1,327,758
General Manager Approved Policy #11 Expansion	\$247,360
Engineering Change Order Expansion from Contingency	\$78,219

SUBJECT: Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates and Development Charge By-law Approach (PED23084) (City Wide) - Page 4 of 13

Report PED23084 Recommended Expansion	<u>\$ 550,000</u>
TOTAL (excluding contingency, not shown to the vendor)	\$2,203,33

Staffing: N/A

Legal: The approach being recommending through Report PED23084 is being proposed in order to ensure that the City is not in a position of being unable to collect DCs due to an expired By-law.

HISTORICAL BACKGROUND

Corporate Strategic Growth Initiatives (CSGI)

The Corporate Strategic Growth Initiatives (CSGI) Project was established in 2016 to ensure that all strategic growth-related projects are coordinated and completed in a timely and fiscally responsible manner. There are a number of strategic growth-related Master Plans in various stages of completion that need to be finalized and provide input into the DC Background Study (see DC By-law Implications below). The growth-related projects included in CSGI are noted below and identified on Appendix “A” to Report PED23084 – Governance Structure.

It is important to note that the individual Departments and Divisions are responsible for the completion and delivery of the various growth-related Master Plan projects. The project teams maintain full ownership over their Master Plan exercise.

The role of the CSGI Project Team is to be responsible for tracking the progress of the CSGI projects, identifying risks and constraints to their completion, and reporting their status to the Growth and Economic Development SLT Working Group on a regular basis. In addition, and as per Council direction provided in 2016 through Report CM16013, updates related to CSGI and the component projects are to be provided annually to the General Issues Committee

DC By-law Implications

The City’s current DC By-law (By-law # 19-142) will expire on June 13, 2024.

The growth-related Master Plans will identify the required infrastructure investments and cost sharing policies which need to be included in the DC Background Study and the DC By-Law for adoption by June 2024, in coordination with Finance staff leading the DC By-law Update.

SUBJECT: Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates and Development Charge By-law Approach (PED23084) (City Wide) - Page 5 of 13

To meet the timelines and legislated requirements to ensure the new DC By-law is enacted prior to the June 13, 2024 expiration date, there are certain key milestones that must be achieved, attached as Appendix “B” to Report PED23084 (timeline). These milestones include:

- Sept 1, 2023: Provision of DC ‘inputs’ (projects and costing)
- Q1 2024: release of DC Background Study
- Q2 2024: public meeting held
- Q2 2024: adoption of new By-law
- June 12, 2024: latest effective date for new DC By-law

Approval of Official Plan Amendments (OPAs) 167 & 34 and impact on Master Plan work completed to date

In May 2022 Urban Hamilton Official Plan (UHOPA) No. 167 and Rural Hamilton Official Plan (RHOPA) No. 34 were adopted by City Council. These OPAs implemented the Council-approved No Urban Boundary Expansion growth scenario by planning to accommodate the City’s forecasted population and employment growth to the year 2051 within the existing urban boundary. The Council-adopted amendments were provided to the Province for review and approval in June 2022.

The growth-related Master Plans teams have been proceeding with analysis based on growth allocations provided by Planning. The chart below summarizes the current status, planning horizon and growth scenario (data) being utilized in the Master Plan processes. As is indicated in the chart, the Master Plan work completed to date has been based on a combination of the No Urban Expansion growth forecast and the Ambitious Density forecast, using population and employment data provided by Planning.

Master Plan	Status	Time Horizon	Growth Scenario
Water / Wastewater/ Stormwater	In process	30 years	Ambitious Density (1,300 net ha expansion) & No Urban Expansion
Transportation	In process	30 years	Ambitious Density (1,300 net ha expansion)
Parks	In process	30 years	No Urban Expansion
Recreation	Complete	30 years	No Urban Expansion
Paramedic Services	Complete	10 years	N/A

SUBJECT: Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates and Development Charge By-law Approach (PED23084) (City Wide) - Page 6 of 13

Master Plan	Status	Time Horizon	Growth Scenario
Fire	Complete (but updated annually)	10 years	N/A

In November 2022, the Province provided the City with its decision with respect to UHOPA No. 167 and RHOPA No. 34. The decision, amongst other policy and designation changes, included direction to amend mapping in both Official Plans to identify 2,200 gross hectares of land as “Urban Expansion Area – Neighbourhoods” and “Urban Expansion Area – Employment”. It is estimated that this adds approximately 1,600 net developable hectares to the urban area which had not been contemplated through OPA 167.

The Provincial modifications to OPA 167 has impacted the ongoing work on the growth-related Master Plans. With the Provincial modification to OPA 167, the Master Plan work completed to date may need to be updated to reflect the Provincially-approved growth scenario. The required updates to the Master Plans will have both financial and timing impacts. Further discussion of these impacts and on how and when the updates will occur is provided in the Analysis / Rationale for Recommendation section below.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Policy Direction

The requirement to complete infrastructure Master Plans is identified at the Provincial level through the Places to Grow Plan and within the City’s Urban and Rural Hamilton Official Plans.

Master Plan Legislated Requirements

The Infrastructure Master Plan process follows the Municipal Engineers Association (MEA) Class Environmental Assessment (EA) Master Plan Process consisting of a review of growth projections, servicing policies, design criteria and completion of public consultation and servicing strategy development and evaluation.

Development Charges Act, 1997

The *Development Charges Act, 1997 (DC Act)* provides Council with the authority to pass a By-law to impose DCs. This Act requires that a DC Background Study be completed. The Background study takes into account:

- A forecast of the amount, type and location of development and population

SUBJECT: Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates and Development Charge By-law Approach (PED23084) (City Wide) - Page 7 of 13

- The historical level of capital service levels
- A review of future capital projects to provide for the expected development.

The *DC Act* also legislates matters related to the timing of the completion of the DC Background Study and public meeting, notice requirements, appeal rights and other matters. The critical dates noted in the section above are implementing the requirements of the *DC Act*.

RELEVANT CONSULTATION

Staff from Planning, Finance and Hamilton Water were consulted in the preparation of this report. Staff representatives from the CSGI Master Plan teams provided input into the report.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

1. Growth Scenario Updates

The Master Plan teams rely on growth allocations provided by Planning staff which is in the form of projected population, dwelling units and jobs at the Traffic Zone level, provided by decade to the year 2051. The allocations are based on the forecasts for population, household and jobs in the UHOP approved through OPA 167, as shown in the following table.

Year	Population	Households	Employment (Jobs)
2021	584,000	222,500	238,000
2031	652,000	258,100	271,000
2041	733,000	295,200	310,000
2051	820,000	332,800	357,000
Change 2021 to 2051	236,000	110,300	119,000

As noted, Master Plan teams had previously been provided with two sets of growth allocations which reflected the No Urban Boundary Expansion growth scenario and the Ambitious Density growth scenario. These data sets have been used to form the basis of the Master Plan work completed to date, as previously noted.

Given the Provincial modifications through OPA 167, consideration as to how and when growth will be allocated to the urban expansion areas will be undertaken by Planning staff. As identified in Report PED21067(d) (March 2023), staff are considering that

SUBJECT: Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates and Development Charge By-law Approach (PED23084) (City Wide) - Page 8 of 13

growth in the urban expansion areas may need to be allocated to the post 2041 timeframe, based on various reasons including the time required to complete secondary planning, the timing of servicing improvements, and the time required for development approvals. It will take some time before the lands become 'shovel ready' and units are constructed and become occupied. Further, there are significant development opportunities in the former urban area (existing greenfields and intensification potential) which can be explored first. Focusing growth within the former urban boundary to the year 2041 aligns with the City's Housing Pledge which notes that the City can accommodate growth within the pre-OPA 167 urban area by focusing on re-urbanization and intensification.

Further analysis is required to confirm the phasing and allocation of growth in the urban expansion areas during the post-2041 period, including consideration of appropriate planned density (to be confirmed through a future Official Plan Amendment), secondary planning and servicing strategies. As such, additional time is required to consider updated growth allocations at the Traffic Zone level for the post-2041 time period.

For the period between 2021 and 2041, the existing Traffic Zone growth allocations which formed the basis of the No Urban Boundary Expansion scenario are anticipated to remain applicable as all growth is identified within the former (pre-OPA 167) urban boundary, though this will be confirmed by Planning staff. These Traffic Zone allocations are consistent with the growth forecasts approved in the Urban Hamilton Official Plan through the Provincial approval of OPA 167.

2. Master Plan Updates

As noted, the growth-related Master Plans that form the CSGI project team have been progressing to varying stages of completion using available data (being the No Urban Expansion and / or the Ambitious Density growth scenarios). The Master Plan teams use the data to identify future infrastructure and programming requirements to meet required service standards and ultimately inform the DC Background Study and future capital budget submissions. Master Plans identify key City-wide growth-related infrastructure and form the basis of the growth-related capital program

For the time period between 2021 and 2041, the Master Plan teams that had been progressing based on the previous No Urban Boundary Expansion scenario may not be required to complete any changes to the analysis already undertaken, as the anticipated growth allocations for this period may not change from the previous No Urban Expansion allocations. These assumptions will be confirmed by Planning staff.

For the post-2041 time period, Planning staff will be providing further reporting on anticipated timing and phasing of growth in the expansion areas through future reports

SUBJECT: Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates and Development Charge By-law Approach (PED23084) (City Wide) - Page 9 of 13

to Planning Committee. These reports will provide an indication of when revised growth data at the Traffic Zone level will be available for Master Plan teams to model and update their Master Planning work for the post-2041 timeframe. It is known that the amount of time required to update Master Planning work and provide DC inputs following receipt of updated data varies by Plan, and is summarized in the following table:

Master Plan	Additional Time Required to Provide DC Inputs Following Receipt of New Growth Data
Water / Wastewater / Stormwater	+ 8 to 10 months
Transportation	+ 6 to 8 months
Parks	+ 4 months
Recreation	+ 2 months
Paramedic Services	+ 1 to 2 months
Fire	+ 4 to 6 months

3. Development Charges By-law – Recommended Approach

As noted, the deadline for the provision of inputs into the DC Background Study is September 1, 2023. The September 1 deadline would facilitate the release of the DC Background Study in Q1 2024, the public meeting in Q1 / Q2 2024, and adoption of the new DC By-law by June 13, 2024.

Given the unknown timing of when updated growth allocations may be available for modelling and analysis, combined with the additional completion time required for each Master Plan identified in the above table, it becomes apparent that the required inputs into the DC Background Study based on Master Plans completed to the 2051 planning horizon are doubtful to be provided by the required deadline. With two exceptions, most of the Master Plan teams have identified a need for a minimum of 4 months to model and analyse a revised data set. To meet the September 1, 2023 DC deadline, the revised data set would be required by May 1, 2023 at the latest. Further, the Master Plan teams would be required to complete their modelling and analysis over the summer months, when staffing is stretched due to vacations and public meetings are generally not held, which may further extend the amount of time required to complete the modelling and analysis.

Staff are therefore recommending the following approach to the new DC By-law which would allow the City to pass a new DC By-law in advance of the existing DC By-law expiration date and meet the legislated requirements (note that the following is based on the anticipated intention of the City to pass multiple DC By-laws based on individual service categories):

SUBJECT: Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates and Development Charge By-law Approach (PED23084) (City Wide) - Page 10 of 13

- The City's new 2024 Development Charges (DC) By-law be prepared based on the 2031 growth forecast. This approach was previously utilized in the adoption of the 2019 DC By-law. Master Plan teams would provide an update to the projects that are already identified in the existing DC Background Study by updating the project lists and the anticipated costing of the remaining projects. The 2031 update can be completed in a timely manner and is not dependent on the completion of new growth allocations or completed Master Plans.
- That, notwithstanding the above, the City's new 2024 DC By-law may include growth allocations to facilitate DC considerations to 2041 for certain service categories, based on timing of completed Master Plan updates. As noted above, upon confirmation from Planning of the growth allocations to 2041, some Master Plan teams may be in a position to provide DC inputs to the year 2041. For these service categories, a DC Bylaw with a growth forecast to 2041 may be utilized.
- For certain service categories, namely the water treatment plant, a 2051 planning horizon could be considered for the passage of the new DC Bylaw as any required treatment plant upgrades are not dependent on the geographic distribution of growth, but rather the overall growth quantum.

All service areas will be required to update to the 2051 planning horizon as data is available. Once available, the City may pass a new DC by-law for that service area. There is no requirement to pass updated DC By-laws for all service areas at the same time so the City can update the DC By-laws as the Master Plans are completed. As noted above, in order to accommodate this strategy, the City's 2024 DC By-law will not be a single By-law but will be several individual DC By-laws; one for each service.

Staff note that while this approach has the benefit of ensuring the City passes a new DC By-law prior to expiration of the existing By-law and therefore will continue to collect DCs, there is a financial risk that should be identified. As a result of the *More Homes Built Faster Act, 2022* (Bill 23) changes to the *DC Act*, there is a phase-in of rates each time a new DC By-law is passed. This rate phase in means the City does not collect full DCs until the fifth year of a new DC By-law being passed. The recommended approach could see a new DC By-law being passed shortly after the 2024 DC By-law which will result in the rate phase in being applied again. Finance will review the financial risk with subsequent DC By-laws and make a recommendation to Council regarding when to adopt. In the absence of known growth allocations to the year 2051, the recommended approach ensures that the City will be able to continue to collect DCs.

SUBJECT: Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates and Development Charge By-law Approach (PED23084) (City Wide) - Page 11 of 13

4. Request to Increase PO #86304 – Water, Wastewater & Stormwater Master Plan

The Water, Wastewater and Stormwater Master Plan (Master Plan) is a growth-related Master Plan that is included within the CSGI initiative. The Master Plan project was commenced in June 2017 and awarded to GM BluePlan Engineering Limited partnered with Amec Foster Wheeler, DHI, and Watson and Associates through a competitive Request for Proposal (RFP) C11-05-17.

The Master Plan project, through normal procurement policy, has previously increased budgets to react to changes for supporting the Development Charges By-law review update in 2019. The project has also managed delays due to population planning horizon changes that affected the delivery of 2041 and 2051 population and employment growth data that the project depends on as the basis for infrastructure planning. More recently, in 2022, variability in City growth scenarios surrounding the urban boundary presented unexpected impacts that prevented work from moving forward.

These multiple changes and modifications have resulted in significant impacts on the City's ongoing Master Plan project, which have expanded the scope and schedule for this work. These changes were unanticipated in the project's original proposal. In addition to the potential for changing Master Plan components, it is noted that DC By-law update inputs are required in 2023 to meet the deadline to adopt a new DC By-law in 2024. In order to efficiently respond to these pending corporate decisions, additional financing is requested to increase the project PO #86304 by up to \$550,000. Once City Council approves this expansion, staff will negotiate, enter into, and execute the increase required to effect it with the consultant by following the City's Procurement Policy. This additional financing will provide resources necessary to respond to the above noted situations as well as accommodate the potential for new 2051 Master Plan infrastructure inputs into the DC By-law Update when corporate decisions are made later in 2023.

To-date, the consulting team and City staff have completed approximately 70% of the Master Plan project work, including the 2019 background study, existing infrastructure baseline conditions and constraints analysis, policy documents, and other tasks based on the previously developed growth scenarios. Any additional Master Planning related work beyond the original scope is recommended to be completed by the same Consulting Team and integrated with the current project results to achieve project completion and support the 2024 DC By-law. It should be noted that an expanded purchase order is not adequate for, or intended to, finalize Water, Wastewater and Stormwater Master Plans for more than one City Wide growth scenario.

SUBJECT: Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates and Development Charge By-law Approach (PED23084) (City Wide) - Page 12 of 13

Additional background information on the Water, Wastewater and Stormwater Master Plan, including the work completed to date, can be found in Appendix “C” to Report PED23084.

