



## City of Hamilton

# AUDIT, FINANCE AND ADMINISTRATION COMMITTEE ADDENDUM

**Meeting #:** 23-005  
**Date:** April 6, 2023  
**Time:** 9:30 a.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

Tamara Bates, Legislative Coordinator (905) 546-2424 ext. 4102

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## 5. COMMUNICATIONS

\*5.2 Sjanita Harrison, respecting respecting Restructuring the Board of Health

Recommendation: Be received and referred to Item 9 of Governance Review Sub-Committee Report 23-001, March 27, 2023 (Item 10.4 on today's agenda)

## 6. DELEGATION REQUESTS

\*6.1 Mark A. McNeil, Advisory Committee for Persons with Disabilities, respecting Motion to reorganize the Board of Health (for today's meeting) - WITHDRAWN

## 10. DISCUSSION ITEMS

\*10.3 HMRF-HWRF Pension Administration Sub-Committee Report 23-001, March 30, 2023

\*10.4 Governance Review Sub-Committee Report 23-001, March 27, 2023

\*a. Revised Appendix C to Report FCS23034, as requested by Committee

\*10.5 Grants Sub-Committee Report 23-001, March 31, 2023

## 11. MOTIONS

\*11.1 Fair Wage Policy Review

### 13. GENERAL INFORMATION / OTHER BUSINESS

#### \*13.1 Amendments to the Outstanding Business List

##### \*a. Items Considered Completed and to be Removed

##### \*a. Use of External Services for Tax Assessment & Appeals

Item on the OBL: 21-Q

Addressed as Item 10.1 on the March 23, 2023 agenda

##### \*b. Delegated Authority to Staff Relating to Water Service Line Leaks

Item on OBL: 23-A

Addressed as Item 10.2 on today's agenda.

### 14. PRIVATE AND CONFIDENTIAL

#### \*14.2 Committee Report Referral (FSC23051)

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

**Bates, Tamara**

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**Subject:** FW: I just signed Hamilton Centre for Civic Inclusion's petition #HealthEquityHamOnt

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**From:** Sjanita Harrison < >**Sent:** March 27, 2023 4:59 PM**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)**Subject:** I just signed Hamilton Centre for Civic Inclusion's petition #HealthEquityHamOnt

Dear Clerk Clerks Office ,

I am a concerned resident, residing at:

I am writing to you to support the local call to restructure Hamilton's Board of Health to include members of the public and health leaders from the following equity-seeking groups, including but not limited to; women, people with (in)visible disabilities, Indigenous peoples, low-income communities, Black and Racialized communities, 2SLGBTQ+ and newcomer communities.

I support the motion by Councillor Kroetsch to restructure the Board of Health. By adopting this systemic change to the Board of Health, we will ensure better health outcomes for residents particularly the most vulnerable.

Thank you for your time.

Sincerely,  
Sjanita Harrison

Hamilton Centre for Civic Inclusion will keep Sjanita and your constituents informed about your position on this issue.

▫



**Bates, Tamara**

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**Subject:** FW: Webform submission from: Request to Speak to a Committee of Council

**From:** City of Hamilton <[hello@hamilton.ca](mailto:hello@hamilton.ca)>

**Sent:** April 5, 2023 10:30 AM

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

**Subject:** Webform submission from: Request to Speak to a Committee of Council

Submitted on Wed, 04/05/2023 - 10:30

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

Audit, Finance & Administration Committee

Will you be delegating in-person or virtually?

Virtually

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Mark A. McNeil

ACPD

Preferred Pronoun

he/him

Reason(s) for delegation request

Delegation with respect to the Motion to reorganize the Board of Health.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No





## Hamilton

### **HMRF/HWRF PENSION ADMINISTRATION SUB-COMMITTEE**

#### **REPORT 23-001**

**9:30 a.m.**

**Thursday, March 30, 2023**

**Room 264, 2<sup>nd</sup> Floor**

**Hamilton City Hall**

**71 Main Street West**

**Present:** Councillors C. Cassar (Chair) and A. Wilson  
 HMRF Members: D. Skarratt (Co-Vice-Chair) and D. Alford  
 HWRF Members: R. Slack (Co-Vice-Chair)

**Regrets:** HWRF Members: H. Hicks and J. Garchinski

### **THE HMRF-HWRF PENSION ADMINISTRATION SUB-COMMITTEE PRESENTS REPORT 23-001 AND RESPECTFULLY RECOMMENDS:**

#### **1. Appointment of Chair and Co-Vice-Chairs (Item 1)**

- (a) That Councillor Craig Cassar be appointed Chair of the HMRF-HWRF Pension Administration Sub-Committee for 2022-2026.
- (b) That Don Skarratt (HMRF) be appointed Co-Vice-Chair of the HMRF-HWRF Pension Administration Sub-Committee.
- (c) That Robert Slack (HWRF) be appointed Co-Vice-Chair of the HMRF-HWRF Pension Administration Sub-Committee.

#### **2. Hamilton Municipal Retirement Fund (HMRF) Valuation at December 31, 2021 (FCS23003) (City Wide) (Item 8.1)**

That Report FCS23003, respecting Hamilton Municipal Retirement Fund (HMRF) Valuation at December 31, 2021, be received.

**3. Hamilton Wentworth Retirement Fund (HWRF) Valuation at December 31, 2021 (FCS23005) (City Wide) (Item 8.2)**

That Report FCS23004, respecting Hamilton Wentworth Retirement Fund (HWRF) Valuation at December 31, 2021, be received.

**4. Consent Items (Item 9)**

That the following Consent Items, be received:

- (a) 2021 Hamilton Municipal Retirement Fund Financial Statements (FCS23002) (City Wide) (Item 9.1)
- (b) 2021 Hamilton Wentworth Retirement Fund Financial Statements (FCS23004) (City Wide) (Item 9.2)
- (c) Master Trust Pension Investment Performance Report as at December 31, 2021 (FCS21091(a)) (City Wide) (Item 9.3)
- (d) Master Trust Pension Investment Performance Report as at June 30, 2022 (FCS23044) (City Wide) (Item 9.4)
- (e) Master Trust Pension Investment Performance Report as at December 31, 2022 (FCS23044(a)) (City Wide) (Added Item 9.5)

**5. 2022 Master Trust Pension Statement of Investment Policies and Procedures (FCS23009) (City Wide) (Item 10.1)**

- (a) That Appendix "A" to HMRP-HWRF Pension Administration Sub-Committee Report 23-001, respecting the 2022 City of Hamilton Defined Benefit Pension Plans Master Trust Statement of Investment Policies and Procedures, be approved and replace the previous 2021 City of Hamilton Defined Benefit Pension Plans Master Trust Statement of Investment Policies and Procedures contained in Report FCS21095 and approved by Council on December 15, 2021;
- (b) That Appendix "A" to HMRP-HWRF Pension Administration Sub-Committee Report 23-001, respecting the 2022 City of Hamilton Defined Benefit Pension Plans Master Trust Statement of Investment Policies and Procedures, be forwarded to the Hamilton Street Railway Pension Advisory Committee for their information.



**6. Hamilton Municipal Retirement Fund (HMRF), Hamilton Wentworth Retirement Fund (HWRF) Plan Wind-Up (FCS23006) (City Wide) (Item 10.2)**

- (a) That the General Manager, Finance and Corporate Services Department, or their designate, be authorized to explore the option of winding up the Hamilton Municipal Retirement Fund (HMRF) and Hamilton Wentworth Retirement Fund (HWRF) pension plans, including performing a survivor audit and mortality study and any other studies necessary; and,
- (b) That staff report back to the HMRF/HWRF Pension Administration Committee on pricing estimates to purchase annuities from an insurance company that will provide HMRF and HWRF plan members with the same level of benefit that is currently being provided under their respective pension plans.

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

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

**5. COMMUNICATIONS (Item 5)**

- 5.1 Jim Garchinski, respecting Resignation from HMRF-HWRF Pension Administration Committee

Recommendation: Be received and referred to staff for appropriate action.

**9. CONSENT ITEMS (Item 9)**

- 9.5 Master Trust Pension Investment Performance Report as at December 31, 2022 (FCS23044(a)) (City Wide)

The agenda for the March 30, 2023 meeting of the HMRF/HWRF Pension Administration Sub-committee was approved, as amended.

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

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)****(i) December 1, 2021 (Item 4.1)**

Consideration of the December 1, 2021 Minutes of the HMRF-HWRF Pension Administration Sub-Committee, was deferred until after consideration of Item 8.2.

For further disposition of this matter, refer to Item (f)(i).

**(d) PRESENTATIONS / STAFF PRESENTATIONS (Item 8)****(i) Hamilton Municipal Retirement Fund (HMRF) Valuation at December 31, 2021 (FCS23003) (City Wide) (Item 8.1)**

Bill Liu, Willis Towers Watson, addressed Committee respecting Hamilton Municipal Retirement Fund (HMRF) Valuation at December 31, 2021, with the aid of a presentation.

The presentation from Bill Liu, Willis Towers Watson, respecting Hamilton Municipal Retirement Fund (HMRF) Valuation at December 31, 2021, was received.

**(ii) Hamilton Wentworth Retirement Fund (HWRF) Valuation at December 31, 2021 (FCS23005) (City Wide) (Item 8.2)**

Mark Pearson, AON, addressed Committee respecting Hamilton Wentworth Retirement Fund (HMRF) Valuation at December 31, 2021, with the aid of a presentation.

The presentation from Mark Pearson, AON, respecting Hamilton Wentworth Retirement Fund (HMRF) Valuation at December 31, 2021, was received.

**(e) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4) - CONTINUED****(i) December 1, 2021 (Item 4.1) - CONTINUED**

The December 1, 2021 Minutes of the HMRF / HWRF Pension Administration Sub-Committee meeting was approved, as presented.

For further disposition of this matter, refer to Item (d)(i).

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

There being no further business, the HMRP/HWRF Pension Administration Sub-Committee was adjourned at 10:49 a.m.

Respectfully submitted,

Councillor C. Cassar  
HMRP/HWRF Pension Administration  
Sub-Committee

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk



## **Statement of Investment Policies and Procedures**

City of Hamilton Defined Benefit Pension Plans Master Trust

December 2022

**APPROVED** on this day of \_\_\_\_\_, 2023

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## **Section 1—Overview**

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### **1.01 Purpose of Statement**

This Statement of Investment Policies and Procedures (the “Policy” or “Master Trust SIPP”) provides the framework for the investment of the assets of the City of Hamilton Defined Benefit Pension Plans Master Trust (the “Master Trust”).

This Policy is based on the “prudent person portfolio approach” to ensure the prudent investment and administration of the assets of the Master Trust are within the parameters set out in the *Pension Benefits Act*, (Ontario) and the Regulations thereunder.

### **1.02 Background of the Master Trust**

The inception date of the Master Trust is November 1, 1999, when three defined benefit pension plans, the “Plans”, (the Hamilton Municipal Retirement Fund (Registration number 0275123), the Hamilton Street Railway Pension Plan (1994) (Registration number 0253344), and the Hamilton Wentworth Retirement Fund (Registration number 1073352)) invested in units of the Master Trust. The portfolio of assets in the Master Trust is referred to as “the Fund”. These Plans hold units of the Master Trust and share, on a pro-rata basis, in all income, expenses and capital gains and losses of the Master Trust.

For reference purposes, the details of the Statement of Investment Policies and Procedures for each of the above mentioned Plans participating in the Master Trust have been attached to Appendix A of this Policy.

### **1.03 Objective of the Plan**

The objective of the Plans is to provide members of the Plans with retirement benefits prescribed under the terms thereof.

### **1.04 Investment and Risk Philosophy**

The primary investment objective is to provide an economic return on assets sufficient to fund Plan liabilities over the long-term, while adhering to prudent investment practices.

The investment philosophies and strategies must take into account both return and risk objectives of the Plans and the City of Hamilton (the “City”).

In recognition of the risk and return objectives of the Plans and the City, an initial asset allocation policy was developed by the Investment Consultant in consultation with both the Chief Investments Officer and the Treasurer of the City (the “Treasurer”) based on the Plans’ current (at that time) funded status and the characteristics of the Plans and City. It is recognized, however, that the Plans’ return requirements and risk tolerance will change over time, and the intent is to reallocate the portfolio to lower risk allocations dynamically as the Plans’ funded statuses improve.

### **1.05 Administration**

The General Manager of Finance and Corporate Services for the City (“General Manager of Finance and Corporate Services”) is the designated contact person at the City for administrative purposes.

**Appendix “A” to HMRF-HWRF Pension Administration  
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## **Section 2—Asset Mix and Diversification Policy**

### **2.01 Master Trust Return Expectations**

Each of the investment managers appointed to invest the assets of the Master Trust (the “Investment Managers”) is directed to achieve a satisfactory long-term real rate of return through a diversified portfolio, consistent with acceptable risks, performance objectives and prudent management.

In order to achieve their long-term investment goals, the Plans must invest in assets that have uncertain returns, such as Canadian equities, foreign equities and bonds. However, the City attempts to reduce the overall level of risk by diversifying the asset classes and further diversifying within each individual asset class. Based on historical data and reasonable expectations for future returns, the City believes that a diversified portfolio of Canadian equities, nominal bonds, real return bonds and foreign equities will likely outperform over the long term.

The overall goal of this Policy is to maximize the return of the Fund while bearing a reasonable level of risk relative to the liabilities in order to ensure the solvency of the Fund over time. The assets of the Plans are sufficiently liquid to make payments which may become due from the Plans. The weights applied to each of the asset classes are based on the targets in the initial asset allocation outlined in Section 2.03 and adjusted based on the target allocation in the Dynamic Investment Policy Schedule in Section 2.03.

### **2.02 Expected Volatility**

The volatility of the Master Trust is directly related to its asset mix, specifically, the balance between Canadian bonds, Canadian equities and foreign equities. Since the Investment Managers do not have the authority to make any type of leveraged investment on behalf of the Master Trust, the volatility of the Master Trust should be similar to the volatility of the Benchmark Portfolio set out in Section 4.02 (Performance Measurement).

### **2.03 Asset Mix**

(a) In order to achieve the long-term objective within the risk/return considerations described in Section 1.04, the following asset mix policy (Benchmark Portfolio) and ranges were selected for the initial asset allocation:

<b>Assets</b>	<b>Minimum %</b>	<b>Initial Target Weight %</b>	<b>Maximum %</b>	<b>Asset Category</b>
Canadian Equity	25	30	35	Return-Seeking
Global Equity	25	30	35	Return-Seeking
Total Equities	50	60	70	Return-Seeking
Fixed Income	30	40	50	Liability-Hedging



For purpose of the total asset mix described above, the Investment Managers’ asset class pooled funds are deemed to be 100% invested, even though these funds may contain a portion held in cash and cash equivalent instruments.

The Plan’s target asset allocation<sup>1</sup> for each investment category listed in subsection 76(12) of the Regulation 909 to the Pension Benefits Act (Ontario) is as follows:

**PfAD Table**

<b>Investment Category under subsection 76(12) of Regulation 909</b>	<b>Target Asset Allocation*</b>	<b>Accessed through mutual or pooled or segregated funds</b>
1. Insured Contracts	0.0%	-
2. Mutual or pooled funds or segregated funds	N/A	-
3. Demand deposits and cash on hand	0.0%	-
4. Short-term notes and treasury bills	0.0%	-
5. Mortgage Loans	0.0%	-
6. Mortgage Loans	0.0%	-
7. Real Estate	0.0%	-
8. Real Estate Debentures	0.0%	-
9. Resource properties	0.0%	-
10. Venture Capita	0.0%	-
11. Corporations referred to in subsection 11(2) of Schedule III to the federal investment regs	0.0%	-
12. Employer issued securities	0.0%	-
13. Canadian stocks other than investments referred to in 1 to 12 above	23.0%	Yes
14. Non-Canadian stocks other than investments referred to in 1 to 12 above	22.0%	Yes
15. Canadian bonds and debentures other than investments referred to in 1 to 12 above	55.0%	Yes
16. Non-Canadian bonds and debentures other than investments referred to in 1 to 12 above	0.0%	-
17. Investments other than investments referred to in 1 to 16 above	0.0%	-

For inclusion within a fixed income investment category in the above table, the minimum ratings for target asset allocations of fixed income assets are outlined below. This framework is used to inform whether the target asset allocation to an investment category qualifies as fixed income for purposes of calculating the Provision for Adverse Deviations (PfAD) as defined under Regulation 909.

<b>Credit Rating Agency</b>	<b>Rating – Bond Market Securities</b>	<b>Rating – Money Market Securities</b>
DBRS	BBB	R-2 (middle)
Fitch Ratings	BBB-	F-3
Moody’s Investors Services	Baa3	P-3
Standard & Poor’s	BBB-	A-3

- (b) **Return-Seeking Assets:** These assets generally will consist of all non-fixed income investments, such as equities and alternatives, with a main focus on price appreciation with generally higher expected long-term returns.
- (c) **Liability-Hedging Assets:** These assets generally will be fixed-income investments, such as bonds, with similar duration characteristics as the pension liabilities (i.e., these assets generally behave like pension liabilities). Since these assets focus mainly on current income, their expected long-term returns will generally be lower than return-seeking assets.
- (d) **Sub-Allocations and Rebalancing Ranges:** The sub-allocations and rebalancing ranges within the return-seeking portfolio will be reviewed from time to time as the total return-seeking allocation changes due to the Dynamic Investment Policy Schedule below. The rebalancing ranges for the total return-seeking assets and liability-hedging

\* The target asset allocation indicated in the PfAD table is based on the glidepath positioning as of June 30, 2022.

assets (fixed income) are also determined by the Dynamic Investment Policy Schedule below.

- (e) In recognition of the risk and return objectives of the Plans and the City, an initial asset allocation policy was developed by the Investment Consultant in consultation with both the Chief Investments Officer and the Treasurer based on the Plans’ current (at that time) funded status and the characteristics of the Plans and City. It is recognized, however, that the Plans’ return requirements and risk tolerance will change over time, and the intent is to reallocate the portfolio to lower risk allocations dynamically as the Plans’ funded statuses improve.

Based on an assessment of the Plans’ long-term goals and desired risk levels, the HMRF/HWRF Pension Administration Sub-Committee (following advice from the Investment Consultant) recommended to City Council a “Dynamic Investment Policy” which was subsequently approved by City Council. The Dynamic Investment Policy was developed by the Investment Consultant in consultation with the Chief Investments Officer and the Treasurer, and is based on the 2010 Dynamic Investment Policy Study which was conducted by the Investment Consultant.

The Dynamic Investment Policy dynamically adjusts the allocation to return-seeking assets and liability-hedging assets as the Plans’ funded statuses improve. Funded status may change due to any combination of investment returns, contributions, benefit payments, fund expenses, and changes to liabilities (including discount rate changes).

This Policy is based on the results of the 2010 Dynamic Investment Policy Study and the Dynamic Investment Policy Schedule is as follows:

Funded Ratio <sup>1 2</sup>	Return -Seeking Allocation		
	Minimum	Target	Maximum
<65%	50%	60%	70%
65%	50%	60%	70%
66%	50%	60%	70%
67%	50%	60%	70%
68%	50%	60%	70%
69%	50%	60%	70%
70%	50%	60%	70%
71%	49%	59%	69%
72%	47%	57%	67%
73%	46%	56%	66%
74%	44%	54%	64%
75%	43%	53%	63%
76%	41%	51%	61%
77%	40%	50%	60%
78%	38%	48%	58%
79%	37%	47%	57%
80%	35%	45%	55%
81%	34%	44%	54%
82%	32%	42%	52%
83%	31%	41%	51%

Return -Seeking Allocation			
Funded Ratio <sup>1 2</sup>	Minimum	Target	Maximum
84%	29%	39%	49%
85%	28%	38%	48%
86%	26%	36%	46%
87%	25%	35%	45%
88%	23%	33%	43%
89%	22%	32%	42%
90%	20%	30%	40%
91%	19%	29%	39%
92%	17%	27%	37%
93%	16%	26%	36%
94%	14%	24%	34%
95%	13%	23%	33%
96%	11%	21%	31%
97%	10%	20%	30%
98%	8%	18%	28%
99%	7%	17%	27%
100%	5%	15%	25%
>100%	5%	15%	25%

<sup>1</sup> Funded ratio defined on a Wind-up basis.

<sup>2</sup> Funded ratio will change based on any combination of investment returns, contributions, benefits payments, expenses and changes in liabilities.

Sub-Allocations: The sub-allocations within the liability hedging and return seeking categories will be drawn down approximately based on the table below. However, allocations to illiquid assets may be adjusted at a slower rate. Sub-allocations should be within 5% of their targets. The sub-allocations will be adjusted proportionately when the return-seeking allocation is between the levels listed in the table below.

	Return Seeking		Liability Hedging	
	Canadian Equity	Global Equity	Long-Term Bonds	Real Return Bonds
15% return seeking	8%	7%	11%	74%
20% return seeking	10%	10%	12%	68%
25% return seeking	13%	12%	14%	61%
30% return seeking	15%	15%	15%	55%
35% return seeking	18%	17%	17%	48%
40% return seeking	20%	20%	18%	42%
45% return seeking	23%	22%	20%	35%
50% return seeking	25%	25%	21%	29%
55% return seeking	28%	27%	23%	22%
60% return seeking	30%	30%	25%	15%

Duration Strategy: Based on the Dynamic Investment Policy Study completed in 2010, the portfolio interest rate dollar duration will increase as the funded status improves and the allocation to liability hedging assets increases. Interest rate derivatives may be used on either a strategic or opportunistic basis to mitigate risk by increasing the hedge ratio up to 100%. This will be at the discretion of the Administrator and based on the duration of the Plan's liabilities.

**Appendix “A” to HMRF-HWRF Pension Administration  
Sub-Committee Report 23-001**

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Rebalancing and Monitoring: A systematic rebalancing procedure will be utilized to ensure that the asset allocation of the Fund stays within the ranges defined above. As the return-seeking asset allocation changes, the sub-category allocations will be kept approximately proportional to the Initial allocation specified above. However, the allocations to illiquid investments may be adjusted more slowly. The funded ratio and asset allocation of the Fund will be reviewed regularly or when significant cash flows occur, and will be monitored and reported on at least an annual basis, or upon such more frequent basis as may be requested by City Council or its delegates from time to time. The Fund will be rebalanced as necessary, making use of benefit payments and contributions to the extent possible and considering the transaction costs involved in the rebalancing.

## **2.04 Management Structure**

The Master Trust may employ a mix of active and passive management styles. Active management provides the opportunity to outperform specific investment benchmarks and it can provide lower absolute volatility of returns. Passive, or index, management minimizes the risk of underperformance relative to a benchmark index and is generally less expensive than active management. This approach also diversifies the manager risk, making the Master Trust less reliant on the skills of a single Investment Manager.

Because holding large amounts of foreign assets can expose the Master Trust to fluctuations in the level of the Canadian dollar, a portion of the foreign assets may be hedged back into Canadian dollars.

## **2.05 Environmental, Social and Governance (ESG) Issues**

The Administrator’s primary responsibility is to make decisions in the best interest of the Plan beneficiaries. This responsibility requires that there be an appropriate balance between the need to seek long-term investment returns to help build better pensions for all members of the Plans and the needs for those returns to be delivered in as stable a manner as possible (given the behaviour of the investment markets).

The Administrator neither favours nor avoids managers and investments based on ESG integration. In keeping with the foregoing, and having regard to the size of the Plans and the pension fund, the Administrator does not take ESG factors into account when making investment decisions. As previously noted, the Administrator has delegated the search for investment managers to its Investment Consultant. On the direction of the Administrator, the Investment Consultant is directed to search and select the best investment managers for investing the assets of the Plans considering factors such as business, staff, historical performance and investment process, since the Administrator believes that these factors will contribute to higher investment returns in the long run and manage risk. Investment Managers are not prohibited from considering ESG factors if they believe that it will have a positive impact on the Plans’ investment returns.

**Appendix “A” to HMRF-HWRF Pension Administration  
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## **Section 3—Permitted and Prohibited Investments**

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### **3.01 General Guidelines**

The investments of the Master Trust must comply with the requirements and restrictions set out in the *Income Tax Act* (Canada) and the *Pension Benefits Act* (Ontario), and their respective Regulations.

### **3.02 Permitted Investments**

In general, and subject to the restrictions in this Section 3, the Investment Managers may invest in any of the following asset classes and in any of the investment instruments listed below:

- (a) **Canadian and Foreign Equities**
  - (i) Common and convertible preferred stock the shares of which are (a) listed on a prescribed stock exchange in Canada; or (b) listed on a prescribed stock exchange outside Canada;
  - (ii) Debentures convertible into common or convertible preferred stock, provided such instruments are traded on a recognized public exchange or through established investment dealers;
  - (iii) Rights, warrants and special warrants for common or convertible preferred stock the shares of which are (a) listed on a prescribed stock exchange in Canada; or (b) listed on a prescribed stock exchange outside Canada;
  - (iv) Private placement equities, where the security will be eligible for trading on a recognized public exchange within a reasonable and defined time frame;
  - (v) Instalment receipts, American Depository Receipts, Global Depository Receipts and similar exchange traded instruments;
  - (vi) Units of real estate investment trusts (REITs);
  - (vii) Exchange traded index-participation units (e.g., iUnits; SPDRs);
  - (viii) Income trusts registered as reporting issuers under the Securities Act, domiciled in a Canadian jurisdiction that provides limited liability protection to unit holders; and
  - (ix) Units of limited partnerships which are listed on the TSX exchange.

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- (b) **Canadian and Foreign Fixed Income**
- (i) Bonds, debentures, notes, non-convertible preferred stock and other evidence of indebtedness of Canadian or developed market foreign issuers whether denominated and payable in Canadian dollars or a foreign currency, provided such instruments are traded on a recognized public exchange or through established investment dealers, subject to Section 3.04 below;
  - (ii) Real return bonds, subject to Section 3.04 below;
  - (iii) Mortgages secured against Canadian real estate subject to Section 3.05 below;
  - (iv) Mortgage-backed securities, guaranteed under the *National Housing Act*;
  - (v) Term deposits and guaranteed investment certificates;
  - (vi) Private placements of bonds subject to Section 3.03 below; and,
  - (vii) Investment in bond and debenture issues of the City and affiliated bodies is neither encouraged nor discouraged. The decision by the Investment Manager(s) to invest in such issues is entirely their responsibility and they should be governed by the same degree of due diligence and prudence that they would apply when assessing any other investment in respect of a registered pension plan.
- (c) **Cash and Short Term Investments**
- (i) Cash on hand and demand deposits;
  - (ii) Canadian and U.S. Treasury bills and bonds (with remaining maturities not exceeding 365 days) issued by the federal (Canada & U.S., as applicable) and provincial governments and their agencies;
  - (iii) Sovereign short-term debt instruments of developed countries, with maturities not exceeding 365 days;
  - (iv) Obligations of trust companies and Canadian and foreign banks chartered to operate in Canada, including bankers' acceptances;
  - (v) Commercial paper and term deposits; and
  - (vi) Other money market instruments (maturity not exceeding 365 days).
- (d) **Derivatives**
- Assets are not invested in derivative instruments and the trust will not invest in derivatives directly (including options and futures). In the event that a pooled fund invests in derivatives, prior to investing in such pooled fund, appropriate risk management processes and procedures will be in place in order to help mitigate any risks associated with derivatives. Specifically, all derivative investments will

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be made in accordance with applicable legislation and regulatory policies relating to the investment of pension plan assets in derivatives. The following uses of non-leveraged derivative instruments are permitted:

- (i) Covered put and/or call options with respect to publicly traded securities that are held in the portfolio;
  - (ii) The Investment Manager of an index portfolio may utilize fully backed, i.e. non-leveraged, derivative strategies designed to replicate the performance of specific market indices, i.e.- exchange-traded equity index futures contracts;
  - (iii) Investment Managers may use currency futures contracts and forward contracts to hedge foreign currency exposure; and
  - (iv) Interest rate derivatives can be used to hedge the interest rate risk in the liabilities.
- (e) **Other Investments**
- (i) Investments in open-ended or closed-ended pooled funds provided that the assets of such funds are permissible investments under this Policy, and
  - (ii) Deposit accounts of the Custodian can be used to invest surplus cash holdings.
- (f) **Index Mandates**
- (i) For managers of index mandates, permitted investment vehicles may include all instruments that may form part of the respective index.

### **3.03 Minimum Quality Requirements**

- (a) **Quality Standards**
- Within the investment restrictions for individual portfolios, all portfolios should hold a prudently diversified exposure to the intended market.
- (i) The minimum quality standard for individual bonds and debentures is ‘BBB-’ or equivalent as rated by a Recognized Bond Rating Agency, at the time of purchase.
  - (ii) The minimum quality standard for individual short term investments is ‘R-1’ low or equivalent as rated by a Recognized Bond Rating Agency, at the time of purchase.
  - (iii) The minimum quality standard for individual preferred shares is ‘P-1’ or equivalent as rated by a Recognized Bond Rating Agency, at the time of purchase.
  - (iv) All investments shall be reasonably liquid (i.e. in normal circumstances they should be capable of liquidation within 1 month).

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**(b) Split Ratings**

In cases where the Recognized Bond Rating Agencies do not agree on the credit rating, the bond will be classified according to the following methodology:

- (i) If two agencies rate a security, use the lower of the two ratings;
- (ii) If three agencies rate a security, use the most common; and if four agencies rate a security, use the lowest most common; and
- (iii) If three agencies rate a security and all three agencies disagree, use the middle rating; if four agencies rate a security and all four agencies disagree, use the lowest middle rating.

**(c) Downgrades in Credit Quality**

Each Investment Manager will take the following steps in the event of a downgrade in the credit rating of a portfolio asset by a Recognized Rating Agency to below the purchase standards set out in Section 3.03 (a) Quality Standards:

- (i) The Chief Investments Officer will be notified of the downgrade by telephone at the earliest possible opportunity;
- (ii) Within ten business days of the downgrade, the Investment Manager will advise the Chief Investments Officer in writing of the course of action taken or to be taken by the Investment Manager, and its rationale; and
- (iii) Immediately upon downgrade, the Investment Manager will place the asset on a Watch List subject to monthly review by the Investment Manager with the Chief Investments Officer until such time as the security matures, is sold or until it is upgraded to a level consistent with the purchase quality standards as expressed in the above guidelines.

**(d) Rating Agencies**

For the purposes of this Policy, the following rating agencies shall be considered to be ‘Recognized Bond Rating Agencies’:

- (i) Dominion Bond Rating Service Limited;
- (ii) Standard and Poor’s;
- (iii) Moody’s Investors Services Inc.; and
- (iv) Fitch Ratings

**(e) Private Placement Bonds**

Private placement bonds are permitted subject to **all** of the following conditions:

- (i) The issues acquired must be ‘A’ or equivalent rated;
- (ii) The total investment in such issues must **not** exceed 10% of the market value of the Investment Manager(s) bond portfolio;



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- (iii) The Investment Manager’s portfolio may **not** hold more than 5% of the market value of any one private placement;
- (iv) The Investment Manager(s) must be satisfied that there is sufficient liquidity to ensure sale at a reasonable price; and
- (v) The minimum issue size for any single security must be at least \$150 million.

### **3.04 Maximum Quantity Restrictions**

#### **(a) Total Fund Level**

No one equity holding shall represent more than 10% of the total market value of the Master Trust’s assets.

#### **(b) Individual Investment Manager Level**

The Investment Manager(s) shall adhere to the following restrictions:

##### **(i) Equities**

- (A) No one equity holding shall represent more than 10% of the market value of any one Investment Manager’s equity portfolio.
- (B) No one equity holding shall represent more than 10% of the voting shares of a corporation.
- (C) No one equity holding shall represent more than 10% of the available public float of such equity security.
- (D) Income Trusts shall not comprise more than 15% of any Investment Manager’s Canadian equity portfolio.

##### **(ii) Bonds and Short Term**

- (A) Except for federal and provincial bonds (including government guaranteed bonds), no more than 10% of an Investment Manager’s bond portfolio may be invested in the bonds of a single issuer and its related companies.
- (B) Except for federal and provincial bonds, no one bond holding shall represent more than 10% of the market value of the total outstanding for that bond issue.
- (C) No more than 8% of the market value of an Investment Manager’s bond portfolio shall be invested in bonds rated BBB (this includes all of BBB’s: BBB+, BBB, and BBB-) or equivalent.
- (D) This Policy will permit the continued holding of instruments whose ratings are downgraded below BBB- after purchase, provided that such instruments are disposed of in an orderly fashion.

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- (E) No more than 10% of the market value of an Investment Manager’s bond portfolio shall be invested in bonds denominated in a currency other than Canadian dollars.
- (F) Except for the dedicated real return bond mandate, no more than 10% of the market value of the bond portfolio may be held in real return bonds.

**(iii) Other**

The use of derivative securities shall be supported at all times by the explicit allocation of sufficient assets to back the intended derivative strategy. For greater certainty, Investment Managers are not permitted to leverage the assets of the Master Trust. The use of derivative securities is only permitted for the uses described in this Policy. Purchase or sale of any of these instruments for speculative purposes is prohibited.

Notwithstanding the limits described in this Section, the single security limits do not apply to an Investment Manager’s index mandate.

### **3.05 Prior Permission Required**

The following investments are permitted **provided that** prior permission for such investments has been obtained from the Administrator:

- (a) Investments in private placement equities (except for the foreign equity investment managers investing in pooled funds where the pooled fund policy permits private placement equities).
- (b) Direct investments in mortgages.
- (c) Direct investments in any one parcel of real property that has a book value less than or equal to 5% of the book value of the Master Trust’s assets. The aggregate book value of all investments in real property and Canadian resource properties shall not exceed 25% of the book value of the Master Trust’s assets. (Previously, the overall 25% limit in respect of real and resource properties was a requirement under the *Pension Benefits Act* (Ontario).)
- (d) Direct investments in venture capital financing or private equity partnerships; and
- (e) Derivatives other than those described in 3.02(d).

### **3.06 Prohibited Investments**

The Investment Managers shall not:

- (a) Invest in companies for the purpose of managing them;
- (b) Invest in securities that would result in the imposition of a tax on the Fund under the *Income Tax Act* (Canada) unless they provide a prior written acknowledgement that such investments will result in a tax and receive prior written permission for such investments from the Administrator or;
- (c) Make any investments not specifically permitted by this Policy.

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### **3.07 Securities Lending**

The investments of the Master Trust may be loaned, for the purpose of generating revenue for the Fund, subject to the provisions of the *Pension Benefits Act* (Ontario) and the *Income Tax Act* (Canada), and applicable regulations.

For securities held in segregated accounts, such loans must be secured by cash and/or readily marketable government bonds, treasury bills and/or letters of credit, discount notes and bankers’ acceptances of chartered banks. For loaned securities, the security held or collateral must have an aggregate market value which shall never be less than the percentage of the aggregate market value of the loaned securities which is the highest of: (i) the minimum percentage required by any applicable legislation, regulatory authority or prevailing market practice; or (ii) 105%. The aggregate market value of the loaned securities and of the collateral shall be monitored and calculated by the Custodian daily.

The terms and conditions of any securities lending program will be set out in a contract with the custodian. The custodian shall, at all times, ensure that the Chief Investments Officer has a current list of those institutions that are approved to borrow the Fund’s investments.

Lending of the portion of the Master Trust’s assets held in a pooled fund is governed by the terms of the conditions set out in the pooled fund Statement of Investment Policies and Procedures or similar document.

### **3.08 Borrowing**

The Master Trust shall not borrow money, except to cover short-term contingency and the borrowing is for a period that does not exceed ninety days, subject to the *Pension Benefits Act* (Ontario), the *Income Tax Act* (Canada) and the written permission of the General Manager of Finance and Corporate Services.

### **3.09 Conflicts between the Policy and Pooled Fund Investment Policies**

While the guidelines in this Policy are intended to guide the management of the Master Trust, it is recognized that, due to the use of pooled funds, there may be instances where there is a conflict between the Policy and the investment policy of a pooled fund. In that case, the Investment Manager is expected to notify Chief Investments Officer upon the initial review of the Policy and whenever a change in the pooled fund policy creates a conflict. However, it is understood that any ambiguity will be interpreted in favour of the pooled fund policy, provided such interpretation complies with all applicable laws.

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## **Section 4—Monitoring and Control**

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### **4.01 Delegation of Responsibilities**

The General Manager of Finance and Corporate Services is the designated contact person for administrative matters. However, City Council has delegated certain administrative duties and responsibilities to internal and external agents, including to the HMRF/HWRF Pension Administration Sub-committee, the Chief Investments Officer and the General Manager of Finance and Corporate Services. Overall responsibility for the Master Trust ultimately rests with City Council, and the City (acting through Council) is the pension plan administrator of the Plans (for each Plan, the “Administrator”).

**(a) Chief Investments Officer**

The Chief Investments Officer has been delegated the following responsibilities:

- (i) monitoring the Master Trust asset mix and rebalancing as required, including executing asset mix changes required per the Dynamic Policy Schedules outlined in section 2.03;
- (ii) day-to-day liaison including contract management with external Investment Managers, the Investment Consultant, and the Custodian/Trustee;
- (iii) monitoring and budgeting for cash flow within the pension fund;
- (iv) researching, recommending and implementing improvements to asset management of the Master Trust;
- (v) directing and implementing strategy for self-managed portfolios, if any; and
- (vi) preparing and presenting to City Council and the HMRF/HWRF Pension Administration Sub-Committee a report on the Plan’s investment performance and asset mix, and such other information as City Council may require and/or other such information as the Chief Investments Officer considers appropriate to include in the report, on at least an annual basis, or upon such more frequent basis as may be requested by City Council or its delegates from time to time.

**(b) Investment Managers**

The Investment Managers have been delegated the following responsibilities:

- (i) invest the assets of the Master Trust in accordance with this Policy;
- (ii) meet with the Chief Investments Officer as required and provide written reports regarding the Investment Manager’s past performance, their future strategies and other issues as requested;

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- (iii) notify the Chief Investments Officer, in writing of any significant changes in the Investment Manager’s philosophies and policies, personnel or organization and procedures;
- (iv) will provide periodically, but no less than on an annual basis, or upon such more frequent basis as may be requested by City Council or its delegates from time to time, lists of assets and such other information as may be requested by the Chief Investments Officer; and,
- (v) file, on at least an annual basis, or upon such more frequent basis as may be requested by City Council or its delegates from time to time compliance reports (see Section 4.03).

**(c) Custodian/Trustee**

The custodian/trustee will:

- (i) Fulfil the regular duties of a Custodian/Trustee as required by law;
- (ii) maintain safe custody over the assets of the Master Trust Plans;
- (iii) execute the instructions of the Chief Investments Officer and the Investment Managers; and
- (iv) record income and provide financial statements to the Chief Investments Officer on at least an annual basis, or upon such more frequent basis as may be requested by City Council or its delegates from time to time, or as otherwise required.

**(d) Investment Consultant**

The investment consultant has been delegated the following responsibilities:

- (i) assist the Chief Investments Officer in developing a prudent long-term asset mix, and specific investment objectives and policies;
- (ii) monitor, analyse and report on the Master Trust’s investment performance and to support the Chief Investments Officer on any investment related matters;
- (iii) monitor and report the funded status of the Plans to the Chief Investments Officer on at least an annual basis, or upon such more frequent basis as may be requested by City Council or its delegates from time to time;
- (iv) assist with the selection of Investment Managers, custodians and other suppliers; and
- (v) meet with the Chief Investments Officer as required.

**(e) Actuary**

The actuary has been delegated the following responsibilities:

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- (i) perform actuarial valuations of the Plan as required; and
- (ii) advise the Chief Investments Officer and the Investment Consultant on any matters relating to Plan design, membership and contributions, and actuarial valuations.

#### **4.02 Performance Measurement**

For the purpose of evaluating the performance of the Master Trust and the Investment Managers, all rates of returns are measured over moving four-year periods. Return objectives are net of fees and include realized and unrealized capital gains or losses plus income from all sources. Returns will be measured quarterly and will be calculated as time-weighted rates of return.

**(a) Active and Index Canadian Equity Managers**

Investment results of the active and index Canadian Equity Managers are to be tested regularly against a Benchmark Portfolio comprising:

Benchmark	%
S&P/TSX Composite Index	100

**(b) Active and Index Global Equity Managers**

Investment results of the active and index Global Equity Managers are to be tested regularly against a long-term Benchmark Portfolio comprising:

Benchmark	%
MSCI World Index (C\$)	100

**(c) Active and Index Canadian Bond Managers – Long Bonds**

Investment results of the active and index Canadian Bond Managers for Long Bonds are to be tested regularly against a Benchmark Portfolio comprising:

Benchmark	%
FTSE Canada Long Bond Index	100

**(d) Active and Index Canadian Bond Managers – Real Return Bonds**

Investment results of the active and index Canadian Bond Managers for Real Return Bonds are to be tested regularly against a Benchmark Portfolio comprising:

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Benchmark	%
FTSE Canada Real Return Bond Index	100

#### **4.03 Compliance Reporting by Investment Manager**

The Investment Managers are required to complete and deliver a compliance report to the Chief Investments Officer and the Investment Consultant on at least an annual basis, or upon such more frequent basis as may be requested by City Council or its delegates from time to time. The compliance report will indicate whether or not the Investment Manager was in compliance with this Policy during the period covered in the report.

In the event that an Investment Manager is not in compliance with this Policy, the Investment Manager is required to advise the Chief Investments Officer immediately, detail the nature of the non-compliance and recommend an appropriate course of action to remedy the situation.

The Master Trust invests in pooled funds with separate investment policies. In that case, the Investment Manager must confirm compliance to the pooled fund policy. In addition, should a conflict arise between a pooled fund policy and this Policy, the Investment Manager is required to advise the Chief Investments Officer immediately and detail the nature of the conflict.

#### **4.04 Standard of Professional Conduct**

The Investment Managers are expected to comply, at all times and in all respects, with a written code of ethics that is no less stringent in all material respects than the Code of Ethics and Standards of Professional Conduct as promulgated by the CFA Institute.

The Investment Managers will manage the assets with the care, diligence and skill that an investment manager of ordinary prudence would use in dealing with pension plan assets. The Investment Managers will also use all relevant knowledge and skill that they possess or ought to possess as prudent investment managers.

## Section 5—Administration

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### 5.01 Conflicts of Interest

#### (a) Responsibilities

This standard applies to the City’s staff, as well as to all agents employed by the City, in the execution of their responsibilities under the *Pension Benefits Act* (Ontario) (the “Affected Persons”).

An “agent” is defined to mean a company, organization, association or individual, as well as its employees who are retained by the Administrator to provide specific services with respect to the investment, administration and management of the assets of the Master Trust.

#### (b) Disclosure

In the execution of their duties, the Affected Persons shall disclose any material conflict of interest relating to them, or any material ownership of securities, which could impair their ability to render unbiased advice, or to make unbiased decisions, affecting the administration of the Master Trust assets.

Further, it is expected that no Affected Person shall make any personal financial gain (direct or indirect) because of his or her fiduciary position. However, normal and reasonable fees and expenses incurred in the discharge of their responsibilities are permitted in accordance with City policies as approved by Council.

No Affected Person shall accept a gift or gratuity or other personal favour, other than one of nominal value, from a person with whom the employee deals in the course of performance of his or her duties and responsibilities for the Master Trust.

It is incumbent on any Affected Person who believes that he or she may have a conflict of interest, or who is aware of any conflict of interest, to disclose full details of the situation to the attention of the General Manager of Finance and Corporate Services and/or the Treasurer immediately. The General Manager of Finance and Corporate Services and/or the Treasurer, in turn, will decide what action is appropriate under the circumstances.

No Affected Person who has or is required to make a disclosure as contemplated in this Policy shall participate in any discussion, decision or vote relating to any proposed investment or transaction in respect of which he or she has made or is required to make disclosure, unless otherwise determined permissible by decision of the General Manager of Finance and Corporate Services and/or the Treasurer.



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## 5.02 Related Party Transactions

The Chief Investments Officer shall not, on behalf of the Plans or the Master Trust, directly or indirectly,

- (i) lend the moneys of the Plans to a related party or use those moneys to hold an investment in the securities of a related party; or
- (ii) enter into a transaction with a related party.

The Chief Investments Officer may enter into a transaction with a related party:

- (i) for the operation or administration of the Plans if it is under terms and conditions that are not less favourable to the Plans than market terms and conditions and such transaction does not involve the making of loans to, or investments in, the related party or
- (ii) the value of the transaction is nominal or the transaction is immaterial. In assessing whether the value of the transaction is nominal or immaterial, two or more transactions with the same related party shall be considered as a single transaction.

For the purposes of Section 5.02, only the market value of the combined assets of the Fund shall be used as the criteria to determine whether a transaction is nominal or immaterial. Transactions less than 0.5% of the combined market value of the assets of the Fund are considered nominal.