ALTERNATIVES FOR CONSIDERATION

1. Do not endorse the recommended approach to pass a new DC By-law based on 2031 growth forecast – this alternative is not recommended as it runs the risk of the City being unable to collect DCs if a new DC By-law is not adopted prior to the existing DC By-law expiring. It is anticipated that not all service categories would be able to provide DC inputs to an extended 2041 or 2051 forecast in advance of the DC critical deadlines.
2. Do not approve the increase to PO #86304 and instead issue a new competitive procurement or a Roster assignment that includes the additional scope. This alternative carries a high risk of delay, increased costs, loss of technical continuity, and increased error potential. Given the amount of Master Plan work completed to-date and the previous 2031 Servicing Technical Review Task completion, switching the knowledge base and service delivery model from one consultant to another significantly challenges the project and, at a minimum, has the potential to delay the project. Switching subject matter experts at this point will also result in a loss of technical and process continuity, this could result in poor and/or conflicting decision-making as well as increased costs. Therefore, staff do not recommend this alternative.

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.

Built Environment and Infrastructure

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

**SUBJECT: Corporate Strategic Growth Initiatives (CSGI) – Master Plan Updates
and Development Charge By-law Approach (PED23084) (City Wide) -
Page 13 of 13**

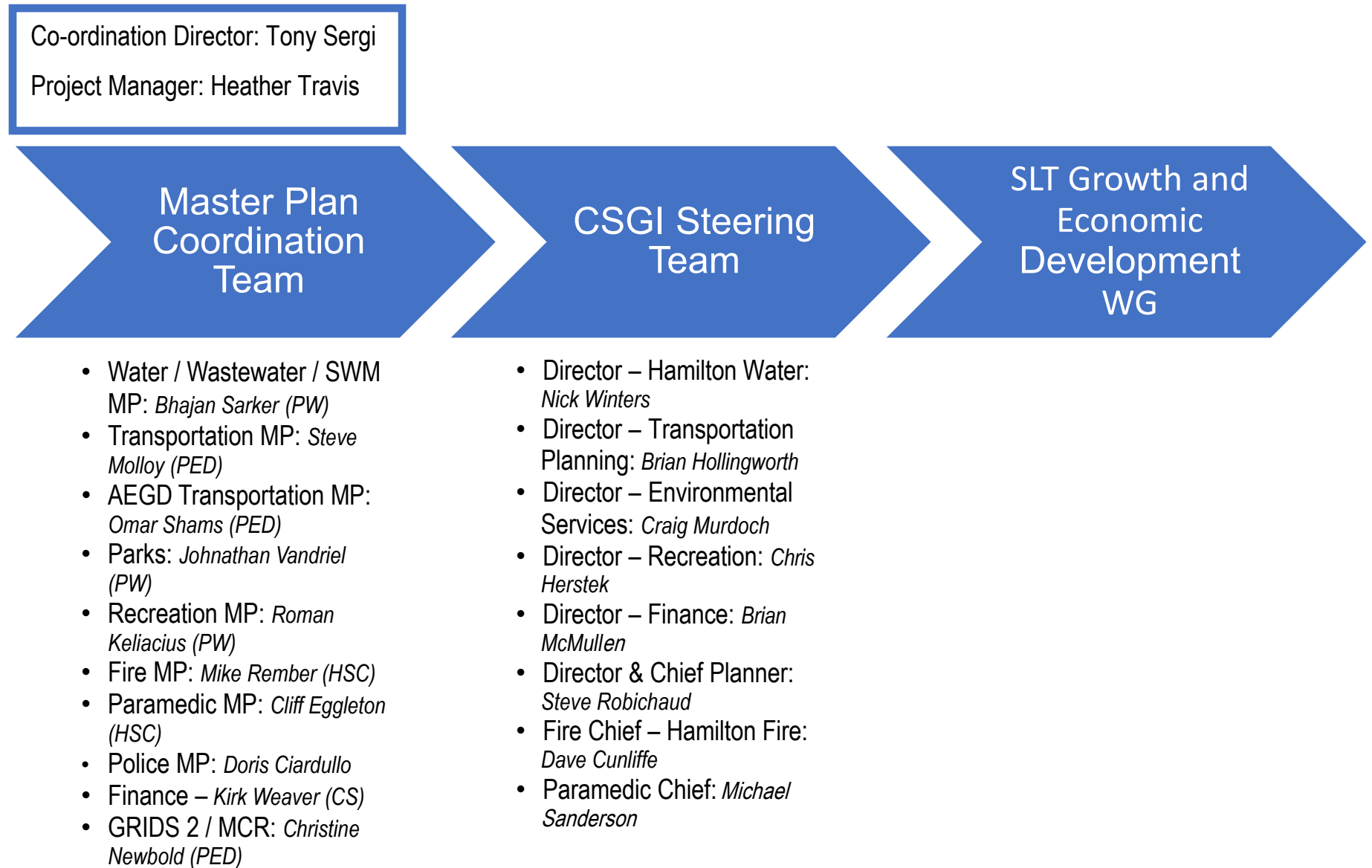
APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED23084 – Updated Governance Structure

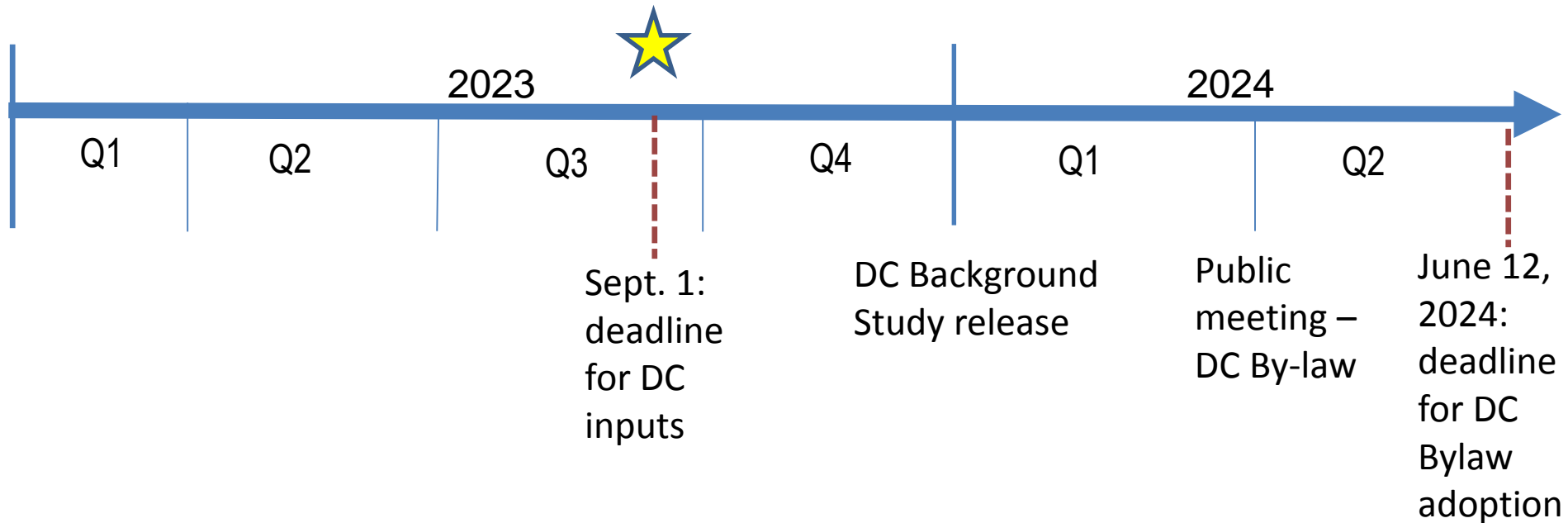
Appendix “B” to Report PED23084 – DC timeline, critical dates

Appendix “C” to Report PED23084 – Water, Wastewater and Stormwater Master Plan
background information

CSGI Updated Governance Structure



Timeline – new D.C. By-law June 2024



Water, Wastewater and Stormwater Master Plan

Historical Background

The Water, Wastewater and Stormwater Master Plans (Master Plan) are iteratively developed along with GRIDS 2. When complete, they will identify the preferred Water, Wastewater and Stormwater servicing strategy for the next 28 years, ensuring that the City meets its existing servicing commitments, accommodates future growth, and supports water quality improvements in Hamilton Harbour and the City’s surrounding receiving waters.

Work on the current Master Plan is an update to the 2006 City of Hamilton Water and Wastewater Master Plan and the 2007 Stormwater Master Plan. This updated Master Plan consists of growth projections, servicing policies, design criteria, completion of public consultation, servicing strategy development and evaluation under the Municipal Engineers Association Class Environmental Assessment (Class EA) Master Plan Process. The Population and Employment projection inputs are developed by the Planning & Economic Development Department (P&ED) under the GRIDS 2 process and consist of population, employment, and density within the existing (infill and intensification) areas and greenfield growth to 2051.

The City of Hamilton retained the services of GM BluePlan Engineering Limited (GMBP) partnered with Amec Foster Wheeler, DHI, and Watson and Associates (Consulting Team) through a competitive RFP procurement process to assist with developing the Master Plan. The original project scope, schedule and cost depended mainly on receiving the 2041 Population and Employment growth forecast data and estimated completion of the project within 24 months after the project kick off. However, the 2041 Population and Employment growth forecast data dissemination was delayed due to the Provincial Growth Plan Amendment, which extended the planning horizon from 2041 to 2051. This Provincial Growth Plan Amendment necessitated revisions to the original project scopes.

In 2018, the 2031 Servicing Technical Review Task Study in support of the 2019 Development Charges Program was undertaken. This study was included in the Master Plan project scope and extended the contract cost through an approved single source (Policy #11 - Non-competitive) procurement process for the consulting assignment to maintain continuity and process efficiency.

Since 2018, the Master Plan project team has provided continuous support to P&ED to evaluate the growth planning scenarios and inform Council of the comparative analysis by identifying the potential areas of opportunity and constraint within the existing built and greenfield areas in the City.

On November 4, 2022, several Provincial decisions and proposed legislative changes were announced, which include Provincial decisions on OPAs 167 and 34 (Urban Boundary Expansion), the proposed legislative changes under Bill 23 (*More Homes Built Faster Act*), and the removal of lands from the Greenbelt Plan. The Provincial decision on OPAs 167 and 34 added approximately 2,200 ha of land to the City's urban area. The 2022 Provincial decisions to revise the Urban Area Expansion Growth Scenario and remove lands from the Greenbelt Plan impact the Master Plan scope, schedule, and estimated cost. This cost increase includes updating the hydrologic and hydraulic model development and the infrastructure upgrade requirements analysis based on a revised growth area directed by the Province.

Report PED23084 recommends extending the existing GMBP PO #86304 by increasing the total amount up to an additional \$550,000 for the consulting assignment. Once City Council approves this expansion, staff will negotiate, enter into, and execute the increase required to effect it with the consultant by following the City's Procurement Policy. It should be noted that this financial request does not cover effort necessary to fully evaluate and create Master Plans for multiple City-Wide growth scenarios.



CORPORATE STRATEGIC GROWTH INITIATIVES (CSGI) – MASTER PLAN UPDATES AND DEVELOPMENT CHARGE BY-LAW APPROACH

April 5, 2023

Purpose of Today's Report

Two primary objectives of today's report:

1. To outline a direction for the update to the Corporate Strategic Growth Initiatives (CSGI) Master Plans, which in turn will inform the City's new Development Charge (DC) Bylaw, set to expire in 2024
2. To request an update to the existing Purchase Order for the Water / Wastewater / Stormwater Master Plan

Corporate Strategic Growth Initiatives (CSGI) Overview

Established in 2016 to coordinate all strategic growth related projects and ensure coordination and completion for the Development Charges Background Study and By-law in June 2024

Key objectives include:

- Driving the outcomes of the projects included in CSGI, but not the technical work
- Maintaining overall time frame / critical path of CSGI projects in a collaborative manner
- Identify risks and gaps in process and process adjustments

As per Council direction provided in 2016 through Report CM16013, updates related to CSGI and the component projects are to be provided annually to the General Issues Committee.

CSGI Governance Structure

Co-ordination Director: Tony Sergi
Project Manager: Heather Travis

Master Plan Coordination Team

- Water / Wastewater / SWM MP: *Bhajan Sarker (PW)*
- Transportation MP: *Steve Molloy (PED)*
- AEGD Transportation MP: *Omar Shams (PED)*
- Parks: *Johnathan Vandriel (PW)*
- Recreation MP: *Roman Keliacius (PW)*
- Fire MP: *Mike Rember (HSC)*
- Paramedic MP: *Cliff Eggleton (HSC)*
- Finance – *Kirk Weaver (CS)*
- GRIDS 2 / MCR: *Christine Newbold (PED)*

CSGI Steering Team

- Director – Hamilton Water: *Nick Winters*
- Director – Transportation Planning: *Brian Hollingworth*
- Director – Environmental Services: *Craig Murdoch*
- Director – Recreation: *Chris Herstek*
- Director – Finance: *Brian McMullen*
- Director & Chief Planner: *Steve Robichaud*
- Fire Chief – Hamilton Fire: *Dave Cunliffe*
- Paramedic Chief: *Michael Sanderson*

SLT Growth and Economic Development WG

Master Plans – status updates

Master Plan	Status	Time Horizon	Growth Allocations
Water / Wastewater/ Stormwater	In process	30 years	Both Ambitious Density and No Urban Expansion
Transportation	In process	30 years	Ambitious Density
Parks	In process	30 years	No Urban Boundary Expansion
Recreation	Complete	30 years	No Urban Boundary Expansion
Paramedic	Complete	10 years	N/A
Fire	Complete, but being updated annually	10 years	N/A

Growth Allocations

- Planning staff are reviewing updates to the City's growth allocations in light of the Provincial decision on OPA 167 – urban boundary expansion.
- The growth allocations are based on the targets in the City's Official Plans:

Year	Population	Households	Employment (Jobs)
2021	584,000	222,500	238,000
2031	652,000	258,100	271,000
2041	733,000	295,200	310,000
2051	820,000	332,800	357,000
Change 2021 to 2051	236,000	110,300	119,000

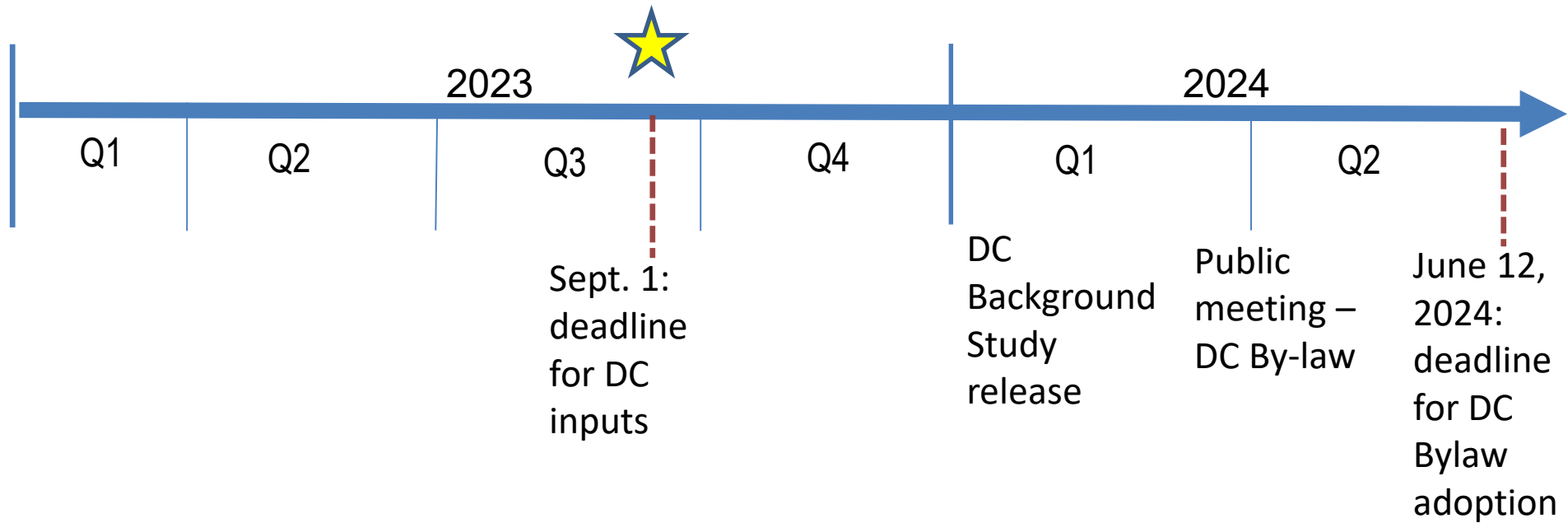
- Staff are considering that growth in the urban expansion areas will be allocated to the post 2041 timeframe

Master Plans Updates

The amount of time required to update Master Planning work and provide DC inputs following receipt of updated data varies by Plan, and is summarized in the following table:

Master Plan	Additional Time Required to Provide DC Inputs Following Receipt of New Growth Data
Water / Wastewater / Stormwater	+ 8 to 10 months
Transportation	+ 6 to 8 months
Parks	+ 4 months
Recreation	+ 2 months
Paramedic Services	+ 1 to 2 months
Fire	+ 4 to 6 months

DC By-law critical dates



DC Bylaw Approach - Recommendations

Recommending a two phase approach to adoption of new DC Bylaw, similar to process used in 2019:

- 1. The City's new 2024 Development Charges (DC) By-law be prepared based on the 2031 growth forecast.** Master Plan teams would provide an update to the projects that are already identified in the existing DC Background Study by updating the project lists and the anticipated costing of the remaining projects.
- 2. Notwithstanding the above, the City's new 2024 DC By-law may include growth allocations to facilitate DC considerations to 2041 for certain service categories, based on timing of completed Master Plan updates.** Some Master Plan teams may be in a position to provide DC inputs to the year 2041. For these service categories, a DC Bylaw with a growth forecast to 2041 may be utilized.

PO Increase – Water, Wastewater and Stormwater Master Plan



- Requesting an extension to Contract C11-05-17, for the provision of professional engineering consultant services required to complete the Water, Wastewater and Stormwater Master Plan, including an additional Development Charges (DC) By-law Update, for the upset limit of \$550,000
- Increase to be funded equally from capital project IDs #5141555264 (City Wide Water Master Plan), #5161555264 (City Wide Wastewater Master Plan) and #5181555422 (GRIDS 2 - Stormwater Master Plan), all which were approved to complete the proposed objective and with sufficient budget available to accommodate this purchase order increase

- Development Charges Stakeholders Sub-Committee April 13
- Planning to confirm growth allocations
- Master Plan teams to provide required DC inputs to Finance in time for DC critical deadlines



Hamilton

INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	April 5, 2023
SUBJECT/REPORT NO:	Red Hill Valley Parkway Inquiry Update (LS19036(r)/ PW23029) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Patricia D'Souza (905) 546-2424 Ext. 4637 Jackie Kennedy (905) 546- 2424 Ext. 1611
SUBMITTED BY:	Lisa Shields, City Solicitor Legal and Risk Management Services
SIGNATURE:	
SUBMITTED BY:	Carlyle Khan, General Manager Public Works
SIGNATURE:	

COUNCIL DIRECTION

On April 24, 2019, Council directed staff to provide regular updates on the costs to date of the judicial inquiry concerning the Red Hill Valley Parkway (the “**Inquiry**”), to be paid from the Tax Stabilization Reserve.

This report provides a high level summary of the background and procedural history of the Inquiry as well as a status update since the last report to Council on November 30, 2022 (LS19036(q)) and the conclusion of the hearing stage of the Inquiry on March 23, 2023.

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: RHVP Inquiry Update (LS19036(r)/PW23029) (City Wide) Page 2 of 14

BACKGROUND

1. Events Leading to Judicial Inquiry

In early 2019, City Council received information regarding a report by Tradewind Scientific Ltd. (“Tradewind”) related to friction testing conducted on the Red Hill Valley Parkway (the “Red Hill”) dated November 20, 2013 (“Tradewind Report”)

The Tradewind Report stated that the friction levels on the Red Hill were below the “investigatory” level based on guidelines from the United Kingdom and recommended further investigation and potential remedial work in the future.

Council was advised that the public and Council may have received inconsistent information regarding the Tradewind Report including in 2015 and 2017 in the face of speculations regarding slippery conditions on the Red Hill and its impact on collisions.

In 2019, Council considered a number of investigative procedures it could commence upon learning of the Tradewind Report under the *Municipal Act, 2001*, S.O. 2001, c. 5, including an investigation by the Ombudsman or the Auditor General and ultimately voted to proceed with a judicial inquiry.

The City chose to proceed with the Inquiry because of the public nature of the hearings and in the interest of accountability and transparency and to maintain the trust of the public. Specifically, the hearing stage of the Inquiry was live streamed on YouTube and all evidence received by the Commissioner, including recordings and transcripts of witness testimony, documentary evidence, and the closing submissions are available on the Inquiry website and readily accessible.

On April 24, 2019, the City passed a resolution requesting the Chief Justice of Ontario to appoint a Superior Court judge to investigate matters related to the disclosure of the friction report. With this resolution, the Inquiry was established.

The Honourable Mr. Justice Herman J. Wilton-Siegel was appointed to preside over the Inquiry in May 2019. The Commissioner retained Emily Lawrence and Andrew Lewis of Paliare Roland Rosenberg Rothstein LLP to act as counsel to the Commission (“Commission Counsel”). The City retained Lenczner Slaght LLP to act as counsel to the City in the Inquiry (“Inquiry Counsel”).

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: RHVP Inquiry Update (LS19036(r)/PW23029) (City Wide) Page 3 of 14

2. What is a Judicial Inquiry?

Judicial inquiries or public inquiries are a public investigation into a specific issue or event that is ordered by a governmental body. There are different types of inquiries. This Inquiry was commenced pursuant to section 274(1)(b) of the *Municipal Act, 2001* to investigate “any matter connected with the good government of the municipality or the conduct of any part of its public business” and any related alleged misconduct.

A judicial inquiry does not give rise to criminal or civil liability but can lead to findings of misconduct that can result in significant reputational impacts. They serve a broader purpose – to promote transparency and accountability and to improve policy in areas of public importance.

There are six overlapping stages in the Inquiry: organizing logistics and staffing; document collection and production; witness interviews by Commission Counsel; determining the parties that have standing to appear at the hearing; the public hearing; and preparing and publishing the final report.

Judicial inquiries are governed by its “terms of reference”. A summary of the Terms of Reference in this case are provided below.

3. The Terms of Reference

City Council identified 24 questions in the Terms of Reference, which can be grouped into 5 categories:

Category 1: Disclosure of the Tradewind Report:

- Inquiries regarding the disclosure of the Tradewind Report or the information contained therein in 2014 and 2018, including who it was shared with and whether appropriate steps were taken to share the Tradewind Report once it was discovered.

Category 2: Good Governance/Policies:

- Inquiries regarding whether Council should have been aware of the Tradewind Report and whether any changes should occur to the City’s bylaws, policies and procedures to prevent any future non-disclosure of significant information to Council.

Category 3: Safety of the Red Hill:

- The friction standards in Ontario, if any.
- If the Tradewind Report contained findings or information that would have triggered Council to make safety changes on the Red Hill;

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: RHVP Inquiry Update (LS19036(r)/PW23029) (City Wide) Page 4 of 14

- If the failure to disclose the Tradewind Report put users of the Red Hill at risk and/or contributed to accidents on the road; and
- The extent that other factors, including, but not limited to, driver behaviour, lighting and weather conditions, contribute to motor vehicle accidents when compared to the impact of friction levels on motor vehicle accidents on the Red Hill.

Category 4: Other Studies:

- Inquiries regarding whether any City staff requested, directed, or conducted any other friction test, asphalt assessment or general road safety reviews or assessments on the Red Hill.

Category 5: MTO Friction Testing:

- Inquiries regarding the friction testing conducted by the MTO on the Red Hill in 2007.
- Inquiries regarding the contents and disclosure of the MTO Report, its implications on the safety of the Red Hill, and any friction testing, asphalt testing, and general road safety review and assessments conducted on the Red Hill by the MTO.

4. Standing

The Commissioner held a standing hearing on January 10, 2020 to determine the parties that would have standing at the hearing to, among other things, examine witnesses and making closing submissions.

On February 12, 2020, the Commissioner granted standing to the following participants in addition to the City: Her Majesty the Queen in Right of Ontario (“MTO”), Dufferin Construction Company, and Golder & Associates Ltd. (“Golder”).

5. Document Collection and Production, and Privilege Motion

Once the Inquiry was commenced, the City spent considerable resources to collect, review, and produce documents in response to Commission Counsel’s request for information, which consists of nearly 50 categories of documents involving a timeframe that spans almost two decades and encompasses City operations from a number of divisions and departments. The City’s document production efforts included the following:

- collecting over 4.4 million documents from the City’s network drives, from approximately 140 former and current City employees (the “Custodians”) identified by Commission Counsel;

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: RHVP Inquiry Update (LS19036(r)/PW23029) (City Wide) Page 5 of 14

- using the services of Deloitte LLP to: (1) host the documents in an electronic database; (2) review the potentially relevant data to identify documents that are responsive to the Commission Counsel's request for information; and, (3) produce the relevant documents in the format specified by Commission Counsel; and
- responding to requests for additional documents and information.

In total, the City submitted over 72,000 relevant documents in full to Commission Counsel and initially withheld or produced in redacted form approximately 1,000 documents on the basis that they are subject to legal privilege (the "Privileged Documents").

Inquiry Counsel worked with Commission Counsel to negotiate a resolution of the privileged issues which would allow Commission Counsel to have access to information relevant to the Terms of Reference.

As part of this process, the City waived privilege and produced the majority of the 1,000 Privileged Documents and maintained legal privilege over 43 documents. Commission Counsel demanded the City produce the remaining 43 documents. Following a privilege motion held in-camera before the Honourable Frank Marrocco, the City produced all except for eight of the 43 documents and produced 5 of these 43 documents in redacted form as Mr. Marrocco confirmed that the remaining documents sought by Commission Counsel were not relevant to the Terms of Inquiry

6. Witness Interviews

As part of the investigation stage, Commission Counsel conducted over 100 interviews, including 54 interviews of current and former City employees regarding matters related to the Terms of Reference, constituting over 300 hours of interview time.

In advance of each interview, Inquiry Counsel met with City witnesses to familiarize them with the documents and assisting with their preparation.

Following each interview, Commission Counsel prepared an interview summary, which City witnesses reviewed, corrected, and confirmed with the assistance of Inquiry Counsel.

Commission Counsel prepared statements of anticipated evidence based on the transcript summaries for the 38 City witnesses that were summonsed to give evidence at the hearing.

SUBJECT: RHVP Inquiry Update (LS19036(r)/PW23029) (City Wide) Page 6 of 14

Ensuring the accuracy of the interview summaries and the statements of anticipated evidence was a time-consuming process.

7. Costs and Timelines

The initial budget for the Inquiry was forecasted in 2019 to be between \$5,000,000 and \$7,000,000, revised to \$20,000,000 in December 2021.

The increased estimate reflected the time required to respond to the requests for document production from Commission Counsel, as well as the number of witness Commission Counsel wished to interview, further outlined above.

A further increase of the budget of up to \$26 million was approved on August 8, 2022, based on an updated estimate of Commission Counsel's legal fees from July 1, 2022 to the end of the inquiry (excluding taxes). This estimate did not include the costs associated with all of Commission Counsel's disbursements, including the cost of expert witnesses.

At the beginning of the Inquiry, public hearings were expected to begin in 2020. The onset of the COVID-19 pandemic caused a number of delays to the document collection efforts of the City. The realities of the COVID-19 pandemic also necessitated a shift to hosting the Hearing stages virtually, which created cost-savings with respect to renting and renovating a physical hearing space to accommodate the Inquiry.

8. The Hearing

The Hearing was divided into two phases. Phase One focused on fact evidence and was completed in early November 2022. Phase Two related to expert evidence and was completed in February 2023.

During Phase One, the Commissioner received evidence from 71 fact witnesses over the course of 85 hearing days:

No. of witnesses	Party	Description
2	Commission Counsel Expert Witnesses	Dr. Gerardo Flintsch and Russell Brownlee provided evidence regarding pavement design and friction.
43*	Current and former City employees	The City witnesses gave evidence on their involvement on various topics

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: RHVP Inquiry Update (LS19036(r)/PW23029) (City Wide) Page 7 of 14

No. of witnesses	Party	Description
		related to the Red Hill, including the design and construction, friction testing, safety reviews and the resurfacing of the Red Hill. In addition, City witnesses also provided evidence regarding City processes, including the City's IT infrastructure and the improvements made to City policies since the commencement of the Inquiry.
11	Current and former employees of the Ministry of Transportation (MTO)	The MTO witnesses gave evidence on the friction testing completed on the Red Hill between 2007 and 2014 and the Province's friction management practices and policies.
3	Dufferin Construction	Dufferin Construction was engaged to pave the mainline of the Red Hill. These witnesses gave evidence regarding their involvement in the construction of the Red Hill.
1	Highway 407 ETR	The Vice President of Highway Operations for Highway 407 ETR, gave evidence regarding the friction management practises on Highway 407.
1	Norjohn Contracting	Norjohn Contracting, a consultant engaged during the resurfacing of the Red Hill, gave evidence regarding its consultations with the City.
4	Golder & Associates Ltd	Golder & Associates Ltd, the paving consultant for the Red Hill and the consultant engaged to conduct friction

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: RHVP Inquiry Update (LS19036(r)/PW23029) (City Wide) Page 8 of 14

No. of witnesses	Party	Description
		and other performance testing on the Red Hill, gave evidence regarding the testing and its consultations with the City.
5	CIMA	CIMA, engaged by the City to conduct safety reviews of the Red Hill, gave evidence regarding these safety reviews and its consultations with the City.
1	Tradewind Scientific Ltd	Tradewind Scientific Ltd, the subcontractor engaged to complete the friction testing on the Red Hill in 2013, gave evidence regarding the friction testing and the subsequent report.
71	Total	

*Commission counsel interviewed 54 current and former City employees as part of the investigation stage, while only 42 of these individuals were called as witnesses at the hearing.

STATUS OF INQUIRY

1. Phase Two and Closings

Phase Two of the Hearing stage focused on expert testimony on how friction and other factors contributed to motor vehicle accidents on the RHVP and policy and governance issues.

The City submitted reports from two experts:

- David Hein, an expert on pavement friction and the only witness with expertise on Canadian friction management practices.
- Dewan Karim, an expert in transportation safety and Practice Lead of the Transportation Engineering and Safety Group at 30 Forensic Engineering.

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: RHVP Inquiry Update (LS19036(r)/PW23029) (City Wide) Page 9 of 14

The Inquiry also received evidence from the following experts put forward by Commission Counsel and Golder:

- Dr. Gerardo Flintsch – Commission Counsel Expert on pavement friction;
- Russell Brownlee – Commission Counsel Expert on roadway design and safety;
- Dr. Hassan Baaj – Golder Expert on pavement aggregates; and
- Janice Baker – Commission Counsel Expert on municipal corporate governance.

As part of Phase Two, the City submitted an affidavit on behalf of City Manager Janette Smith outlining changes to the City policies and procedures that were implemented as part of the City’s ongoing process improvement and may be relevant to the issues in the Inquiry.

Following the completion of Phase Two, the City and the other Participants to the Inquiry submitted written closing submissions on the key issues on the Inquiry. The parties also delivered oral closing submissions on March 22 and 24, 2023.

2. Costs up to February 28, 2023

The costs of the Inquiry to date are outlined in the following chart, representing external legal fees for the Commissioner, including the costs of the virtual hearing and external legal fees for the City, as well as Deloitte services for data hosting, reviewing, and producing documents and other associated expenses, including the digitizing of paper files, website hosting and expert witnesses.

To February 28, 2023	
City’s Expenses (e.g. data collection, hosting)	\$764,279.85
City’s External Legal Counsel Fees and Disbursements	\$9,767,008.48
Commission Counsel Fees and Disbursements	\$11,644,357.66
Other Expenses (e.g. consultants, website hosting)	\$1,418,653.46
Total (exclusive of HST)	\$23,594,299.45

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: RHVP Inquiry Update (LS19036(r)/PW23029) (City Wide) Page 10 of 14

3. Outcome of Inquiry: The Report

The Commissioner will release his report in which he will summarize the evidence, make findings of fact and recommendations in response to the Terms of Reference. It is expected the Commissioner's report will be released by Fall 2023.