The following investments are exempt from the related party rules:

- (i) investments in an investment fund or a segregated fund (as those terms are used in the *Pension Benefits Standards Regulations*) in which investors other than the administrator and its affiliates may invest and that complies with Section 9 and Section 11 of Schedule III to the *Pension Benefits Standards Regulations*;
- (ii) investments in an unallocated general fund of a person authorized to carry on a life insurance business in Canada;
- (iii) investments in securities issued or fully guaranteed by the Government of Canada, the government of a province, or an agency of either one of them;

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- (iv) investments in a fund composed of mortgage-backed securities that are fully guaranteed by the Government of Canada, the government of a province, or an agency of either one of them;
- (v) investments in a fund that replicates the composition of a widely recognized index of a broad class of securities traded at a marketplace (as that term is used in the *Pension Benefits Standards Regulations*); or
- (vi) investments that involve the purchase of a contract or agreement in respect of which the return is based on the performance of a widely recognized index of a broad class of securities traded at a marketplace (as that term is used in the *Pension Benefits Standards Regulations*).

A “related party” is defined to mean the Administrator of the Plans, including any officer, director or employee of the Administrator. It also includes, the Investment Managers and their employees, a union representing employees of the employer, a member of the Master Trust, a spouse or child of the persons named previously, or a corporation that is directly or indirectly controlled by the persons named previously, and any other person constituting a “related party” under the *Pension Benefits Act (Ontario)*. Related party does not include government or a government agency, or a bank, trust company or other financial institution that holds the assets of the Master Trust.

### **5.03 Selecting Investment Managers**

In the event that a new Investment Manager must be selected or additional Investment Manager(s) added to the existing Investment Manager(s), the Chief Investments Officer will undertake an Investment Manager search with or without the assistance of a third-party investment consultant depending on the expertise required. The criteria used for selecting an Investment Manager will be consistent with the investment and risk philosophy set out in Section 1.04 (Investment and Risk Philosophy).

### **5.04 Directed Brokerage Commissions**

Investment Managers may use directed brokerage to pay for research and other investment related services provided they comply with, and provide the disclosure required by, the Soft Dollar Standards promulgated by the CFA Institute.

### **5.05 Monitoring of Asset Mix**

In order to ensure that the Master Trust operates within the minimum and maximum guidelines stated in this Policy as outlined in Section 2, the Chief Investments Officer shall monitor the asset mix on at least an annual basis, or upon such more frequent basis as may be requested by City Council or its delegates from time to time. Rebalancing between the investment mandates can take place over a reasonably short period of time after an imbalance has been identified. Rebalancing may be effected by redirecting the net cash flows to and from the Master Trust, or by transferring cash or securities between portfolios and/or Investment Managers.

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### **5.06 Monitoring of Investment Managers**

An important element in the success of this Policy is the link between the Investment Managers and the Chief Investments Officer. It is expected that the Investment Managers will communicate with the Chief Investments Officer whenever necessary. Periodic, written investment reports from the Investment Managers are sent to and reviewed by the Chief Investments Officer and form part of the monitoring process.

Meetings including telephone conference call meetings between the Investment Managers and the Chief Investments Officer will be scheduled as required. At each meeting or telephone conference call meeting, it is expected that the Investment Managers will prepare a general economic and capital markets overview, which will be distributed prior to or during the meeting. They should also include the following in their presentations:

- review of the previous period’s strategy and investment results,
- discussion of how the condition of the capital markets affects the investment strategy of their respective portfolios,
- economic and market expectations,
- anticipated changes in the asset mix within the limits provided in this Policy, and,
- discussion of compliance and any exceptions.
- discussion of any votes that were cast against the wishes of company management by the Investment Managers in exercising voting rights (Section 5.08).

### **5.07 Dismissal of an Investment Manager**

Reasons for considering the termination of the services of an Investment Manager include, but are not limited to, the following factors:

- (a) performance results which are below the stated performance benchmarks;
- (b) changes in the overall structure of the Master Trusts’ assets such that the Investment Manager’s services are no longer required;
- (c) change in personnel, firm structure or investment philosophy which might adversely affect the potential return and/or risk level of the portfolio; and/or
- (d) failure to adhere to this Policy.

### **5.08 Voting Rights**

The Administrator has delegated voting rights acquired through the investments held by the Master Trust to the custodian of the securities to be exercised in accordance with the Investment Manager’s instructions. Investment Managers are expected to exercise all voting rights related to investments held by the Master Trust in the interests of the members of the underlying pension plans. The Investment Managers shall report when they vote against the wishes of the company management to the Chief Investments Officer, providing information as to the reasons behind this vote.

### **5.09 Valuation of Investments Not Regularly Traded**

The following principles will apply for the valuation of investments that are not traded regularly:

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- (a) **Equities**  
Average of bid-and-ask prices from two major investment dealers, at least once every calendar quarter.
- (b) **Bonds**  
Same as for equities.
- (c) **Mortgages**  
Unless in arrears, the outstanding principal plus/minus the premium/discount resulting from the differential between face rate and the currently available rate for a mortgage of similar quality and term, determined at least once every month.
- (d) **Real Estate**  
A certified written appraisal from a qualified independent appraiser at least once every two years.

### **5.10 Policy Review**

This Policy may be reviewed and revised at any time, but at least once every calendar year it must be formally reviewed. Should the Investment Manager(s) wish to review this Policy at any time, it is his/her responsibility to contact the Chief Investments Officer with specific recommendations.

The appropriateness of the Dynamic Investment Policy asset allocation parameters should be reviewed on an ongoing basis. A new Dynamic Investment Policy Study (Dynamic Asset-Liability Modeling Study) may be undertaken if any of the following events occur:

- (a) The plan gets significantly closer to the end-state of the flight path, including if the flight path funded ratio measurement changes significantly (to over 84%) from the starting point of the 2010 study, which was 69%.
- (b) There are significant changes to the regulations that affect the key metrics used in making decisions in the 2010 Dynamic Investment Policy Study or should affect the asset allocation in the future;
- (c) Capital market conditions change significantly such that the assumptions embedded in the 2010 Dynamic Investment Policy Study are no longer reasonable; or
- (d) The plan sponsor's risk posture changes significantly.

## **Appendix A - Statement of Investment Policies & Procedures Hamilton Municipal Retirement Fund**

### **Overview**

#### **1.01 Purpose of Statement**

This Statement of Investment Policies and Procedures (the “Hamilton Municipal Retirement Fund SIPP”) provides the framework for the investment of the assets of the Hamilton Municipal Retirement Fund, registration number 0275123 (the “Plan”);

The objective of the Hamilton Municipal Retirement Fund SIPP is to ensure that the assets of the Plan, together with expected contributions made by both the City and the Plan members, shall be invested in a continued prudent and effective manner.

The Hamilton Municipal Retirement Fund SIPP is based on the “prudent person portfolio approach” to ensure the prudent investment and administration of the assets of the Plan (the “Fund”) are within the parameters set out in the *Pension Benefits Act*, (Ontario) and the Regulations thereunder.

All provisions in the Master Trust SIPP apply to this Appendix.

#### **1.02 Background of the Plan**

The Hamilton Municipal Retirement Fund is a contributory defined benefit plan. The plan has been closed to new entrants since 1965. Municipal employees hired after June 30, 1965 participate in the OMERS Pension Plan. Therefore, this is a closed fund and will terminate upon the death of the last retiree or successor. Effective July 1, 2001, the last active member retired from the Plan.

#### **1.03 Plan Profile**

##### **a) Contributions**

There are no active members in the Plan.

##### **b) Benefits**

2% of average annual earnings in best consecutive 5 years before retirement for each year of credited service up to 35 years reduced by 0.675% of the 5-year average earnings up to the final year’s YMPE for each year of contributory service after January 1, 1966. CPP Offset suspended from date of retirement to age 65. Effective Jan 1, 2006 annual increases will not be less than the increase provided to retirees under the OMERS plan. .

##### **c) Liabilities**

As of the most recent actuarial valuation of the Plan as at December 31, 2021 there were no active members, 3 deferred members and 148 retirees and beneficiaries.

As of December 31, 2021, the going-concern liability of the plan was \$58,278,888, including a Provision for Adverse Deviation (PfAD) of \$3,143,871, compared to the actuarial value of assets of \$73,721,565. On a solvency basis, the liability was \$48,960,477, while the assets (at market) were \$73,571,565 (net of a provision for

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plan windup expenses of \$150,000). On a windup basis, the liability was \$60,690,521.

#### **1.04 Objective of the Plan**

The objective of the Plans is to provide members of the Plans with retirement benefits prescribed under the terms thereof.

#### **1.05 Investment and Risk Philosophy**

The primary investment objective is to provide an economic return on assets sufficient to fund plan liabilities over the long-term, while adhering to prudent investment practices.

The investment philosophies and strategies must take into account both return and risk objectives of the Plan and the City.

In recognition of the risk and return objectives of the Plan and the City, an initial Asset Allocation Policy was developed based on the Plan’s current funded status and the characteristics of the Plan and City. It is recognized, however, that the Plan return requirements and risk tolerance will change over time, and the intent is to reallocate the portfolio to lower risk allocations dynamically as the Plan’s funded status improves.

#### **1.06 Administration**

The General Manager of Finance and Corporate Services for the City of Hamilton is the designated contact at the City for administrative purposes.

#### **1.07 Pooling of Assets**

For investment purposes, certain assets of the Plan are invested in units of the City of Hamilton Defined Benefit Plans Master Trust, along with certain assets of the Hamilton-Wentworth Retirement Fund and the Hamilton Street Railway Pension Plan (1994).

Up to 2 % of Plan assets may be invested outside of the City of Hamilton Defined Benefit Plans Master Trust for operating expenses and liquidity purposes, in accordance with the parameters set out in Section 3.02 (c) and (e) of the City of Hamilton Defined Benefit Plans Master Trust SIPP. The provisions of the City of Hamilton Defined Benefit Plans Master Trust SIPP apply to the investment of these assets.

#### **1.08 Master Trust SIPP**

The Master Trust SIPP is the policy that should be followed while investing the pooled assets of the Hamilton Municipal Retirement Fund.

## **Appendix B - Statement of Investment Policies & Procedures Hamilton Street Railway Pension Plan (1994)**

### **Overview**

#### **1.01 Purpose of Statement**

This Statement of Investment Policies and Procedures (the “Hamilton Street Railway Pension Plan SIPP”) provides the framework for the investment of the assets of the Hamilton Street Railway Pension Plan (1994), registration number 0253344 (the “Plan”);

The objective of the Hamilton Street Railway Pension Plan SIPP is to ensure that the assets of the Plan, together with expected contributions made by both the City and the Plan members, shall be invested in a continued prudent and effective manner.

The Hamilton Street Railway Pension Plan SIPP is based on the “prudent person portfolio approach” to ensure the prudent investment and administration of the assets of the Plan (the “Fund”) are within the parameters set out in the *Pension Benefits Act*, (Ontario) and the Regulations thereunder.

All provisions in the Master Trust SIPP apply to this Appendix.

#### **1.02 Background of the Plan**

The current Plan dates from January 1, 1994 when two former plans – Canada Coach Lines and Hamilton Street Railway plans were merged. Effective January 1, 2009 this contributory defined benefit plan was closed to new members and active members stopped contributing and accruing service under the plan.

#### **1.03 Plan Profile**

##### **a) Contributions**

Under the terms of the Plan text, members’ contributions prior to 1999 were 7.5% of earnings less contributions made to Canada Pension Plan. For the calendar years 1999 through 2008, members (depending on the year) either enjoyed a contribution holiday or were limited to contribution rates of 1% of earnings. Effective January 2009, as members became City employees, no member contributions have been required or permitted to be made to the Plan.

##### **b) Benefits**

Members receive a pension equal to 1.5% of average pensionable earnings up to the average Year’s Maximum Pensionable Earnings (YMPE) as established under the Canada Pension Plan, plus 2% of the excess, multiplied by years of credited service accrued up to December 31, 2008. The “average pensionable earnings” are defined as the average of best five years’ earnings during the member’s credited service and OMERS credited service, if any. The “average YMPE” is defined as the average of the YMPE for the last thirty-six complete months of plan membership.

In the event that pensions accrued under the prior plan exceed the pension accrued under the current plan for service prior to July 1, 1980, then the pension is increased accordingly. Pensions are subject to annual indexing equal to the indexing provided

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to retirees under the OMERS plan (100% of inflation to a maximum of 6% per annum).

**c) *Liabilities***

As of the most recent actuarial valuation of the Plan as at January 1, 2020, there were 315 active members, 29 deferred members and 610 retirees and beneficiaries. The average age of the active members was approximately 54.3 years with average pensionable earnings of \$70,474.

As of January 1, 2020, the going-concern liability of the plan was \$228,695,400, including a Provision for Adverse Deviation (PfAD) of \$17,103,300, compared to the actuarial value of assets of \$211,167,500. On a solvency basis, the liability was \$216,314,100 while the assets (at market) were \$210,967,500 (net of a provision for plan windup expenses of \$200,000). On a windup basis the liability was \$315,487,000.

The going-concern deficit is being eliminated through a series of special payments. No special payments are required for the solvency deficit since the solvency ratio exceeds .85.

#### **1.04 Objective of the Plan**

The objective of the Plan is to provide members of the Plan with retirement benefits prescribed under the terms thereof.

#### **1.05 Investment and Risk Philosophy**

The primary investment objective is to provide an economic return on assets sufficient to fund plan liabilities over the long-term, while adhering to prudent investment practices.

The investment philosophies and strategies must take into account both return and risk objectives of the Plan and the City.

In recognition of the risk and return objectives of the Plan and the City, an initial Asset Allocation Policy was developed based on the Plan’s current funded status and the characteristics of the Plan and City. It is recognized, however, that the Plan return requirements and risk tolerance will change over time, and the intent is to reallocate the portfolio to lower risk allocations dynamically as the Plan’s funded status improves.

#### **1.06 Administration**

The General Manager of Finance and Corporate Services for the City of Hamilton is the designated contact at the City for administrative purposes.

#### **1.07 Pooling of Assets**

For investment purposes, certain assets of the Plan are invested in units of the City of Hamilton Defined Benefit Plans Master Trust, along with certain assets of the Hamilton-Wentworth Retirement Fund and the Hamilton Municipal Retirement Fund.

Up to 2 % of Plan assets may be invested outside of the City of Hamilton Defined Benefit Plans Master Trust for operating expenses and liquidity purposes, in accordance with the



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parameters set out in Section 3.02 (a), (c) and (e) of the City of Hamilton Defined Benefit Plans Master Trust SIPP. The provisions of the City of Hamilton Defined Benefit Plans Master Trust SIPP apply to the investment of these assets.

**1.08 Master Trust SIPP**

The Master Trust SIPP is the policy that should be followed while investing the pooled assets of the Hamilton Street Railway Pension Plan (1994).

## **Appendix C - Statement of Investment Policies & Procedures The Hamilton-Wentworth Retirement Fund**

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### **Overview**

#### **1.01 Purpose of Statement**

This Statement of Investment Policies and Procedures (the “Hamilton-Wentworth Retirement Fund SIPP”) provides the framework for the investment of the assets of the Hamilton-Wentworth Retirement Fund, registration number 1073352 (the “Plan”);

The objective of the Hamilton-Wentworth Retirement Fund SIPP is to ensure that the assets of the Plan, together with expected contributions made by both the City and the Plan members, shall be invested in a continued prudent and effective manner.

The Hamilton-Wentworth Retirement Fund SIPP is based on the “prudent person portfolio approach” to ensure the prudent investment and administration of the assets of the Plan (the “Fund”) are within the parameters set out in the *Pension Benefits Act*, (Ontario) and the Regulations thereunder.

All provisions in the Master Trust SIPP apply to this Appendix.

#### **1.02 Background of the Plan**

The Plan is a contributory, defined benefit Plan. Effective January 1, 1985 all active Region Other Participants, excluding Police Civilians, were transferred to OMERS. The liability to transfer such members to OMERS was met by monthly payments of \$115,187 until December 31, 2000 and monthly payments of \$361 thereafter, concluding September 30, 2003. Effective January 1, 2002, the last active member retired from the plan.

#### **1.03 Plan Profile**

##### **a) Contributions**

Under the terms of the Plan text:

For normal retirement age 60 class:

- 1) Senior Police Officers: contributions should be 7% of earnings up to the YMPE plus 8.5% of contributory earnings in excess of YMPE.
- 2) Other Police Officers: contributions should be 6.5% of earnings up to YMPE plus 8% of contributory earnings in excess of YMPE.

For a normal retirement age of 65 contributions should be 5.75% of earnings.

##### **b) Benefits**

2% of average annual earnings in best 5 years before retirement for each year of credited service up to 35 years reduced by 0.675% of the 5-year average earnings up to the final year’s YMPE for each year of contributory service after January 1, 1966. CPP Offset suspended from date of retirement to age 65. Effective Jan 1, 2006 annual increases will not be less than the increase provided to retirees under the

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OMERS plan, which is currently equal to 100% of the increase in the Consumer Price Index to a maximum of 6.0% per annum.

**c) *Liabilities***

As of the most recent actuarial valuation of the Plan as at December 31, 2021, there were no active members, no deferred members and 124 retirees and beneficiaries.

As of December 31, 2021, the going-concern liability of the plan was \$47,727,000, including a Provision for Adverse Deviation (PfAD) of \$3,510,000, compared to the actuarial value of assets of \$54,459,000. On a solvency basis, the liabilities were \$44,957,000 while the assets were \$54,389,000 (net of a provision for plan windup expenses of \$70,000). On a windup basis the liability was \$55,457,000.

**1.04 Objective of the Plan**

The objective of the Plan is to provide members of the Plan with retirement benefits prescribed under the terms thereof.

**1.05 Investment and Risk Philosophy**

The primary investment objective is to provide an economic return on assets sufficient to fund plan liabilities over the long-term, while adhering to prudent investment practices.

The investment philosophies and strategies must take into account both return and risk objectives of the Plan and the City.

In recognition of the risk and return objectives of the Plan and the City, an initial Asset Allocation Policy was developed based on the Plan’s current funded status and the characteristics of the Plan and City. It is recognized, however, that the Plan return requirements and risk tolerance will change over time, and the intent is to reallocate the portfolio to lower risk allocations dynamically as the Plan’s funded status improves.

**1.06 Administration**

The General Manager of Finance and Corporate Services for the City of Hamilton is the designated contact at the City for administrative purposes.

**1.07 Pooling of Assets**

For investment purposes, certain assets of the Plan are invested in units of the City of Hamilton Defined Benefit Plans Master Trust, along with certain assets of the Hamilton Street Railway Pension Plan (1994) and the Hamilton Municipal Retirement Fund.

Up to 2 % of Plan assets may be invested outside of the City of Hamilton Defined Benefit Plans Master Trust for operating expenses and liquidity purposes, in accordance with the parameters set out in Section 3.02 (c) and (e) of the City of Hamilton Defined Benefit Plans Master Trust SIPP. The provisions of the City of Hamilton Defined Benefit Plans Master Trust SIPP apply to the investment of these assets.

**1.08 Master Trust SIPP**

The Master Trust SIPP is the policy that should be followed while investing the pooled assets of the Hamilton-Wentworth Retirement Fund Pension Plan.

## **Appendix D – Compliance Reports**

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**The City of Hamilton Master Trust  
 Index Bond Manager**

**Compliance Report for the Quarter Ended \_\_\_\_\_  
 (date)**

		GUIDELINES	POLICY COMPLIED WITH  YES/NO *
<b>ASSET MIX (at Market Value)</b>		%	
<b>FIXED INCOME</b>	BONDS	100%	
<b>CASH</b>	SHORT-TERM & CASH	0%	
<b>CONSTRAINTS</b>			
<b>GENERAL</b>	Investment Policy Section 3.01 – General Guidelines		
<b>BONDS</b>	Investment Policy Section 3.02 (b) – Bonds		
<b>CASH</b>	Investment Policy Section 3.02 (c) – Cash		
<b>DERIVATIVES</b>	Investment Policy Section 3.02 (c) – Derivatives		
<b>OTHER</b>	Investment Policy Section 3.02 (e) – Other Investments		
<b>INDEX</b>	Investment Policy Section 3.02 (f) – Index Mandates		
<b>QUALITY REQUIREMENTS</b>	Investment Policy Section 3.03 – Minimum Quality Requirements		
<b>QUANTITY RESTRICTIONS</b>	Investment Policy Section 3.04 – Maximum Quantity Restrictions		
<b>PRIOR PERMISSION</b>	Investment Policy Section 3.05 – Prior Permission Required		
<b>PROHIBITED INVESTMENTS</b>	Investment Policy Section 3.06 – Prohibited Investments		
<b>SECURITIES LENDING</b>	Investment Policy Section 3.07 – Securities Lending		
<b>RESPONSIBILITIES</b>	Investment Policy Section 4.01 (b) – Delegation of Responsibilities – Investment Managers		
<b>STANDARDS OF PROFESSIONAL CONDUCT</b>	Investment Policy Section 4.04 - Standards of Professional Conduct		
<b>CONFLICTS OF INTEREST</b>	Investment Policy Section 5.01 - Conflicts of Interest		
<b>VOTING RIGHTS</b>	Investment Policy Section 5.08 - Voting Rights		

\* If policy not complied with, comment on specifics

**COMPLETED BY:** \_\_\_\_\_ **SIGNED BY:** \_\_\_\_\_

**The City of Hamilton Master Trust**  
**Index Equity Manager**

Compliance Report for the Quarter Ended \_\_\_\_\_  
(date)

		GUIDELINES	POLICY COMPLIED WITH  YES/NO *
<b>ASSET MIX (at Market Value)</b>		%	
<b>EQUITIES</b>			
	U.S.		
	EAFE		
	TOTAL FOREIGN		
<b>CASH</b>	SHORT-TERM & CASH		
<b>CONSTRAINTS</b>			
<b>GENERAL</b>	Investment Policy Section 3.01 – General Guidelines		
<b>EQUITIES</b>	Investment Policy Section 3.02 (a) – Canadian and Foreign Equities		
<b>CASH</b>	Investment Policy Section 3.02 (c) – Cash and Short Term Investments		
<b>DERIVATIVES</b>	Investment Policy Section 3.02 (d) – Derivatives		
<b>OTHER INVESTMENTS</b>	Investment Policy Section 3.02 (e) – Other Investments		
<b>INDEX</b>	Investment Policy Section 3.02 (f) – Index Mandates		
<b>QUALITY REQUIREMENTS</b>	Investment Policy Section 3.03 – Minimum Quality Requirements		
<b>QUANTITY RESTRICTIONS</b>	Investment Policy Section 3.04 – Maximum Quantity Restrictions		
<b>PRIOR PERMISSION</b>	Investment Policy Section 3.05 – Prior Permission Required		
<b>PROHIBITED INVESTMENTS</b>	Investment Policy Section 3.06 – Prohibited Investments		
<b>SECURITIES LENDING</b>	Investment Policy Section 3.07 – Securities Lending		
<b>BORROWING</b>	Investment Policy Section 3.08 – Borrowing		
<b>RESPONSIBILITIES</b>	Investment Policy Section 4.01 (b) – Delegation of Responsibilities – Investment Managers		
<b>STANDARDS OF PROFESSIONAL CONDUCT</b>	Investment Policy Section 4.04 - Standards of Professional Conduct		
<b>CONFLICTS OF INTEREST</b>	Investment Policy Section 5.01 - Conflicts of Interest		
<b>VOTING RIGHTS</b>	Investment Policy Section 5.08 - Voting Rights		