SUMMARY OF KEY EVIDENCE

Over the course of the Inquiry, the Commissioner heard evidence on a wide range of issues identified in the Terms of Reference.

Inquiry Counsel summarized the key evidence provided to the Inquiry in its written closing submissions with respect to three key issues: (1) the safety of the Red Hill; (2) the steps taken by the City to improve and maintain the Red Hill between 2007 and 2019; and (3) the various steps the City has taken since the commencement of this Inquiry in 2019 to improve its existing policies and procedures, both at the City-wide and at the Public Works levels, to enhance transparency, accountability, collaboration, and quality improvement.

In their submissions, Inquiry Counsel accepted that there was limited circulation of the Tradewind Report once it was received by the City in 2014, but put forward in their Closing submissions at the Inquiry that the evidence, particularly from the safety consultants at CIMA, indicated that it was unlikely that the Tradewind Report necessitated any additional remedial measures other than what had already been implemented on the Red Hill.

1. Safety of the Red Hill

The Inquiry received the following evidence regarding the design and construction of the Red Hill:

- the Red Hill was designed in accordance with the 1985 MTO Design Guide. No challenge was made to the design choices that were made by the planners involved in the design of the Red Hill.
- the Red Hill was constructed with a surface layer of Stone Mastic Asphalt ("SMA") and the mix design used was consistent with current mix design practices for SMA.
- technical data and testing conducted on the aggregate used on the Red Hill show that the aggregate had good technical properties and functional performance and was suitable for use on the Red Hill.

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: RHVP Inquiry Update (LS19036(r)/PW23029) (City Wide) Page 11 of 14

- Pavement skid resistance depends on macrotexture and microtexture. Generally, macrotexture contributes to skid resistance at higher speeds and microtexture contributes to skid resistance at lower speeds. With respect to macrotexture, the values taken on the Red Hill even before resurfacing were appropriate. With respect to microtexture, the Canadian experts, Mr. Hein and Dr. Baaj, agree that the friction decline, which is expected for any aggregate, was normal. Dr. Flintsch, the American friction expert, opined that the decline in friction values was significant.

The Inquiry Counsel presented the following extensive evidence regarding the friction values on the Red Hill:

- The City shared friction testing information from the Tradewind Report with its safety consultant in 2015.
- The City was not advised of any safety concerns arising from the friction values of the Red Hill by the MTO or Golder. Golder confirmed that they were not safety experts and did not assert that they raised any safety concerns, although they did advise the City of potential ways to improve friction.
- Mr. Hein, the only expert with expertise in Canadian friction management practices, confirmed that the friction values on the Red Hill were consistent with similar roads in Ontario and further confirmed that the City appropriately focused on minimizing the excessive speeding on the Red Hill as opposed to increasing pavement friction. Dr. Flintsch opined that the friction results are relatively low. However, Mr. Hein opined that those guidelines were developed based on the local conditions of the United Kingdom and should not be applied here without further analysis. In his career spanning four decades, Mr. Hein has not seen those guidelines used as a reference to assess the frictional qualities of Canadian roads.
- The uncontested evidence from both friction experts was that friction is seldom the cause of collisions but can contribute to collisions in the face of other contributing factors, such as speeding or curvature. Importantly, because less friction is needed at lower driving speeds, the experts also agree that decreasing the demand for friction through speed enforcement or other countermeasures, would avoid collisions or reduce the severity of collisions.
- Increasing friction is not always necessary because pavement improvements may not reduce the occurrence of collisions and are often associated with significant costs. In Mr. Hein's view, other countermeasures can have a substantially higher impact on collisions than incremental improvements to pavement friction.

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: RHVP Inquiry Update (LS19036(r)/PW23029) (City Wide) Page 12 of 14**2. The City Took Steps to Maintain and Improve the Red Hill**

Inquiry Counsel presented extensive evidence on the various reports and studies completed on the Red Hill between 2013 and 2019, including two safety reviews completed by CIMA, the City's safety consultant, in 2013 and 2015.

As part of the 2013 CIMA Report, CIMA reviewed the operational and safety aspects of a segment of the Red Hill. Inquiry Counsel presented evidence stating that CIMA did not identify any urgent or significant safety issues during this review and concluded that overall the portion of the Red Hill reviewed for the study was operating safely. The City implemented CIMA's recommended countermeasures to improve the safety performance of the Red Hill in a staged manner consistent with industry best practices.

Inquiry counsel presented further evidence showing that, following CIMA's 2013 safety review, City staff monitored the collisions on the Red Hill, particularly as it related to wet weather collisions and by the end of 2014 determined that a review of the entire Red Hill would be prudent. Further, in 2015, CIMA completed a detailed safety review of the Red Hill. CIMA identified potential countermeasures to improve the safety performance of the Red Hill, the majority of which were implemented within a two-year period, notwithstanding that the timeline for completion was 0 to 5 years.

Regarding CIMA's conclusion that a combination of high speeds and wet surface may be the primary contributing factors to collisions on the Red Hill, the City implemented immediate measures to combat the excessive speeding on the Red Hill, including through signage and police enforcement, while investigating potential means to rehabilitate and resurface the Red Hill, which was ultimately done in 2019.

Inquiry Counsel also presented evidence regarding the City's focus on combating speeding. It was widely understood in the traffic safety industry that driver behaviour and speeding was a primary contributor to collisions, and both friction experts agreed that friction is seldom the cause of collisions but can contribute to collisions in the face of other contributing factors, such as speeding or curvature. Importantly, the experts also agree that in these circumstances, increasing the friction values or decreasing the demand for friction, through speed enforcement and/or other countermeasures, would avoid collisions or reduce the severity of collisions.

On the issue of whether CIMA would have changed its assessment regarding the role that pavement surface played in collisions in its 2015 report if CIMA had received a copy of the Tradewind Report, CIMA confirmed that it would not have recommended any changes to its recommendations, other than recommending aggressive speed enforcement as opposed to regular speed enforcement.

Mr. Malone of CIMA presented evidence that "the Tradewind Report is not the smoking

SUBJECT: RHVP Inquiry Update (LS19036(r)/PW23029) (City Wide) Page 13 of 14

gun of confirmation that pavement surface was the primary cause of collisions on the Red Hill.”

3. The City Took Steps to Improve Policies and Procedures

Inquiry Counsel presented evidence regarding the various steps the City has taken since the commencement of the Inquiry to improve its existing policies and procedures, both at the City-wide and at the Public Works levels, to enhance transparency, accountability, collaboration, and quality improvement.

The improvements are consistent with best practices in municipal governance and designed to achieve the following objectives:

- Consistent and accessible document management:

Creating consistent record and document management practices, enhancing accountability and sharing of information across multiple divisions and departments, including through establishing tracking and retention policies for consultant and staff reports, ensuring continuity and transparency.

- Consistent and transparent communication between City staff:

Ensuring effective communication between City staff, City Council and the public, including through identifying a clear process for the sharing of consultant reports which identify imminent risk to human health or safety with senior leaders and Council.

- Better coordination between groups for efficient project delivery:

Coordinating work across the City and various departments and divisions, including through improved project management processes, to provide leadership on the safe and efficient operation and maintenance of assets as well as address any fragmentation of the structures and systems involved by providing consistent coordination and oversight of roles and responsibilities, including within Public Works.

Janice Baker, Commission Counsel's expert on municipal corporate governance, confirmed that the improvements are consistent with best practices in municipal governance and are designed to achieve consistent and accessible document management systems and practices, consistent and transparent communications between and among City staff, Council, and the public, and better coordination between groups for efficient project delivery across City departments and divisions.

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: RHVP Inquiry Update (LS19036(r)/PW23029) (City Wide) Page 14 of 14

RELEVANT CONSULTATION

- Eli Lederman and Delna Contractor – external legal counsel, Lenczner Slaght LLP
- Belinda Bain – external legal counsel, Gowling WLG (Canada) LLP

APPENDICES AND SCHEDULES ATTACHED

Not Applicable.

Red Hill Valley Parkway Judicial Inquiry

City of Hamilton – General Issues Committee Meeting

April 5, 2023



Location:

Hamilton, ON

Presented By:

Lenczner Slaght LLP

Background

The Tradewind Report

- Nov 2013:
- ▶ Golder engaged to conduct friction testing on the Red Hill and the LINC.
 - ▶ Golder subcontracts friction testing to Tradewind Scientific Ltd. (“Tradewind”).
 - ▶ Tradewind performed friction testing using the GripTester.
- Jan 2014:
- ▶ Mr. Moore received the Tradewind Report, appended to a draft report titled Performance Review after Six Years in Service, from Dr. Uzarowski of Golder.
 - ▶ Report never finalized.

Background of Events Leading to the Judicial Inquiry

- Fall 2018: ▶ Gord McGuire finds a draft friction report by Tradewind dated November 20, 2013, in ProjectWise.
- Nov 8, 2018: ▶ Public Works receives FOI 18-189 – an FOI request from the Hamilton Spectator for all documents regarding Red Hill friction testing/results.
- Dec 18, 2018: ▶ Mayor advised City Staff regarding presenting the Tradewind Report to Council
- Jan 23, 2019: ▶ Closed session to advise Council of the Tradewind Report & FOI Request

Background of Events Leading to Judicial Inquiry

Feb 6, 2019: Staff present Tradewind Report to Council and a chronology of events. Following the meeting:

- ▶ Speed limit on the Red Hill reduced
- ▶ Apology issued by City Staff to City Council and Public about “how this matter has come to their attention”

Report to Council also included a Memo from CIMA to Mayor commenting on the draft 2014 Golder Report, including the Tradewind analysis, confirming that the Tradewind Report would not have substantively changed its recommendations, and it stands by its opinions provided in its previous safety analysis.

What is a Judicial Inquiry?



Promotes transparency and accountability and to improve policy in areas of public importance.



Does not give rise to criminal or civil liability.



Can lead to findings of misconduct that can result in significant reputational impacts.

Terms of Reference

The Terms of Reference

Each term of reference poses specific questions that the Inquiry is tasked with investigating. The 24 questions can be grouped into 5 broad categories:



Stages of the Inquiry

Stages of the Inquiry

Six overlapping stages:

1 Organizing Logistics and Staffing

4 Standing

2 Document Collection and Production

5 Public Hearing

3 Witness Interviews

Stage 2: Document Collection and Production

- ▶ City responded to Commissioner's Summons consisting of nearly 50 categories of documents involving a timeframe of nearly two decades
- ▶ City collected over 4.4 million documents from over 100 former and current City employees
- ▶ City responded to extensive requests for additional documents and information
- ▶ Over 72,000 relevant documents produced to Commission Counsel

Stage 2: Document Collection and Production

Privilege Claims and Privilege Motion

- ▶ The City initially withheld or produced in redacted form approximately 1,000 documents relevant to the Terms of Reference on the basis that they are privileged.
- ▶ September 8, 2021: Council instructed Inquiry Counsel to waive privilege over the majority of the privileged documents requested by Commission Counsel.
- ▶ 43 documents subject to a Privilege Motion on August 9, 2022
- ▶ Mr. Marrocco found the majority of the documents were protected by legal privilege, but that the City had waived privilege over the documents that are highly relevant to the Inquiry's Terms of Reference.

Stage 3: Witness Interviews

- ▶ Commission Counsel conducted over 100 interviews
- ▶ 54 interviews of current and former City employees
- ▶ City witness interviews took over 100 hours

Before the interview:

Inquiry Counsel met with City witnesses prior to the interviews to familiarize them with the documents and assist with their preparation.

Following each interview:

Commission Counsel prepared an interview summary, which were reviewed, corrected, and confirmed by each witness with the assistance of Inquiry Counsel.

Stage 5: Hearing

Phase One: Fact Witnesses

- ▶ Focused on fact evidence
- ▶ April 2022 – November 2022
- ▶ Commissioner received evidence from 71 fact witnesses over the course of 85 hearing days

No. of Witnesses	Party
2	Commission Counsel Expert Witnesses
43	Current and former City employees
11	Current and former employees of the Ministry of Transportation (MTO)
3	Dufferin Construction
1	Highway 407 ETR
1	NorJohn Contracting
4	Golder & Associates Ltd
5	CIMA
1	Tradewind Scientific Ltd

Stage 5: Hearing

Phase Two: Expert Witnesses

- ▶ February 16– 23, 2023
- ▶ Focused on expert testimony on how friction and other factors contributed to motor vehicle accidents on the RHVP and policy and governance issues
- ▶ The City submitted reports from:
 - Mr. David Hein:
 - Expert on pavement friction
 - Only expert witness with expertise on Canadian friction management practices
 - Mr. Dewan Karim: Expert in transportation Safety

Stage 5: Hearing

Phase Two: Expert Witnesses

- ▶ City also submitted the affidavit of City Manager, Janette Smith, outlining changes to City policies and procedures that were implemented as part of the City's ongoing process improvement.
- ▶ Inquiry also received evidence from the following experts:
 - Dr. Gerardo Flintsch- Commission Counsel Expert, Pavement Friction
 - Mr. Russell Brownlee- Commission Counsel Expert, Roadway Design and Safety
 - Ms. Janice Baker- Commission Counsel Expert, Municipal Corporate Governance
 - Dr. Hassan Baaj- Golder Expert, Pavement Aggregates

Stage 5: Hearing

Closing Submissions

- The Commissioner heard closing submissions by:
 - The City
 - Golder
 - The Ministry of Transportation
 - Dufferin Construction
- The Commissioner is expected to release his report by Fall 2023.

Summary of Key Evidence

Summary of Key Evidence

- 1 The safety of the Red Hill.
- 2 The steps taken by the City to improve and maintain the Red Hill between 2007 and 2019.
- 3 The various steps the City has taken since the commencement of this Inquiry in 2019 to improve its existing policies and procedures

The City's closing submissions:

- ▶ Accepted that there was limited circulation of the Tradewind Report once it was received by the City in 2014.
- ▶ Put forward that the evidence, particularly from the safety consultants, indicated that it was unlikely that the Tradewind Report necessitated any additional remedial measures, other than what had already been implemented on the Red Hill.

The Safety of the Red Hill

The Safety of the Red Hill

Design and Construction

- ▶ The Red Hill was designed in accordance with the 1985 MTO Design Guide.
- ▶ The Red Hill was constructed with a surface layer of Stone Mastic Asphalt, which was designed appropriately.
- ▶ The aggregate used had good technical properties and was suitable for use on the Red Hill.

The Safety of the Red Hill

Friction Values

- ▶ There was disagreement between the experts regarding the friction values:
 - **Mr. Hein:** friction values were appropriate and consistent with similar roads
 - **Dr. Flintsch:** friction values were relatively low under UK Guidelines
- ▶ The City was not advised of any safety concerns from the friction values taken by MTO.
- ▶ Golder advised the City of potential ways to improve friction but did not raise any safety concerns.

The Safety of the Red Hill

Friction Demand

- ▶ Friction is seldom the cause of collisions but can contribute to collisions in the face of other contributing factors, such as speeding or curvature.
- ▶ Less friction is needed at lower driving speeds. Countermeasures or speed enforcement which lower the demand for friction could avoid collisions or reduce the severity of collisions.
- ▶ Increasing friction is not always necessary because pavement improvements may not reduce the occurrence of collisions and are often associated with significant costs.

*The City Took Steps to Maintain and
Improve the Red Hill*

Safety Reviews and Studies by CIMA: The Safety Experts

2013 CIMA Report

- ▶ CIMA concluded that the Study Area was operating safely and identified countermeasures to improve safety performance of the Red Hill, including segments that could benefit from improvement.
- ▶ City implemented CIMA's recommendations in a manner that was consistent with the urgency, timelines and prioritization of the countermeasures and investigations prescribed by CIMA.

Safety Reviews and Studies by CIMA: The Safety Experts

The 2015 CIMA Report

- ▶ The 2015 CIMA Safety Review included:
 - a detailed review of all available collision data on the Red Hill, with a focus on median related collisions;
 - a high-level review of the illumination of the roadway; and
 - an assessment of potential countermeasures that could reduce the overall collisions and median related collisions on the Red Hill.

- ▶ Key conclusion: a combination of high speeds and wet surface may be the primary contributing factors to collisions on the Red Hill, particularly where small-radius horizontal curves are present.

Steps to Improve and Maintain the Red Hill

City's Focus on Combatting Speed

- ▶ The City took immediate steps to combat high-speeds including working with Hamilton Police Services to implement a comprehensive speed enforcement
- ▶ Friction experts agree that increasing friction values **or** decreasing the demand for friction would avoid collisions or reduce the severity of collisions
- ▶ There are also practical realities from an effectiveness and cost-efficiency standpoint which suggest decreasing the demand for friction is more effective

CIMA Would Not Have Changed its Recommendations

- ▶ Evidence confirms that the Tradewind Report would not have changed CIMA's:
 - Assessment of what was causing collisions on the Red Hill; or
 - Recommendations of potential remedial measures.
- ▶ CIMA may have recommended more aggressive speed enforcement on the Red Hill but would not have recommended pavement rehabilitation to improve friction.

“The Tradewind Report is not the smoking gun of confirmation that pavement surface was the primary cause of collisions on the Red Hill.”

The City Took Steps to Improve Policies and Procedures

Highlighting Key Policies and Procedures

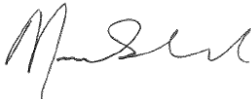
- ▶ Sharing of Consultant Reports with Identified Imminent Risks to Health or Human Safety Policy
- ▶ Council-Staff Relationship Policy
- ▶ Public Works Quality Management System
- ▶ Project Management Manual
- ▶ Parkway Management Committee

Janice Baker (Commission Counsel's municipal governance expert) confirmed that these improvements are consistent with best practices in municipal governance.

Thank You



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	April 5, 2023
SUBJECT/REPORT NO:	Locke Street Business Improvement Area (BIA) Revised Board of Management (PED23060) (Ward 1)
WARD(S) AFFECTED:	Ward 1
PREPARED BY:	Cristina Geissler (905) 546-2424 Ext. 2632
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

That the following individuals be appointed to the Locke Street Business Improvement Area (BIA) Board of Management for the 2022-2026 term:

- (a) Bettina Schormann, Earth to Table: Bread Bar;
- (b) Brandon Stanicak, West Town Bar & Grill;
- (c) Steve Knight, Jewellery Judge;
- (d) Robyn Allen, Nest;
- (e) Alex Hobcraft, Footprints Music;
- (f) Rachael Amy Shay, Community Rep;
- (g) Dao Nguyen, Modern Design Studio;
- (h) Andrew Webster, Webster Financial;
- (i) Dwayne Cline, Vintage Charm.

EXECUTIVE SUMMARY

Appointment of the nine individuals to the Locke Street Business Improvement Area (BIA) Board of Management for the 2022-2026 term.

Alternatives for Consideration – Not Applicable

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: Locke Street Business Improvement Area (BIA) Revised Board of Management (PED23060) (Ward 1) - Page 2 of 3

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 Monday January 30, 2023, the Locke Street Business Improvement Area (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: Locke Street Business Improvement Area (BIA) Revised Board of Management (PED23060) (Ward 1) - Page 3 of 3

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/rb



Hamilton

**BUSINESS IMPROVEMENT AREA SUB-COMMITTEE
MINUTES 23-002
10:30 a.m.
Tuesday, February 14, 2023
Hamilton City Hall
71 Main Street West
Room 264**

Present: Susie Braithwaite (Chair) – International Village BIA
Susan Pennie (Vice-Chair) – Waterdown BIA
Councillor Esther Pauls
Alexa Chavez – Concession Street BIA
Chelsea Braley – Ottawa Street BIA
Tracy MacKinnon – Westdale Village BIA and Stoney Creek BIA
Kelsey Nydam - Dundas BIA
Heather Peter – Ancaster BIA
Bettina Schormann – Locke Street BIA
Nadine Ubl – Barton Village BIA
Emily Walsh – Downtown Hamilton BIA

**Absent with
Regrets:** Councillor Tammy Hwang – City Business
Councillor Maureen Wilson - Personal
Bender Chug – Main West Esplanade BIA - Personal
Michal Cybin – King West BIA - Personal

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

(Walsh/Schormann)

That the agenda for the February 14, 2023 Business Improvement Area Sub-Committee meeting be approved, as presented.

CARRIED

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(i) January 10, 2023 (Item 4.1)

(Braley/MacKinnon)

That the January 10, 2023 Minutes of the Business Improvement Area Sub-Committee be approved, as presented.

CARRIED

(d) PRESENTATIONS (Item 8)

(i) Updates from the Hamilton Chamber of Commerce - General Introductions and Outstanding Business Achievement Awards (Item 8.1)

Julia Freeman, Hamilton Chamber of Commerce, addressed the Committee with a presentation on Updates from the Hamilton Chamber of Commerce - General Introductions and Outstanding Business Achievement Awards.

(Pauls/Pennie)

That the presentation respecting Updates from the Hamilton Chamber of Commerce - General Introductions and Outstanding Business Achievement Awards, be received.

CARRIED

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

(i) Verbal Update from Cristina Geissler, Business Development & BIA Officer (Item 13.1)

Cristina Geissler, Business Development & BIA Officer, addressed the Committee respecting updates on Commercial Districts and Small Business.

(Schormann/Braley)

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

CARRIED

(ii) Statements by Members (Item 13.2)

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

(Pauls/Peter)

That the updates from Committee Members, be received.

CARRIED

(f) ADJOURNMENT (Item 15)

(Pennie/Schormann)

That there being no further business, the Business Improvement Area Sub-Committee be adjourned at 11:10 a.m.

CARRIED

Respectfully submitted,

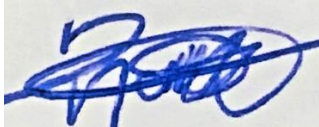
Susie Braithwaite
Chair Business Improvement Area
Sub-Committee

Tamara Bates
Legislative Coordinator
Office of the City Clerk

REVISED



CITY OF HAMILTON
CITY MANAGER'S OFFICE
Communications & Strategic Initiatives Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	April 5, 2023
SUBJECT/REPORT NO:	Media Accreditation Review: Terms of Reference (CM23008(a)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Matthew Grant (905) 546-2424 Ext. 1012
SUBMITTED BY:	Matthew Grant Director, Communications & Strategic Initiatives, City Manager's Office
SIGNATURE:	

RECOMMENDATION

That a third-party review process for the proposed media accreditation policy, attached as Appendix "A" to Report CM23008(a), be approved, with funding up to \$15,000, to be funded from Dept ID 310031

EXECUTIVE SUMMARY

At their February 15, 2023 meeting, the General Issues Committee (GIC) members discussed details of a proposed media accreditation policy.

At that meeting, members of GIC directed staff to commission a third-party review of the proposed policy to measure the policy against best practices, determine if it could meet the policy's stated objectives and that it did not unduly discriminate against or exclude members of the press from reporting on City business.

The policy recommended membership in two self-regulatory journalism bodies – the National NewsMedia Council and the Canadian Broadcasting Standards Council – as objective criteria for media accreditation at the City of Hamilton, meaning that membership in either would immediately qualify a media outlet for accreditation.

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: Media Accreditation Review: Terms of Reference (CM23008(a)) (City Wide) - Page 2 of 5 - REVISED

The policy was drafted following consultation with the media on the City's media, which included discussions on criteria to guide eligibility for media privileges at the City of Hamilton. These privileges go beyond what is made available to members of the public and include access to City Hall outside of business hours, use of media centre office space in City Hall, and access to dedicated media briefings for the media.

During consultations, media indicated they favoured having a standard that governed access to the media centre and associated media privileges but that they did not want the City to establish that standard nor did they want local media to establish that standard.

In line with Council direction, staff has set up an independent review to be informed and overseen by researchers at some of Canada's top research and journalism education institutions.

Review participants would provide their analysis and recommendations to the review chair, Dr. Terry Flynn, who is the lead professor and founding director of the Master of Communication Program at McMaster University. The review chair would then consolidate the analysis and recommendations of review partners and present a final report to members of Hamilton City Council for their consideration.

Alternatives for Consideration –Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: It is anticipated that the review will incur \$15,000 in costs to be allocated as honorariums to members of the academic community participating in the review. The expenses can be accommodated within the existing Communications Operating Budget, Dept ID 310031.

Staffing: A dedicated media relations team comprising of three FTEs is being created from existing resources to better assist media in their work.

Legal: There are no legal implications anticipated as a result of the review.

HISTORICAL BACKGROUND

In late 2021, the Communications Division began reviewing its media relations program as part of an overall review of its operations as directed by the City Manager. The review occurred in two phases, which included an assessment of core service levels and a review of amenities designed to assist the media in their work.

SUBJECT: Media Accreditation Review: Terms of Reference (CM23008(a)) (City Wide) - Page 3 of 5 - REVISED

Phase two consultations focused on media-related amenities at City Hall and included a broad range of Hamilton media outlets. Consultation included tours of the new Media Centre space before conducting a competitive bid process for the space's technology, a formal survey, and one-on-one interviews with the Director of Communications and Strategic Initiatives.

Common areas of agreement among media outlets consulted highlighted engagement with the need to have eligibility standards, often referred to as accreditation, governing access to the space as well as general agreement that those standards should not be developed or overseen by the City or members of Hamilton media. The majority of media also agreed on the need for appropriate security and after-hours access to the space.

Staff recommended using third-party, self-regulatory standards bodies as a form of objective criteria, which the majority of those media consulted deemed appropriate. Staff confirmed the majority of Hamilton media are already members of one of the self-regulatory bodies and confirmed the eligibility of non-members who regularly cover City business, including post-secondary institutions with dedicated media. Accredited media would be offered access passes to the City's Media Centre and press conference area after signing a User Agreement. Accredited media that do not want to sign a user agreement will receive a digital access pass for virtual attendance at press conferences and announcements.

When presented with the proposed media accreditation policy at the February 15, 2023 meeting of the General Issues Committee members, committee members voted in favour of having the media accreditation policy go through a third-party review and analysis that includes consultation with independent Hamilton news stakeholders as well as any recommendations that may improve the policy in terms of best practice.

In line with Council direction, staff has set up an independent review to be informed and overseen by researchers at some of Canada's top research and journalism education institutions.

The review would include:

- An analysis of the City's proposed media accreditation policy and a review of how the policy approach compares with other public sector accreditation policies and any existing best practices
- Further consultation with Hamilton media, in particular, independent media in Hamilton
- Consideration of concerns and a review of submissions from the Canadian Association of Journalists

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: Media Accreditation Review: Terms of Reference (CM23008(a)) (City Wide) - Page 4 of 5 - REVISED

- Consideration of whether the policy can meet its stated objectives while not erecting any unnecessary barriers to members of the news media, including independent media and media serving equity-deserving groups
- Consideration of how freelance journalists and foreign journalists would be considered in the policy

Review participants would provide their analysis and recommendations to the review chair, Dr. Terry Flynn, the lead professor and founding director of the Master of Communication Program at McMaster University. The review chair would then consolidate the analysis and recommendations of review partners and present a final report to members of Hamilton City Council for their consideration.

A final report for the third-party review is anticipated to be presented to Hamilton City Council in late June or early July 2023.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The Media Accreditation Policy and Procedures would clarify the definition of accredited media for the City of Hamilton. It would also provide accredited media access to the City Hall Media Centre from 8:00 am to 10:00 pm.

RELEVANT CONSULTATION

As part of the effort to prepare for the review, staff consulted with various professors/researchers at McMaster University, Carleton University, the University of British Columbia, Laval University, Toronto Metropolitan University, Simon Fraser University, Western University, and York University.

The above consultations were in addition to those undertaken in the policy development phase, including journalism standards councils, the City of Toronto, City staff, and Hamilton-area media.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Journalism is a rapidly changing environment that sees journalism and non-journalism practitioners often using the same technology to distribute information. The convergence of media has made it challenging for many to differentiate between those engaged in news gathering and dissemination and those communicating for a different purpose.

As the nature of journalism is currently the focus of considerable academic study, it is recommended that individuals involved in the rigorous study of journalism, the changes

SUBJECT: Media Accreditation Review: Terms of Reference (CM23008(a)) (City Wide) - Page 5 of 5 - REVISED

journalism faces, and the impact of technology on the practice of journalism is strongly encouraged.

Further, universities have a long-standing academic review process that is highly relevant to a policy review, have established processes in place to ensure the independence and integrity of the review and either are or have long-standing relationships with journalism practitioners who can provide up-to-the-minute experiences that researchers can draw upon to assist them in their work.

Staff believes that university communications and journalism research practitioners are best placed to thoroughly review a policy in their field of study and review the area from a position of academic independence.

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” – Scope of Third-Party Review of the City of Hamilton’s Proposed Media Accreditation Policy

Appendix “B” – City of Hamilton – Media Accreditation Policy, as presented at February 15th General Issues Committee

Scope of Third-Party Review of the City of Hamilton's Proposed Media Accreditation Policy

Proposed Scope of Review

To review the City of Hamilton's proposed media accreditation, provide analysis on how the policy compares with best practice, and provide any recommendations for improvement to members of Hamilton City Council.

Estimated Timeframe

Upon receipt of an approved review process, it is estimated that this review would take three months to complete.

Process

The committee will review the proposed media accreditation policy as well as other relevant documentation related to media accreditation in public sector organizations across Canada.

The committee will meet with interested stakeholders (local media outlets, media that serves diverse communities, independent media, City Communications staff) to gather input and insights.

The committee will also review current literature, related City policies including the Media Relations Policy, policies on media accreditation from other public sector organizations, including municipalities, and any other documentation relevant to the policy review.

The committee will present its review and recommendations to council.

Proposed Review Team

Chair: Dr. Terry Flynn, APR, FCPRS, LM, Associate Professor and Director of the Masters of Communications Management program, McMaster University

Members:

- Mr. Scott White, MBA, Editor-In-Chief, The Conversation, member of the Global Journalism Innovation Lab at the University of British Columbia, former executive at Canadian Press and Postmedia
- Dr. Mary Francoli, Associate Professor and Associate Dean, Faculty of Public Affairs, Carleton University
- Dr. Josh Greenburg, Professor and Director of School of Journalism and Communication, Carleton University

- Dr. Tokunbo Ojo, Associate Professor, Department of Communication and Media Studies at York University

City Hall Media Centre Accreditation Policy and Procedure

Policy and Procedure Created in January 2023

Policy Statement

- The City of Hamilton is an open and accountable organization. As such, it values the role that the media plays in communicating, informing and engaging the public on civic issues and initiatives.
- The City of Hamilton is committed to developing and maintaining professional working relationships with members of the City Hall Media Centre to promote public awareness and understanding of Council decisions, City policies, issues facing the City, services and programs, and new and emerging initiatives.
- The City of Hamilton is solely responsible for security and access to City Hall and is committed to providing a safe environment for Mayor and Council, staff and others who work at or visit City Hall.
- City facilities made available to members of the media are to support them in their work on covering City business and issues. These facilities are not available to members of the public.
- This policy does not apply to Council Chambers, where broader public access is provided to all members of the public.
- All visitors, including members of the media, are expected to adhere to all City of Hamilton policies, procedures, and by-laws, and acknowledges that the City has zero tolerance for any form of discrimination, bullying, harassment or racism of any kind in any of its City facilities. Applicable policies and procedures to members of the Media Centre include, but are not limited to, the Media Centre Use Agreement.
- Members of the Media Centre are expected to conduct themselves appropriately at all times, which includes being considerate, respecting people and their rights, and showing proper care and regard for City property and the property of others. Any individual who fails to do so may have their City media accreditation and/or extraordinary access privileges (beyond what is available to any member of the general public) revoked.
- Members of the Media Centre maintain the same access privileges to Council chambers as members of the public but will be afforded priority seating in the “media row” of Council chambers. Note that if the media row is not full, it may also be occupied by members of the public.

Purpose

The purpose of this Policy (“City Hall Media Centre Accreditation Policy”) is to:

- Outline the City’s accreditation process for members of the City Hall Media Centre
- Specify the City of Hamilton requirements for accreditation for members of the City Hall Media Centre.