\* If policy not complied with, comment on specifics

**COMPLETED BY:** \_\_\_\_\_ **SIGNED BY:** \_\_\_\_\_

**The City of Hamilton Master Trust**  
**Active Bond Manager**

**Compliance Report for the Quarter Ended \_\_\_\_\_**  
**(date)**

		GUIDELINES	POLICY COMPLIED WITH  YES/NO *
<b>ASSET MIX (at Market Value)</b>		%	
<b>FIXED INCOME</b>	BONDS	100%	
<b>CASH</b>	SHORT-TERM & CASH	0%	
<b>CONSTRAINTS</b>			
<b>GENERAL</b>	Investment Policy Section 3.01 – General Guidelines		
<b>BONDS</b>	Investment Policy Section 3.02 (b) – Bonds		
<b>CASH</b>	Investment Policy Section 3.02 (c) – Cash		
<b>DERIVATIVES</b>	Investment Policy Section 3.02 (c) – Derivatives		
<b>OTHER</b>	Investment Policy Section 3.02 (e) – Other Investments		
<b>INDEX</b>	Investment Policy Section 3.02 (f) – Index Mandates		
<b>QUALITY REQUIREMENTS</b>	Investment Policy Section 3.03 – Minimum Quality Requirements		
<b>QUANTITY RESTRICTIONS</b>	Investment Policy Section 3.04 – Maximum Quantity Restrictions		
<b>PRIOR PERMISSION</b>	Investment Policy Section 3.05 – Prior Permission Required		
<b>PROHIBITED INVESTMENTS</b>	Investment Policy Section 3.06 – Prohibited Investments		
<b>SECURITIES LENDING</b>	Investment Policy Section 3.07 – Securities Lending		
<b>RESPONSIBILITIES</b>	Investment Policy Section 4.01 (b) – Delegation of Responsibilities – Investment Managers		
<b>STANDARDS OF PROFESSIONAL CONDUCT</b>	Investment Policy Section 4.04 - Standards of Professional Conduct		
<b>CONFLICTS OF INTEREST</b>	Investment Policy Section 5.01 - Conflicts of Interest		
<b>VOTING RIGHTS</b>	Investment Policy Section 5.08 - Voting Rights		

\* If policy not complied with, comment on specifics

**COMPLETED BY:** \_\_\_\_\_ **SIGNED BY:** \_\_\_\_\_

**The City of Hamilton Master Trust**  
**Active Equity Manager**

Compliance Report for the Quarter Ended \_\_\_\_\_  
 (date)

		GUIDELINES	POLICY COMPLIED WITH  YES/NO *
<b>ASSET MIX (at Market Value)</b>		%	
<b>EQUITIES</b>	CANADIAN		
	U.S.		
	EAFE		
	TOTAL FOREIGN		
<b>CASH</b>	SHORT-TERM & CASH		
<b>CONSTRAINTS</b>			
<b>GENERAL</b>	Investment Policy Section 3.01 – General Guidelines		
<b>EQUITIES</b>	Investment Policy Section 3.02 (a) – Canadian and Foreign Equities		
<b>CASH</b>	Investment Policy Section 3.02 (c) – Cash and Short Term Investments		
<b>DERIVATIVES</b>	Investment Policy Section 3.02 (d) – Derivatives		
<b>OTHER INVESTMENTS</b>	Investment Policy Section 3.02 (e) – Other Investments		
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<b>PRIOR PERMISSION</b>	Investment Policy Section 3.05 – Prior Permission Required		
<b>PROHIBITED INVESTMENTS</b>	Investment Policy Section 3.06 – Prohibited Investments		
<b>SECURITIES LENDING</b>	Investment Policy Section 3.07 – Securities Lending		
<b>BORROWING</b>	Investment Policy Section 3.08 – Borrowing		
<b>RESPONSIBILITIES</b>	Investment Policy Section 4.01 (b) – Delegation of Responsibilities – Investment Managers		
<b>STANDARDS OF PROFESSIONAL CONDUCT</b>	Investment Policy Section 4.04 - Standards of Professional Conduct		
<b>CONFLICTS OF INTEREST</b>	Investment Policy Section 5.01 - Conflicts of Interest		
<b>VOTING RIGHTS</b>	Investment Policy Section 5.08 - Voting Rights		

\* If policy not complied with, comment on specifics

**COMPLETED BY:** \_\_\_\_\_ **SIGNED BY:** \_\_\_\_\_





Hamilton

**GOVERNANCE REVIEW SUB-COMMITTEE  
REPORT 23-001**

**Monday, March 27, 2023**

**1:30 p.m.**

**Council Chambers**

**Hamilton City Hall**

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**Present:** Councillors T. Hwang (Chair), B. Clark, J.P. Danko, C. Kroetsch, N. Nann, and M. Wilson

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**THE GOVERNANCE REVIEW SUB-COMMITTEE PRESENTS REPORT 23-001 AND RESPECTFULLY RECOMMENDS:**

**1. Appointment of Chair and Vice-Chair**

- (a) That Councillor Tammy Hwang be appointed Chair of the Governance Review Committee for 2022-2026.

For further disposition of this matter, refer to Item (a)(i).

- (b) That Councillor Cameron Kroetsch be appointed Vice-Chair of the Governance Review Committee for 2022-2026.

For further disposition of this matter, refer to Item (a)(ii).

**2. Feedback from the Advisory Committees on the Code of Conduct for Local Boards (FCS23032) (Item 9.1)**

- (a) That Report FCS23032, respecting Feedback from the Advisory Committees on the Code of Code of Conduct for Local Boards, be received.
- (b) That the Integrity Commissioner for the City of Hamilton be invited to appear before the General Issues Committee, preferably before May 1, 2023, to address concerns raised by the Advisory Committees respecting the Code of Conduct for Local Boards and to discuss:
- (i) a process for receiving and integrating feedback from Advisory Committees to Code of Conduct for Local Boards; and

- (ii) how training may be conducted in a more cost-effective manner; and
  - (c) That staff be directed to obtain feedback and recommendations from the Advisory Committees who are noted as “received without comment” and “have not met to review” in Appendix B to Report FCS23032, and report back to Governance by the end of May 2023.
- 3. **Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards (FCS23034) (Item 10.1)**
  - (a) That consideration of the Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards be deferred until such time as there has been a report back from City staff to the April 6, 2023 meeting of the Audit, Finance and Administration Committee about how feedback has been incorporated;
  - (b) That staff be directed to obtain feedback and recommendations from the Advisory Committees who are noted as “received without comment” and “have not met to review” in Appendix C to Report FCS23034, and report back to Governance by the end of May 2023.
  - (c) That the Corporate Policy, Hamilton City Council – Appointment of Citizens to the City’s Local Boards attached as Appendix ‘A’ to Governance Review Sub-Committee Report 23-001, be approved.
- 4. **2024 and 2025 Committee / Council Meeting Calendars (FCS23048) (Item 10.2)**
  - (a) That the 2024 Committee / Council Meeting Calendar, attached as Appendix ‘B’ to Governance Review Sub-Committee Report 23-001, be approved; and
  - (b) That the 2025 Committee / Council Meeting Calendar, attached as Appendix ‘C’ to Governance Review Sub-Committee Report 23-001, be approved.
- 5. **Amendments to the Procedural By-law 21-021 respecting the Board of Health Standing Committee (FCS23031) (City Wide) (Item 10.3)**
  - (a) That By-law 21-021, A By-Law To Govern The Proceedings of Council and Committees of Council, as Amended, be **amended** to reflect the Board of Health Standing Committee’s name change to the **Public Health Committee**, as follows:
    - (i) the Board of Health Terms of Reference (Appendix ‘B’ to By-law 21-021, as amended), be **amended**, as follows:
      - (a) Title: **Public Health Committee**

- (b) Composition: The **Public Health Committee** shall be comprised of all 16 members of Council
- (c) *Specific duties shall include:*
  - To consider recommendations of any Sub-Committees and/or Task Forces which report directly to the **Public Health Committee**
  - To consider Citizen Committee Report recommendations of any Advisory Committee which reports directly to the **Public Health Committee**

- (ii) Section 5.1 “Standing Committees” be **amended**, as follows:

### **5.1 Standing Committees**

The Standing Committees that report directly to Council shall be as follows:

- (b) **Public Health Committee**

- (iii) Section 5.2 “Appointment of Committee Chairs and Vice Chairs” be **amended**, as follows:

### **5.2 Appointment of Committee Chairs and Vice Chairs**

- (2) Despite subsections 5.2(1)(a) and (b):

- (a) the Mayor shall stand as Chair for the term of Council for the **Public Health Committee**; and

- (3) The **Public Health Committee** shall recommend to Council the appointment of a Vice Chair in accordance with 5.2(1). Despite subsection 5.2(1)(a) and (b), the Vice Chair shall stand as Vice Chair for the term of Council for the **Public Health Committee**.

- (iv) Section 5.3 “Standing Committee Membership” be **amended**, as follows:

### **5.3 Standing Committee Membership**

- (1) General Issues Committee and **Public Health Committee** shall be comprised of all Members of Council.

(6) Each Member of Council shall sit on a minimum of 2 Standing Committees, in addition to the **Public Health Committee** and General Issues Committee.

(v) Section 5.6 “Standing Committee Meeting Times” be **amended**, as follows:

### **5.6 Standing Committee Meeting Times**

(1) Unless otherwise decided by Council, scheduled meetings of the Standing Committees will be as follows:

(a) (ii) **Public Health Committee** shall meet at least once per month commencing at 9:30 a.m.;

(b) That By-law 21-021, A By-Law To Govern The Proceedings of Council and Committees of Council, as Amended, be **amended** to confirm applicability of the Procedure By-law when Council operates and functions as the Board of Health for the City of Hamilton, as follows:

(i) Section 3 “Council Meetings” be **amended** by adding the following new sub-section 3.15 “Board of Health Meetings” and renumbering the remaining sub-sections accordingly:

### **3.15 Board of Health Meetings**

Where Council is exercising the jurisdiction of a Board of Health under the Health Protection and Promotion Act, 1990:

(a) Council shall meet as necessary to complete such business as would normally be completed by a Board of Health and as required pursuant to the Health Protection and Promotion Act, 1990 and its Regulations, any Public Health Standards published by the Minister, and any other applicable law including municipal by-laws and policies governing a Board or Health; and

(b) the Mayor and Clerk are authorized, upon approval by Council operating as a Board of Health, to sign any necessary resolutions.

(c) That the draft By-law attached as Appendix ‘A’ to Report FCS23031, respecting amendments to By-law 21-021, A By-Law To Govern The Proceedings of Council and Committees of Council, be enacted by Council.

**6. Fixing Long-Term Care Act – Governance Requirements (FCS23033 / HSC23025) (Item 10.4)**

- (a) That in accordance with the requirements of the *Fixing Long-Term Care Act, 2021* and Ontario Regulation 246/22 (as amended) which requires the municipality to establish a committee of management, and the corresponding qualifications for same, from among members of council for its Long Term Care Homes, that the Emergency and Community Services Committee comprised of members of Council who have completed the required screening measures as mandated in the legislation shall be the Committee of Management for the City of Hamilton's Long Term Care Homes; and
- (b) That the draft By-law attached as Appendix "D" to Governance Review Sub-Committee Report 23-001, respecting amendments to By-law 21-021, A By-law to Govern the Proceedings of Council and Committees of Council, to establish a Long-Term Care Homes Committee of Management for the City of Hamilton be enacted by Council.

**7. Code of Conduct and Conflict of Interest Education and Communications (HUR22011(a)/CM22018(a)) (City Wide) (Outstanding Business List Item) (Item 10.5)**

- (a) That City of Hamilton employees not be permitted to sell goods and services to the City, or to bid on City contracts unless there are specific circumstances where it can be demonstrated that employee bids are in the best interest of the organization. Circumstances that would give rise to an exemption may include, but are not limited to, contracts tendered during a declared state of emergency or contracts tendered to purchase products whereby the employee is the sole source (no other vendor provides the same or equivalent product).
- (b) That a review of a potential exemption, as outlined above, would be initiated through the following process:
  - (i) Employees will be required to submit a Code of Conduct Disclosure Form that outlines all perceived and real conflicts of interest.
  - (ii) Disclosure Forms will be reviewed to determine if any conflicts of interest should disqualify the employee from selling goods and services or from participating in the bid process, despite the extenuating circumstances.
  - (iii) Staff involved in reviewing Disclosure Forms and confirming that the extenuating circumstances exist will include Legal, Procurement and Human Resources.

- (iv) Any employee bids that are approved by Legal, Procurement and Human Resources due to extenuating circumstances, require City Manager approval when the value of the contract exceeds \$25,000.
- (c) It is further recommended, that notwithstanding any extenuating circumstances, employees would be precluded from consideration for an exemption for the following reasons:
  - (i) Access to confidential or proprietary information that could give them an unfair advantage in the bidding or sale process,
  - (ii) Direct or indirect involvement in the procurement process or the decision-making process by virtue of their position with the City.
- (d) That the Code of Conduct, Schedule D Outside Activity, attached as Appendix 'E' to Governance Review Sub-Committee Report 23-001, be approved, as amended with the recommendations noted above.
- (e) That this item be removed from the Governance Review Sub-Committee Outstanding Business List.

**8. Integrity Commissioner Contract Extension (FCS22074 (a)) (City Wide) (Outstanding Business List Item) (Item 10.6)**

- (a) That Council approve the extension to Contract C2-06-19, Provision of Services of an Integrity Commissioner and Lobbyist Registrar for the City of Hamilton from June 1, 2023 until **September 30, 2023** and that the City Clerk be authorized to negotiate, enter into and execute the extension and any ancillary documents required to give effect thereto with Principles Integrity, in a form satisfactory to the City Solicitor;
- (b) ***That staff be directed to take the alternative action set out in Report FCS22074 (a), attached as Appendix F to Governance Review Sub-Committee Report 23-001 to conduct a competitive procurement process to secure the services of an Integrity Commissioner and Lobbyist Registrar in accordance with the City's Procurement Policy By-Law 20-205, as amended, with the addition of the Auditor General as a member of the Selection Committee; and***
- (c) ***That Appendix G to Governance Review Sub-Committee Report 23-001, be approved.***

**9. Restructuring the Board of Health Standing Committee (Item 11.1)**

WHEREAS, Council, believes that the current composition of the City's Board of Health Standing Committee (recommendation to change name to "Public Health Committee" as per FCS23031) should be adjusted;

THEREFORE, BE IT RESOLVED:

- (a) That the composition of the Public Health Committee be approved as follows:
- (i) 6 members of Council;
  - (ii) 6 community health professionals (can be from either a regulated profession (i.e. doctor, nurse, social worker) or an unregulated profession (i.e. harm reduction worker, outreach worker, disability justice advocate); and
  - (iii) 1 education representative
- (b) That By-law No. 21-021, as amended, A By-Law to Govern the Proceedings of Council and Committees of Council (Procedural By-law), be **amended** as follows with the renumbering of the remaining sub-sections accordingly:
- (i) the definition of “Selection Committee”, be **amended** as follows:

“Selection Committee” means a Committee established by Council, comprised entirely of Members of Council, to interview and report back to Council on the appointment of citizen representatives to agencies, boards and Committees, and reports directly to Council, with the exception of the Hamilton Police Services Board Selection Committee for the recruitment of the one person appointed by resolution of council to the Hamilton Police Services Board which is comprised of six (6) community representatives and six (6) Council representatives with full voting privileges **and with the exception of the Public Health Committee Selection Committee for the recruitment of the 6 community health professionals and the 1 education representative which is comprised of six (6) members of Council and six (6) community representatives with full voting privileges.**
  - (ii) the Public Health Committee Terms of Reference (Appendix ‘B’ to By-law 21-021, as amended), be **amended**, as follows:
    - (a) The Public Health Committee shall be comprised of: ~~all 16 members of Council~~.
      - (i) 6 members of Council;
      - (ii) 6 community health professionals (can be from either a regulated profession (i.e. doctor, nurse, social worker) or an unregulated profession (i.e. harm reduction worker, outreach worker, disability justice advocate); and
      - (iii) 1 education representative
    - (iii) Section 5.2 “Appointment of Committee Chairs and Vice Chairs” be **amended**, as follows:

## 5.2 Appointment of Committee Chairs and Vice Chairs

(2) Despite subsections 5.2(1)(a) and (b):

~~(a) the Mayor shall stand as Chair for the term of Council for the Public Health Committee; and~~

(a) the Mayor may stand as the Chair of the General Issues Committee for the term of Council or the Chair of the General Issues Committee may be rotated amongst the Deputy Mayors.

~~(3) The Public Health Committee shall recommend to Council the appointment of a Vice Chair in accordance with 5.2(1). Despite subsection 5.2(1)(a) and (b), the Vice Chair shall stand as Vice Chair for the term of Council for the Public Health Committee.~~

(iv) Section 5.3 “Standing Committee Membership” be **amended**, as follows:

## 5.3 Standing Committee Membership

(1) General Issues Committee ~~and Public Health Committee~~ shall be comprised of all Members of Council.

(2) **Public Health Committee shall be comprised of 6 Members of Council, 6 community health professionals (can be from either a regulated profession (i.e. doctor, nurse, social worker) or an unregulated profession (i.e. harm reduction worker, outreach worker, disability justice advocate); and 1 education representative;**

(7) Each Member of Council shall sit on a minimum of **3** Standing Committees, in addition to the ~~Public Health Committee and~~ General Issues Committee.

(c) That the Selection Process for the appointment of the 6 community health professionals and the 1 education representative to the Public Health Committee, be approved, as follows:

(i) That the Public Health Committee Selection Committee for the recruitment of the 6 community health professionals (can be from either a regulated profession (i.e. doctor, nurse, social worker) or an unregulated profession (i.e. harm reduction worker, outreach worker, disability justice advocate); and the 1 education representative to the Public Health Committee, be comprised of the six (6) members of Council and six (6) community representatives;



- (ii) That the Greater Hamilton Health Network (GHHN), GHHN Health Equity Council, Hamilton Trans Health Coalition, Woman Abuse Working Group (WAWG), Refugee Newcomer Health, and the Hamilton Anti-Racism Resource Centre (HARRC) recommend the appointment of the six (6) community representatives on the Public Health Committee Selection Committee for the recruitment 6 community health professionals and the 1 education representative to the Public Health Committee for the 2022-2026 term of Council for Council's consideration;
- (iii) That the six (6) community representatives appointed to the Public Health Committee Selection Committee for the recruitment of 6 community health professionals and the 1 education representative to the Public Health Committee, be required to complete and adhere to a confidentiality agreement as well as the Code of Conduct for Local Boards.
- (iv) That the Corporate Policy - Hamilton City Council - Appointment of Citizens to the City's Agencies, Boards, Commissions, Advisory (Volunteer) Committees and Sub-Committees, be **amended**, by adding the following new sub-section 16 and renumbering the remaining sub-sections accordingly:

***Selection Process for the Appointment of the 6 community health professionals and the 1 education representative to the Public Health Committee***

- 16. Six (6) members of Council and six (6) community representatives are appointed to the Public Health Committee Selection Committee whose mandate will be to:
  - (i) Review applications for the appointment of the 6 community health professionals (can be from either a regulated profession (i.e. doctor, nurse, social worker) or an unregulated profession (i.e. harm reduction worker, outreach worker, disability justice advocate); to the Public Health Committee;
  - (ii) Shortlist the applicants with assistance of staff, where appropriate, based on the applicant information provided;
  - (iii) Request that the following Advisory Committees submit confidential interview questions:
    - (a) Hamilton Women and Gender Equity Advisory Committee

- (b) Indigenous Advisory Committee
  - (c) LGBTQ Advisory Committee
  - (d) Committee Against Racism Advisory Committee
  - (e) Advisory Committee for Persons with Disabilities
- (iv) Request that the Hamilton District School Board and the Hamilton Catholic District School Board nominate a candidate(s) as the 1 education representative to be appointed to the Public Health Committee for the Public Health Committee Selection Committee consideration;
- (v) Interview applicants and nominated candidates, if necessary, who have met the criteria (below), ensuring that they are not ineligible (below);

Preference will be given to applicants who meet the following criteria:

- a resident of, or owner of a business in, the City at least 18 years of age;
- an owner or tenant of land in the City, or the spouse of such a person;
- not employed by the City of Hamilton;
- interest or background in issues affecting municipal public health programs and services
- interest or skills in planning and policy development leading to a comprehensive municipal public health agenda that meets local community needs
- experience in organizational activities, such as committees, non-profit groups, voluntary societies, occupational associations skills in leadership and management
- experience in administration and budget development
- demonstrated skills in conflict management, negotiation and mediation
- ability to make a commitment to monthly involvement in Public Health Committee meetings and related committees or other activities
- a youthful perspective, defined as an individual in the 18-30 age range, a desired qualification for at least one public member
- a frontline worker perspective

**FOR INFORMATION:**

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

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

**5. COMMUNICATIONS**

5.2 Anne-Marie King, respecting Restructuring the Board of Health

Recommendation: Be received and referred to Item 11.1,  
Restructuring the Board of Health

**6. DELEGATION REQUESTS**

6.1 Restructuring the Board of Health

6.1 (c) Aznive Mallett, Advisory Committee for Persons with Disabilities  
(ACPD) (For today's meeting)

6.1 (d) Ruth Rodney (For today's meeting)

The March 27, 2023 Agenda of the Governance Review Sub-Committee was approved, as amended.

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

There were no declarations of interest.

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

**(i) September 9, 2022 (Item 4.1)**

The Minutes of the September 9, 2022 meeting of the Governance Review Sub-Committee were approved, as presented.

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

The following Communications were received and referred to the consideration of Item 11.1, Restructuring the Board of Health:

(i) Sim Sahota, respecting Restructuring the Board of Health (Item 5.1)

(ii) Anne-Marie King, respecting Restructuring the Board of Health (Added Item 5.2)

For further disposition of this matter, refer to Item 9.

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

The following Delegation Requests respecting the Restructuring of the Board of Health, were approved for today's meeting:

- (i) Kojo Dampsey, McMaster University (Item 6.1(a))
- (ii) Mark A. McNeil, Accessibility Hamilton Alliance (Item 6.1(b))
- (iii) Aznive Mallett, Advisory Committee for Persons with Disabilities (ACPD) (Added Item 6.1(c))
- (iv) Ruth Rodney (Added Item 6.1(d))

For further disposition of this matter, refer to Items 9 and (f)(i).

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

**(i) Delegations respecting Item 11.1, Restructuring the Board of Health**

The following delegations addressed the Committee respecting Item 11.1 - Restructuring the Board of Health:

- (a) Kojo Dampsey, McMaster University (Added Item 7.1)
- (b) Mark A. McNeil, Accessibility Hamilton Alliance (Added Item 7.2)
- (c) Aznive Mallett, Advisory Committee for Persons with Disabilities (ACPD) (Added Item 7.3)
- (d) Ruth Rodney (Added Item 7.4)

The following delegations, were received and referred to the consideration of Item 11.1 - Restructuring the Board of Health:

- (a) Kojo Dampsey, McMaster University (Added Item 7.1)
- (b) Mark A. McNeil, Accessibility Hamilton Alliance (Added Item 7.2)
- (c) Aznive Mallett, Advisory Committee for Persons with Disabilities (ACPD) (Added Item 7.3)
- (d) Ruth Rodney (Added Item 7.4)

For further disposition of this matter, refer to Item 9.

**(g) DISCUSSION ITEMS (Item 10)**

**(i) Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards (FCS23034) – REVISED (Item 10.1)**

The consideration of Report FCS23034, respecting the Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards, was deferred until after the Committee has considered the Code of Conduct for Local Boards matter.

For further disposition of this matter, refer to Items 3 and (g)(iii).

(ii) **2024 and 2025 Committee and Council Meeting Calendars (FCS23048)  
(Item 10.2)**

The following motion was defeated.

That consideration of Report FCS23048, respecting 2024 and 2025 Committee and Council Meeting Calendars, be deferred until after Council has completed its Strategic Planning process.

For further disposition of this matter, refer to Item 4.

(iii) **Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards (FCS23034) - REVISED (Item 10.1)**

The recommendations in Report FCS23034, respecting Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards, were *amended*, as follows:

~~(a) ***That the Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards, attached hereto as Appendix 'A', be approved; and***~~

(a) ***That consideration of the Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards is deferred until such time as there has been a report back from City staff to the April 6, 2023 meeting of the Audit, Finance and Administration Committee about how feedback has been incorporated;***

(b) ***That City staff continue to reach out to the Advisory Committees who are marked as "received without comment" and "have not met to review" in Appendix C to Report FCS23034, and report back to Governance by the end of May 2023.***

~~(b)~~(c) That the Corporate Policy, Hamilton City Council – Appointment of Citizens to the City's Local Boards attached as Appendix 'B' to Appendix 'A' to this report, be approved.

At the request of Committee, the amendments to Subsections (a) and (b) were voted on separately.

(a) ***That consideration of the Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards is deferred until such time as there has been a report back from City staff to the April 6, 2023 meeting of the Audit, Finance and Administration Committee about how feedback has been incorporated;***

- (b) ***That City staff continue to reach out to the Advisory Committees who are marked as “received without comment” and “have not met to review” in Appendix C to Report FCS23034, and report back to Governance by the end of May 2023.***

For further disposition of this matter, refer to Items 3 and (g)(i).

(h) **MOTIONS (Item 11)**

(i) **Budget Process Review (Item 10.1)**

WHEREAS, Ontario municipalities must prepare and adopt an annual budget that includes estimates of all of your municipality’s financial needs during the year (Sections 289 and 290 of the *Municipal Act, 2001*);

WHEREAS, budgets are powerful management tools. They help define levels of municipal services and identify how revenues will fund expenses. Budgeting involves prioritizing projects, programs and service levels in light of the available and potential financial resources;

WHEREAS, municipalities have flexibility regarding the format and level of detail of its budgets;

WHEREAS, while the operating and capital components of budgets are inter-related, some municipalities prepare them separately;

WHEREAS, Hamilton City Council approves 3 budgets annually (Water, Wastewater and Stormwater Rate Supported Budget, Tax Supported Capital Budget, and the Tax Supported Operating Budget);

WHEREAS, the City of Hamilton first embarked on multi-year budgeting in 2018 to help plan further out on day-to-day services and to provide justification for revenue and expenditure predications;

WHEREAS, City of Hamilton is dedicated to advancing and articulating City decision-making efforts by ensuring the process by which participants are provided information and are engaged is meaningful, clear, convenient, and accessible to all residents;

WHEREAS, City of Hamilton had two public delegation opportunities for residents to delegate either in-person or virtually during the 2023 budget process;

WHEREAS, City of Hamilton is currently creating a robust public engagement policy and administrative framework; and

WHEREAS, enhancing engagement throughout the budget process can inherently support high-level Term of Council Priorities including (1) Equity, Diversity and Inclusion; and (2) Trust and Confidence in City Government;

THEREFORE, BE IT RESOLVED:

- (a) Staff were requested to report back on best practices as it relates to the timing of approval of the municipal budget(s);
- (b) Staff was requested to report back on best practices that prioritize resident engagement including access to, understanding of and participation in budget setting;
- (c) Staff was requested to report back on what an equity-responsive climate budget might look like in terms of principles and framework;
- (d) Staff was requested to report back on the inter-relatedness of the operating and capital budget and the potential to transition to 2 annual budgets (Water, Wastewater and Stormwater Rate Supported Budget, and a Tax Supported Budget);
- (e) Staff within Financial Planning, Administration and Policy Division and Government Relations & Community Engagement Division were directed to work together to provide clear descriptions for the roles and responsibilities of Council, City staff, and the public in the City's public budget engagement processes through their report back;
- (f) Staff was directed to report back on ways to make the annual budget accessible, using clearing writing principles, and relevant throughout the year to provide updates on current budget status and updated council decisions to highlight budget impacts and decisions made by Council;
- (g) Staff was requested to report back on a process that will accelerate and consolidate the time allocated for budget presentations and Council's budget deliberations, with an emphasis on achieving long-term financial planning, transparency, strategic planning and continuous budget improvement; and
- (h) Staff was directed to report back on the above direction with a goal to transition to a new budget process for the 2025 budget year.

**(j) ADJOURNMENT (Item 15)**

There being no further business, the Governance Review Sub-Committee meeting was adjourned at 6:06 p.m.

Respectfully submitted,

Councillor T, Hwang, Chair  
Governance Review Sub-Committee

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk



<b>Corporate Policy</b> <b>Hamilton City Council –</b> <b>Appointment of Citizens to the City’s</b> <b>Local Boards</b>		<b>Policy Alignment: <i>Municipal Act 2001, as amended</i></b>  <b>Council Approved: March 2017</b> <b>Revisions: September 18, 2018, December 15, 2021, July 8, 2022, August 12, 2022, September 28, 2022 and March 29, 2023</b>
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## Purpose

The City of Hamilton recognizes the importance and value of involving residents to help shape City projects, policies and initiatives. Engaging residents on issues that affect their lives and their City is a vital component of a well-functioning democratic society and is a key priority of the City’s 25-year Community Vision. Hamilton is committed to creating and nurturing a City that is welcoming and inclusive where citizens of all ages, backgrounds, and abilities have the chance to participate in meaningful engagement opportunities.

The purpose of this policy is to outline the process to appoint citizens to the City’s Agencies, Boards, Commissions, Advisory Committees and Sub-Committees, including:

- The eligibility criteria
- Public Notice
- Recruitment
- Public information sessions
- Description of the selection process for:
  - o Local Boards (excluding Advisory Committees)
  - o Advisory Committees (excluding the Hamilton Indigenous Advisory Committee)
  - o the one Citizen Appointment to the Hamilton Police Services Board
  - o the Hamilton Indigenous Advisory Committee
  - o Local Boards Established during the Term of Council
- Selection Committee & Interview Sub-Committee Guiding Principles
- Description of the Interview Process
- The Roles and Responsibilities Appointed Citizens
- Appointment at Pleasure of Council
- The Filling of Vacancies during the Term of Council

## Eligibility

1. The Selection Process is open to all residents and business owners of the City of Hamilton who are at least 18 years of age, unless otherwise stated (Note: Additional requirements may be requested by the individual Local Board, if they are governed by separate legislation, policies or mandates);
2. City Council wishes to ensure that its Local Boards reflect the diverse nature of the City of Hamilton’s population and encourages all residents to apply for appointment opportunities.
3. The Agencies, Boards, Commissions, Advisory (Volunteer) Committees and Sub-Committees should reflect the diversity of the City of Hamilton’s population, and are committed to being inclusive and equitable for all involved. All residents are encouraged to apply for appointment opportunities.

<b>Corporate Policy Hamilton City Council – Appointment of Citizens to the City's Local Boards</b>		<b>Policy Alignment: <i>Municipal Act 2001, as amended</i></b>  <b>Council Approved: March 2017</b> <b>Revisions: September 18, 2018, December 15, 2021, July 8, 2022, August 12, 2022, September 28, 2022 and March 29, 2023</b>
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## ***Public Notice***

4. The City Clerk's Office advertises for citizen member vacancies on the City's Local Boards in the Hamilton Spectator and/or relevant Community Newspapers, on the City's website and through other appropriate methods.

## ***Recruitment***

5. Citizen membership on all of the City's Local Boards, with the exception of those terms of office defined by Provincial or Federal legislation, will be to serve for a period of up to four years, which coincides with the Term of Council.
6. Citizens are permitted to apply for membership on no more than two (2) of the City's Local Boards.
7. Applications and information regarding the City's Local Boards (i.e. Roles, Responsibilities and Expectations of New Members, Terms of Reference, Mandate, approximate number of meetings per year, etc.) are made available at the City Clerk's Office, at all Municipal Service Centre locations and on the City's website ([www.hamilton.ca](http://www.hamilton.ca)). The City will provide accommodation for applicants in all aspects of the selection process, up to the point of undue hardship. If you have an accommodation need, please contact [clerk@hamilton.ca](mailto:clerk@hamilton.ca) as soon as possible to make appropriate arrangements;
8. Completed application forms are to be returned to the City Clerk's Office or any of the Municipal Service Centres by the application deadline as set out in the advertised Public Notice. Applications received after the deadline will not be considered for appointment.
9. Completed applications may be submitted to the City Clerk's Office by one of the following methods:
  - (a) Online Application Process on the City's website;
  - (b) Hand delivered or mailed to the Office of the City Clerk, 1<sup>st</sup> Floor, 71 Main Street West, Hamilton, Ontario, L8P 4Y5;
  - (c) Delivered to any Municipal Service Centre;
  - (d) Scanned and forwarded via e-mail to the contact person listed in the Advertisement; or,
  - (e) By Facsimile Transmission at (905) 546-2095

<b>Corporate Policy</b> <b>Hamilton City Council –</b> <b>Appointment of Citizens to the City’s</b> <b>Local Boards</b>	 <b>Hamilton</b>	<b>Policy Alignment: <i>Municipal Act 2001, as amended</i></b>  <b>Council Approved: March 2017</b> <b>Revisions: September 18, 2018,</b> <b>December 15, 2021, July 8, 2022, August 12, 2022, September 28, 2022 and March 29, 2023</b>
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10. Applications shall be kept on file by the City Clerk’s Office for the Term of Council. In the event of a vacancy, the Selection Committee or Interview Sub-Committee may consider interviewing applicants whose applications are on file for the current term, and the appointment would be for the balance of the current Council term.
11. Incumbents who are eligible and willing to seek reappointment to a Local Board must reapply in the same manner as other applicants.

### ***Public Information Session(s)***

12. A Public Information Session(s) is scheduled during the beginning of the initial recruitment process (end of the previous Term of Council) and although attendance is not mandatory, attendance is strongly encouraged for new applicants.

At the Information Session(s), citizens are provided with information regarding the City’s Local Boards and are afforded the opportunity to ask questions of the Staff Liaisons.

Interested citizens may also fill out and submit an application during the Information Session(s).

### ***Selection Process for Local Boards (excluding Advisory Committees)***

13. A minimum of five (5) members of Council are appointed to the Selection Committee whose mandate will be to:
  - (i) Review citizen member applications for the City’s local boards (excluding Advisory Committees);
  - (ii) Applicants are shortlisted with assistance of staff, where appropriate, based on information provided in the application;
  - (iii) Interview candidates as deemed appropriate by the Selection Committee;
  - (iv) Make recommendations to City Council for the appointment of citizens to the various local boards (excluding Advisory Committees).

<b>Corporate Policy</b> <b>Hamilton City Council –</b> <b>Appointment of Citizens to the City’s</b> <b>Local Boards</b>	 <b>Hamilton</b>	<b>Policy Alignment: <i>Municipal Act 2001, as amended</i></b>  <b>Council Approved: March 2017</b> <b>Revisions: September 18, 2018,</b> <b>December 15, 2021, July 8, 2022, August 12, 2022, September 28, 2022 and March 29, 2023</b>
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### ***Selection Process for Advisory Committees (excluding the Hamilton Indigenous Advisory Committee)***

14. A minimum of two (2) members of each Standing Committee (plus alternates, where applicable) are appointed to the respective Standing Committee Interview Sub-Committee whose mandate will be to:
- (i) Review citizen member applications for the City’s Advisory Committees (excluding the Hamilton Indigenous Advisory Committee);
  - (ii) Applicants are shortlisted with assistance of staff, where appropriate, based on information provided in the application;
  - (iii) Interview candidates as deemed appropriate by the respective Standing Committee Interview Sub-Committee;
  - (iv) Make recommendations to the respective Standing Committee for the appointment of citizen members to the various Advisory Committees (excluding the Hamilton Indigenous Advisory Committee). These recommendations are ratified by Council.

### ***Selection Process for the one Citizen Appointment to the Hamilton Police Services Board***

15. Six (6) members of Council and six (6) community representatives are appointed to the Hamilton Police Services Board Selection Committee whose mandate will be to:
- (i) Review applications for the one citizen appointment to the Hamilton Police Services Board;
  - (ii) Shortlist the applicants with assistance of staff, where appropriate, based on the applicant information provided;
  - (iii) Request that the Hamilton Police Service as well as the following Advisory Committees submit confidential interview questions:
    - (a) Hamilton Women and Gender Equity Advisory Committee
    - (b) Indigenous Advisory Committee
    - (c) LGBTQ Advisory Committee
    - (d) Committee Against Racism Advisory Committee

## (e) Advisory Committee for Persons with Disabilities

<b>Corporate Policy</b> <b>Hamilton City Council –</b> <b>Appointment of Citizens to the City’s</b> <b>Local Boards</b>	 Hamilton	<b>Policy Alignment: <i>Municipal Act 2001, as amended</i></b>  <b>Council Approved: March 2017</b> <b>Revisions: September 18, 2018, December 15, 2021, July 8, 2022, August 12, 2022, September 28, 2022 and March 29, 2023</b>
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- (iv) Interview applicants who have met the criteria (below), ensuring that they are not ineligible (below);

Preference will be given to applicants who meet the following criteria:

- a resident of, or owner of a business in, the City;
- an owner or tenant of land in the City, or the spouse of such a person;
- a Canadian citizen, at least 18 years of age;
- not a member of the Legislative Assembly, the Senate, House of Commons, or an elected official of the City;
- not a Crown employee, nor an employee of a municipality;
- not otherwise disqualified from holding office or voting;
- of good character (applicants will be required to provide authorization to the Police Service to conduct a comprehensive background check);
- a demonstrated history of community service i.e., previous experience on Boards or Committees;
- able to devote up to 20 to 25 hours per month to Police Board matters, including availability during normal business hours;
- skills or leadership in a business or a profession, which demonstrates ability to work effectively as a member of the Board; and,
- specific knowledge, training, education or experience, which may be an asset to the Board.

The following persons are ineligible to be a citizen appointee to the Board:

- a member of City Council;
- an employee of the City of Hamilton;
- a Judge or a Justice of the Peace;
- a police officer; or,
- a person who practices criminal law as a defense counsel.

- (v) Submit two (2) preferred candidate(s) to Council for consideration for the appointment of one person to the Hamilton Police Services Board.

### ***Selection Process for the Hamilton Indigenous Advisory Committee***

16. The local Hamilton Indigenous Community leadership, will recommend to Council the appointment of residents from the Hamilton Indigenous community, to sit on the Hamilton Indigenous Advisory Committee.

<b>Corporate Policy</b> <b>Hamilton City Council –</b> <b>Appointment of Citizens to the City’s</b> <b>Local Boards</b>	 <b>Hamilton</b>	<b>Policy Alignment: <i>Municipal Act 2001, as amended</i></b>  <b>Council Approved: March 2017</b> <b>Revisions: September 18, 2018,</b> <b>December 15, 2021, July 8, 2022, August 12, 2022, September 28, 2022 and March 29, 2023</b>
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### ***Selection Process for Local Boards Established during the Term of Council***

17. When a local board is established during the Term of Council, the respective process outlined in Section 12 and 13 will be followed.

### ***Selection Committee & Interview Sub-Committee Guiding Principles***

18. The Selection Committee and Interview Sub-Committees are committed to fulfilling the recruitment and selection of its citizens to the City’s Local Boards in an open, transparent and equitable manner.
19. The Selection Committee and Interview Sub-Committees are committed to a public recruitment process which is communicated well in advance and which encourages a broad range and diverse participation of citizens, free of barriers.
20. The Selection Committee and Interview Sub-Committees are committed to a competitive recruitment process which seeks suitable candidates evaluated on interest, merit and related competencies.
21. The Selection Committee and Interview Sub-Committees are committed to unbiased decision making essential to a fair and impartial selection process.

### ***Interview Process***

22. The Selection Committee or Interview Sub-Committee may, at its discretion, with the assistance of staff, shortlist candidates using the following criteria:
- (i) Related skills, abilities and knowledge competencies;
  - (ii) Lived experience as described by the applicant; and,
  - (iii) Number of citizens who applied for vacancy(ies).
23. Interviews will be conducted, where required, with those applicants who are most suited to serve on a City’s Local Board, being notified verbally or by e-mail by the City Clerk’s office of the interview date and time, which will be approximately ten (10) minutes in length.
24. Interview questions will be developed by staff in relation to the mandated role of the Local Board in consultation with the City Clerk’s Office.

25. Successful applicants will be notified in writing by the City Clerk's Office once their appointment has been approved by Council.

<b>Corporate Policy Hamilton City Council – Appointment of Citizens to the City's Local Boards</b>	 Hamilton	<b>Policy Alignment: <i>Municipal Act 2001, as amended</i></b>  <b>Council Approved: March 2017</b> <b>Revisions: September 18, 2018, December 15, 2021, July 8, 2022, August 12, 2022, September 28, 2022 and March 29, 2023</b>
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26. In some circumstances, applicants may be required to have background checks.
27. One Legislative Coordinator and the Staff Liaison to the Local Board, shall attend the interviews and serve as a resource person.

### ***Roles and Responsibilities of Appointed Citizen Members of the City's Local Boards***

28. Citizen members of the City's Local Boards are encouraged to make themselves familiar with the Terms of Reference, the Roles, Responsibilities and Expectations of New Members and mandated activities of the Local Board to which they are making application to.
29. Citizen members of the City's Local Boards:
- (i) are required to attend and participate fully in the meetings;
  - (i) who miss more than three consecutive (3) meetings during their term, the Chair, after hearing and considering any explanation provided by the member, may ask the member to resign, or request that Council remove the member;
  - (ii) upon appointment and prior to attending the first meeting, are required to sign an Acknowledgement Form (page 30 of the Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards). Such declaration will remain on file in the Office of the City Clerk for the duration of the citizen's appointment;
  - (iv) are bound by the *Municipal Conflict of Interest Act* found at the following link: <https://www.ontario.ca/laws/statute/90m50> and explained further under section 'Conflicts of Interest' in the Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards; and
  - (v) are to comply with the Code of Conduct for Local Boards (attached as Appendix "B" to the Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards).

### ***Appointment at Pleasure of Council***

30. Despite the set term of appointment of up to 4 years or until a successor is appointed, all citizen members are appointed at the pleasure of City Council and City Council retains the right to remove any citizen appointed member at any time and for any reason, unless legislation provides otherwise.

<p><b>Corporate Policy Hamilton City Council – Appointment of Citizens to the City’s Local Boards</b></p>		<p><b>Policy Alignment: <i>Municipal Act 2001, as amended</i></b></p> <p><b>Council Approved: March 2017</b>  <b>Revisions: September 18, 2018, December 15, 2021, July 8, 2022, August 12, 2022, September 28, 2022 and March 29, 2023</b></p>
<p>Policy No: #</p>		<p>Page 8 of 8</p>

***Filling of Vacancies***

31. Vacancies on the City’s Local Boards can occur throughout the Term of Council, due to a member’s resignation, should a vacancy occur during the Term of Council, the following process will be followed:
- (i) The Committee member who is resigning shall do so formally in writing by providing a completed and signed copy of the Local Board Member Resignation Form (attached as Appendix “C” to the Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards) or an email to the committee’s Staff Liaison, who will forward the form or the email to the appropriate Legislative Coordinator, in the City Clerk’s office, stating which Local Board the Committee member is resigning from and general reasons why (the inclusion of private/personal information is not required).
  - (ii) The Local Board Member’s Resignation Form or email will be:
    - (a) placed on the respective Standing Committee’s agenda to be formally received by the Committee; or
    - (b) placed on the Council Agenda, (due to time sensitivity) to be formally received by Council; and forwarded to the Selection Committee or Interview Sub-Committee for review.
  - (iii) Requests for the removal of a member by the Chair due to the member’s absences from more than three consecutive (3) meetings during their term, will be approved by the local board and presented to Council and forwarded to the Selection Committee or Interview Sub-Committee for review.
  - (iv) The Selection Committee or respective Interview Sub-Committee will consider whether to fill the vacancy from those applicants who applied in the initial call for applications, or to re-advertise.
  - (v) If the vacancy occurs within 12 months of the end of the Term of Council, and there are insufficient applicants on file to fill the vacancy, the vacancy will not be filled, and the quorum of the Local Board will be adjusted accordingly.



Appendix 'B' to Governance Review Sub-Committee Report 23-001

January 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 NEW YEAR'S DAY	2	3	4	5	6
<b>NO MEETINGS – PLEASE DO NOT USE</b>						
7	8	9	10	11	12	13
14	15 BOH – 9:30 a.m. PW – 1:30 p.m.	16 Planning – 9:30 a.m.	17 GIC – 9:30 a.m.	18 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	19	20
21	22	23	24 COUNCIL 9:30 a.m.	25	26	27
28	29	30	31			

- GIC = General Issues Committee      AF&A = Audit, Finance & Administration
- PW = Public Works Committee          E&CS = Emergency & Community Services
- Planning = Planning Committee      BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

**Appendix 'B' to Governance Review Sub-Committee Report 23-001  
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**February 2024**

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 BOH – 9:30 a.m. PW – 1:30 p.m.	6 Planning – 9:30 a.m.	7 GIC – 9:30 a.m.	8 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	9	10
11	12	13	14 COUNCIL 9:30 a.m.	15	16	17
18	19 FAMILY DAY	20 PW – 1:30 p.m.	21 GIC – 9:30 a.m.	22 AF&A – 9:30 a.m. <i>If required</i> E&CS – 1:30 p.m. <i>If required</i>	23 Planning – 9:30 a.m.	24
25	26	27	28 COUNCIL 9:30 a.m.	29		

GIC = General Issues Committee      AF&A = Audit, Finance & Administration  
 PW = Public Works Committee      E&CS = Emergency & Community Services  
 Planning = Planning Committee      BOH = Board of Health

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Appendix 'B' to Governance Review Sub-Committee Report 23-001  
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**March 2024**

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5	6	7	8	9
	<b>NO MEETINGS – PLEASE DO NOT USE</b>					
10	11	12	13	14	15	16
	<b>MARCH BREAK</b>		<b>MARCH BREAK</b>		<b>MARCH BREAK</b>	
17	18	19	20	21	22	23
	BOH – 9:30 a.m. PW – 1:30 p.m.	Planning – 9:30 a.m.	GIC – 9:30 a.m.	AF&A – 9:30 a.m. E&CS – 1:30 p.m.		
24/31	25	26	27	28	29	30
			<b>COUNCIL 9:30 a.m.</b>		<b>GOOD FRIDAY</b>	

- |          |   |                          |      |   |                                 |
|----------|---|--------------------------|------|---|---------------------------------|
| GIC      | = | General Issues Committee | AF&A | = | Audit, Finance & Administration |
| PW       | = | Public Works Committee   | E&CS | = | Emergency & Community Services  |
| Planning | = | Planning Committee       | BOH  | = | Board of Health                 |

**All meetings will be held in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor**

Appendix 'B' to Governance Review Sub-Committee Report 23-001

April 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 <b>EASTER MONDAY</b>	2 BOH – 9:30 a.m. PW – 1:30 p.m.	3 GIC – 9:30 a.m.	4 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	5 Planning – 9:30 a.m.	6
7	8	9	10 COUNCIL 9:30 a.m.	11	12	13
14	15 PW – 1:30 p.m.	16 Planning – 9:30 a.m.	17 GIC – 9:30 a.m.	18 AF&A – 9:30 a.m. <i>If required</i> E&CS – 1:30 p.m. <i>If required</i>	19	20
21	22	23	24 COUNCIL 9:30 a.m.	25	26	27
28	29 BOH – 9:30 a.m. PW – 1:30 p.m.	30 Planning – 9:30 a.m.				

GIC = General Issues Committee

PW = Public Works Committee

Planning = Planning Committee

AF&A = Audit, Finance & Administration

E&CS = Emergency & Community Services

BOH = Board of Health

**Appendix 'B' to Governance Review Sub-Committee Report 23-001**

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All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

Appendix 'B' to Governance Review Sub-Committee Report 23-001

May 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 GIC – 9:30 a.m.	2 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	3	4
5	6	7	8 COUNCIL 9:30 a.m.	9	10	11
12	13 PW – 1:30 p.m.	14 Planning – 9:30 a.m.	15 GIC – 9:30 a.m.	16 AF&A – 9:30 a.m. <i>If required</i> E&CS – 1:30 p.m. <i>If required</i>	17	18
19	20 VICTORIA DAY	21	22 COUNCIL 9:30 a.m.	23	24	25
26	27	28	29	30	31	

GIC = General Issues Committee

AF&A = Audit, Finance & Administration

PW = Public Works Committee

E&CS = Emergency & Community Services

Planning = Planning Committee

BOH = Board of Health

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Appendix 'B' to Governance Review Sub-Committee Report 23-001

June 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 BOH – 9:30 a.m. PW – 1:30 p.m.	4 Planning – 9:30 a.m.	5 GIC – 9:30 a.m.	6 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	7	8
9	10	11	12 COUNCIL 9:30 a.m.	13	14	15
16	17 PW – 1:30 p.m.	18 Planning – 9:30 a.m.	19 GIC – 9:30 a.m.	20 AF&A – 9:30 a.m. <i>If required</i> E&CS – 1:30 p.m. <i>If required</i>	21	22
23/30	24	25	26 COUNCIL 9:30 a.m.	27	28	29

- GIC = General Issues Committee      AF&A = Audit, Finance & Administration
- PW = Public Works Committee      E&CS = Emergency & Community Services
- Planning = Planning Committee      BOH = Board of Health

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Appendix 'B' to Governance Review Sub-Committee Report 23-001

July 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 CANADA DAY	2	3	4	5	6
7	8 GIC – 9:30 a.m.	9 Planning – 9:30 a.m.	10 BOH – 9:30 a.m. PW – 1:30 p.m.	11 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	12 COUNCIL 9:30 a.m.	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

- GIC = General Issues Committee      AF&A = Audit, Finance & Administration
- PW = Public Works Committee      E&CS = Emergency & Community Services
- Planning = Planning Committee      BOH = Board of Health

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**Appendix 'B' to Governance Review Sub-Committee Report 23-001  
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**August 2024**

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 <b>CIVIC HOLIDAY</b>	6	7	8	9	10
11	12 GIC – 9:30 a.m.	13 Planning – 9:30 a.m.	14 BOH – 9:30 a.m. PW – 1:30 p.m.	15 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	16 <b>COUNCIL</b> 9:30 a.m.	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

GIC = General Issues Committee      AF&A = Audit, Finance & Administration  
 PW = Public Works Committee      E&CS = Emergency & Community Services  
 Planning = Planning Committee      BOH = Board of Health

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**Appendix 'B' to Governance Review Sub-Committee Report 23-001  
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**September 2024**

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 <b>LABOUR DAY</b>	3 PW – 1:30 p.m. BOH – 9:30 a.m.	4 GIC – 9:30 a.m.	5 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	6 Planning – 9:30 a.m.	7
8	9	10	11 COUNCIL 9:30 a.m.	12	13	14
15	16 PW – 1:30 p.m.	17 Planning – 9:30 a.m.	18 GIC – 9:30 a.m.	19 AF&A – 9:30 a.m. <i>If required</i> E&CS – 1:30 p.m. <i>If Required</i>	20	21
22	23	24	25 COUNCIL 9:30 a.m.	26	27	28
29	30 BOH – 9:30 a.m. PW – 1:30 p.m.					

GIC = General Issues Committee      AF&A = Audit, Finance & Administration  
 PW = Public Works Committee      E&CS = Emergency & Community Services  
 Planning = Planning Committee      BOH = Board of Health

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Appendix 'B' to Governance Review Sub-Committee Report 23-001

October 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 Planning – 9:30 a.m.	2 GIC – 9:30 a.m.	3 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	4	5
6	7	8	9 COUNCIL 9:30 a.m.	10	11	12
13	14 THANKSGIVING	15 PW – 1:30 p.m.	16 GIC – 9:30 a.m.	17 AF&A – 9:30 a.m. <i>If required</i> E&CS – 1:30 p.m. <i>If Required</i>	18 Planning – 9:30 a.m.	19
20	21	22	23 COUNCIL 9:30 a.m.	24	25	26
27	28	29	30	31		

GIC = General Issues Committee      AF&A = Audit, Finance & Administration  
 PW = Public Works Committee      E&CS = Emergency & Community Services  
 Planning = Planning Committee      BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

Appendix 'B' to Governance Review Sub-Committee Report 23-001

November 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 BOH – 9:30 a.m. PW – 1:30 p.m.	5 Planning – 9:30 a.m.	6 GIC – 9:30 a.m.	7 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	8	9
10	11	12	13 COUNCIL 9:30 a.m.	14	15	16
17	18 PW – 1:30 p.m.	19 Planning – 9:30 a.m.	20 GIC – 9:30 a.m.	21 AF&A – 9:30 a.m. <i>If required</i> E&CS – 1:30 p.m. <i>If Required</i>	22	23
24	25	26	27 COUNCIL 9:30 a.m.	28	29	30

GIC = General Issues Committee      AF&A = Audit, Finance & Administration  
 PW = Public Works Committee      E&CS = Emergency & Community Services  
 Planning = Planning Committee      BOH = Board of Health

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Appendix 'B' to Governance Review Sub-Committee Report 23-001

December 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 BOH – 9:30 a.m. PW – 1:30 p.m.	3 Planning – 9:30 a.m.	4 GIC – 9:30 a.m.	5 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	6	7
8	9	10	11 COUNCIL 9:30 a.m.	12	13	14
15	16	17	18	19	20	21
22	23	24 CHRISTMAS EVE	25 CHRISTMAS DAY	26 BOXING DAY	27 SHUTDOWN	28
29	30 SHUTDOWN	31 NEW YEARS EVE!				

GIC = General Issues Committee

AF&A = Audit, Finance & Administration

PW = Public Works Committee

E&CS = Emergency & Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor unless otherwise noted.

Appendix 'C' to Governance Review Sub-Committee Report 23-001

January 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 NEW YEAR'S DAY	2 NO MEETINGS – PLEASE DO NOT USE	3	4
5	6	7	8	9	10	11
12	13 BOH – 9:30 a.m. PW – 1:30 p.m.	14 Planning – 9:30 a.m.	15 GIC – 9:30 a.m.	16 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	17	18
19	20	21	22 COUNCIL 9:30 a.m.	23	24	25
26	27	28	29	30	31	

- GIC = General Issues Committee      AF&A = Audit, Finance & Administration
- PW = Public Works Committee          E&CS = Emergency & Community Services
- Planning = Planning Committee        BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## Appendix 'C' to Governance Review Sub-Committee Report 23-001

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## February 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 BOH – 9:30 a.m. PW – 1:30 p.m.	4 Planning – 9:30 a.m.	5 GIC – 9:30 a.m.	6 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	7	8
9	10	11	12 COUNCIL 9:30 a.m.	13	14	15
16	17 FAMILY DAY	18 PW – 1:30 p.m.	19 GIC – 9:30 a.m.	20 AF&A – 9:30 a.m. If required E&CS – 1:30 p.m. If required	21 Planning – 9:30 a.m.	22
23	24	25	26 COUNCIL 9:30 a.m.	27	28	

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor



Appendix 'C' to Governance Review Sub-Committee Report 23-001  
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**March 2025**

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
	<b>NO MEETINGS – PLEASE DO NOT USE</b>					
9	10	11	12	13	14	15
	<b>MARCH BREAK</b>		<b>MARCH BREAK</b>		<b>MARCH BREAK</b>	
16	17	18	19	20	21	22
	BOH – 9:30 a.m. PW – 1:30 p.m.	Planning – 9:30 a.m.	GIC – 9:30 a.m.	AF&A – 9:30 a.m. E&CS – 1:30 p.m.		
23	24	25	26	27	28	29
			<b>COUNCIL 9:30 a.m.</b>			
30	31					
	BOH – 9:30 a.m. PW – 1:30 p.m.					

GIC = General Issues Committee  
PW = Public Works Committee

AF&A = Audit, Finance & Administration  
E&CS = Emergency & Community Services

**Appendix 'C' to Governance Review Sub-Committee Report 23-001**

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Planning = Planning Committee                      BOH = Board of Health

**All meetings will be held in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor**

Appendix 'C' to Governance Review Sub-Committee Report 23-001

April 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 Planning – 9:30 a.m.	2 GIC – 9:30 a.m.	3 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	4	5
6	7	8	9 COUNCIL 9:30 a.m.	10	11	12
13	14 PW – 1:30 p.m.	15 Planning – 9:30 a.m.	16 GIC – 9:30 a.m.	17 AF&A – 9:30 a.m. <i>If required</i> E&CS – 1:30 p.m. <i>If required</i>	18 GOOD FRIDAY	19
20	21 EASTER MONDAY	22	23 COUNCIL 9:30 a.m.	24	25	26
27	28 BOH – 9:30 a.m. PW – 1:30 p.m.	29 Planning – 9:30 a.m.	30 GIC – 9:30 a.m.			

GIC = General Issues Committee

AF&A = Audit, Finance & Administration

PW = Public Works Committee

E&CS = Emergency & Community Services

**Appendix 'C' to Governance Review Sub-Committee Report 23-001**

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

**May 2025**

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	2	3
4	5	6	7 COUNCIL 9:30 a.m.	8	9	10
11	12 PW – 1:30 p.m.	13 Planning – 9:30 a.m.	14 GIC – 9:30 a.m.	15 AF&A – 9:30 a.m. <i>If required</i> E&CS – 1:30 p.m. <i>If required</i>	16	17
18	19 VICTORIA DAY	20	21 COUNCIL 9:30 a.m.	22	23	24
25	26	27	28	29	30	31

GIC = General Issues Committee

AF&A = Audit, Finance & Administration

PW = Public Works Committee

E&CS = Emergency & Community Services

**Appendix 'C' to Governance Review Sub-Committee Report 23-001**

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Planning = Planning Committee

BOH = Board of Health

**All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor**

Appendix 'C' to Governance Review Sub-Committee Report 23-001

June 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 BOH – 9:30 a.m. PW – 1:30 p.m.	3 Planning – 9:30 a.m.	4 GIC – 9:30 a.m.	5 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	6	7
8	9	10	11 COUNCIL 9:30 a.m.	12	13	14
15	16 PW – 1:30 p.m.	17 Planning – 9:30 a.m.	18 GIC – 9:30 a.m.	19 AF&A – 9:30 a.m. <i>If required</i> E&CS – 1:30 p.m. <i>If required</i>	20	21
22	23	24	25 COUNCIL 9:30 a.m.	26	27	28
29	30					

GIC = General Issues Committee      AF&A = Audit, Finance & Administration  
 PW = Public Works Committee      E&CS = Emergency & Community Services  
 Planning = Planning Committee      BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

Appendix 'C' to Governance Review Sub-Committee Report 23-001

July 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 CANADA DAY	2	3	4	5
6	7 GIC – 9:30 a.m.	8 Planning – 9:30 a.m.	9 BOH – 9:30 a.m. PW – 1:30 p.m.	10 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	11 COUNCIL 9:30 a.m.	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

- GIC = General Issues Committee      AF&A = Audit, Finance & Administration
- PW = Public Works Committee      E&CS = Emergency & Community Services
- Planning = Planning Committee      BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

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**August 2025**

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 <b>CIVIC HOLIDAY</b>	5	6	7	8	9
10	11 GIC – 9:30 a.m.	12 Planning – 9:30 a.m.	13 BOH – 9:30 a.m. PW – 1:30 p.m.	14 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	15 <b>COUNCIL</b> 9:30 a.m.	16
17	18	19	20	21	22	23
24/31	25	26	27	28	29	30

GIC = General Issues Committee

AF&A = Audit, Finance & Administration

PW = Public Works Committee

E&CS = Emergency & Community Services

Planning = Planning Committee

BOH = Board of Health

**All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor**



Appendix 'C' to Governance Review Sub-Committee Report 23-001

September 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 LABOUR DAY	2 PW – 1:30 p.m. BOH – 9:30 a.m.	3 GIC – 9:30 a.m.	4 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	5 Planning – 9:30 a.m.	6
7	8	9	10 COUNCIL 9:30 a.m.	11	12	13
14	15 PW – 1:30 p.m.	16 Planning – 9:30 a.m.	17 GIC – 9:30 a.m.	18 AF&A – 9:30 a.m. <i>If required</i> E&CS – 1:30 p.m. <i>If Required</i>	19	20
21	22	23	24 COUNCIL 9:30 a.m.	25	26	27
28	29 BOH – 9:30 a.m. PW – 1:30 p.m.	30 Planning – 9:30 a.m.				

GIC = General Issues Committee      AF&A = Audit, Finance & Administration  
 PW = Public Works Committee      E&CS = Emergency & Community Services  
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All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor unless otherwise noted.

**Appendix 'C' to Governance Review Sub-Committee Report 23-001**

Appendix 'C' to Governance Review Sub-Committee Report 23-001

October 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 GIC – 9:30 a.m.	2 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	3	4
5	6	7	8 COUNCIL 9:30 a.m.	9	10	11
12	13 THANKSGIVING	14 PW – 1:30 p.m.	15 GIC – 9:30 a.m.	16 AF&A – 9:30 a.m. <i>If required</i> E&CS – 1:30 p.m. <i>If Required</i>	17 Planning – 9:30 a.m.	18
19	20	21	22 COUNCIL 9:30 a.m.	23	24	25
26	27	28	29	30	31	

GIC = General Issues Committee

AF&A = Audit, Finance & Administration

PW = Public Works Committee

E&CS = Emergency & Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

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November 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 BOH – 9:30 a.m. PW – 1:30 p.m.	4 Planning – 9:30 a.m.	5 GIC – 9:30 a.m.	6 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	7	8
9	10	11	12 COUNCIL 9:30 a.m.	13	14	15
16	17 PW – 1:30 p.m.	18 Planning – 9:30 a.m.	19 GIC – 9:30 a.m.	20 AF&A – 9:30 a.m. If required E&CS – 1:30 p.m. If Required	21	22
23/30	24	25	26 COUNCIL 9:30 a.m.	27	28	29

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor unless otherwise noted.

## Appendix 'C' to Governance Review Sub-Committee Report 23-001

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## December 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 BOH – 9:30 a.m. PW – 1:30 p.m.	2 Planning – 9:30 a.m.	3 GIC – 9:30 a.m.	4 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	5	6
7	8	9	10 COUNCIL 9:30 a.m.	11	12	13
14	15	16	17	18	19	20
21	22	23	24 CHRISTMAS EVE	25 CHRISTMAS DAY	26 BOXING DAY	27
28	29 SHUTDOWN	30 SHUTDOWN	31 NEW YEARS EVE!			

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor unless otherwise noted.

**Appendix 'C' to Governance Review Sub-Committee Report 23-001**

**Authority:** Item ,  
Report  
CM:  
Ward: City Wide

**Bill No.**

**CITY OF HAMILTON**

**BY-LAW NO.**

**A By-law to amend the Procedural By-law 21-021, to Establish a Long-Term Care Homes Committee of Management for the City of Hamilton**

**WHEREAS** the City of Hamilton currently operates two long-term care homes and Provincial legislation requires that a municipality operating one of more long-term care homes must have a Committee of Management comprised of elected members of City Council;

**AND WHEREAS** the *Fixing Long-Term Care Act, 2021* and its associated regulation, O. Reg. 246/22 introduced new mandatory screening measures that members of a Long-Term Care Committee of Management must successfully complete to become a member;

**NOW THEREFORE** the Council of the City of Hamilton enacts as follows:

1. That By-law 21-021 be amended by amending Appendix "E" by repealing and replacing the paragraph under "Composition" with the following:

The Emergency & Community Service Committee shall also be the Committee of Management for Long-Term Care Homes and shall be comprised of a minimum of 7 members of Council, plus the Mayor as ex-officio, who have met the eligibility criteria under the *Fixing Long-Term Care Act, 2021*, S.O. 2021, c. 39, Sched. 1, as amended or replaced.

2. That By-law 21-021 be amended by adding the following at the bottom of Appendix "E" under "*Specific duties shall include*":
  - the governance and the management of the City's Long-Term Care Homes as the Committee of Management for Long Term Care Homes
3. That By-law 21-021 be amended by repealing and replacing the fifth bullet under *General*, to read as follows:
  - Long-Term Care Homes: Macassa Lodge and Wentworth Lodge
4. That in all other respects, By-law 21-021 is confirmed; and
5. The provisions of this By-law shall become effective on the date approved by City Council.

**PASSED** this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

\_\_\_\_\_  
A. Horwath  
Mayor

\_\_\_\_\_  
A. Holland  
City Clerk



<b>Corporate Human Resources Policy</b>	 <b>Hamilton</b>	<b>Code of Conduct for Employees</b>
Work Environment		Content Updated: 2019-08-23
Policy No: HR-01-09		
Page 1 of 6		Approval: 2019-09-10

**Schedule D: Outside Employment and Activity**

<b>PURPOSE</b>	<p>The City of Hamilton recognizes that City employees are engaged in pursuits outside of their workday. This may include, but is not limited to, involvement in community groups and organizations, working with political organizations, and/or seeking additional employment opportunities in addition to their role at the City.</p> <p>While the City supports employees in their personal endeavors, the outside activities of employees must align with the City’s culture and values and must not create a conflict of interest, contravene City of Hamilton policies and procedures or misrepresent the City of Hamilton in any way. In addition, employees’ behaviour outside of the workplace must not diminish the trust and confidence that the community has in City administration or impact the City’s ability to provide services to the community.</p>
<b>DEFINITIONS</b>	
<b>Hate</b>	<p>Acts of hate are committed to intimidate, harm or terrify victims and the identifiable groups to which they belong. Victims of hate are targeted on the sole basis of who they are and/or the groups to which they belong (i.e., being Jewish, Muslim, Transgender, Black, Indigenous, etc.).</p> <p>Hate Related Incidents may involve intimidation, harassment, physical force or threat of physical force against a person, a group or a property if motivated by hatred/bias/prejudice against an identifiable group. Acts of hate may be committed by strangers or individuals well known to the victim. Perpetrators may include individuals, groups, organizations and institutions. Victims may be reluctant to report hate for a variety of reasons, including: not recognizing that the motivation was hate; fear of retaliation; embarrassment and humiliation; and/or uncertainty of the criminal justice system response.</p>
<b>Hate Activity</b>	<p>Can include, but is not limited to, verbal slurs; threats; vandalism; intimidation and harassment; and public messages that imply that members of an identifiable group are to be despised, scorned, denied respect and made subject to ill-treatment on the basis of group</p>

<b>Corporate Human Resources Policy</b>	 Hamilton	<b>Code of Conduct for Employees</b>
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	<p>affiliation. Such messages may include group symbols, slogans or epithets and can be transmitted in many ways (e.g., graffiti, posters, flyers, hate mail, over the telephone, website and e-mail content, etc.)</p>
<p><b>TERMS AND CONDITIONS</b></p> <p><b>Outside Employment</b></p>	<p>Employees shall not take outside employment, including self-employment, if such employment:</p> <ul style="list-style-type: none"> <li>• causes a real or apparent conflict of interest; or</li> <li>• is performed in such a way as to appear to be an official act of or to represent the City; or</li> <li>• interferes with regular duties in any way, or involves the use of City premises, resources or equipment including but not limited to City e-mail, telephones, cell phones, or supplies.</li> </ul> <p>Where it appears that a conflict of interest might arise in accepting outside employment, employees must notify their supervisor in writing of the nature of such outside employment prior and receive written permission prior to the acceptance of such employment (See Reporting a Conflict of Interest below).</p>
<p><b>Outside Business &amp; Financial Activity</b></p>	<p>No employee participating in any outside business or financial activity shall do so during work hours or use the City's facilities or property including but not limited to vehicles, equipment, tools, photocopiers, stationery, telephones or cell phones, computers, etc., for the benefit or purpose of such business or activity.</p>
<p><b>Purchase or Lease of Real Property</b></p>	<p>No employee of the City shall directly or indirectly purchase or lease real property from or to the City, nor shall an employee have any direct or indirect interest in a company which purchases or leases real property from or to the City, unless this interest has been fully disclosed to the appropriate approving authority and unless the</p>

<b>Corporate Human Resources Policy</b>	 <b>Hamilton</b>	<b>Code of Conduct for Employees</b>
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<p><b>Employees Doing Business with the City</b></p>	<p>purchase or lease of the real property is done through a public process.</p> <p>No employee shall knowingly approve or attempt to influence the approval of any license, permit, contract, agreement or other document on behalf of the City for his or her own personal use, or for the use of an individual with whom the employee has a financial or social relationship. This is in accordance with the City's <u>Procurement Policy By-law</u>.</p> <p style="color: red;">No employee shall be permitted to sell goods and services to the City or to bid on a City contract unless:</p> <ul style="list-style-type: none"> <li>• extenuating circumstances exist, such as a declared state of emergency, or where the employee is the sole provider of a unique product, and</li> <li>• it can be demonstrated that the employee bid or sale of goods and services is in the best interest of the City of Hamilton.</li> </ul> <p>The employee must submit a Code of Conduct Disclosure Form that outlines all real and apparent conflicts of interest to (<a href="mailto:codeofconduct@hamilton.ca">codeofconduct@hamilton.ca</a>).</p> <ul style="list-style-type: none"> <li>• Disclosure Forms will be reviewed to determine if any conflicts of interest should disqualify the employee from selling goods and services or from participating in the bid process, despite the extenuating circumstances.</li> <li>• Staff involved in reviewing Disclosure Forms and confirming that the extenuating circumstances exist will include Legal, Procurement and Human Resources.</li> </ul> <p>Notwithstanding any extenuating circumstances, employees will be precluded from bidding on a City contract or from selling goods and services to the City for the following reasons:</p> <ul style="list-style-type: none"> <li>• access to confidential or proprietary information that could give them an unfair advantage in the bidding or sale process,</li> <li>• direct or indirect involvement in the procurement process or the decision-making process by virtue of their position with the City.</li> </ul> <p>Employee bids and the sale of goods and services to the City must be approved by Human Resources, Legal, and Procurement. Bids of</p>
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<b>Corporate Human Resources Policy</b>	 <b>Hamilton</b>	<b>Code of Conduct for Employees</b>
Work Environment		Content Updated: 2019-08-23
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<b>Individual Behavior Outside of the Workplace</b>	<p>\$25,000 and over also require City Manager approval. This is in accordance with the City's <u>Procurement Policy By-law</u>.</p> <p>Employees must not engage in any behaviour outside of the workplace that:</p> <ul style="list-style-type: none"> <li>• Violates City polices, including the Code of Conduct and the Harassment and Discrimination policy</li> <li>• Falls under the City's definition of hate or hate activity</li> <li>• Is in misalignment with the City's culture and values</li> <li>• Is detrimental to the City of Hamilton</li> <li>• Impacts the City's ability to carry out services</li> <li>• Negatively impacts the trust and confidence that the community has in City administration</li> </ul>
<b>Involvement with Outside Groups</b>	<p>No employee of the City of Hamilton shall participate or otherwise be involved with groups who engage in hate or hate activity.</p> <p>When considering involvement with outside groups, employees should ensure that they are aware of and fully understand the group's objectives, values and beliefs to ensure that they are not in misalignment with the City's corporate culture and values.</p>
<b>Community Board Activity</b>	<p>No employee shall accept an appointment to the Board of a community agency or association that deals with matters related to the activities of the City, without the written permission of his or her Director or designate. Written permission of the Director or designate is not required if the employee is appointed to the Board of the agency or association by the City to represent the City's interests.</p> <p>Any City employee serving on a community board shall take all reasonable actions to avoid any real conflict or apparent conflict between Board activity and the City's interests. Where a real or apparent conflict exists, the employee shall declare the conflict and shall not take part in, or be present for, any Board discussion or decision about the issue raising the conflict of interest. If the conflict of interest is significant, the employee shall resign from the board.</p>

<b>Corporate Human Resources Policy</b>	 <b>Hamilton</b>	<b>Code of Conduct for Employees</b>
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<b>Political Activity</b>	<p>To ensure public trust in the City of Hamilton, employees must be, and appear to be, both personally impartial and free from undue political influence in the exercise of their duties.</p> <p>Employees engaged in political activities must take care to separate personal political activities from their position of employment with the City.</p> <p>Employees who are politically involved in Municipal, Provincial, or Federal levels of government must make it clearly understood that they are acting personally and not as representatives of the City.</p> <p>Employees who are running for elected office at the municipal level must abide by the respective legislation governing such elections. This includes abiding by s. 30 of the Municipal Elections Act, 1996 which requires that employees request and <u>obtain an unpaid leave of absence beginning as of the day the employee is nominated and ending on voting day</u>; and deems employees who are elected to office to have resigned from employment immediately before making their declaration of office.</p> <p>Any employee who is politically involved shall ensure that such involvement does not interfere with his or her ability to perform his or her corporate duties objectively.</p> <p>Employees must not engage in any political activity during working hours or utilize City assets resources or property.</p> <p>Employees shall not identify themselves as City employees when engaged in political activity (e.g. employees shall not wear clothing with the City of Hamilton logo while canvassing for a candidate).</p> <p>Notices, posters or similar material in support of a particular candidate or political party are not to be displayed or distributed by employees at City work sites or on City property. An employee's decision to support a candidate or political party financially remains a personal decision.</p>
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<b>Corporate Human Resources Policy</b>	 Hamilton	<b>Code of Conduct for Employees</b>
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<b>COMPLIANCE</b>	<p>Every employee is expected to be aware of and act in compliance with the Code of Conduct for Employees Policy and the related Schedules. Any employee under investigation may be suspended with or without pay or be re-assigned to other duties pending completion of the investigation, depending on the particulars of the case and the best interests of the City. Where there is a serious wrongdoing, as defined in the Whistleblower By-law, that By-law applies. Violations of this Schedule may result in appropriate disciplinary measures, up to and including dismissal with cause.</p>
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## Appendix "F" to Governance Review Sub-Committee Report 23-001



**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
**City Clerk's Office**

<b>TO:</b>	Chair and Members of Governance Review Sub-Committee
<b>COMMITTEE DATE:</b>	March 27, 2023
<b>SUBJECT/REPORT NO:</b>	Integrity Commissioner Contract Extension (FCS22074 (a)) (City Wide)(Outstanding Business List Item)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Andrea Holland (905) 546-2424 Ext. 5409
<b>SUBMITTED BY:</b>	Andrea Holland City Clerk
<b>SIGNATURE:</b>	

**RECOMMENDATION**

- (a) That Council approve the extension to Contract C2-06-19, Provision of Services of an Integrity Commissioner and Lobbyist Registrar for the City of Hamilton from June 1, 2023 until May 31, 2027 and that the City Clerk be authorized to negotiate, enter into and execute the extension and any ancillary documents required to give effect thereto with Principles Integrity, in a form satisfactory to the City Solicitor.

**EXECUTIVE SUMMARY**

Under the current Contract, C2-06-19, the City has the option to renew the contract for one additional term of council based on the same terms and conditions, subject to satisfactory performance to date of renewal and price negotiations. Staff have had preliminary discussions with Principles Integrity, and they are willing to extend the contract and are open to further negotiations. Staff are seeking approval and authority to proceed with negotiation and an extension.

On September 28, 2022, Council approved the extension of contract C2-06-19 for Council's Integrity Commissioner, Principles Integrity until May 31, 2023 to allow staff to report back with a recruitment selection process option for future appointments for the Integrity Commissioner position, as well as the option to further extend the current

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

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

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

Appendix “F” to Governance Review Sub-Committee Report 23-001  
**SUBJECT: Integrity Commissioner Contract Extension (FCS22074(a)) (City Wide)**  
**- Page 2 of 6**

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contract C2-06-19 past May 31, 2023. During the discussion at the September Standing Committee meeting, staff were asked to review the City of Ottawa model.

**Alternatives for Consideration – See Page 6**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Currently, the annual costs for the Integrity Commissioner and Lobbyist Registrar are funded through IC-Lobbyist Registrar (Account Number 300400). The annual costs from the previous five (5) years is listed below in chart 1.

**Chart 1: 5 Year History of Integrity Commissioner Costs**

<b>Dept ID 300400</b>					
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
PRINCIPLES INTEGRITY	9,950.96	30,715.62	66,475.36	64,846.69	39,768.28

Staffing: N/A

Legal: The current contract C2-06-19 includes an option to renew for one further term of Council based on the same terms and conditions subject to price negotiations.

**HISTORICAL BACKGROUND**

On November 25, 2019, the City Manager, Executive Director of Human Resources, City Solicitor and City Clerk, with the assistance of Procurement staff, issued a Request for Proposals (“RFP”), C2-06-19, to select and retain an Integrity Commissioner and Lobbyist Registrar. The City received three proposals in response to the RFP. All of the proposals were evaluated and as a result, two proposals met the benchmark and were eligible to have their costing proposal opened and evaluated in accordance with the RFP with Principles Integrity approved as the Successful Proponent in 2020.

In September of 2022, the City Clerk reported with a recommendation to Audit, Finance and Administration Committee (“AF&A”) to extend Contract C2-06-19 for an additional term of Council as per the contract. During the discussion at AF&A, Committee expressed an interest to explore recruitment options that other municipalities, expressly the City of Ottawa, utilize to contract their Integrity Commissioners. Committee and Council approved the following direction to staff:

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 OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.  
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Appendix “F” to Governance Review Sub-Committee Report 23-001

**SUBJECT: Integrity Commissioner Contract Extension (FCS22074(a)) (City Wide)**  
**- Page 3 of 6**

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Integrity Commissioner and lobbyist Registrar Contract (FCS22074) (City Wide)  
 (Item 10.2)

- (a) That Council approve the extension to Contract C2-06-19, Provision of Services of an Integrity Commissioner and Lobbyist Registrar for the City of Hamilton until May 31, 2023 and that the City Clerk be authorized to negotiate, enter into and execute the extension and any ancillary documents required to give effect thereto with Principles Integrity, in a form satisfactory to the City Solicitor;
- (b) That the City Clerk inform Council on the results of the negotiation; and,
- (c) That the City Clerk report back to Governance Review Sub-Committee by March 31, 2023 with a recruitment selection process option for future appointments for the Integrity Commissioner position, as well as the option to further extend the current contract C2-06-19 past May 31, 2023.

The extension of the current contact has been completed as per the direction (a) above.

### **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

*Bill 68, the Modernizing Ontario’s Municipal Legislation Act, 2017*, which received Royal Assent on May 30, 2017, expanded the responsibilities of Integrity Commissioners and required that all municipal governments provide for an Integrity Commissioner by either appointing an Integrity Commissioner to perform the functions set out in subsection 223.3(1) of the *Municipal Act, 2001* (the “Act”), or where Council has not appointed a Commissioner, by making arrangements for the responsibilities set out in subsection 223.3(1) of the Act to be provided by an Integrity Commissioner of another municipality, or through a combination of the two, by March 1, 2019.

Part V.1 Accountability and Transparency, subsections 223.2 to 223.12 (Appendix “B”) of the Act outlines the requirements for City Council “to appoint an Integrity Commissioner who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality”. Council has expressed their intent to retain their own Integrity Commissioner and Lobbyist Registrar and to not provide that service through another municipality.

Subsection 223.9 of the Act authorizes a municipality to establish and maintain a Lobbyist Registry which is a publicly accessible accountability and transparency tool that records and regulates the activities of those persons who lobby public office holders.

Subsection 223.11 of the Act authorizes a municipality to appoint a Lobbyist Registrar who is responsible for performing, in an independent manner, the functions assigned to it by the municipality with respect to its Lobbyist Registry.

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**SUBJECT: Integrity Commissioner Contract Extension (FCS22074(a)) (City Wide)**  
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The City of Hamilton By-Law 16-288 To Establish and Govern the Office of Integrity Commissioner and Provide for the Resolution of Allegations of Contravention of the Code of Conduct by Members of Council (the “By-Law”) provides as follows:

2. Council’s appointment of an Integrity Commissioner pursuant to the Act and this By-law, shall be for a fixed term, such term to be established by Council at the time of such appointment.
  
7. The appointment of an Integrity Commissioner may be terminated by Council for cause, before the expiration of her or his term of office.

The current authority to appoint and remove the Integrity Commissioner, under the By-Law rests with Council only and does not provide delegation of authority.

## **RELEVANT CONSULTATION**

Following the Council direction, staff reached out to other municipalities to obtain information on their Integrity Commissioner recruitment strategies. All Municipalities who responded, with the exception of the City of Ottawa, recruit using an application or RFP method to select their Integrity Commissioner with the appointment confirmed by Council.

The City of Ottawa was the only respondent that had a Council that provided delegated authority to a staff recruitment team to select and appoint the Integrity Commissioner. The rationale from the City of Ottawa was that, with a recognition that the Integrity Commissioner oversees the conduct of Members of Council, the recruitment and contract administration process is undertaken by the City Clerk, while the selection and appointment process is overseen by an interview panel comprised of the City Clerk, Deputy City Clerk and Auditor General.

Staff consulted with the City Manager and Manager of Procurement to inform the report and recommendations.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Under the current agreement with Principles Integrity, Council has an option to renew the contract for one additional term of Council based on the same terms and conditions, subject to satisfactory performance to date of renewal and price negotiations. Staff are seeking direction from Council to enter into negotiations with Principles Integrity to

Appendix “F” to Governance Review Sub-Committee Report 23-001  
**SUBJECT: Integrity Commissioner Contract Extension (FCS22074(a)) (City Wide)**  
**- Page 5 of 6**

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extend the current Contract. If negotiations with Principles Integrity are unsuccessful, staff would then proceed with an RFP process for a new Integrity Commissioner.

The recruitment completed in 2019 resulted in 3 proposals, with only two proposals meeting the benchmark for evaluation. Staff are recommending a contract extension as there was little response in the last recruitment for an Integrity Commissioner and the current contract provides Council with the ability to extend through negotiation.

Principles Integrity has acted as the Integrity Commissioner for the City of Hamilton for since 2018. Historically they have provided timely advice, guidance and investigation services in accordance with the terms of their contract. Principles Integrity currently acts as the Integrity Commissioner for over 50 municipalities, including Peel Region, York Region, Halton Region, County of Simcoe, and the City of Windsor. They have an excellent reputation among municipalities and possess the expertise, network of resources and necessary skill set to enable them to successfully perform the responsibilities set out in their contract.

As there is a very small pool of qualified and experienced Integrity Commissioners available to bid on provision of this service to the City, staff do not believe that issuance of an RFP will result in more options for the City than the search produced back in 2019.

Staff recommend that the renewed term to be negotiated with Principles Integrity be set to expire on or about May 31, 2027 rather than on November 14, 2026, to enable sufficient opportunity for the new Council (2026-2030 Term) to determine a mechanism for appointing its Integrity Commissioner and Lobbyist Registrar.

## **ALTERNATIVES FOR CONSIDERATION**

### Recruitment Selection Process for Future Appointments

An alternative to the recommended approach of extending the City’s existing contract with Principles Integrity would be to conduct a competitive procurement process to secure the services of an Integrity Commissioner and Lobbyist Registrar in accordance with the City’s Procurement Policy By-Law 20-205, as amended.

Attached as Appendix “A” to this report FCS22074(a) is an Integrity Commissioner Appointment and Contract Administration Procedure which provides delegated authority to staff to issue an RFP, with all proposals received evaluated by the City Manager, Executive Director of Human Resources, City Solicitor and the City Clerk. Using the prescribed method, set out in the RFP, any eligible proposals would have their costing proposal opened and evaluated only if they meet the required benchmark. Following

Appendix “F” to Governance Review Sub-Committee Report 23-001

**SUBJECT: Integrity Commissioner Contract Extension (FCS22074(a)) (City Wide)**  
**- Page 6 of 6**

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selection of the preferred candidate, the City Clerk would be authorized to place a By-law for Appointment of the preferred candidate on the Council agenda for consideration and enactment by Council. Following formal appointment by Council, the Clerk would hold delegated authority for contract administration, including the execution of a contract with the candidate appointed.

The Procedure attached as Appendix “A” is similar to the process followed for the previous appointment of the City of Hamilton’s Integrity Commissioner and similar to the Ottawa procedure reviewed by staff except that staff propose that Council retain the appointment authority.

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS FOR ALTERNATIVES FOR CONSIDERATION**

Financial: Currently, the annual costs for the Integrity Commissioner and Lobbyist Registrar are funded through IC-Lobbyist Registrar (Account Number 300400). The annual costs from the previous five (5) years is listed below in chart 1.

Staffing: N/A

Legal: Legal staff will be involved in the review of any contract extension.

**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**

Appendix A – Integrity Commissioner Appointment and Contract Administration Procedures

Appendix B – Municipal Act, 2001, sections 223.2 to 223.12, as amended

**REFERENCES**

*Municipal Act, 2001*, as amended

Council Code of Conduct, By-Law 16-290

Lobbyist Registry, By-Law 14-244

Establish and Govern the Office of Integrity Commissioner, By-Law 16-188

## Appendix “G” to Governance Review Sub-Committee Report 23-001

<b>Council/Corporate Procedure</b>		<b>Policy Alignment:</b>
<b>Office of the City Manager</b>		<b><i>Municipal Act 2001, as amended</i></b>
Page 1 of 4		<b>Council Approved: Last Reviewed: March 2023</b>

## ***Integrity Commissioner/Lobbyist Registrar Appointment and Contract Administration Procedures***

### **APPLICATION**

This procedure applies to the process for the Integrity Commissioner and Lobbyist Registrar recruitment, appointment and contract administration. This procedure applies to Members of Council, the Selection Panel, and City staff responsible for the recruitment/selection and contract administration process and designates.

### **LEGISLATIVE REQUIREMENTS**

*Bill 68, the Modernizing Ontario’s Municipal Legislation Act, 2017*, which received Royal Assent on May 30, 2017, expanded the responsibilities of Integrity Commissioners and required that all municipal governments provide access to an Integrity Commissioner and either appoint its own Integrity Commissioner or make provisions that the services of an Integrity Commissioner be provided by another municipality by March 1, 2019.

Part V.1 Accountability and Transparency, section 223.2 to 223.12 of the *Municipal Act, 2001*, as amended, (Appendix ‘A’) outlines the requirements for City Council “to appoint an Integrity Commissioner who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality”. Council has expressed their intent to retain their own Integrity Commissioner and Lobbyist Registrar and to not provide that service through another municipality.

Subsections 223.9 of the Act authorizes a municipality to establish and maintain a Lobbyist Registry which is a publicly accessible accountability and transparency tool that records and regulates the activities of those persons who lobby public office holders.

Subsection 223.11 of the *Municipal Act, 2001* authorizes a municipality to appoint a Lobbyist Registrar who is responsible for performing, in an independent manner, the functions assigned to it by the municipality with respect to its Lobbyist Registry.

The City of Hamilton By-Law 16-288 To Establish and Govern the Office of Integrity Commissioner and Provide for the Resolution of Allegations of Contravention of the Code of Conduct by Members of Council (the “By-Law”) provides as follows:

2. Council’s appointment of an Integrity Commissioner pursuant to the Act and this By-

## Appendix “G” to Governance Review Sub-Committee Report 23-001

<b>Council/Corporate Procedure</b>		<b>Policy Alignment:</b>
<b>Office of the City Manager</b>		<b><i>Municipal Act 2001, as amended</i></b>
Page 2 of 4		<b>Council Approved: Last Reviewed: March 2023</b>

law, shall be for a fixed term, such term to be established by Council at the time of such appointment.

7. The appointment of an Integrity Commissioner may be terminated by Council for cause, before the expiration of her or his term of office.

Policy 5.4 of the City’s Procurement Policy By-law, By-law 20-205, as amended requires that the Request for Proposals (“RFP”) process be used for Goods and/or Services with an estimated procurement value of \$10,000 or greater and where comprehensive technical specifications cannot be fully defined or specified, or when alternate methods are being sought to perform a certain function or service, at the time of the request.

## RELATED DOCUMENTS

Council Code of Conduct, By-Law 16-290  
 Lobbyist Registry, By-Law 14-244  
 Establish and Govern the Office of Integrity Commissioner, By-Law 16-188  
 Procurement Policy By-law, By-law 20-205, as amended

## PROCEDURE

1. City Council shall consider a motion that provides as follows:
  - If applicable, the incumbent may be thanked for their work;
  - If applicable, providing the incumbent with any required notice as set out under the agreement and regulations;
  - Direct the City Clerk to follow the process as outlined within this Procedure.
2. Following the selection of a preferred candidate for Integrity Commissioner/Lobbyist Registrar through an RFP and pursuant to this Procedure, the City Clerk shall place a By-law for Appointment of the preferred candidate on the Council agenda for consideration and enactment. The By-law will specify the terms and conditions of such appointment and will delegate authority to finalize and execute the contract with terms satisfactory to the City Solicitor, and authority for contract administration to the City Clerk.
3. The following criteria and principles shall be applied by the City Clerk in the exercise of their delegated authority relating to the recruitment and selection through an RFP process:
  - The Integrity Commissioner/Lobbyist Registrar’s independence and

## Appendix "G" to Governance Review Sub-Committee Report 23-001

<b>Council/Corporate Procedure</b>		<b>Policy Alignment:</b>
<b>Office of the City Manager</b>		<b><i>Municipal Act 2001, as amended</i></b>
Page 3 of 4		<b>Council Approved: Last Reviewed: March 2023</b>

impartiality;

- Confidentiality with respect to the Integrity Commissioner's activities; and
- The credibility of the Integrity Commissioner/Lobbyist Registrar's investigation process.

In considering the recruitment and selection of an Integrity Commissioner/Lobbyist Registrar, the successful candidate should possess:

- Previous municipal, governance, procedural and/or ethics experience (e.g. former Chief Administrative Officer, Clerk, municipal lawyer, similar experience in another level of government);
  - Knowledge of municipal government and the accountability and transparency provisions of the *Municipal Act, 2001*;
  - Understanding of Council operations and policies, including the City's Accountability Framework;
  - Ability to provide services on a part-time, flexible and as-needed basis, without competing employment demands;
  - The ability to receive complaints and conduct investigations; and
  - No specific connection or interest with the City (specifically a financial or business relationship).
4. The City Clerk shall ensure that all individuals and City staff with access to confidential information sign a mandatory confidentiality agreement in relation to the process. The confidentiality agreement shall be signed at the outset of the process, before receiving any confidential information.
  5. Interviews of any candidate who meet the benchmark established by the RFP shall be conducted by a Selection Panel composed of the City Manager, the City Clerk, the City Solicitor, the Auditor General and the Executive Director of Human Resources. Based on the interviews and scoring, including cost proposals, the preferred candidate will be selected, and a recommendation made to Council for appointment.
  6. The initial term of the Integrity Commissioner/Lobbyist Registrar shall be set at four years with an optional renewal for an additional four-year term.

Contract Administration Process

## Appendix “G” to Governance Review Sub-Committee Report 23-001

<b>Council/Corporate Procedure</b>		<b>Policy Alignment:</b>
<b>Office of the City Manager</b>		<b><i>Municipal Act 2001, as amended</i></b>
Page 4 of 4		<b>Council Approved: Last Reviewed: March 2023</b>

The City Clerk shall have delegated authority to negotiate, finalize and execute the contract for the Integrity Commissioner/ Lobbyist Registrar and any subsequent renewals, subject to Council-approved term lengths and any Council-approved changes to terms and conditions, including the remuneration schedule, and with terms satisfactory to the City Solicitor. The City Clerk shall report to Council on the exercise of this delegated authority by way of memorandum immediately following the execution of any agreement.

#### Monitoring/Contraventions

The City Clerk shall review and monitor invoicing from the Integrity Commissioner/Lobbyist Registrar to ensure consistency with the specifications of the agreement. Any discussion of complaints regarding the performance of the Integrity Commissioner/Lobbyist Registrar shall be conducted in closed session.

Any complaints under these procedures relating to Members of Council shall be addressed by the Integrity Commissioner in accordance with the Integrity Commissioner’s oversight of the Code of Conduct for Members of Council.

#### Definitions

“City” means the Corporation of the City of Hamilton.

“City Manager” means the City Manager and Chief Administrative Officer of the City of Hamilton.

“Council” means the Mayor of the City of Hamilton and all Ward Councillors.

“Senior Management” means the members of the Senior Leadership Team.

“Staff” or “City Staff” means all City of Hamilton employees, including Management.



**10.4(a)****REVISED** Appendix 'C' to Report FCS23034**Advisory Committee for Persons with Disabilities:**

Reviewed at their meeting on December 14, 2022:

Staff was asked to consider adding a section to the Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards (2023) clarifying, specifically, the role of and processes followed by the Advisory Committee for Persons with Disabilities as a Sub-Committee of Council within the context of the procedures that must be followed by Advisory Committees.

**Response:**

*Under the Accessibility for Ontarians with Disabilities Act, Council is legislated to form an Advisory Committee. The Procedural Handbook for Citizen Appointees has been updated to encompass all Local Boards:*

*Excerpt from the Accessibility for Ontarians with Disabilities Act:*

*Accessibility advisory committees*

29. (1) *The council of every municipality having a population of not less than 10,000 shall establish an accessibility advisory committee or continue any such committee that was established before the day this section comes into force.*

**Women and Gender Equity Committee:**

Reviewed at their meeting on January 26, 2023 and submitted their comments through a Citizen Committee Report to Audit, Finance and Administration Committee on February 2, 2023:

The Hamilton Women and Gender Equity Committee recommends that Council, with the support of staff, consider the following items of feedback respecting the Procedural Handbook, and ensure that commitments listed by the city and staff are upheld.

The document's table of contents and references to by-laws and other pieces of legislation should include hyperlinks for ease of access in electronic format. Additionally, the document should be available in a plain language format, recognizing that the format and legalese creates a barrier to engagement and ensuring all committee members understand their roles and commitments.

**Response:**

*Staff have been advised to refrain from adding links to any documents, as they are not reliable and have a tendency to break. However, given the size of some of the referenced documents, staff have used a few links in the document. Staff will monitor the online document and readjust links when required. Using the online version provides*

**10.4(a)****REVISED** Appendix 'C' to Report FCS23034

*users the ability to search for topics or key words.*

*Staff worked with Communications staff to review the document for readability and accepted changes.*

The following items of feedback were identified by members of the Hamilton Women and Gender Equity Committee through working group sessions:

- Page 10: regarding the appointment and recruitment process, there should be a commitment by the City of Hamilton to provide recruitment information to community partners and organizations, with particular focus on encouraging members of marginalized communities to apply, in line with a focus on equity, diversity, and inclusion in the recruitment process.

**Response:**

*Clerks included the changes to the Appointment of Citizens to the City's Local Boards Policy which were contained within Report HUR18017(a)/FCS23046, Attracting Diversity During the Recruitment Process considered by General Issues Committee on March 22, 2023, which focuses on equity, diversity, and inclusion in the recruitment process. Appendix B of that report identified the groups that were provided with notification of the recruitment for citizen appointees.*

- Page 12: regarding member training, it is imperative that the City Clerk ensure existing and new members of the committee receive training, as new members to this committee beginning early 2022 did not receive most of the listed training, or materials related to it. In the sharing of training information and reference documents, it should be readily available and easily accessible for both committee members and the general public to access, including having such information available on the City of Hamilton website along with up-to-date committee information. The City Clerk should have a commitment and procedure to monitor their fulfilment of training and reference documents provided. Committee members feel that training and orientation has been minimal and insufficient, causing confusion and limiting engagement and the development of action items in formal meetings. Providing additional training in procedure, meeting format, and how to prepare documents such as Citizen Committee Reports or Meeting Minutes would be helpful to effective operation and success.

**Response:**

*Clerks have included member training (excerpt from the Handbook below) within the Handbook, which is significantly improved from our current practice.*

**Member Training**

*The Office of the City Clerk is committed to ensuring all citizen appointees to the City's*

**10.4(a)****REVISED** Appendix 'C' to Report FCS23034

*local boards are trained, providing the following training information and reference documents to all citizen appointees to the City's local boards:*

- *orientation for citizen appointees to the City's local boards provided by the Staff Liaison*
- *current Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards*
- *relevant City policies (Appointment, etc.)*
- *Code of Conduct for Local Boards*
- *Municipal Conflict of Interest Act*
- *Local boards Terms of Reference*
- *Accessibility Standards for Customer Service AODA e-learning Program*

*Any appointees after the initial recruitment will be provided access to online training modules to complete this training.*

- Page 14: regarding council representatives on advisory committees, there should be a commitment of attendance, or otherwise a process to allow committees to request another council representative if attendance becomes a challenge. The Women and Gender Equity Advisory Committee has only had a council representative attend one meeting since the beginning of its current term.

**Response:**

*Two (2) members of City Council are appointed as representatives to each of the Advisory Committees, with a requirement for each member to attend at least one (1) meeting per year, as approved by Council, July 10, 2015. Council representatives are non voting members and do not count towards quorum. It is within Council's preview to change the commitment of their representation on advisory committees .*

- Page 21: regarding consultation on staff reports, this is a practice that has not taken place during this term of the committee. Staff should be committed to utilizing advisory committees for feedback on reports on a frequent and consistent basis, and members of council should be encouraged to directly request staff consult with advisory committees to ensure this takes place. In the absence of this practice, citizen advisory committees often lack notice and necessary time to review documents and generate reports and feedback before items are reviewed by members of council. Again, there should be a commitment by staff to regularly and consistently consult with advisory committees, and a procedure to ensure the commitment is maintained.

**Response:**

*This practice is in place and has been emphasized by including a section in the handbook respecting Consultation on Staff Reports (excerpt from the Handbook below).*

**10.4(a)****REVISED** Appendix 'C' to Report FCS23034**Consultation with Staff**

*City staff will attend meetings to seek feedback on program areas. At the meeting, staff will provide background on the program area, answer questions of members and request the member's feedback on potential program changes. The feedback received will be included in the 'Relevant Consultation' section of the staff report or appendix. Staff will inform the committee of the reporting date.*

*Committees may submit formal correspondence and/or a Committee member may delegate at the standing committee meeting to provide the committee's feedback on a staff report. A motion is required to be passed at a meeting approving the committee's submission of correspondence and/or the attendance of the committee's Chair or designate as a delegate at a standing committee meeting. The content of the correspondence and/or the speaking notes of the Chair also require the committee's approval.*

*Members may choose to submit their own correspondence or register to speak at a meeting as a citizen. It must be clear that the individual's views are their own and not that of the committee.*

- Page 23: regarding calls to vote, there is no mention of an option to abstain from votes and how they would be recorded. If there is no abstention option for members, it should be clearly stated along with reasoning in this handbook.

**Response:**

*There is no mention of abstaining from a vote, as abstaining is not permitted at the City of Hamilton, if you are in attendance at a meeting at the time of a vote, you are required to vote and if you do not or refuse to vote, your vote is recorded in the negative.*

- Page 33, regarding public notice of citizen member vacancies, these again should be shared with community organizations with a focus on equity, diversity, and inclusion.

**Response:**

*Clerks included the changes to the Appointment of Citizens to the City's Local Boards Policy which were contained within Report HUR18017(a)/FCS23046, Attracting Diversity During the Recruitment Process considered by General Issues Committee on March 22, 2023, which focuses on equity, diversity, and inclusion in the recruitment process. Appendix B of that report identified the groups that were provided with notification of the recruitment for citizen appointees.*

*Clerks works with Communications to ensure that we are advertising widely throughout the City of Hamilton and reaching out the various community organizations.*

## **10.4(a)**

*REVISED* Appendix 'C' to Report FCS23034

### **Keep Hamilton Clean and Green Committee:**

Reviewed at their meeting on January 17, 2023:

Received without comment

### **Arts Advisory Commission:**

Have not met to review.

### **Committee Against Racism:**

Have not met to review

### **Food Advisory Committee:**

Have not met to review

### **Hamilton Cycling Committee:**

Reviewed at their meeting on February 2, 2023:

Received without comment

### **Lesbian, Gay, Bisexual, Transgender and Queer Advisory Committee (LGBTQ):**

Reviewed at their meeting on November 22, 2022:

Review of the 2023 Procedural Handbook for Citizen Appointees (Item 10.2) The Committee discussed the 2023 Procedural Handbook for Citizen Appointees. Committee members were advised to send any comments directly to the Clerk's Office.

The Clerk's Office did not receive any comments.

### **Senior Advisory Committee:**

Reviewed at their meeting on December 2, 2022:

The members of the Senior Advisory Committee were asked to review the 2023 Procedural Handbook and send any feedback to L. Maychak by January 31, 2023, who will forward any comments received to Clerks.

L. Maychak confirmed that no comments were received.

**10.4(a)****REVISED** Appendix 'C' to Report FCS23034**Hamilton Indigenous Advisory Committee**

Received without comment

**Hamilton Veterans Committee**

The Chair was tasked with submitting comments on behalf of the Committee, the following comments were submitted to Clerks:

- 1) Appointment and Recruitment Process (Page 10)

When is this going to happen? This is confusing – so we all must re-apply? When? Another application to be submitted? Another interview?

***Response:***

*Recruitment is set to begin after Council sets their priorities..*

*Existing members are required to re-apply in order to provide all applicants the same opportunity, interviews can be requested by the selection committee, however, interviews are not a requirement.*

- 2) Election of Chair and Vice-Chair (Page 14)

This section should set a total term limit for the Chair and Vice-Chair. It does say that you can serve for more than one year within a Council (4 yr) term so how many years consecutive? Non-consecutive?

***Response:***

*Council considered term limits in 2014 and decided not to implement them.*

**Housing and Homelessness Advisory Committee**

Reviewed at their meeting on December 5, 2022:

Overall discussion about ways to engage the broader public about housing conversations

Challenge in doing this with the formalized structure of advisory committees

Working groups to be utilized in the future to help with this.

## **10.4(a)**

**REVISED** Appendix 'C' to Report FCS23034

**Response:**

*Clerk's has engaged Communications in order to ensure that the advertisements for the recruitment of citizens is broadly advertisement and communicated throughout the City of Hamilton.*

### **Advisory Committee for Immigrants and Refugees**

Reviewed at their meeting on February 9, 2023:

Received without comment

### **Mundialization Committee**

Have not met to review

### **Climate Change Advisory Committee**

Have not met to review – *this is a new Advisory Committee, who at the current time don't have any members appointed.*







# Hamilton

## GRANTS SUB-COMMITTEE REPORT 23-001

2:00 p.m.

March 31, 2023

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

**Present:** Councillors N. Nann (Chair), C. Kroetsch (Vice Chair)  
Councillors M. Francis, T. Jackson, M. Tadeson, and M. Wilson

### THE GRANTS SUB-COMMITTEE PRESENTS REPORT 23-001 AND RESPECTFULLY RECOMMENDS:

1. **Appointment of Committee Chair and Vice-Chair (Item 1.1)**
  - (a) That Councillor N. Nann be appointed as Chair of the Grants Sub-Committee for the remainder of the 2022-2026 term.
  - (b) That Councillor Cameron Kroetsch be appointed as Vice-Chair of the Grants Sub-Committee for the remainder of the 2022-2026 term.
2. **Funding Recommendations for the One-Time Enhancement Grant (GRA22001(b)) (City Wide) (Item 8.1)**
  - (a) That, the funding allocation, earmarked for potential matching opportunities in the City Enrichment Fund reserve #112230 be approved to fund the One-Time Enhancement Grant in the amount of \$500,000; and,
  - (b) That, the distribution of funds to recommended organizations as outlined in Appendix "A" to Grants Sub-Committee Report 23-001, be approved.

### FOR INFORMATION:

- (a) **APPOINTMENT OF COMMITTEE CHAIR AND VICE-CHAIR FOR 2022 – 2023 (Item 1)**

Councillor M. Wilson nominated Councillor N. Nann as Chair to the Grants Sub-Committee for the remainder of the 2022 – 2026 term of Council.

Councillor M. Wilson nominated Councillor C. Kroetsch as Vice-Chair to the Grants Sub-Committee for the remainder of the 2022 – 2026 term of Council.

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

**(b) CHANGES TO THE AGENDA (Item 1)**

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

The March 31, 2023 agenda for the Grants Sub-Committee, was approved, as presented.

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

There were no declarations of interest.

**(d) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)**

**(i) May 9, 2022 (Item 3.1)**

The Minutes of the May 9, 2022 Grants Sub-Committee meeting, were approved, as presented.

**(e) ADJOURNMENT (Item 12)**

There being no further business, the Grants Sub-Committee adjourned at 2:38 p.m.

Respectfully submitted,

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Councillor Nrinder Nann  
Chair, Grants Sub-Committee

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Angela McRae  
Legislative Coordinator  
Office of the City Clerk

### One-Time Enhancement Grant - 2023

	Date Application Received	Organization and/or Community Group	Program Name	Amount Requested	Amount Recommended	Providing an essential need or service to Hamilton communities	Led by/Serving an equity-deserving & priority population
1	3-Jan	Workers Arts & Heritage Centre	Second Saturdays Family Programming	\$9,000	\$9,000	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2	4-Jan	Eva Rothwell Centre	Emergency Food Pantry	\$4,000	\$4,000	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3	4-Jan	St. Matthew's House	Seniors First Response Team	\$25,000	\$15,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4	6-Jan	Hamilton-Halton Chinese Choir	Choir's Performing Activities for Local Residents	\$1,500	\$1,500	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5	10-Jan	Glanbrook Community Services	Meals Support Program	\$5,000	\$5,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
6	10-Jan	Hamilton Foundation for Student Success (HFSS)	Student Support Grants	\$25,000	\$10,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
7	11-Jan	Empowerment Squared	School Readiness Program	\$25,000	\$20,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
8	11-Jan	The AIDS Network	One Pot Meals	\$22,080	\$11,043	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
9	12-Jan	Dundas Community Services	Meals on Wheels Program Expansion and Enhancement	\$12,000	\$7,100	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
10	12-Jan	Threshold School of Building	Ready to Work	\$15,000	\$10,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
11	12-Jan	Grace Anglican Church	Grace Cooking Club	\$4,741	\$4,741	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
12	13-Jan	Cancer Assistance Program (CAP)	Cancer Assistance Program (CAP) Drive Programs - Drive & Ride and Drive2Deliver	\$25,000	\$15,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
13	16-Jan	PACK Running Club	Athlete Support Program	\$5,000	\$5,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
14	16-Jan	Micah House Refugee Reception Services	Creating a Safe Home for Refugee Claimants in Hamilton	\$3,416	\$3,416	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

15	16-Jan	John Howard Society of Hamilton, Burlington & Area	Emergency Support Packs, Court Liaison Community Worker, Rapid Intervention and Support Team	\$5,000	\$5,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
16	16-Jan	Ancaster Heritage Days	Ancaster Heritage Days - Summer Event	\$6,000	\$6,000	<input type="checkbox"/>	<input checked="" type="checkbox"/>
17	16-Jan	Open Heart Arts Theatre	Dramatic Arts Day Program in collaboration with L'Arche Hamilton	\$22,200	\$13,200	<input type="checkbox"/>	<input checked="" type="checkbox"/>
18	16-Jan	Afro Canadian Caribbean Association	Centering Black Seniors Isolation During the Pandemic	\$25,000	\$25,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
19	16-Jan	Farm Crawl Hamilton (Farm Crawls of Ontario)	Hamilton Farm Crawl	\$5,000	\$5,000	<input type="checkbox"/>	<input checked="" type="checkbox"/>
20	16-Jan	Centre de Santé Communautaire Hamilton/Niagara (Centre de santé communautaire Hamilton-Niagara Inc.)	S'amuser Pour la Vie	\$25,000	\$15,000	<input type="checkbox"/>	<input checked="" type="checkbox"/>
21	16-Jan	Flamborough Connects (Flamborough Information and Community Services)	Food Bank Delivery in Flamborough Project	\$10,000	\$5,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
22	16-Jan	Hamilton Chamber of Commerce	Rapid Testing Program for Businesses	\$25,000	\$15,050	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
23	16-Jan	Willowbridge Community Services	Community Connect Hamilton	\$21,500	\$11,400	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
24	16-Jan	LIFT Church	Serve Our City	\$6,000	\$6,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
25	17-Jan	Niwasa Kendaaswin Teg	Indigenous Food Security-Niwasa Kendaaswin Teg Food Bank	\$25,000	\$25,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
26	17-Jan	Social Planning and Research Council of Hamilton	Financial Empowerment Program	\$25,000	\$18,500	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
27	19-Jan	Christ's Church Cathedral	Cathedral Cafe	\$5,000	\$5,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
28	23-Jan	The HUB Rest & Hygiene Centre	The HUB 5-9PM Drop in program	\$25,000	\$25,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
29	24-Jan	Essential Aid and Family Services of Ontario Inc.	Emergency Infant and Toddler Foodbank	\$25,000	\$15,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
30	24-Jan	Bay Area Restoration Council (Bay Area Restoration Council of Hamilton and Halton Inc.)	Improving Water Literacy Programming Impact and Efficiencies	\$14,750	\$14,750	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

31	25-Jan	Kahnekanoron (Indigenous Sustenance Reclamation Network, CO Hamilton Centre for Civic Inclusion)	Kahnekanoron	\$5,000	\$5,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
32	26-Jan	Sisters Circle Canada	Community and Social Service Supports and Advocacy (home and companionship support programs)	\$23,550	\$20,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
33	26-Jan	Aeris Korper Contemporary Dance	Aeris Korper IBPOC Subsidy Program	\$10,000	\$10,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
34	27-Jan	Hamilton Anti-Racism Resource Centre (HARRC)	Engagment with Equity-Deserving Groups inclusive of the Hamilton Community Cup Event	\$15,000	\$15,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
35	29-Jan	Catholic Youth Organization	Camp Marydale Childrens Summer Day Camp - Busing Program	\$5,000	\$5,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
36	30-Jan	St. Joseph's Healthcare Hamilton	Connecting Mental Health and Employment Services: Hamilton's Supported Employment OT (SEOT) Bridging Service	\$25,000	\$20,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
37	31-Jan	Hamilton Regional Indian Center	Life Long Care	\$25,000	\$15,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
38	31-Jan	Sacajawea Non Profit Housing Inc.	Tenant Food Security and Set Up	\$25,000	\$22,500	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
39	7-Feb	A Rocha Canada (Ontario Hub)	Operation Wild Relaunch	\$15,000	\$15,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
40	10-Feb	Action 13	Green Block Growing	\$3,200	\$3,200	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
41	13-Feb	Tree Mobile Hamilton (Christi Hodgson)	Tree Mobile Workshops	\$5,000	\$5,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
42	13-Feb	Immigrant Culture and Art Association (ICAA)	Newcomer Artist Club (NAC)	\$25,000	\$15,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
43	23-Feb	Sexual Assault Centre (Hamilton and Area) - SACHA	SACHA Programing Enhancement	\$18,600	\$18,600	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
			<b>TOTALS</b>	<b>\$652,537</b>	<b>\$500,000</b>		
			<b>ONE-TIME ENHANCEMENT FUNDING AMOUNT</b>		<b>\$500,000</b>		
			<b>REMAINING FUNDS</b>		<b>\$0</b>		



# CITY OF HAMILTON

## MOTION

AUDIT, FINANCE AND ADMINISTRATION COMMITTEE: April 6, 2023

**MOVED BY COUNCILLOR C. KROETSCH .....**

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

### **Fair Wage Policy Review**

WHEREAS, the Fair Wage Policy has not been updated recently, especially in light of the serious changes to the industry as a result of the COVID-19 pandemic;

WHEREAS, there are record-level investments in building and a renewed interest in health, hygiene, and safety on job sites; and

WHEREAS, the City and other employers are contending with an underground economy which is destabilizing the associated job markets.

THEREFORE, BE IT RESOLVED:

- (a) That Human Resources and Finance and Corporate Services staff be directed to engage in a review of the Fair Wage Policy and any related schedules through stakeholder meetings for report back to the Audit, Finance and Administration Committee by the end of Q3 2023 with recommendations; based on stakeholder feedback;
- (b) That the following stakeholder groups be included in the consulted: Christian Labour Association Canada; Electrical Construction Association Hamilton; Hamilton Brantford Ontario Building & Construction Trades Council; Golden Horseshoe General Contractors Association; Greater Hamilton & Niagara Construction Association; Hamilton Halton Construction Association; Mechanical Contractors Association Hamilton Niagara; Labourers' International Union of North America; and Merit OpenShop Contributors Association of Ontario;
- (b) That there be two stakeholder meetings, inviting all stakeholders to each, at the beginning of Q3 2023; and
- (c) That members of City Council be permitted to attend as guests to hear stakeholder feedback directly.