- Outline the conditions under which accreditation for members of the City Hall Media Centre may be issued and/or revoked.
- Ensure the City reserves the right to revise and update this City Hall Media Centre Accreditation Policy and Procedure as may be required.

Application

- This Policy applies to all members of the media who wish to participate in the use of the Hamilton City Hall Media Centre which, by definition, is through the accreditation process.
- From the date of implementation of this Policy and Procedure, the privilege of accessing the secure basement-level Media Centre area will only be available to those City Hall Media Centre Members who meet the requirements of this Policy and Procedure and is not intended to provide access to members of the general public.

Definition - City Hall Media Centre Member

The City of Hamilton defines a Member of the City Hall Media Centre as:

A journalist whose primary occupation is news gathering and news reporting and is an employee, employer or owner/operator of a media outlet, including digital-only independent outlets/sole proprietorships, who have entered into a valid licensing agreement (Media Centre Use Agreement) for the use of the City Hall Media Centre; and whose organization/outlet is a member in good standing of either the National News Media Council (print and digital publications) or an affiliate of the Canadian Broadcasting Standards Council (radio and television outlets).

Additionally, it is recognized that members of Canada's national broadcaster, the Canadian Broadcasting Corporation, and TVO which are subject to their own regulations and similar standards as the above organizations, are eligible for membership.

The City of Hamilton defines a Digital Pass Member of the City Hall Media Centre as:

A journalist whose primary occupation is news gathering and news reporting and is an employee, employer or owner/operator of a media outlet, including digital-only independent outlets/sole proprietorships, who is granted sole access to participate in virtual media briefings; and whose organization/outlet is a member in good standing of either the National News Media Council (print and digital publications) or an affiliate of the Canadian Broadcasting Standards Council (radio and television outlets).

Accreditation Application Process

All media seeking membership in the City Hall Media Centre, including those with existing City identification badges, are required to complete the following accreditation process. All eligible media, as defined above, may be eligible to apply for accreditation, in accordance with the following procedure

1. Applicants are required to complete and sign the attached application form.
2. The application form must be signed by the applicant and by a responsible individual authorized to sign on behalf of the applicant's employer stating that the information on the application is accurate.
3. Applicants must provide proof of membership in either the Canadian Broadcasting Standards Council or the National News Media Council, unless members of CBC or TVO.
4. Applicants can select whether they request access as a Member of the City Hall Media Centre or as a Digital Pass Member of the City Hall Media Centre.
5. The application for accreditation will be reviewed and a determination on approval will be made by the Manager of Communications and the City's Security Specialist in accordance with this Policy and in consultation with representatives of accredited media organizations, including but not limited to Hamilton area publishers, editors and/or producers or their designates, known as the Media Centre Oversight Committee. Details and membership of the Oversight Committee will be listed on the City's website.
6. Approved applicants will enter into the Media Centre Use Agreement where applicable, (digital access only credentials do not require a signed User or Per Use agreement).
7. Subject to approval, the applicant will be issued an identification badge, a "City Media Badge". City Media Badges are issued to the approved individual Members of the Media Centre.
8. Applicants who are not approved, or who have had their approval subsequently revoked, may appeal the decision in accordance with the appeals process set out at the end of this policy.

City Media Badge –Issuance

- Media Centre badges will only be issued in one of three categories:
 - Full time member, including designated City Hall reporters;
 - Visiting members who enter into a Temporary Media Centre Use Agreement;
 - Organizations who are provided access to the Media Centre for academic and community education purposes by agreement.

Note: A security pass is not needed for accredited media who select digital access only as they will not be attending the Media Centre in person.

Terms of Use for the Media Centre and City Hall Access Privileges

- Use of the Media Centre will be for the purposes of news gathering and news dissemination only.
- City Media Badges must be visibly worn by the Media Centre Member while on City Hall premises and must be presented to staff from the Communications and Strategic Initiatives Division and/or Corporate Security, at any time upon request while in the Media Centre and other areas of City Hall that are not accessible to the general public.
- City Media Badges remain the property of the City of Hamilton.
- Badges cannot be loaned, shared or used to provide access for any other individual, whether or not a Media Centre member.

- The City Media Badge is distinct from identification badges worn by City staff and clearly identifies the Media Centre Member and their associated media outlet.
- City Media Badges provide card access privileges for all accredited members of the City Hall Media Centre to the ground floor of the City Hall building from 8:00 am to 10:00 pm, Monday to Friday.
- Security access cards for Media Centre members provides access during the hours of 8:00 am to 10:00 pm to the first-floor entrances at City Hall, City elevators as well as all areas leading to the City Hall Media Centre.
- Access to the City Hall Media Centre and to City Hall after regular business hours is at the discretion of the City of Hamilton. Changes to access privileges may be implemented by Corporate Security as necessary.
- Media Centre Members may not loiter in the hallway(s) of secure areas or enter City staff work areas or rooms, including but not limited to print and mail room areas, City lunch room areas or other areas marked as staff only.
- Access to the City of Hamilton's press conference room is by agreement only and digital technology housed in the press conference room is for the exclusive use of City of Hamilton staff and the staff of the Mayor's Office.
- The City reserves the right to make such changes as it determines necessary to this Policy.

Conditions to Revoke Accreditation

- The list of accredited Media Centre Members will be reviewed quarterly, or such sooner period if so determined, by the Manager of Communications and Corporate Security staff, with input from a representative of the Oversight Committee. Wherever possible, City officials should seek consensus from the Oversight Committee.
- During review, City Media Badges will be cancelled for journalists who no longer meet accreditation requirements.
- City Media Badges will be revoked for those Media Centre Members and/or Digital Pass Media Centre Members who breach the provisions of the Policy or the terms and conditions of the application, including, but not limited to the following:
 - Neglecting to follow City policies or by-laws, including the terms of service for the Media Centre.
 - Facilitating access to City Hall for another individual.
 - Changes to a journalist's employment status such that they are no longer journalists.
 - Cancellation or expiration of license agreements between the applicable member and the City of Hamilton.

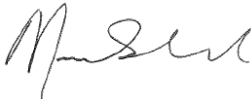
Appeals Process

- Members of the City Hall Media Centre and/or Digital Pass City Hall Media Centre who are denied accreditation, or who have had their accreditation revoked, may appeal that decision in writing to the MCOC within 30 days of the decision to the Oversight Committee.

- If the Oversight Committee agrees with the appeal, their decision will be forwarded to the Director of Communications for review, along with their recommendation for reinstatement.
- The decision of the Director of Communications with respect to the appeal shall be in writing, shall determine any future eligibility or any further terms or conditions applicable to the applicant, and shall be final.
- Wherever possible, the Director of Communications should seek to uphold the recommendation of the Oversight Committee, except in cases where security and safety issues are deemed to be a concern.



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	April 5, 2023
SUBJECT/REPORT NO:	Locke Street Business Improvement Area (BIA) Proposed Budget and Schedule of Payment (PED23061) (Ward 1)
WARD(S) AFFECTED:	Ward 1
PREPARED BY:	Cristina Geissler (905) 546-2424 Ext. 2632
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the 2023 Operating Budget for the Locke Street Business Improvement Area, attached as Appendix "A" to Report PED23061, in the amount of \$97,725 be approved;
- (b) That the levy portion of the Operating Budget for the Locke Street Business Improvement Area (BIA) in the amount of \$36,225 be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, *The Municipal Act, 2001*, to levy the 2023 Budget as referenced in Recommendation of Report PED23061;
- (d) That the following schedule of payments for 2023 Operating Budget for the Locke Street Business Improvement Area (BIA) be approved:
- | | | |
|------|----------|-------------|
| (i) | February | \$18,112.50 |
| (ii) | June | \$18,112.50 |

Note: Assessment appeals may be deducted from the levy payments.

SUBJECT: Locke Street Business Improvement Area (BIA) Proposed Budget and Schedule of Payment (PED23061) (Ward 1) - Page 2 of 3

EXECUTIVE SUMMARY

This Report deals with the approval of the 2023 Budget and Schedule of Payments for the Locke Street Business Improvement Area (BIA).

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The \$36,225 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 Monday January 30, 2023, the Locke Street Business Improvement Area (BIA) Board of Management presented its proposed Operating Budget for 2023.

The process followed to adopt the Locke Street Business Improvement Area (BIA) Operating 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: Locke Street Business Improvement Area (BIA) Proposed Budget and Schedule of Payment (PED23061) (Ward 1) - Page 3 of 3

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 PED23061 – Locke Street BIA Approved Budget 2023

CG/rb



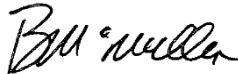
Locke Street BIA Approved Budget 2023

Revenue:	2023
City BIA Levy	\$36,225
BIA Reserve	\$5,000
Other City Revenue	\$16,500
Festivals and/or Sundays Unlocked sponsorship & grants Revenue	\$40,000
TOTAL	\$97,725

Expenses:	
Social media management	\$12,500
General Advertising	\$1,000
Special Events	\$10,075
Street Beautification	\$14,000
Festivals and/or Sundays Unlocked	\$40,000
Auditors	\$500
Executive Director	\$12,000
Bookkeeping & Business Support	\$1,000
Office Supplies	\$150
Insurance	\$1,500
Reserve	\$5,000
TOTAL	\$97,725



CITY OF HAMILTON
CORPORATE SERVICES DEPARTMENT
Financial Planning, Administration and Policy Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	April 5, 2023
SUBJECT/REPORT NO:	Green and Inclusive Community Buildings Program Intake 2 (FCS21055(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Tran Trang (905) 546-2424 Ext. 6151
SUBMITTED BY:	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
SIGNATURE:	

RECOMMENDATION(S)

- (a) That the General Manager, Finance and Corporate Services, and the General Manager, Public Works, be authorized to delegate the appropriate person to be duly authorized to submit all necessary documentation to support the City of Hamilton's application, attached as Appendix "A" to Report FCS21055(a), for the Green and Inclusive Community Buildings Program Intake 2;
- (b) That the Mayor and City Clerk be authorized to execute all necessary documentation, including Funding Agreements, to receive funding under the Green and inclusive Community Buildings Program Intake 2 with content satisfactory to the General Manager, Finance and Corporate Services, and in a form satisfactory to the City Solicitor;
- (c) That the City Solicitor be authorized and directed to prepare any necessary by-laws for Council approval, for the purpose of giving effect to the City's acceptance of funding from the Green and Inclusive Community Buildings Program Intake 2;
- (d) That the City's contribution to the Green and Inclusive Community Buildings Program Intake 2 funded from the City's Unallocated Capital Levy Reserve (108020), Library Reserves (106008) and Development Charge Reserves (110322, 110323), as identified in Appendix "A" to Report FCS21055(a), be approved;

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: Green and Inclusive Community Buildings Program Intake 2
(FCS21055(a)) (City Wide) – Page 2 of 10**

- (e) That, should the project submission for the Green and Inclusive Community Buildings Program Intake 2 be unsuccessful, the remaining funds be requested through the budget process or in year approval process;
- (f) That the General Manager, Public Works, be authorized to negotiate, enter into and execute a contract and any ancillary documents required to begin the detailed design of the Mount Hope Library Renovation / Expansion (7502141101) in a form satisfactory to the City Solicitor;
- (g) That copies of Report FCS21055(a) be forwarded to local Members of Parliament;
- (h) That the City Manager, General Manager of Finance and Corporate Services, General Manager of Public Works, General Manager of Planning and Economic Development and General Manager of Healthy and Safe Communities be authorized to delegate the appropriate person to be duly authorized to submit all necessary documentation to support the City of Hamilton's application in Federal Government and Provincial Government grant funding programs.

EXECUTIVE SUMMARY

On December 5, 2022, the Honourable Dominic LeBlanc, Minister of Intergovernmental Affairs, Infrastructure and Communities, announced the launch of a second application intake for the Green and Inclusive Community Buildings program (GICB).

GICB funding is dispersed through two streams:

1. Small and Medium Retrofits – Budgets ranging from \$100,000 to \$2,999,999. The selection of projects for funding is based on eligibility criteria and the achievement of a minimum merit threshold, as well as, the availability of funding. Applications are accepted on a continuous basis until February 28, 2023.
2. Large Retrofits and New Buildings – Budgets ranging from \$3,000,000 to \$25,000,000. The selection of projects for funding is based on eligibility criteria and the competitive evaluation of all applications using merit criteria. Applications are accepted through a scheduled, competitive intake process until February 28, 2023.

The maximum amount allocated to any retrofit project is \$250,000 in grant funding and \$25 M in contribution funding.

Larger retrofits and new build projects (above \$25 M in total eligible costs) may also be considered in cases where the federal investment can be effectively delivered by March 31, 2026, either to complete the project or bring the project to a next phase of funding for completion where the investments are secured.

**SUBJECT: Green and Inclusive Community Buildings Program Intake 2
(FCS21055(a)) (City Wide) – Page 3 of 10**

To qualify, projects must meet a prescribed threshold for energy performance (25% improvement over baseline energy use is expected). Retrofit projects must be completed during the period between April 1, 2021 and March 31, 2026.

Refer to the Analysis and Rationale for Recommendation(s) section of Report FCS21055(a) for more details on the assessment criteria.

There are no limits to the number of applications that can be submitted by an eligible applicant. Eligible applicants may submit a separate application for each project they wish to have considered for funding. In the case of multiple applications from a single applicant, applicants are asked to provide ranking information regarding the priority of each project.

The proposed project, Mount Hope Library Renovation / Expansion - Transition to Zero Carbon Ready Building Design and Accessibility improvements, as noted in Table 1 and Appendix "A" of Report FCS21055(a), reflects the City's request for GICB Program Intake 2 funding of \$2.9 M or 60% toward eligible projects costs of \$4.9 M of the total project cost of \$5.2 M. Staff have submitted the application in order to meet the February 28, 2023 deadline. This report seeks approval for the financing strategy for the City's portion of the project and authority to enter into required agreements should our application be successful.

Alternatives for Consideration – N/A

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The gross project cost for Mount Hope Library Renovation / Expansion submitted under the GICB Program Intake 2 of \$5,239.0 K is funded as shown in Table 1. A breakdown of municipal funding sources is provided in Appendix "A" to Report FCS21055(a).

Table 1 - Project Costs and Revenues	
	(000's)
Gross Project Cost	\$ 5,239.0
Eligible Costs	\$ 4,855.5
Federal Government Shar of Eligible costs (60%)	\$ 2,913.3
City Share of Eligible Costs (40%)	\$ 1,942.2
City Ineligible Costs	\$ 383.5
Total City Funding Required	\$ 2,325.7
City Funding Sources	
Unallocated Capital Levy Reserve (108020)	\$ 767.5
Library Reserve (106008)	\$ 1,000.0
Development Charge Reserves (110322/110323)	\$ 558.2
Total City Funding	\$ 2,325.7

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: Green and Inclusive Community Buildings Program Intake 2
(FCS21055(a)) (City Wide) – Page 4 of 10**

Staff will consider external debt for all or a portion of the City share of funding of \$2,325.7 K

Any incremental operating costs will be included in future operating budgets submitted to the Hamilton Public Library Board.

Staffing: N/A

Legal: It is anticipated that the City will be required to enter into a funding agreement to receive GICB Program Intake 2 grants and may need to enter into other ancillary agreements or pass by-laws to receive funding.

HISTORICAL BACKGROUND

On April 14, 2021, the Government of Canada announced the launch of a program across Canada to support green and inclusive community buildings through retrofits, repairs, upgrades and new builds. The Green and Inclusive Community Buildings program (GICB) will deliver \$1.5 B in funding over the next five years to projects that retrofit or build new publicly-accessible buildings while saving energy and cutting pollution. The GICB Program will invest in projects that meet a minimum threshold for energy efficiency improvements and that increase social inclusion in under-served and high-needs communities across Canada.

The program aims to build more community buildings and improve existing ones, particularly in areas with populations experiencing higher needs while making the buildings more energy efficient, lower carbon, more resilient and higher performing.

Eligible applicants include:

- Municipal, regional, provincial or territorial governments and local service districts;
- Municipally and provincially owned corporations;
- Federally or provincially incorporated not-for-profit organizations; and
- Indigenous governing bodies, not for profits and development corporations.

Commercial, for-profit organizations, individuals, private citizens and Federal entities are NOT eligible applicants.

Funding will be provided as a non-repayable contribution as follows:

**SUBJECT: Green and Inclusive Community Buildings Program Intake 2
(FCS21055(a)) (City Wide) – Page 5 of 10**

PROJECT COST SHARE, BY PROJECT TYPE AND SIZE		
Total Eligible Project Cost	General Program (up to % max from program)	In the Territories and for Indigenous Communities* (up to % max from program)
Retrofits up to \$9,999,999	80%	100%
Retrofits costs \$10,000,000 +	60%	100%
New builds up to first \$9,999,999 of costs	60%	100%
New build costs \$10,000,000 +	50%	100%

A minimum of \$150 M will be allocated on a distinctions basis to Indigenous projects being led by and for Indigenous populations and communities.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

All City departments were consulted in determining the list of projects that would meet the eligibility requirements of the GICB Program Intake 2. The Public Works Department, in consultation with the Hamilton Public Library, provided a project proposal for submission under the GICB Program Intake 2. Projects considered by other City departments and divisions were deemed to not meet the eligibility requirements of the GICB Program.

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

The Mount Hope Library Renovation / Expansion project (7502141101), as noted in Appendix "A" of Report FCS21055(a), was identified as the only project in the City's 10-year capital plan which could meet the strict and detailed eligibility criteria for the GICB Intake 2. This includes meeting the timeline that would allow for construction to be completed by the grant deadline of March 2026. With Council approval of Report FCS21055(a), the City of Hamilton will meet the GICB Program endorsement requirement that states: "In order for Infrastructure Canada to provide funding, projects must be duly authorized or endorsed by a resolution of Council, Band or Board of Directors, as applicable. The resolution must be received before a grant or contribution agreement can be executed."

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: Green and Inclusive Community Buildings Program Intake 2
(FCS21055(a)) (City Wide) – Page 6 of 10**

The Mount Hope Library Renovation / Expansion project does not increase the building's existing footprint and, therefore, would not require Site Plan Control (approval), which is one factor that would assist in meeting the required timeline. In addition, the project is just completing the concept, design and feasibility which provides opportunity to pivot on the design to meet the GICB Program criteria and make the facility a green building design. This project will also help the Government of Canada in achieving net-zero emissions by 2050.

Eligible projects for the GICB Program can be for either building retrofits or new builds.

The GICB Program provides funding towards retrofits, repairs and upgrades to the space of a community building that is accessible to the public and provides a community service.

The expansion or addition of 30% or greater of an existing building's footprint (the outline of a building drawn along the exterior walls, with a description of the exact size, shape and location of its foundation) is considered a new build project. Projects involving the demolition of over 30% of an existing building's footprint are also considered new build projects. Projects involving the demolition and / or rebuilding of under 30% of an existing building's floor space (the surface area of the floor(s) in a building) and reconstruct / renovate / rebuild up to 30% of the building's baseline footprint are considered retrofit projects.

The following community buildings / assets are eligible for retrofit projects:

- Community, culture and recreation facilities (e.g. community centres; public sports and recreation facilities; cultural buildings; child and youth centres; community adult learning centres; seniors activity centres)
- Community health and wellness facilities (e.g. food safety and security, community food storage facilities, greenhouses and food banks; community health centres; addiction and mental health centres; rehabilitation centres, etc.)
- Indigenous health and social infrastructure facilities (e.g. short-term medical recovery facilities, long-term care facilities / elders' lodges, family violence and homeless shelters)
- Indigenous education facilities (e.g. schools, universities and colleges, adult learning centres, early childhood and daycares)

Eligible new buildings construction projects must be facilities that are accessible to the public and that provide a community service. All new building projects must be planned to be completed within the timeframe between April 1, 2021 and March 31, 2026.

The following community buildings / assets are eligible for new construction:

- Community, culture and recreation facilities (e.g. community centres; libraries, public sports and recreation facilities; cultural buildings; child and youth centres; community adult learning centres; seniors' activity centres)

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: Green and Inclusive Community Buildings Program Intake 2
(FCS21055(a)) (City Wide) – Page 7 of 10**

- Indigenous health and social infrastructure facilities (e.g. community health centres, long-term care facilities/elders' lodges, family violence and homeless shelters)
- Indigenous education facilities (e.g. schools, universities and colleges, early childhood and daycares)

Selection of projects for funding will be based on eligibility criteria and the achievement of a minimum merit threshold.

The following minimum requirements are required for projects of all types, sizes and streams:

- The building / asset must be a non-commercial community-oriented structure or space that provides open, available, and publicly-accessible community services.
- The building / asset must be located in an area with underserved populations experiencing higher needs and be the site of the publicly-accessible programming and / or activities that demonstrably serve these populations.
- The building / asset must be an eligible asset type.
- At least two-thirds of the building / asset's floor space must be used for publicly open and accessible services.
- The applicant must have authority over the building / asset either as the owner or have secured an agreement with the asset owner for a minimum of six years, to carry out the project. (Note: Asset ownership will be confirmed for all approved projects through the provision of a signed proof of ownership, a declaration or written authority that the applicant has permission from the owner to undertake the project.)
- Applicants must award contracts in a way that is fair, transparent and competitive. If you have or are planning to award non-competitive contracts (sole source) as part of your project, you must receive authorization from the Government of Canada for these costs to be deemed eligible for federal reimbursement.
- The project must be implemented no earlier than April 1st, 2021 and completed no later than March 31st, 2026.
- Applications for completed projects will not be considered for funding.
- The applicant must submit their building's structural information, energy profile and GHG emissions using the RETScreen® Expert software (retrofits only).
- The project must not lead to an increase in the building's operational GHG emissions (retrofits only).
- Applicants for new construction projects must demonstrate that a climate risk assessment was conducted and mitigation measures are identified for the project. For retrofit projects, applicants must demonstrate that climate data was examined to identify the risks and associated mitigation measures for the project.
- The applicant must commit to securing the necessary capital to proceed if approved for federal funding.

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: Green and Inclusive Community Buildings Program Intake 2
(FCS21055(a)) (City Wide) – Page 8 of 10**

- The applicant must attest to the manner in which the project conforms to relevant building and construction laws and regulations. This includes the completion (or planned completion) of an environmental assessment, as well as, public and Indigenous consultation as may be required by federal and provincial / territorial governments.
- The applicant must attest to the manner in which the project aligns with building standards and codes that apply to the jurisdiction of the existing building and, as applicable, those set out in the section entitled “What are the required construction standards for new buildings?”
- All new build project applicants must attest that the project will, at a minimum, meet the highest published accessibility standard(s) – as defined in the Canadian Standards Association's Technical Standard Accessible Design for the Built Environment (CAN/CSA B651-18) (or its most recent version) or relevant provincial or territorial building codes, or municipal by-laws.

Retrofit Projects

Projects must include green retrofit measures and will be evaluated on the following criteria:

Located in and demonstrates the ability to serve one or more communities with high needs: Projects that provide greater benefits to high need communities will receive a higher score.

Increased accessibility: Projects that increase accessibility and projects that commit to including accessibility elements that meet the highest standards for accessibility will receive a higher score.

GHG Reductions: Projects that demonstrate the ability to achieve greater GHG emission reductions relative to the buildings baseline will receive a higher score.

Energy Savings: Projects that will achieve at least 25% in energy efficiency improvements compared to the building's baseline energy consumption, as calculated with the RETScreen® Expert software, will receive a higher score.

Climate resiliency and adoption of best practices: Projects that demonstrate strong climate resiliency considerations and measures will receive a higher score. Applicants must consult climate data to identify climate risks relevant to their project / building location. Projects that provide clear, reasonable and accurate detail for why climate resiliency is already addressed or not within the scope of the project will not be subject to this criterion and will be assessed relative to other project merits.

Confidence in delivery / risk: Applicants who can demonstrate strong project risk identification and propose practical mitigation measures will receive a higher score. Other factors considered under this criterion include: outcomes of community consultation(s) undertaken, permits identified / obtained, phase of the project's design.

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: Green and Inclusive Community Buildings Program Intake 2
(FCS21055(a)) (City Wide) – Page 9 of 10**

New Build Projects

The construction of new community buildings is eligible under the GICB program in cases where construction will fill a missing or distinct gap in a service requirement of high-needs communities where critical community infrastructure is lacking.

All new build projects will be evaluated on a competitive basis, with projects being scored and ranked against one another.

New building projects will be evaluated on the following criteria:

Located in and demonstrates the ability to serve one or more communities with high needs: Projects that provide greater benefits to high needs communities will receive a higher score.

Accessibility: All new build projects must meet the highest published accessibility standard(s) – as defined in the Canadian Standards Association's Technical Standard Accessible Design for the Built Environment (CAN/CSA B651-18) (or its most recent version) – or relevant provincial or territorial building codes, or municipal by-laws.

Zero carbon design standard: Projects that are designed to meet net-zero carbon performance without the need for a transition plan will receive a higher score. Applicants may seek an exemption from this requirement, however, the project will receive a lower score.

Climate resiliency and best practices adoption: Projects that demonstrate strong climate resiliency considerations and mitigation measures will be scored higher. Applicants that consult and cite climate data sources to identify climate risks relevant to their building / location will receive a higher score.

Confidence in delivery / risk: Projects that demonstrate a strong risk assessment and mitigation measures will receive a higher score. Factors considered under this criterion include the amount of information provided in the budget, outcomes of any community consultation(s) undertaken, whether permits have been identified / obtained and the internal capacity to manage and deliver the project.

Staff will review legislation on the requirements for external debt and the City's debt policy to determine if debt funding is appropriate. If it is determined that debt funding would be an appropriate approach staff would report back seeking the necessary authority from Council.

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: Green and Inclusive Community Buildings Program Intake 2
(FCS21055(a)) (City Wide) – Page 10 of 10**

Recommendation (h) of Report FCS21055(a) seeks authority for General Managers to designate appropriate staff in their departments to be the duly authorized representative for submission of required documentation related to current and future Federal and Provincial grant funding programs. This will assist in meeting the often short deadline requirements for submission of materials for these programs.

ALTERNATIVES FOR CONSIDERATION

None.

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.

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.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report FCS21055(a) – Green and Inclusive Community Buildings (GICB)
Program Intake 2 Project Submissions

TT/dt

Green and Inclusive Community Buildings (GICB) Program Intake 2 Project Submission

Project Description	Total Gross (000's)	Cost Sharing Breakdown			
		Total Eligible (000's)	Federal Share 60% (000's)	City Share (Eligible) 40% (000's)	City Ineligible (000's)
Mount Hope Library Renovation / Expansion (New Build) - Transition to Zero Carbon Ready Building Design and Accessibility Improvements	\$ 5,239.0	\$ 4,855.5	\$ 2,913.3	\$ 1,942.2	\$ 383.5

Financing Strategy	2023 (000's)
Federal Share	\$ 2,913.3
City Share (Eligible and Ineligible)	\$ 2,325.7
Total	\$ 5,239.0
City Funding Details:	
Library Reserves (106008)	\$ 1,000.0
Development Charge Reserve (110322/110323)	\$ 558.2
Unallocated Capital Levy Reserves (108020)	\$ 767.5
Total	\$ 2,325.7



CITY OF HAMILTON
CORPORATE SERVICES DEPARTMENT
Financial Planning, Administration and Policy Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	April 5, 2023
SUBJECT/REPORT NO:	City of Hamilton Property Tax Increases due to Ontario Legislative Changes (FCS23039) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Kirk Weaver (905) 546-2424 Ext. 2878
SUBMITTED BY:	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
SIGNATURE:	

RECOMMENDATION(S)

- (a) That staff be directed to review the costs related to legislative changes such as, but not limited to, Bill 108, *More Homes, More Choice Act, 2019*, Bill 109, *More Homes for Everyone Act, 2022* and Bill 23, the *More Homes Built Faster Act, 2022*, beginning with the 2023 taxation year and update the following, as required:
- (i) The “Provincially Shared Programs” line item of the property tax bill;
 - (ii) The property tax brochure to include information on the impacts;
- (b) That staff be directed to review the feasibility of identifying the costs related to legislative changes as a separate line item on the property tax bill for the 2024 taxation year.

EXECUTIVE SUMMARY

Council, at its meeting on February 22, 2023, directed staff to explore methods and resources in order to include language in the City of Hamilton property tax bills that would indicate any increase in property taxes due to Ontario legislative changes. This would include, but not be limited to, Bill 108, *More Homes, More Choice Act, 2019*, Bill 109, *More Homes for Everyone Act, 2022* and Bill 23, the *More Homes Built Faster Act, 2022*.

SUBJECT: City of Hamilton Property Tax Increases due to Ontario Legislative Changes (FCS23039) (City Wide) – Page 2 of 4

Section 344(2) of the *Municipal Act* requires that any changes a municipality may wish to make to the property tax bill requires the approval of the Minister of Finance.

Staff is recommending updates to the current line item on the property tax bill called “Provincially Shared Programs” to reflect those changes for 2023. In addition, staff is recommending updates to the 2023 property tax brochure that is mailed with property tax bills to provide additional clarity on the impact on property taxpayers of recent legislative changes.

Staff is recommending a review of the feasibility of identifying the costs of making changes related to the impacts of legislative changes for the 2024 taxation year which would include a separate line item on the property tax bill and changes to the property tax brochure.

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

Financial: There are no direct financial implications resulting from the recommendations contained in Report FCS23039.

Staffing: There are no staffing implications resulting from the recommendations contained in Report FCS23039.

Legal: There are no legal implications as a result of the recommendations in Report FCS22039.

HISTORICAL BACKGROUND

At the February 15, 2023 General Issues Committee meeting and subsequently ratified at the February 22, 2023 Council meeting, the following motion was adopted:

“That staff be directed to explore methods and resources in order to include language in City of Hamilton property tax bills that would indicate any increase in property taxes due to Ontario legislative changes and report back to the General Issues Committee.”

Report FCS23039 responds to that direction.

SUBJECT: City of Hamilton Property Tax Increases due to Ontario Legislative Changes (FCS23039) (City Wide) – Page 3 of 4

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The preparation of property tax bills is a municipal responsibility governed by the *Municipal Act, 2001* and Ontario Regulation 75/01 of the *Municipal Act, 2001*. Sections 343 and 344 of the *Municipal Act, 2001* also address the requirements of a municipal property tax bill. Specifically Section 344(2) requires that any changes a municipality may wish to make requires the approval of the Minister of Finance. Section 4(2)2 of Ontario Regulation 75/01 states the tax bill contain “A description of each rate for municipal purposes applied to the property or portion of property set out and labelled separately.”

RELEVANT CONSULTATION

Financial Services and Taxation Division (Taxation Section) of the Corporate Services Department

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

The City currently has seven items listed out on the property tax bill:

- Municipal Levy
- Provincially Shared Programs
- Police Levy
- Transit Levy (only applicable if in Urban Area)
- Fire Levy (Full Time, Composite or Volunteer beginning in 2023)
- Area Levy (urban or rural)
- Education Levy

These items have been added by Council over time. The Provincially Shared Programs line currently includes the provincially cost-shared programs primarily within the Healthy and Safe Communities Department, as well as, the *Provincial Offences Act* program. Any legislative changes impacting funding levels for those programs would be reflected on this line of the City of Hamilton property tax bill.

More recently, changes in legislation have impacted other areas, such as Planning, which typically get rolled into the Municipal Levy line of the property tax bill. Many of these changes were summarized in Reports PED22207, Bill 23, *Proposed More Homes Built Faster Act, 2022*, November 29, 2022 Planning Committee and FCS22085, Bill 23 *Proposed More Homes Built Faster Act, 2022* as it Relates to the *Development Charges Act*, November 30, 2022 General Issues Committee.

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

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

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

SUBJECT: City of Hamilton Property Tax Increases due to Ontario Legislative Changes (FCS23039) (City Wide) – Page 4 of 4

Recommendation (a) of Report FCS23039 directs staff to identify the additional costs incurred by the City as a result of these legislative changes and include them within the “Provincially Shared Programs” line on the property tax bill. Staff will also consider updating the title of the line item as it would now contain costs beyond provincially shared programs. It is important to note that only costs that impact the property tax levy would be captured. It would not capture costs funded from other sources like user fees and charges.

In addition to the property tax bill, the City annually produces a brochure that provides a summary explanation of the various components of the property tax bill. This brochure is included in the mailout of property tax bills. Recommendation (b) of Report FCS23039 directs staff to update this material to reflect the impacts of recent legislative changes.

Recommendation (c) of Report FCS23039 directs staff to investigate the feasibility of creating a separate line item for these property tax levy impacts for the 2024 taxation year. Given the time required for finalizing and mailing final tax bills it would not be practical to undertake this in time for the 2023 taxation year.

ALTERNATIVES FOR CONSIDERATION – Not applicable

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

KW/dt



Hamilton

**ADVISORY COMMITTEE FOR PERSONS WITH
DISABILITIES
REPORT 23-003**

4:00 p.m.

Tuesday, March 14, 2023

Room 264, 2nd Floor

Hamilton City Hall

71 Main Street West

Present: A. Mallett (Chair), J. Kemp (Vice-Chair),
S. Aaron, P. Cameron, M. Dent, L. Dingman,
A. Frisina, P. Kilburn, M. McNeil, T. Murphy,
K. Nolan, T. Nolan

Absent

with Regrets: Councillor M. Tadeson, J. Cardno,
L. Janosi, C. McBride, R. Semkow

Also Present: Councillor J.P. Danko

Acting Chair Murphy 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 23-003 AND
RESPECTFULLY RECOMMENDS:**

**1. Reimbursement for the Purchase of Flowers for
Condolences on behalf of the Advisory
Committee for Persons with Disabilities (Item
12.1)**

That reimbursement to Aznive Mallett for purchasing flowers for condolences on behalf of the Advisory Committee for Persons with Disabilities, be approved as follows:

- (a) \$101.63, including HST, attached as Appendix "A" to ACPD Report 23-003, from Crescent Gardens Floral Ltd., Ridgeway, ON; and

- (b) \$126.50, including HST, attached as Appendix “B” to ACPD Report 23-003, from Fascination Flowers, Hamilton, ON.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

9. CONSENT ITEMS

9.4 Transportation Working Group Update

- 9.4(a) Transportation Working Group, Summary of Visioning Discussion respecting DARTS – January 24, 2023

The Agenda for the March 14, 2023, meeting of the Advisory Committee for Persons with Disabilities, be approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 4)**(i) February 14, 2023 (Item 4.1)**

The February 14, 2023, minutes of the Advisory Committee for Persons with Disabilities meeting, were approved, as presented.

(d) STAFF PRESENTATIONS (Item 8)**(i) Accessible Transportation Services Performance Review – Q4 2022 (Item 8.1)**

Michelle Martin, Manager of Accessible Transportation Services, provided a presentation respecting the Accessible Transportation Services Performance Review – Q4 2022, with the aid of a PowerPoint presentation.

The presentation from Michelle Martin, Manager of Accessible Transportation Services, respecting the Accessible Transportation Services Performance Review – Q4 2022, was received.

(e) CONSENT ITEMS (Item 9)**(i) Consent Items (Items 9.1 - 9.6)**

The following updates and meeting notes, were received:

- (1) Built Environment Working Group Update (Item 9.1)
 - (a) Built Environment Working Group Meeting Notes - February 7, 2023 (Item 9.1(a))
- (2) Housing Issues Working Group Update (Item 9.2)

J. Kemp provided a verbal update respecting the Housing Issues Working Group.

- (3) Outreach Working Group Update (Item 9.3)
 - (a) Outreach Working Group Meeting Notes - February 21, 2023 (Item 9.3(a))
- (4) Transportation Working Group Update (Item 9.4)
 - (a) Transportation Working Group, Summary of Visioning Discussion Respecting DARTS - January 24, 2023 (Item 9.4(a))

J. Kemp requested that a correction be made to the Transportation Working Group, Summary of Visioning Discussion Respecting DARTS –

January 24, 2023 by striking out
“Wanted to include discussion regarding
HSR and”.

The corrected Notes will be circulated.

- (5) Strategic Planning Working Group Update
(Item 9.5)
 - (a) Strategic Planning Working Group
Meeting Notes - February 9, 2023 (Item
9.5(a))
- (6) Accessible Open Spaces and Parklands
Working Group Update (Item 9.6)

No update.

(f) MOTIONS (Item 12)

A. Mallett relinquished the Chair to J. Kemp in order to introduce the following Motion:

- (i) Reimbursement for the Purchase of Flowers for Condolences on behalf of the Advisory Committee for Persons with Disabilities (Item 12.1)**

For disposition of this matter, refer to Item 1.

A. Mallett assumed the Chair for the remainder of the meeting.

**(g) 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.

**(iv) Delegation to the Governance Review Sub-
Committee and the Audit, Finance and
Administration Committee respecting
Restructuring the Board of Health (Item 14.4)**

The following members be authorized to delegate at the Governance Sub-committee meeting of March 27, 2023 and the Audit, Finance and Administration Committee of April 6, 2023 on behalf of the Advisory Committee for Persons with Disabilities respecting the Restructuring of the Board of Health:

- (a) Aznive Mallett
- (b) Kim Nolan
- (c) James Kemp
- (d) Mark McNeil
- (e) Anthony Frisina

The Advisory Committee for Persons with Disabilities supports the consultative process approved by Council respecting the structure of the Board of Health and would like the consultative process to go forward prior to the approval of any changes to the structure of the Board of Health.

(h) ADJOURNMENT (Item 16)

There being no further business, the Advisory Committee for Persons with Disabilities, adjourned at 6:06 p.m.

Respectfully submitted,

Aznive Mallett, Chair
Advisory Committee for
Persons with Disabilities

Carrie McIntosh
Legislative Coordinator
Office of the City Clerk

Appendix "A" to Item 1 of Advisory Committee for Persons with Disabilities Report 23-003
Page 1 of 1

Here are the details of your order 157999.
Please do not reply to this e-mail - this is an outbound message only.

For questions, please email crescentgardens@cogeco.net
or call (905) 871-1900 and reference order 157999.

Thank you for shopping at Crescent Gardens!

Crescent Gardens Floral Ltd.
266 Ridge Road North
Ridgeway, ON
L0S 1N0
(905) 871-1900
GST/HST# 701763278-RTOOO1

INVOICE

Invoice No.: 157999
Invoice Date: 12/13/22

Sold To	Deliver To
WILLIAM MALLET [REDACTED]	Carrie McIntosh

Order Date: 12/12/22 Delivery Date: 12/13/22	Ordered By: Sales Clerk: KKE	 nbsp;nbsp;
---	---------------------------------	------------------

Merchandise	Quantity	Price
Roses 8 PALE PINK AND 4 WHITE ROSES WRAPPED	1	\$79.95
Enclosure Card Message: SORRY FOR YOU LOSS, THINKING OF YOU IN THIS DIFFICULT TIME. AZNIVE & ACPD	Delivery Charge	\$9.99
	Sub Total	\$89.94
	GST/HST	\$11.69
	TOTAL	\$101.63

PAID BY VISA [REDACTED] **** DO NOT PAY THIS INVOICE ****

This is an outbound-only message. You have received this e-mail from CRESCENT GARDENS in order to better serve you as a loyal customer. If you do not want to receive future e-mails on our specials and offers, [please go here](#).

[One-Click Unsubscribe](#)

----- Forwarded message -----

From: **Fascination Flowers** <no-reply@floranext.com>

Date: Tue, 7 Mar 2023 at 15:58

Subject: Fascination Flowers: New Order # 100026569

To: Aznive Mallett [REDACTED]

Thank you for your order
from Fascination Flowers!

Order Placed On:
March 7, 2023
#100026569

	Qty	Subtotal
Item	1	CA\$100.00
peach, white and green in vase		
Product ID: takeorder		
Subtotal		CA\$100.00
Delivery Charge		CA\$11.95
Tax		CA\$14.55
Grand Total		CA\$126.50

Order Details

Sender Information

Aznive Mallett
[REDACTED]

[REDACTED]

Delivery To

Kim Manzuk

[REDACTED]

Delivery Date

March 08, 2023

Card Message

Our Sincerest Sympathies Tom will be missed. From Aznive for ACPD

Delivery Type

Delivery

Payment Method

Credit Card

Credit Card Type:

Credit Card Number:

[REDACTED]

Fascination Flowers

1104 Fennell Ave. E, Unit 12 Hamilton ON L8T1R9, 905/527-2881

info@fascinationflowers.com

Canada Tax ID: GST/HST 140369547RT0001

CITY OF HAMILTON

MOTION

General Issues Committee: April 5, 2023

MOVED BY COUNCILLOR A. WILSON.....

SECONDED BY COUNCILLOR.....

Stairs at Grant Boulevard, Hamilton (Ward 13)

WHEREAS, historically residents living in the University Gardens Neighbourhood accessed the trail system, parking lot and active transportation routes to McMaster University via a set of stairs on Hamilton Conservation Authority Lands at Grant Boulevard;

WHEREAS, the Hamilton Conservation Authority, in their review of the stairs determined that the stairs were in poor condition and unsafe, and therefore removed the stairs and upgraded the trail to provide an alternative route in the area;

WHEREAS, residents of the neighbourhood desire the stairs to be reinstated as the shortest route to the paths connecting to McMaster University;

WHEREAS, the land on which the stairs were constructed is owned by the Hamilton Conservation Authority; and

WHEREAS, the provision of active transportation routes provides benefit to the city by encouraging residents to walk or bike to their destination, reducing greenhouse gas emissions, and increasing health and wellness.

THEREFORE, BE IT RESOLVED:

- (a) That Corporate Real Estate Office staff be authorized and directed to negotiate the requisite agreement(s) between the City and the Hamilton Conservation Authority (HCA) to permit the City to design, construct and maintain a new set of stairs on HCA property located at the end of Grant Boulevard, and report back to General Issues Committee for approval;
- (b) That Public Works staff be directed to determine the budget and work required to design, construct (capital) and maintain (operating) a new set of stairs on Hamilton Conservation Authority property located at the end of Grant Boulevard, and report back to General Issues Committee for approval.

CITY OF HAMILTON

MOTION

General Issues Committee: April 5, 2023

MOVED BY COUNCILLOR A. WILSON.....

SECONDED BY COUNCILLOR.....

Securing Canada’s \$1 Billion Investment in a Strengthened Freshwater Action Plan

WHEREAS, the City of Hamilton, as a member of the Great Lakes and St. Lawrence Cities Initiative, supports: protecting source water, planning for climate change impacts and shoreline resilience, ensuring safe and affordable water services for all our residents, and building up a sustainable blue economy in the Great Lakes and St. Lawrence River Basin;

WHEREAS, ensuring healthy communities and a strong economy for Canadians depend on securing Canada’s source water, which includes addressing water quality issues, contaminants and pollution, supporting biodiversity and reversing wetland and fish and wildlife habitat loss and improving community knowledge to empower citizens to safeguard this essential resource;

WHEREAS, a Freshwater Action Plan and the Great Lakes Protection Initiative it supported were first announced in the 2017 Canadian federal budget with a \$44.84 million investment over five years;

WHEREAS, the Freshwater Action Plan has combined science and action to address priorities in the Great Lakes such as preventing toxic and nuisance algae, enhancing the resilience of coastal wetlands in the Great Lakes, restoring Great Lakes Areas of Concern and supporting Canada’s commitments under the Great Lakes Water Quality Agreement, among other priorities;

WHEREAS, a commitment was made by the Liberal Party of Canada in the 2021 federal election to strengthen the Freshwater Action Plan with an historic investment of \$1 billion over ten years to restore and protect large lakes and river systems starting with the Great Lakes and St. Lawrence River Basin;

WHEREAS, the federal government only committed \$19.6 million in funding in the 2022 Budget for the Freshwater Action Plan, falling short of the aforementioned commitment.

WHEREAS, the United States has invested \$1.8 billion in the Great Lakes Restoration Initiative (GLRI) since 2017 and will see accelerated funding with the *Infrastructure Investment and Jobs Act*;

WHEREAS, a 2018 University of Michigan study shows that for every dollar of federal spending on GLRI projects between 2010 and 2016, yielded \$3.35 in additional economic activity;

WHEREAS, nearly half of Canada's population lives in the Great Lakes and St. Lawrence River Basin, a region that will continue to see accelerated growth, resulting in greater land and resource use pressures that will further contribute to water availability and quality issues;

WHEREAS, the [Stockholm Resilience Centre](#) recently identified the importance of wetlands as carbon sinks and fresh water's role in climate mitigation;

WHEREAS, the Great Lakes-St. Lawrence Collaborative outlined 30 recommendations to Environment and Climate Change Canada as part of a ten-year, \$2.2 billion [Action Plan 2020-2030 to protect the Great Lakes and St. Lawrence](#) (Action Plan 2020-2030), addressing shoreline erosion, outdated infrastructure, invasive species, exposure to toxins and beach contamination, following an 18-month consultation with First Nations, NGOs, academics and other experts;

WHEREAS, the recommendations outlined in Action Plan 2020-2030 should serve as the basis of programming for strengthened federal action in the Great Lakes and St. Lawrence River Basin through its strengthened Freshwater Action Plan;

WHEREAS, the newly established Canada Water Agency should play a role in accelerating the rollout of funding made available through a strengthened Freshwater Action Plan;

WHEREAS, Freshwater Action Plan funding should largely be directed to community groups, local governments and First Nations to ensure that investments made will have the biggest local impact and empower action at the local level, rather than being held back for federal administration and operations;

WHEREAS, it is critical to implement a strengthened Freshwater Action Plan, including accelerating a \$1 billion over five years, and to creating a Canada Water Agency to consolidate and coordinate federal water efforts and support provinces and territories in addressing systemic issues impacting the viability of the Great Lakes and St. Lawrence River Basin and the communities dependent upon the region's source water;

THEREFORE, BE IT RESOLVED:

- (a) That the City of Hamilton calls on the federal government to commit \$1 billion in funding over five years for a strengthened Freshwater Action Plan in Budget 2023;
- (b) That the City of Hamilton calls on the federal government to guide its Freshwater Action Plan funding to implement recommendations in the Action Plan 2020-2030;
- (c) That the City of Hamilton calls on the federal government to direct priority funding under the strengthened Freshwater Action Plan to projects in the Great Lakes and St. Lawrence River Basin;
- (d) That the City of Hamilton calls on the federal government to make municipalities eligible for future funding in programs announced under the strengthened Freshwater Action Plan; and,
- (e) That the City of Hamilton directs its staff to submit this resolution to the federal Deputy Prime-Minister and Minister of Finance; the Minister of Environment and Climate Change; the Parliamentary Secretary to the Minister of Environment and Climate Change (responsible for the Canada Water Agency), and local Member of Parliament.

CITY OF HAMILTON

NOTICE OF MOTION

General Issues Committee: April 5, 2023

MOVED BY COUNCILLOR N. NANN.....

Investing in Beautiful Alleys (Ward 3)

WHEREAS, Ward 3 sees a significant amount of blown and dumped waste strewn throughout our public realm in alleys, laneways, right of ways, trails, staircases and greenspaces making these spaces less enjoyable, less safe and less usable for local residents and the community in general;

WHEREAS, every spring neighbours across Ward 3 roll up their sleeves and care for our communities by participating in clean ups that improve and beautify the Ward;

WHEREAS, the annual clean up events demonstrate resilience, foster a sense of community, and make our neighbourhoods more vibrant;

WHEREAS, the resident volunteers coordinate through Beautiful Alleys and other neighbourhood groups diligently in a variety of weather;

WHEREAS, this invaluable contribution from resident volunteers deserves recognition, appreciation and support; and

WHEREAS, Beautiful Alleys coordinators pay out of pocket to provide volunteers with refreshments and supplies to support their efforts.

THEREFORE, BE IT RESOLVED:

- (a) That \$250 be allocated annually in 2023, 2024, 2025, and 2026 from the Ward 3 Bell Tower Funds Non-Property Tax Revenue Account (3301609603) to Beautiful Alleys to ensure these provisions for volunteers; and
- (b) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor