



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

**Meeting #:** 23-025  
**Date:** September 20, 2023  
**Time:** 9:30 a.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

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

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**1. CEREMONIAL ACTIVITIES**

**2. APPROVAL OF AGENDA**

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

**3. DECLARATIONS OF INTEREST**

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

4.1 September 6, 2023

**5. COMMUNICATIONS**

\*5.1 Correspondence respecting Item 10.3 - Major Hosted Tourism Event Opportunities (PED23129) (City Wide), from the following individuals:

Recommendation: Be received and referred to consideration of Item 10.3.

\*a. Tim Potocic, Supercrawl Productions

\*b. Tim Potocic, Sonic Unyon Records

**6. DELEGATION REQUESTS**

- \*6.1 Paul Vermaat, White Star Group, respecting an agreement involving 205-215 Cannon Street East as set out in resolution Report 05-012 and issues relating to non-collectible Taxes, Environmental Concerns and Commercial Development Enterprise (In-Person)  
  
(For a future meeting)

## 7. DELEGATIONS

- 7.1 PJ Mercanti, Hamilton Urban Precinct Entertainment Group, respecting an update on the activities and positive progress of our downtown entertainment district redevelopment initiative (In-Person) (Approved July 10, 2023)
- 7.2 Gail Rappolt, United Nations Association Canada Hamilton Branch, respecting City Hall Peace Garden and the International Day of Peace Event on September 21 (In-Person) (Approved August 14, 2023)
- 7.3 Shelley Falconer, Art Gallery of Hamilton, respecting a presentation and update on the Art gallery of Hamilton and its role in the revitalization of Hamilton's downtown core (In-Person) (Approved September 6, 2023)
- 7.4 Shannon Kyles, Doors Open Hamilton, respecting the Doors Open Hamilton committee and a request to increased funding for Doors Open Hamilton 2024 (In-Person) (Approved September 6, 2023)

## 8. PRESENTATIONS

- 8.1 Principles Integrity, respecting Appendix K to Audit, Finance and Administration Committee Report 23-005 – Feedback from the Advisory Committees on the Code of Conduct for Local Boards (FCS23032)

**Direction From Audit, Finance and Administration Committee Report 23-005, April 6, 2023:**

- 2. 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:
  - (aa) a process for receiving and integrating feedback from Advisory Committees to Code of Conduct for Local Boards; and
  - (ab) how training may be conducted in a more cost-effective manner;
- 8.2 2022 - 2026 Council Priorities (CM23020) (City Wide)  
  
Revised Appendix "A"
- 8.3 2024 Budget Outlook (FCS23074) (City Wide)

**9. CONSENT ITEMS**

- 9.1 Revised Board of Management for the Ottawa Street Business Improvement Area (BIA) (PED23189) (Wards 3 and 4)
- 9.2 Chedoke Creek Order - Remediation Update (PW19008(u)) (City Wide)
- 9.3 Airport Sub-Committee Report 23-003 - September 11, 2023
- 9.4 Encampment Response Update - August 2023 (HSC23066) (City Wide) (Outstanding Business List Item)

**10. DISCUSSION ITEMS**

- 10.1 2022 Municipal Tax Competitiveness Study (FCS23060) (City Wide)
- 10.2 Outstanding Business Item List Review (CM23021) (City Wide)
- 10.3 Major Hosted Tourism Event Opportunities (PED23129) (City Wide)  
*Please refer to Item 14.4 for Confidential Appendix "A" to this Report.*

**11. MOTIONS**

- 11.1 City of Hamilton Meta Advertising
- 11.2 Naming of Parkette, "Jim Howlett Parkette", 505 Beach Blvd, Hamilton (Ward 5)

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

- 14.1 September 6, 2023 - Closed Minutes

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

14.2 Disposition of City Owned Mixed Use Land (PED23181) (Ward 1)

Pursuant to Section 9.3, Sub-section (c) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (c) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board.

14.3 Disposition of City Owned Residential Land (PED23182) (Ward 10)

Pursuant to Section 9.3, Sub-section (c) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (c) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board.

14.4 Confidential Appendix "A" to Item 10.3 - Major Hosted Tourism Event Opportunities (PED23129) (City Wide)

Pursuant to Section 9.3, Sub-section (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

\*14.5 Fulfilment of Estate Bequest (LS23026) (City Wide) - REVISED

Pursuant to Section 9.3, Sub-sections (b) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about identifiable individuals, including municipal or local board employees; and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

## 15. ADJOURNMENT



## GENERAL ISSUES COMMITTEE MINUTES 23-024

9:30 a.m.

September 6, 2023

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

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

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

1. **Addressing Needs of Unsheltered Individuals and Those Relying on Hamilton's Emergency Shelter System (HSC23041) (City Wide) (Item 8.1)**
  - (i) **(Kroetsch/A. Wilson)**
    - (d) That up to \$5.925M for 2024 emergency response expenditures be referred to the 2024 tax operating budget for Council consideration to address the needs experienced by unsheltered individuals and individuals requiring assistance from Hamilton's emergency shelter system items;
      - (i) The continuation of shelter hotel overflow for families experiencing homelessness at an anticipated cost of \$4.64M annually
        - (1) \$4.45M for emergency hotel shelter overflow beds for families experiencing homeless.
        - (2) \$190K to fund temporary mobile case management team supporting families experiencing homelessness who are housed in hotel overflow beds.
      - (ii) The continuation of 20 additional beds in the women's emergency shelter system, through 46 West South as a temporary emergency shelter (run by Good Shepherd Centre Hamilton), from April 1, 2024 to December 31, 2024 at a cost of \$952K (annualized cost of \$1.267M)

- (iii) \$333K to enhance diversion programs within shelters to prevent homelessness for an estimated 600 individuals
- (e) That up to \$2.3M be referred to the 2024 Tax Operating budget for Council consideration to support individuals experiencing homelessness in securing successful tenancies and prevent homelessness as referenced in the plan to end chronic homelessness and the Housing Sustainability and Investment Roadmap;
  - (i) \$2M increase to the Municipal Housing Benefit equivalent to Rent-Geared-to-Income to end homelessness for an estimated 332 households, in order to reflect the commitment to support 500 households in this way through the HSIR.
  - (ii) Up to \$1.2M to Indwell to provide continued high level supports for 24 units at City Housing Hamilton King William that will take individuals from encampments or the by name list until provincial commitment for these costs can be obtained.
- (f) That expansion of the Housing Services Division's 2024 budgeted complement by 5.0 permanent FTEs to be referred to the 2024 Tax Operating Budget to support execution of recommendations (d) through (e), with annual cost in 2024 of approximately \$502K;
  - (i) 2.0 FTEs, Emergency Shelter Case Managers, to support expanded shelter capacity at an annual cost in 2024 of approximately \$199K for salaries, benefits and ancillary costs.
  - (ii) 3.0 FTEs, a Senior Project Manager, a Housing Support Worker, and a Housing Services Clerk, to design and administer programs offering permanent housing solutions at an annual cost in 2024 of approximately \$303K
- (g) That Council approve in principle the concept of an advance multi-year municipal commitment of \$31M (e.g. \$10.33M per year over 3 years) towards the creation of 200 units supportive housing in order to maximize opportunities for affordable housing providers to leverage provincial and federal funds for projects in development and that Housing Secretariat report back to Council in Q3 on financing options and recommended parameters by which Council would delegate decision making authority to staff to work with

providers, identify highest impact projects and administer and allocate these funds to enable flexibility and nimble decision-making;

**Result: MOTION on Subsections (d) to (g) of Report HSC23041, CARRIED by a vote of 11 to 5, as follows:**

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

**(ii) (Kroetsch/A. Wilson)**

(a) That Council approve up to \$5.6M in 2023 for the following in-year emergency response expenditures to address the immediate pressures experienced by unsheltered individuals and individuals requiring assistance from Hamilton's emergency shelter system funded through a combination of sources, deemed appropriate by the General Manager of Corporate Services, and to be confirmed through the 2023 year-end budget variance report beginning with additional Provincial or Federal Funding, City of Hamilton COVID-19 Reserve, or 2023 Corporate Surplus;

(i) \$4.1M to continue providing shelter overflow in hotels in 2023 for families experiencing homelessness as reported in the April 2023 Budget Variance Report, FCS23063;

(ii) \$600K to Indwell to provide high level supports from October 1, 2023 – March 31, 2024 for 24 units at City Housing Hamilton's - King William location in order to house individuals from encampments or the by name list as of Q4, 2023;

- (iii) That up to \$876K in expenditures to provide support for overnight drop in centres, beginning in December 2023 through March 2024 be referred to the discussion of the City's Winter Response in the report coming forward with the same name to the September 7, 2023 Emergency and Community Services Committee;
- (b) That Council approve an in-year immediate commitment of a \$2.3M conditional grant to Indwell Community Homes as the City's municipal contribution to enable construction at Acorn Flats to commence within 30 days of approval in order to build 20-25 units of permanent housing for families experiencing homelessness with occupancy by the end of 2024, funded from the Tax Stabilization Reserve (#110046);
- (c) That the General Manager of the Healthy and Safe Communities Department or their designate be directed and authorized, on behalf of the City of Hamilton, to enter into, execute and administer all agreements and documents necessary to implement the purchases and grants outlined above on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department or their designate and in a form satisfactory to the City Solicitor;
- (h) That Council direct staff to explore an approach to subsidizing funding of up to 100 additional Residential Care Facility spaces to provide additional permanent housing options for individuals requiring shelter and to report back to Council in Q4 2023 with opportunities and costs;
- (i) That Council direct staff to assess Hamilton's current ratio of investment in emergency response compared with upstream housing interventions versus emergency response and propose a policy framework to guide City of Hamilton's future municipal investment in the housing sector to shift from emphasis on emergency response to homelessness prevention and permanent housing solutions that decrease reliance on emergency interventions; and,
- (j) In recognition that funding of housing with supports is not within the municipal tax levy mandate or resources, that Council direct staff to work with the Mayor's office to pursue funding from upper levels of government for the \$1.2M in operating costs for 2024 associated with Indwell King William, the \$3.6M in annual operating costs for permanent housing at the Dorothy Day Centre and the \$2.6M in annual operating costs for transitional housing at the YWCA

currently subsidized by the municipality, which have no sustainable funding source, as well as other projects that require similar annual operating costs to provide the supportive housing capacity required to address local need.

**Result: MOTION on the balance of the Report HSC23041, CARRIED by a vote of 16 to 0, as follows:**

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

**2. Family Shelter System (HSC23041(a)) (City Wide) (Item 8.1(a))**

**(Jackson/Kroetsch)**

- (a) That Council direct staff to conduct a Call for Applications (CFA) to address family homelessness, as a way to consider new and innovative opportunities to expand system capacity:
- (i) to serve up to an additional 50 families in emergency shelter or transitional housing through March 31, 2025;
  - (ii) to provide services and supports that address root causes, complexity of need and create flow through the shelter system to permanent housing
  - (iii) with applications to be considered as a temporary time limited emergency solution, or as an annualized program;
- (b) That Council approve up to 1M in temporary emergency supports between September 1, 2023 and March 31, 2024 in order to address urgent program and staffing needs within Housing Services Division and Good Shepherd Hamilton related to family homelessness at the

recommendation of the Director, Housing Services Division and approved by the General Manager, Healthy and Safe Communities, to be funded by the COVID19 reserve; and,

- (c) That Council direct staff to report back in Q4, 2023 on opportunities and recommendations to address escalating family homelessness and resources required, and that any recommendations for continued or additional staffing beyond March 31, 2024 be referred to the 2024 budget.

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

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

**3. Advisory Committee for Persons with Disabilities (ACPD) Report 23-008 - August 8, 2023 (Item 10.1)**

**(Tadeson/Horwath)**

**(a) Invitation to Participate in the Spinal Cord Injury BBQ and Information Fair - September 6, 2023 (Item 5.3)**

- (i) That the following members of the Advisory Committee for Persons with Disabilities be approved to participate in the Spinal Cord Injury BBQ and Information Fair on September 6, 2023 on behalf of the Advisory Committee for Persons with Disabilities:
- (1) Paula Kilburn
  - (2) Aznive Mallett
  - (3) Mark McNeil
  - (4) Kim Nolan
  - (5) Tim Nolan
  - (6) James Kemp

**(b) Accessible Transportation Services Performance Review - Q2, 2023 (Item 8.2)**

That the Report respecting the Accessible Transportation Service Performance Review – Q2, 2023, be received.

**(c) Accessible Open Spaces and Parklands Working Group Update (Item 9.6)**

(a) That staff be directed to investigate options for off-road transportation systems for people with disabilities to be able to engage areas of the City where accessibility is not feasible (e.g. trails, beaches etc.) **and report back to the Public Works Committee**; and

(b) That **the report back should include information gathered following consultation** with other public agencies within the City with respect to their properties for the potential purchase of off-road transportation systems for people with disabilities, for example the Hamilton Conservation Authority, Marydale Park and the Royal Botanical Gardens.

**(d) Update to the Advisory Committee for Persons with Disabilities' Informational Pamphlet to include Inclusion, Diversity, Equity and Accessibility (IDEA) (Item 12.1)**

WHEREAS, the Advisory Committee for Persons with Disabilities' Outreach Working Group designed an informational pamphlet in an effort to inform the community about its roles and functions in 2021 and have already updated the pamphlet once to reflect the change in Departments in 2022;

WHEREAS, the current version of the informational pamphlet has a paragraph stating: "The Advisory Committee for Persons with Disabilities is comprised of citizens of the City of Hamilton with a diverse range of disabilities that strive to consider the needs of all in order to make this city a more equitable, diverse and inclusive place to live.";

WHEREAS, Council considered Report HUR19019(c), respecting an Equity, Diversity and Inclusion Framework Update on December 7, 2022, which updated the Equity, Diversity and Inclusion (EDI) Strategic Plan from EDI branding to Inclusion, Diversity, Equity and Accessibility (IDEA) branding; and

WHEREAS, in accordance with the change in branding from EDI to IDEA, the informational pamphlet should be updated.

THEREFORE, BE IT RESOLVED:

That the Advisory Committee for Persons with Disabilities informational pamphlet, attached as Appendix "A" to Advisory Committee for Persons with Disabilities Report 23-008, which has been updated to read: "The Advisory Committee for Persons with Disabilities is comprised of citizens of the City of Hamilton with a diverse range of disabilities that strive to consider the needs of all in order to make this city a more inclusive, diverse, equitable and accessible place to live.", be approved.

**(e) The Advisory Committee for Persons with Disabilities' Housing Issues Working Group's Recommendations to Improve Accessible Housing in CityHousing Hamilton Buildings (Item 12.2)**

WHEREAS, the Advisory Committee for Persons with Disabilities' Housing Working Group's mandate is to advise Council through the Advisory Committee for Persons with Disabilities in the following:

- "(a) Identifying and pursuing the removal of barriers to housing;
- (b) Preventing the creation of new barriers to housing;
- (c) Defining the needs of the disabled in the accessible housing system in order to be more inclusive;
- (d) Highlighting deficiencies in the accessible housing system and seeking solutions to address them;
- (e) Anticipating accessible housing needs in the future; and
- (f) Making Housing in Place with services recognizing equality;"

WHEREAS, the Advisory Committee for Persons with Disabilities' Housing Issues Working Group reviewed the Accessibility for Ontarians with Disabilities Act (AODA) and "Unlocking the AODA" extensively to understand how the AODA affects housing without actually referring to housing and our research discovered several areas for suggestions for possible improvements for CityHousing Hamilton's Board of Director's consideration to make housing more accessible, improve quality of life and provide more stable housing;

WHEREAS, the Advisory Committee for Persons with Disabilities' Housing Issues Working Group met with Amanda Warren-Ritchie, CityHousing Hamilton's Manager of Strategy & Quality Improvement, and Jessica Bowen, Supervisor of Diversity and Inclusion, to ensure the conclusions and recommendations contained within Appendix "B" are in accordance with City of Hamilton and CityHousing Hamilton's policies; and

WHEREAS, CityHousing Hamilton is the largest housing provider for the city and its accessibility policies should set an example for other providers that operate in the same jurisdiction.

THEREFORE, BE IT RESOLVED:

(a) That the Advisory Committee for Persons with Disabilities respectfully requests permission to present to CityHousing Hamilton's Board of Directors the report entitled: "ACPD Housing Working Group's Recommendations to Improve Accessible Housing in CityHousing Hamilton Buildings for Simplified Customer Service, Better Quality of Life and More Stable Housing in Accordance With the AODA", attached as Appendix "B" to Advisory Committee for Persons with Disabilities Report 23-008.

(b) ***That staff be directed to forward the Advisory Committee for Persons with Disabilities' report entitled: "ACPD Housing Working Group's Recommendations to Improve Accessible Housing in CityHousing Hamilton Buildings for Simplified Customer Service, Better Quality of Life and More Stable Housing in Accordance With the AODA" to the Chief Executive Officer of CityHousing Hamilton with a request to add this matter to the agenda of an upcoming meeting of the CityHousing Hamilton Board of Directors.***

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

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

**4. Cost Recovery Municipal Act By-Laws for Development Related Infrastructure Projects (FCS23056 / PED23170) (City Wide) (Item 10.2)**

**(Clark/Danko)**

That the General Manager, Finance and Corporate Services, be authorized and directed to prepare for Council's consideration Cost Recovery Municipal Act By Laws for Development-Related Infrastructure Projects, in accordance with the Funding Methodology for Infrastructure Extensions Policy (TOE02005(b) / FCS02026(b) / PED07248), where Development-Related Infrastructure Projects benefit existing unserviced land uses where the landowner is only required to pay the proportionate share of the cost at the time of connection or at the time of a Planning Act application approval.

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

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

**5. Revitalizing Hamilton Tax Increment Grant - 41 Wilson Street (PED23055) (Ward 2) – REVISED (Item 10.3)**

**(Kroetsch/Jackson)**

- (a) That a Revitalizing Hamilton Tax Increment Grant Program (RHTIG) Application submitted by Hamilton II LP, by its General Partner, Hamilton II GP Inc. (Kashayar Pashootan), for the property at 41 Wilson Street, Hamilton, estimated at \$5,984,364.55 over the maximum of a four-year period, and based upon the incremental tax increase attributable to the redevelopment of 41 Wilson Street, Hamilton, be authorized and approved in accordance with the terms and conditions of the RHTIG;
- (b) That the General Manager of the Planning and Economic Development Department be authorized and directed to execute a Grant Agreement

together with any ancillary documentation required, to give effect to the RHTIG for Hamilton II LP, by its General Partner, Hamilton II GP Inc. (Kashayar Pashootan) for the property known as 41 Wilson Street, Hamilton, in a form satisfactory to the City Solicitor;

- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including, but not limited to, deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the RHTIG Program, as approved by City Council, are maintained and that any applicable Grant Amending Agreements are undertaken in a form satisfactory to the City Solicitor.

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

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

**6. Updates to the Commercial District Revitalization Grant Program Respecting Graffiti and Vandalism Supports for Commercial Properties and Businesses (PED23140) (Wards 1, 2, 3, 4, 5, 7, 8, 11, 12, 13, 15) (Item 10.4)**

**(Kroetsch/Hwang)**

That the terms for the Commercial District Revitalization Grant Program, being Appendix "E" to the Revitalizing Hamilton's Commercial Districts Community Improvement Plan, be amended as contained in Appendix "A" to Report PED23140.

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

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

**7. Delegation of Authority to Staff for Entering Agreements with The Ministry of Transportation Ontario and Other Agencies for Cordon Count Program (PED23190) (City Wide) (Item 10.5)**

**(Kroetsch/Hwang)**

- (a) That authorization be given to enter into an agreement with the Ministry of Transportation Ontario to claim reimbursement for transportation data conducted on Provincial Highways within Hamilton as part of the Cordon Count Program, including the rights, responsibilities, obligations and covenants under the Agreement (the "Agreement"); and,
- (b) That the General Manager of the Planning and Economic Development Department, or his delegate, be authorized, on behalf of the City of Hamilton, to negotiate, enter into and execute an agreement and any ancillary documents required to give effect to this assignment and any future traffic data collection, cost sharing and data dissemination efforts in a form satisfactory to the City Solicitor.

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

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

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

**8. Civil Litigation regarding Reimbursement to the City of Costs of Diesel Spill Remediation (LS14029(a)) (City Wide) (Added Item 14.2)**

**(Danko/Cassar)**

- (a) That the direction provided to staff in Closed Session, respecting Report LS14029(a), Civil Litigation regarding Reimbursement to the City of Costs of Diesel Spill Remediation, be approved; and,
- (b) That Report LS14029(a), Civil Litigation regarding Reimbursement to the City of Costs of Diesel Spill Remediation, remain confidential.

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

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

**FOR INFORMATION:**

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

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

## **6. DELEGATION REQUESTS**

6.2 Delegations respecting Item 8.1, Addressing the Needs of Unsheltered Individuals and Those Relying on Hamilton's Emergency Shelter System (HSC23041), for today's meeting, from the following individuals:

(a) Katherine Kalinowski and Grace Baldwin, Good Shepherds Centres (In-Person)

6.3 Shannon Kyles, Doors Open Hamilton, respecting the Doors Open Hamilton committee and a request to increased funding for Doors Open Hamilton 2024 (In-Person) (For a future meeting)

6.4 Delegations respecting Item 8.1(a), Family Shelter System (HSC23041(a)), for today's meeting, from the following individuals:

(a) Gessie Stearns (In-Person)

(b) Shabeeh Ahmad, Hamilton Social Medicine Response Team (HAMSMaRT) (In-Person)

## **10. DISCUSSION ITEMS**

10.3 Revitalizing Hamilton Tax Increment Grant - 41 Wilson Street (PED23055) (Ward 2) – REVISED

## **14. PRIVATE AND CONFIDENTIAL**

14.2 Civil Litigation regarding Reimbursement to the City of Costs of Diesel Spill Remediation (LS14029(a)) (City Wide)

### **(Kroetsch/Tadeson)**

That the agenda for the September 6, 2023 General Issues Committee meeting, be approved, as amended.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Absent	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Absent	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls

Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

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

There were no declarations of interest.

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

**(i) August 14, 2023 (Item 4.1)**

**(McMeekin/Cassar)**

That the minutes of the August 14, 2023, General Issues Committee meeting be approved, as presented.

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

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

**(d) DELEGATION REQUESTS (Item 6)**

**(i) (Clark/Tadeson)**

That the Delegation Requests be approved, as follows:

- (1) Shelley Falconer, Art Gallery of Hamilton, respecting a presentation and update on the Art gallery of Hamilton and its role in the revitalization of Hamilton's downtown core (In-Person) (For the September 20, 2023 meeting) (Item 6.1)
- (2) Delegations respecting Item 8.1, Addressing the Needs of Unsheltered Individuals and Those Relying on Hamilton's Emergency Shelter System (HSC23041), (For today's meeting) from the following individuals (Item 6.2):
  - (a) Katherine Kalinowski and Grace Baldwin, Good Shepherds Centres (In-Person) (Added Item 6.2(a))
- (3) Shannon Kyles, Doors Open Hamilton, respecting the Doors Open Hamilton committee and a request to increased funding for Doors Open Hamilton 2024 (In-Person) (For a future meeting) (Added Item 6.3)
- (4) Delegations respecting Item 8.1(a), Family Shelter System (HSC23041(a)), (For today's meeting), from the following individuals (Added Item 6.4):
  - (a) Gessie Stearns (In-Person) (Added Item 6.4(a))
  - (b) Shabeeh Ahmad, Hamilton Social Medicine Response Team (HAMSMaRT) (In-Person) (Added Item 6.4(b))

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

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

(e) **DELEGATIONS (Item 7)**

(i) **Delegations respecting Item 8.1, Addressing the Needs of Unsheltered Individuals and Those Relying on Hamilton's Emergency Shelter System (HSC23041) (Added Item 7.1)**

Katherine Kalinowski, Good Shepherds Centres addressed the Committee respecting Item 8.1, Addressing the Needs of Unsheltered Individuals and Those Relying on Hamilton's Emergency Shelter System (HSC23041) (In-Person) (Added Item 7.1(a))

(ii) **Delegations respecting Item 8.1(a), Family Shelter System (HSC23041(a)) (Added Item 7.2)**

The following Delegates addressed the Committee respecting Item 8.1(a), Family Shelter System (HSC23041(a)):

- (1) Gessie Stearns (In-Person) (Added Item 7.2(a))
- (2) Shabeeh Ahmad, Hamilton Social Medicine Response Team (HAMSMaRT) (In-Person) (Added Item 7.2(b))

**(Spadafora/A. Wilson)**

That the following Delegations, be received

(a) **Delegations respecting Item 8.1, Addressing the Needs of Unsheltered Individuals and Those Relying on Hamilton's Emergency Shelter System (HSC23041):**

- (i) Katherine Kalinowski and Grace Baldwin, Good Shepherds Centres (In-Person) (Added Item 7.1(a))

(b) **Delegations respecting Item 8.1(a), Family Shelter System (HSC23041(a)), from the following individuals:**

- (i) Gessie Stearns (In-Person) (Added Item 7.2(a))
- (ii) Shabeeh Ahmad, Hamilton Social Medicine Response Team (HAMSMaRT) (In-Person) (Added Item 7.2(b))

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

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

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

For disposition of Item (e)(i), refer to Item 1 and for Item (e)(ii), refer to Item 2.

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

**(i) Addressing Needs of Unsheltered Individuals and Those Relying on Hamilton's Emergency Shelter System (HSC23041) (City Wide) (Item 8.1)**

Michelle Baird, Director, Housing Services Division provided Committee with a presentation respecting Report HSC23041, Addressing Needs of Unsheltered Individuals and Those Relying on Hamilton's Emergency Shelter System.

**(Hwang/Francis)**

That the staff presentation respecting Report HSC23041, Addressing Needs of Unsheltered Individuals and Those Relying on Hamilton's Emergency Shelter System, be received.

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

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

For disposition of this matter, refer to Item 1.

**(ii) Recess**

**(Tadeson/Spadafora)**

That the General Issues Committee recess for 35 minutes until 1:20 pm.

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

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

**(iii) Addressing Needs of Unsheltered Individuals and Those Relying on Hamilton's Emergency Shelter System (HSC23041) (City Wide) (Item 8.1) - Continued**

**(Kroetsch/A. Wilson)**

- (a) That Council approve up to \$5.6M in 2023 for the following in-year emergency response expenditures to address the immediate pressures experienced by unsheltered individuals and individuals requiring assistance from Hamilton's emergency shelter system funded through a combination of sources, deemed appropriate by the General Manager of Corporate Services, and to be confirmed through the 2023 year-end budget variance report beginning with additional Provincial or Federal Funding, City of Hamilton COVID-19 Reserve, or 2023 Corporate Surplus;
- (i) \$4.1M to continue providing shelter overflow in hotels in 2023 for families experiencing homelessness as reported in the April 2023 Budget Variance Report, FCS23063;

- (ii) \$600K to Indwell to provide high level supports from October 1, 2023 – March 31, 2024 for 24 units at City Housing Hamilton's - King William location in order to house individuals from encampments or the by name list as of Q4, 2023;
  - (iii) That up to \$876K in expenditures to provide support for overnight drop in centres, beginning in December 2023 through March 2024 be referred to the discussion of the City's Winter Response in the report coming forward with the same name to the September 7, 2023 Emergency and Community Services Committee;
- (b) That Council approve an in-year immediate commitment of a \$2.3M conditional grant to Indwell Community Homes as the City's municipal contribution to enable construction at Acorn Flats to commence within 30 days of approval in order to build 20-25 units of permanent housing for families experiencing homelessness with occupancy by the end of 2024, funded from the Tax Stabilization Reserve (#110046);
- (c) That the General Manager of the Healthy and Safe Communities Department or their designate be directed and authorized, on behalf of the City of Hamilton, to enter into, execute and administer all agreements and documents necessary to implement the purchases and grants outlined above on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department or their designate and in a form satisfactory to the City Solicitor;
- (d) That up to \$5.925M for 2024 emergency response expenditures be referred to the 2024 tax operating budget for Council consideration: to address the needs experienced by unsheltered individuals and individuals requiring assistance from Hamilton's emergency shelter system items;
- (i) The continuation of shelter hotel overflow for families experiencing homelessness at an anticipated cost of \$4.64M annually
    - (1) \$4.45M for emergency hotel shelter overflow beds for families experiencing homeless.
    - (2) \$190K to fund temporary mobile case management team supporting families experiencing homelessness who are housed in hotel overflow beds.

- (ii) The continuation of 20 additional beds in the women's emergency shelter system, through 46 West South as a temporary emergency shelter (run by Good Shepherd Centre Hamilton), from April 1, 2024 to December 31, 2024 at a cost of \$952K (annualized cost of \$1.267M)
  - (iii) \$333K to enhance diversion programs within shelters to prevent homelessness for an estimated 600 individuals
- (e) That up to \$2.3M be referred to the 2024 Tax Operating budget for Council consideration to support individuals experiencing homelessness in securing successful tenancies and prevent homelessness as referenced in the plan to end chronic homelessness and the Housing Sustainability and Investment Roadmap;
  - (i) \$2M increase to the Municipal Housing Benefit equivalent to Rent-Geared-to-Income to end homelessness for an estimated 332 households, in order to reflect the commitment to support 500 households in this way through the HSIR.
  - (ii) Up to \$1.2M to Indwell to provide continued high level supports for 24 units at City Housing Hamilton King William that will take individuals from encampments or the by name list until provincial commitment for these costs can be obtained.
- (f) That expansion of the Housing Services Division's 2024 budgeted complement by 5.0 permanent FTEs to be referred to the 2024 Tax Operating Budget to support execution of recommendations (d) through (e), with annual cost in 2024 of approximately \$502K;
  - (i) 2.0 FTEs, Emergency Shelter Case Managers, to support expanded shelter capacity at an annual cost in 2024 of approximately \$199K for salaries, benefits and ancillary costs.
  - (ii) 3.0 FTEs, a Senior Project Manager, a Housing Support Worker, and a Housing Services Clerk, to design and administer programs offering permanent housing solutions at an annual cost in 2024 of approximately \$303K
- (g) That Council approve in principle the concept of an advance multi-year municipal commitment of \$31M (e.g. \$10.33M per year over 3

years) towards the creation of 200 units supportive housing in order to maximize opportunities for affordable housing providers to leverage provincial and federal funds for projects in development and that Housing Secretariat report back to Council in Q3 on financing options and recommended parameters by which Council would delegate decision making authority to staff to work with providers, identify highest impact projects and administer and allocate these funds to enable flexibility and nimble decision-making;

- (h) That Council direct staff to explore an approach to subsidizing funding of up to 100 additional Residential Care Facility spaces to provide additional permanent housing options for individuals requiring shelter and to report back to Council in Q4 2023 with opportunities and costs;
- (i) That Council direct staff to assess Hamilton's current ratio of investment in emergency response compared with upstream housing interventions versus emergency response and propose a policy framework to guide City of Hamilton's future municipal investment in the housing sector to shift from emphasis on emergency response to homelessness prevention and permanent housing solutions that decrease reliance on emergency interventions; and,
- (j) In recognition that funding of housing with supports is not within the municipal tax levy mandate or resources, that Council direct staff to work with the Mayor's office to pursue funding from upper levels of government for the \$1.2M in operating costs for 2024 associated with Indwell King William, the \$3.6M in annual operating costs for permanent housing at the Dorothy Day Centre and the \$2.6M in annual operating costs for transitional housing at the YWCA currently subsidized by the municipality, which have no sustainable funding source, as well as other projects that require similar annual operating costs to provide the supportive housing capacity required to address local need;

**(Clark/Danko)**

That subsection (g) be **amended** as follows:

- (g) That ~~Council approve in principle staff be directed to report back on~~ the concept of an advance multi-year municipal commitment of \$31M (e.g. \$10.33M per year over 3 years) towards the creation of 200 units supportive housing in order to maximize opportunities for affordable housing providers to leverage provincial and federal funds

for projects in development and that Housing Secretariat report back to Council in **Q3 Q4** on financing options and recommended parameters by which Council would delegate decision making authority to staff to work with providers, identify highest impact projects and administer and allocate these funds to enable flexibility and nimble decision-making;

**Result: Amendment, DEFEATED by a vote of 7 to 9, as follows:**

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

For disposition of this matter, refer to Item 1.

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

**(i) Advisory Committee for Persons with Disabilities (ACPD) Report 23-008 - August 8, 2023 (Item 10.1)**

**(1) (Danko/Tadeson)**

That Item 3 to Advisory Committee for Persons with Disabilities (ACPD) Report 23-008 - August 8, 2023, respecting Accessible Open Spaces and Parklands Working Group Update, **be amended** as follows:

**(3) Accessible Open Spaces and Parklands Working Group Update (Item 9.6)**

- (a)** That ~~the Advisory Committee for Persons with Disabilities requests that~~ staff be directed to investigate options for off-road transportation systems for people with disabilities to be able to engage areas

of the City where accessibility is not feasible (e.g. trails, beaches etc.) **and report back to the Public Works Committee**; and

- (b) That ~~the Advisory Committee for Persons with Disabilities requests that staff be directed the report back should include information gathered following consultation~~ with other public agencies within the City with respect to their properties for the potential purchase of off-road transportation systems for people with disabilities, for example the Hamilton Conservation Authority, Marydale Park and the Royal Botanical Gardens.

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

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

For disposition of this matter, refer to Item 3 (c).

**(2) (Nann/Tadeson)**

That Item 5 to Advisory Committee for Persons with Disabilities (ACPD) Report 23-008 - August 8, 2023, respecting The Advisory Committee for Persons with Disabilities' Housing Issues Working Group's Recommendations to Improve Accessible Housing in CityHousing Hamilton Buildings, **be amended** to add a subsection (b), as follows:

- (5) The Advisory Committee for Persons with Disabilities' Housing Issues Working Group's Recommendations to

Improve Accessible Housing in CityHousing Hamilton Buildings (Item 12.2)

- (b) ***That staff be directed to forward the Advisory Committee for Persons with Disabilities' report entitled: "ACPD Housing Working Group's Recommendations to Improve Accessible Housing in CityHousing Hamilton Buildings for Simplified Customer Service, Better Quality of Life and More Stable Housing in Accordance With the AODA" to the Chief Executive Officer of CityHousing Hamilton with a request to add this matter to the agenda of an upcoming meeting of the CityHousing Hamilton Board of Directors.***

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

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

For disposition of this matter, refer to Item 3 (e).

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

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

**(Danko/Tadeson)**

That the amendments to the Outstanding Business List, be approved, as follows:

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

Annual Report on the Operations of the Hamilton Urban Precinct Group LP, with regard the lands known as the FirstOntario Centre, the Hamilton Convention Centre and the FirstOntario Concert Hall  
OBL Item: U

Added: March 23, 2022 at GIC 22-006 (Item 10(k))  
Completed: July 10, 2023 at GIC (Report PED23175)

Proposed Encampment Protocol (HSC20036(f) / PED21188(c))

OBL Item: 2023-FF

Added: May 17, 2023 at GIC (Item 8.1)

Completed: August 14, 2023 at GIC (Item 8.1)

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

Establishing a Process to Appoint a Municipal Representative to the Hamilton Oshawa Port Authority Board of Directors (PED23021)

OBL Item: 2023-F

Current Due Date: August 14, 2023

Proposed New Due Date: October 18, 2023

Annual Update - Implementation of the Public Art Master Plan

OBL Item: C

Current Due Date: September 20, 2023

Proposed New Due Date: December 6, 2023

Proposal to the Red Hill Valley Joint Stewardship Board for the Expansion of the Red Hill Valley Parkway

OBL Item: Y

Current Due Date: September 20, 2023

Proposed New Due Date: April 2024

Agreements with Aeon, including a Master Development Agreement and/or proposed Agreement(s) of Purchase and Sale, based on the materials submitted by Aeon Studio Group, for Barton-Tiffany Lands

OBL Item: EE

Current Due Date: September 20, 2023

Proposed New Due Date: October 18, 2023

Stairs at Grant Boulevard, Hamilton (Ward 13)

OBL Item: 2023-U

Current Due Date: September 20, 2023

Proposed New Due Date: Q2 2024

Redevelopment / Reuse of the former King George School Site, at  
77 Gage Avenue North

OBL Item: 2023-JJ

Current Due Date: September 20, 2023

Proposed New Due Date: December 6, 2023

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

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

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

**(i) Closed Session Minutes – August 14, 2023 (Item 14.1)**

**(Hwang/Danko)**

That the General Issues Committee Closed Session Minutes of August 14, 2023, be approved and remain confidential.

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

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

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

**(Tadeson/A. Wilson)**

That Committee move into Closed Session pursuant to Section 9.3, Sub-sections (e), (f) and (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (e), (f) and (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

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

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

**(ii) Civil Litigation regarding Reimbursement to the City of Costs of Diesel Spill Remediation (LS14029(a)) (City Wide) (Added Item 14.2)**

For disposition of this matter, refer to Item 8.

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

**(Tadeson/Francis)**

That there being no further business, the General Issues Committee be adjourned at 5:13 p.m.

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

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

Respectfully submitted,

---

Deputy Mayor Jeff Beattie  
Chair, General Issues Committee

---

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk



September 10.2023

Dear Caras,

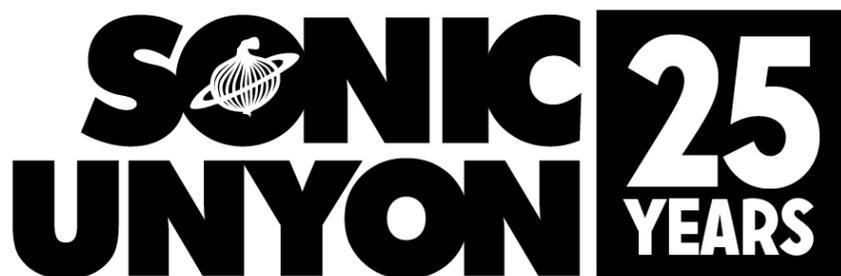
On behalf of Supercrawl Productions please accept this letter of support for the City of Hamilton Tourism Departments application to Caras for the bid to bring the Junos Awards back to Hamilton. We are 100% in favor of this incredible awards show to come back to Hamilton and grace our large venues with the best talent from around the world. The Juno awards animate our downtown and venues throughout the city. The economic impact and awareness to the city that the Juno Awards bring is incredibly important to the vibrancy of the city's music scene.

Our tourism department has fully embraced the music culture in Hamilton and their bid will reflect this desire to have Hamilton streets filled with music and talent from across Canada. Please strongly consider Hamilton as the next home to the Juno awards in 2026/2027.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Potocic". The signature is fluid and cursive, with a large initial "T" and "P".

Tim Potocic  
Director



September 10.2023

Dear Caras,

On behalf of Sonic Unyon Records please accept this letter of support for the City of Hamilton Tourism Departments application to Caras for the bid to bring the Junos Awards back to Hamilton. We are 100% in favor of this incredible awards show to come back to Hamilton and grace our large venues with the best talent from around the world. The Juno awards animate our downtown and venues throughout the city. The economic impact and awareness to the city that the Juno Awards bring is incredibly important to the vibrancy of the city's music scene.

Our tourism department has fully embraced the music culture in Hamilton and their bid will reflect this desire to have Hamilton streets filled with music and talent from across Canada. Please strongly consider Hamilton as the next home to the Juno awards in 2026/2027.

Sonic Unyon Records is excited to be a part of the celebration in any way we can to assist Caras and the City tourism department in a successful Juno Week.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Potocic". The signature is fluid and cursive, with a large, sweeping initial "T".

**Tim Potocic**  
**President / Sonic Unyon Records**

Submitted on Fri, 09/15/2023 - 17:55  
Submitted by: Anonymous  
Submitted values are:

**Committee Requested**

Committee  
General Issues Committee

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

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

**Requestor Information**

Requestor Information  
Paul Vermaat  
White Star Group - 1255717 Ontario Ltd

Preferred Pronoun  
he/him

Reason(s) for delegation request  
White Star and City of Hamilton agreement involving 205-215 Cannon Street East as set out in resolution Report 05-012 and issues relating to non-collectible Taxes, Environmental Concerns and Commercial Development Enterprise

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
Yes

Submitted on Fri, 07/07/2023 - 04:20

Submitted by: Anonymous

Submitted values are:

**Committee Requested**

Committee

General Issues Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

**Requestor Information**

Requestor Information

PJ Mercanti

Hamilton Urban Precinct Entertainment Group

1 King Street West, Suite 1200

Hamilton, Ontario. L8P 4X8

[pjmercanti@carmensgroup.com](mailto:pjmercanti@carmensgroup.com)

905-383-4100

Reason(s) for delegation request

Hamilton Urban Precinct Entertainment Group would like to provide the General Issues Committee with an update on the activities and positive progress of our downtown entertainment district redevelopment initiative. We are eager to share more details related to the venue renovations and district visioning exercise, as well as our community engagement and communication plans. While the core members of our team are unavailable to attend the July GIC meeting, we would be pleased to present to council at the August meeting.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

Yes

Submitted on Thu, 07/27/2023 - 19:48

Submitted by: Anonymous

Submitted values are:

### **Committee Requested**

Committee  
General Issues Committee

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

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

### **Requestor Information**

Requestor Information  
Gail Rappolt  
United Nations Association Canada Hamilton Branch

Preferred Pronoun  
she/her

Reason(s) for delegation request

Date Requested: Wednesday September 20, 2023, General Issues

To enlist Councillors in making the public aware of the City Hall Peace Garden, to invite them to attend the International Day of Peace event Sept 21 at noon in the Peace Garden (they will have received formal invitations prior), and to connect the Six Manifesto 2000 Principles to the Hamilton for All Campaign.

UNAC Hamilton Branch has not been to General Issues since before COVID and newer Councillors may not be aware of IDP as an international day or may not know the history or importance of the Peace Garden.

We wish to commend Mayor Horwath agreeing to sign the Mayor's for Peace Pledge on September 21, and re-engaging Hamilton with this International Project and to thank the city staff for their work in completing and installing the Peace Garden Plaque and arranging for its unveiling at the IDP event at noon, September 21.

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
Yes

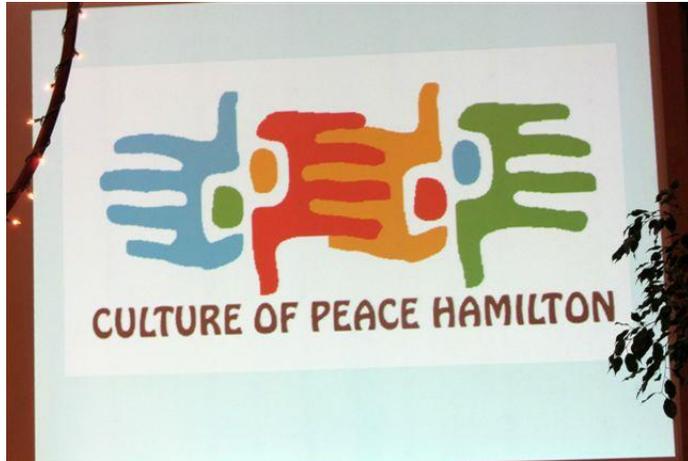
# GENERAL ISSUES

UNA Canada – Hamilton Branch

September 20, 2023

# UNA Canada Hamilton Branch

## Culture of Peace Hamilton





# Planning the Peace Garden



# Peace Garden Today

- The interfaith stone
- The flowers
- A place to rest
- The pole
- The plaque









Peace

The A.P.E.A. is a group of students  
who have been chosen to represent the  
school at the competition of the  
year. We are proud to have them  
and we wish them the best of luck.

# The Hamilton Peace Garden



In 1999, the United Nations Manifesto 2000 was declared calling communities to create a Culture of Peace for the children and youth of the world. Below are the six principles of this manifesto, calling us to action.

1. Respect all life. Respect the life and dignity of each human being without discrimination and prejudice.
2. Reject violence. Practice active non-violence, rejecting violence in all its forms: physical, sexual, psychological, economical and social, in particular towards the most deprived and vulnerable such as children and adolescents.
3. Share with others. Share my time and material resources in a spirit of generosity to put an end to exclusion, injustice and political and economic oppression.
4. Listen to understand. Defend freedom of expression and cultural diversity, giving preference always to dialogue and listening without engaging in fanaticism, defamation, and the rejection of others.
5. Preserve the planet. Promote consumer behaviour that is responsible and development practices that respect all forms of life and preserve the balance of nature on the planet.
6. Rediscover solidarity. Contribute to the development of my community, with the full participation of women and respect for democratic principles, in order to create together new forms of solidarity.

Based on this manifesto, the Hamilton Peace Garden was founded in 2013 by Culture of Peace Hamilton with the installation of a Peace Pole. The Peace Pole is an international symbol representing the hopes of the human family for this Culture of Peace. The Peace Stone, with symbols of faith groups, was a gift from the Hamilton Interfaith Peace Group. The Peace Pole is set amidst flowers and trees to create a reflective environment.



Baha'i

Buddhist

Christian

Daoist

Hindu

Indigenous

Islam

Judaism

Shinto

Sikh

Wicca

Submitted on Wed, 08/23/2023 - 11:45

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee

General Issues Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

Requestor Information:

Shelley Falconer

Art Gallery of Hamilton

123 King Street West

Hamilton, Ontario. L8P4S8

shelley@artgalleryofhamilton.com

905-527-6610 ext.228

Preferred Pronoun

she/her

Reason(s) for delegation request:

Presentation and update on the Art gallery of Hamilton and its role in the revitalization of Hamilton's downtown core. Requesting to delegate on September 20th, 2023.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

Yes

# ENRICHING HAMILTON: THE VITAL ROLE OF THE ART GALLERY OF HAMILTON

September 20, 2023

# INTRODUCTION

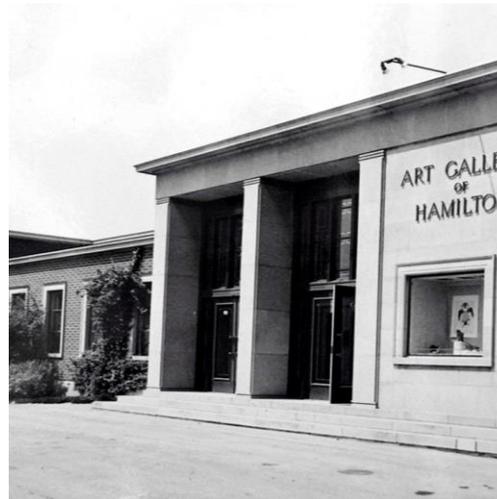
- Where we've been:
  - Background/History
  - Current funding
- Where we're going:
  - Strategic Plan (2023-2027)
  - Feasibility Study
  - Future Vision

Kim Adams (Canadian b. 1951), *Bruegel-Bosch Bus*, 1996-ongoing, sculpture-installation, 1959 Volkswagen bus, figurines, mixed media. Acquired with the assistance of the York Wilson Endowment Award at The Canada Council for the Arts, and with funds from the E. Muriel Baker Estate, the Russell Nelson Eden Estate, and the Walter and Duncan Gordon Foundation, 2001.



# WHERE WE'VE BEEN...

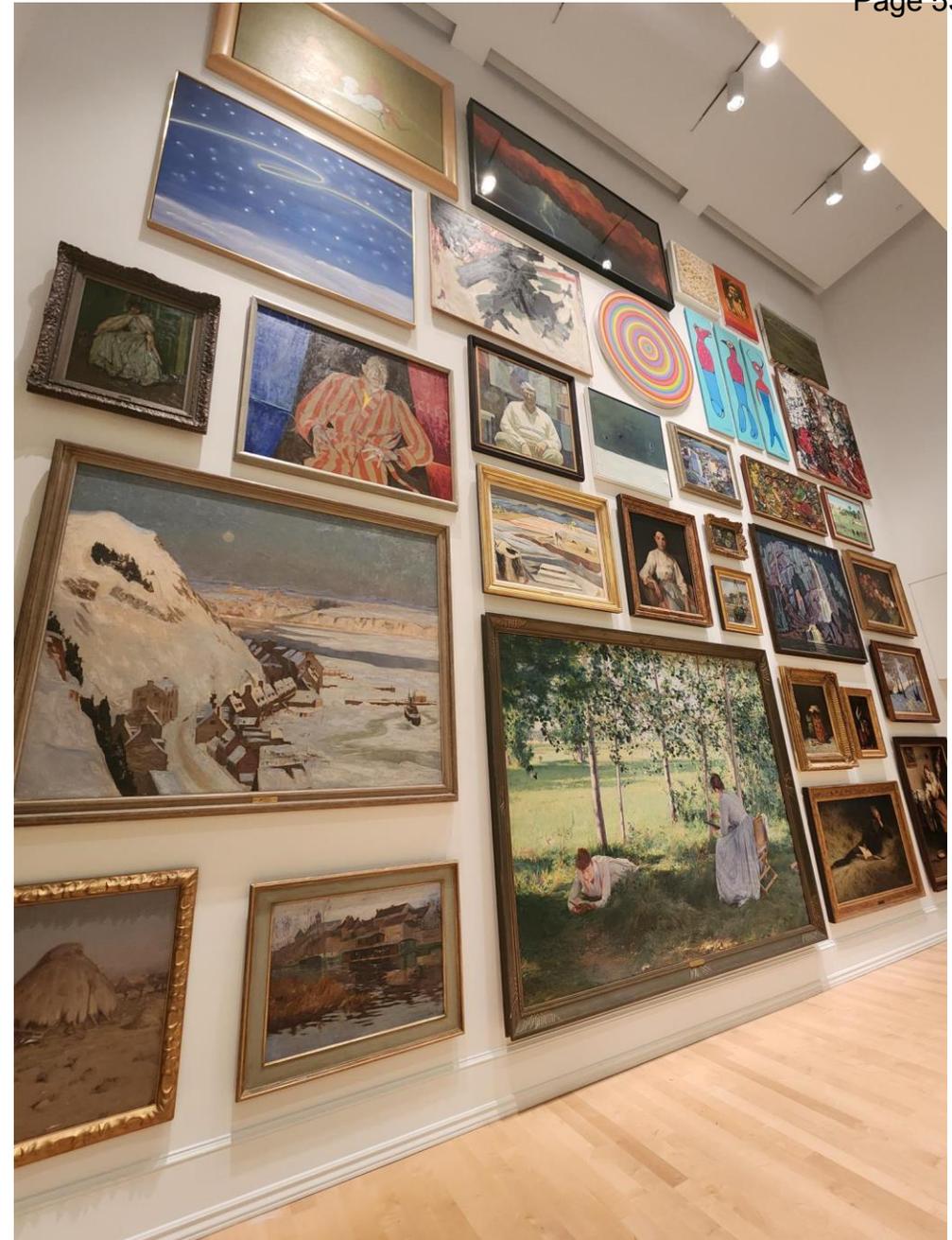
Founded by the City of Hamilton in 1914.



# HISTORICAL AND SOCIAL SIGNIFICANCE

---

- 10,500+ works of art in the permanent collection
- Third largest public art collection in the province inclusive of internationally renowned artists
- The Gallery continues to evolve via a dual focus: community-relevant programming while showcasing the significant permanent collection





# 2022 BY THE NUMBERS

**163,318**  
Visitors in 2022

**13** Exhibitions

**27** Loans & Traveling Exhibitions

**464** Artists, Artisans, & Contractors Featured

**100**  
Acquisitions

**409**  
Programs & Activities

**130**  
Events

**52**  
Wellness Programs

**7000+** Students from JK to Post-Secondary

**3600+** Volunteer Hours by 17 Board Members & 130 Volunteers

**1M+**  
Digital Impressions

**143**  
Publications & Videos Produced

**626**  
Media Mentions

**45,000+** Social Media Followers

**48** Full Time Employees

**2100+** Members

# AGH: COMPETITIVE LANDSCAPE

Gallery	Municipal Base Funding	Provincial Base Funding	Federal Base Funding	Operating Revenue	Operating Budget	Government Base Funding (percentage of expenses)	Donations and Fundraising + Earned Revenue %
Art Gallery of Hamilton	\$1,000,000	\$0	\$0	\$5,927,195	\$6,160,887	16%	60.4%
McMichael Collection of Canadian Art	\$0	\$3,328,800	\$0	\$10,196,873	\$10,308,365	32%	40.7%
Royal Botanical Gardens**	\$1,421,471	\$4,036,000	\$0	\$18,305,424	\$18,271,175	33%	51.8%
Art Gallery of Burlington	\$972,154	\$0	\$0	\$2,248,018	\$2,502,234	39%	57.4%
Museum London	\$1,740,471	\$0	\$0	\$3,478,571	\$3,578,497	49%	13.4%

\* Numbers in this table are reflective of published numbers for FY2019 for the above institutions, the last full operating year for most cultural organizations pre-pandemic impacts and supports.

\*\* Municipal Funding from Both Region of Halton, and City of Hamilton

# FEDERAL AND PROVINCIAL INVESTMENT

	Federal	Provincial	Municipal	Community
2023 <b>Approved</b> Program, Operating and Capital Support	\$2,200,418	\$647,554	\$1,000,000	\$1,200,000
<b>Pending</b> Support 2023 and Beyond	\$11,943,748	\$267,992		

# WHERE WE'RE GOING

---

- Continuing to build on the legacy of one of Canada's outstanding institutions.
- Working together to leverage support for a shared vision of a revitalized downtown Hamilton.



# STRATEGIC PLAN 2023-2027



## Community Conversations:

- What is the role of the Gallery in this community?
- What is missing from the AGH now?
- What should the Gallery be in the future?

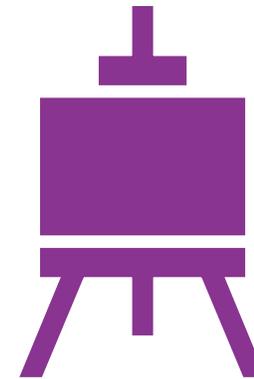


# STRATEGIC PLAN 2023-2027

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**New Strategic Plan for  
2023-2027**



**Vision:**

**“Inspire, connect and  
strengthen communities  
through ART”**



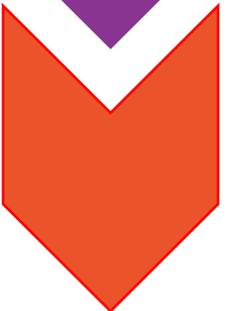
# VISION FOR THE FUTURE: 2023



- Create additional educational programming spaces and permanently install key works from the collection.



- Expand the current mandate to support broad community interest in Hamilton's civic history and stories of innovation.



- Provide Main Street Access and Expansion.



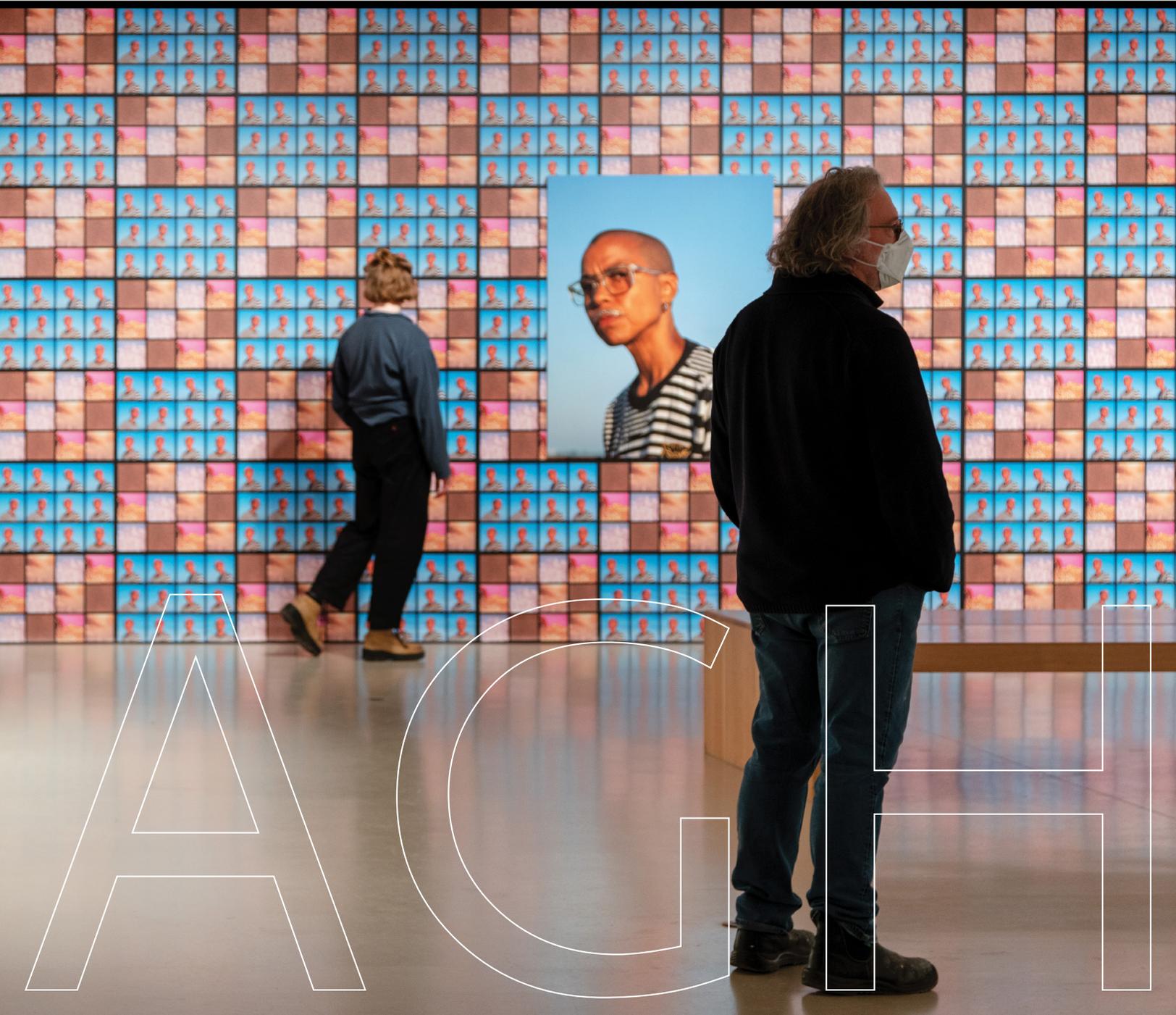
# VISION FOR THE FUTURE

(Conceptual Only)

# VISION FOR THE FUTURE



# ANNUAL **REPORT** 2022



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# BOARD OF DIRECTORS

**PRESIDENT & CEO**

Shelley Falconer

**2020 BOARD OF DIRECTORS**

Gary Graham, *Chair*  
Scott Galbraith, *Secretary Treasurer*

Sara Angelucci  
Councillor John-Paul Danko

Dilk Dhanapala  
Max Francis

Scott Galbraith  
David M. General

Gary Graham (Chair)  
Councillor Cameron Kroetsch

James Lefebvre  
Eleanor McMahon

Susan Murray  
Steve Nixon

Joe Pietrantonio  
Margaret Fong, *Chair, AGH Volunteer Committee*

Matthijs Van Gaalen  
Thomas C. Wilson



123 King Street West Hamilton, Ontario, Canada L8P 4S8 • 905.527.6610  
info@artgalleryofhamilton.com • www.artgalleryofhamilton.com

## MESSAGE FROM THE CHAIR, PRESIDENT & CEO



Gary Graham  
Chair, Board of Directors



Shelley Falconer  
AGH President & CEO

Following two years of unprecedented historical turbulence, the AGH was able to navigate through the past year offering 13 exhibitions and over 400 programs, to an audience of over 160,000. With the easing of public health guidelines we were once again able to encourage physical gatherings to provide safe visitor experiences, and allow for a return of staff through a hybrid work environment. We also continued to expand our digital programs to maintain and deepen our audience engagement with a wide range of audiences.

Since reopening in early 2022, and through tireless rescheduling efforts, we were proud to offer a diverse range of exhibitions and installations. With a strong emphasis on regional and underrecognized artistic talents, over 160,000 visitors enjoyed a multitude of collection-focused and major exhibitions. Highlights included *Margaret Watkins: Black Light*, a presentation of over 100 works by Hamilton-born and internationally recognized photographer Margaret Watkins. While Watkins is often recognized for her commercial photography, this exhibition also paid tribute to her contributions to modern photography through her experimentation with still lifes and landscape photography. *The Bigger Picture: Art in Hamilton 1950-2000* displayed a collaborative collection of over 200 local creatives who contributed to the cultural ethos that would assist in shaping the diverse multi-faceted artistic landscape in Hamilton. We were also able to offer two free online only exhibitions, *Metamorphosis* and *Phobia*, which displayed contributions by Hamilton secondary school arts students. A truly unique exhibition, *Gatherings: Roger Ferreira and Kareem-Anthony Ferreira* explored the concept of cross-cultural identity through the lens of a father and son with the prominent theme of community and family incorporated into their works. Visitors were also treated to the second year of exploring works influenced by the permanent collection with the presentation of *The Living Vault: The Collection and Performance*; an exhibition featuring six multi-disciplinary artists from range of performance-based fields.

The AGH was honoured to be a supporter and partner with the Hamilton Jewish Federation for their inaugural and international #nomoreantisemitism Conference. In addition to providing venue space for part of the event, we also presented the exhibition *Ed Burtynsky: Chai*, a compelling series documenting Burtynsky's photographic journey across 4,000 kilometers of Eastern Europe's scarred landscapes of Holocaust sites. In April, we had the pleasure of welcoming Nathan Eugene Carson as our RBC Artist in Residence. His sprawling

installation on the lobby wall perfectly complemented the extensive collection of images that carried into his installation space in the sculpture atrium. The AGH collaborated with Nathan throughout the year to launch a popular public program focused on bringing the community into a shared space to lounge, connect, and converse; thus, Vinyl Night emerged welcoming an average of 70 people of varying ages per event.

We are grateful to have expanded our significant permanent collection of over 10,500 works to include an additional 100 acquisitions. Among the generous donations were four works by Canadian artist Stephen Andrews, one work by Canadian figurative artist Tony Sherman, a series of 27 photos by Canadian photographer Ruth Kaplan, and two works by Hamilton-born Canadian impressionist painter, Otilie Palm Jost. We were also fortunate to acquire significant pieces by Canadian and Indigenous artists including four protest banners by activist and educator Syrus Marcus Ware, two images by Inuk artist Katherine Takpannie, and four works by the late Ontario-based folk artist, Poppa Wilson.

Outgoing exhibitions, loans and publications are also an important part of increasing access to our holdings and deepening our relationship with local, national and international audiences. The AGH exhibition *Tom Thomson? The Art of Authentication* was presented at The Tom Thomson Gallery in Owen Sound and Chun Hua Catherine Dong was presented at the Varley Art Gallery of Markham. Our collection also featured prominently in the National Gallery of Canada's European tour and presentation of *Canada and Impressionism: New Horizons*, and the McMichael's national tour of *Uninvited*. Additional works from the permanent collection were presented nationally and internationally during this period including: Sara Angelucci, *Everything in My Father's Wallet/Everything in My Wallet* as part of the Art Gallery of Ontario exhibition *I AM HERE: Home Movies and Everyday Masterpieces*; Walter Sickert, *The Painter in his Studio*, to Tate Britain, London, UK, for the touring show *Walter Sickert*, Tate Britain, London, and *Petit Palais*, Paris; and Shelley Niro, *1779* to the Mackenzie Art Gallery's *Radical Stitch*. Several works by senior artist Tim Whiten were loaned to a series of exhibitions developed through a partnership of the Art Gallery of Peterborough, McMaster Museum of Art and the Robert McLaughlin Gallery. Whiten's *Magic Sticks, Tabernacle and Reliquaire (II)* at McMaster Museum of Art in the exhibition *Elemental: Ethereal, Canticle for Adrienne* in *Tim Whiten: Phenomena* at the Robert McLaughlin Gallery. Marian Dale Scott, *Façade #2* and Gordon Webber, *Design #1*, Vermont to Musée d'art de Joliette for the exhibition *Forgotten!* Eveleigh, Brandtner, Scott, Webber: *Revisiting Montreal abstraction of the 1940s*; as well as the sculpture *Standing Sedna* by Mikisiti Saila, which was installed at the Wellwood Cancer Centre in Hamilton on long-term loan.

Five exhibition catalogues and in-gallery publications were completed in 2022: Michèle Pearson Clarke: *Muscle Memory* and *Successions: Ingrid Mayrhofer, Gatherings, The Bigger Picture* and Nathan Eugene Carson: *Cut From the Same Cloth*. The AGH was also instrumental in the production of a short documentary film to accompany the Margaret Watkins exhibition. The film has been accepted at multiple international film festivals including Toronto, Montreal and Berlin.

The AGH's website ended the year with over 200,000 visitors expanding our national and international reach. Our program of virtual exhibitions, talks, in-class and videos increased to 139 productions with continued growth on social media channels garnering more than 1 million impressions. The AGH received 626 media mentions, 32 of those being major features by publications such as the Toronto Star, Globe & Mail, TVO Today, the Hamilton Spectator, and CHCH News. This coverage led to a potential news reach of 989 million.

As an important cultural and civic hub locally, throughout the region and Canada, we provided a wide range of educational, social and wellness programs and activities, including 409 programs and activities, 52 health and wellness programs, and 7,000 education related events. We expanded to audiences across Canada with our cross-Canada virtual school program and Artful Moments programs that connected isolated seniors and participants with disabilities for whom in-person participation was not possible and continued to offer online docent-led tours of the AGH Collection on the first Friday of each month. Free Thursdays offered opportunities to organize evening events to welcome the community into the AGH.

The AGH Festival underwent an exciting transformation, evolving from a film festival into a 10-day multi-arts spectacular. Visitors to the Festival participated in various activities, from pop-up performances to workshops and film screenings. With events taking place at several locations across Hamilton, there was no shortage of exciting happenings to explore. The reimaged 2022 AGH Festival was a community success, with over 10,000 participants from across the province joining in the festivities.

We were also delighted to have our 2021 exhibitions and publications recognized by three awards from the provincial association of art galleries (GOG) and a grateful recipient of 15 competitive special project grants from federal, provincial governments and private foundations. We would like to extend our deepest gratitude to our dedicated AGH Board of Directors, Governors, passionate staff and volunteers, devoted members, and generous partners and donors. We would also like to acknowledge the continued support from all three levels of government who provide crucial operating support for the continued success of exhibitions, events, and educational programs that aim to enrich Hamilton and the broader community.

In a year that required resilience and creativity, and with a deepened commitment to our core mission, we are grateful for the opportunity to serve our community, and extend our sincerest thank you for being part of our year.

Gary Graham



Shelley Falconer



## EXHIBITION HIGHLIGHTS 2022

### MARGARET WATKINS: *Black Light*

February 26 - August 14, 2022

Organized and circulated by diChroma Photography



The Art Gallery of Hamilton was the only Canadian venue to present this internationally touring exhibition of Hamilton-born photographer Margaret Watkins' (1884–1969) work. Yet to receive her rightful place in the history of Canadian and International art, the exhibition sought in part to right this situation through the presentation of over one hundred works that reflected her extraordinary talent and daring as one of Canada's most significant early-twentieth-century artists.

Working in the early decades of the twentieth century, Watkins is largely recognized for her innovative contributions to advertising photography. In 1919 she embarked on the series of domestic still-lives that would come to define her practice and secure a place for her in modern photography circles. Still, she kept pushing her practice, and by the mid 1930s was working increasingly on the creation of wholly abstract compositions.

Her practice all but ceased in the late 1930s and Watkins died in Glasgow in 1969, her position as a key modernist photographer largely forgotten.

### MICHÈLE PEARSON CLARKE: *Muscle Memory*

February 12 - September 5, 2022



Exploring the vulnerability of queer female masculinity, *Michèle Pearson Clarke: Muscle Memory* was the first major solo exhibition in a public gallery for Trinidad-born, Toronto-based artist Michèle Pearson Clarke. Working primarily in photography and video, Clarke examines black and queer experiences of longing and loss, while situating such grief as a site of possibility for social engagement and political connection. With *Muscle Memory*, Clarke presented her largest installation to date, comprising both a new four-channel video

and sound work, *Quantum Choir*, 2022 and a selection of photographs from her ongoing series, *The Animal Seems to Be Moving*, 2018-present.

*Quantum Choir* reflects on the vulnerability of learning to sing as a way of exploring the legibility, precarity, and affinity of contemporary queer female masculinity, while in *The Animal Seems to Be Moving*, Clarke turns to self-portraiture for the first time to map a shift in her masculine appearance, one marked by both loss and fear.

### INGRID MAYRHOFER: *After All That Was Solid Melts Into Air* February 12 - May 23, 2022



In this solo exhibition of recent works, Hamilton-based artist Ingrid Mayrhofer explored the image of a changing city. Video collages and digital photomontages documented the altered streetscape during the process of demolition along King Street East in preparation for the City's planned Light Rail Transit (LRT).

After photographing many different stages of change – from active businesses and housing, to boarded up buildings and construction fencing, and newly revealed historical details – the artist created absurdist reality composites by incorporating the candy-coloured and tagged hoarding.

Her earlier series of collagraphs offered aerial views of the industrial sector and interpretations of the steelmaking process together with façades of workers' homes. The inclusion of cyanotypes and photographs from the AGH collection that document steel making and the TH&B railway construction, situated Mayrhofer's camera angle as she rambled along the tensions of progress.

### RBC ARTIST IN RESIDENCE: Nathan Eugene Carson *Black Carnival* April 14, 2022 - April 30, 2023



Nathan Eugene Carson was our highly celebrated RBC Artist in Residence, in 2022-2023. Beginning with a sprawling installation over our lobby wall, *Black Carnival Audience* was a sea of curious faces drawing visitors into Carson's extensive *Black Carnival* installation that occupied the David Braley and Nancy Gordon sculpture atrium, through April 2023.

During this residency, Carson created over one hundred paintings and drawings of carnival characters. Many were larger-than-life extraordinary figures that visitors were drawn to for the many possible stories that could be taking place. Carson was inspired by memories of visiting a carnival at Hamilton's Centre Mall on Barton Street. He was curious about the uniqueness of those who populated the carnival and became aware of how the 'carnies' were perceived and understood through their differences and otherness.

The collective gaze of Carson's characters was powerful, and their vulnerability was turned outward and open for discussion. Their otherness was not spectacle—rather they are wondrous and curious set of engaging characters, set out by the artist as an open-ended conversation.

### THE BIGGER PICTURE: *Art in Hamilton 1950-2000* September 10 - December 31, 2022

Presented by incite Foundation for the Arts

In partnership with Hamilton Arts Council and the Building Cultural Legacies Project



Hamilton's current vibrancy in the arts owes much to the lives and efforts of those who came before us, and yet this history is at risk of being lost or forgotten. In the fall of 2022, the Art Gallery of Hamilton hosted a celebratory exhibition to recall the artists who contributed to the multi-faceted explosion of the Hamilton art scene in the last half of the 20th century. The exhibition included an open call that resulted in a colossal group salon-style hang in the spirit of previous beloved collective Hamilton exhibitions such as the *NOW Show* (1986) and the *Go Show* (1991). The exhibition also featured thematic explorations of what has made the arts in Hamilton so significant and multidimensional.

Hamilton's strong sense of community and its ability to come together has been instrumental in the formation of the artistic landscape here. In recognizing our roots in collectivism, the exhibition hoped to deepen connections across generations and build toward Hamilton's continued cultural growth.

### GATHERINGS: Roger Ferreira and Kareem-Anthony Ferreira September 24, 2022 - January 8, 2023



This major exhibition by Hamilton-based father and son artists Roger Ferreira (b. 1961) and Kareem-Anthony Ferreira (b. 1989) featured over 30 paintings spanning Roger's 35-year career while also highlighting Kareem's emerging practice. Hailing from Trinidad, though born in Winnipeg, Roger and his family arrived in Hamilton in the late 1980s where he quickly established himself in the arts community, taking on public mural projects, and working with children and youth to share his skills and artistic vision.

For Roger, this exhibition served as a retrospective – spanning the major developments and themes in his approach to painting over the years, including his focus on family and Black culture, the landscapes of Canada and Trinidad, activism, and spirituality.

Kareem was born in 1989 in Hamilton and studied fine art at McMaster University before completing his MFA at the University of Arizona in 2020. In his impressive large-scale oil paintings, he revisits family trips to Trinidad. Working from old photos often taken during these family gatherings, Kareem builds richly textured images that reflect his experience of feeling rooted in two homelands: Hamilton and Trinidad.

Kareem and Roger came up with the title *Gatherings* to reflect on how they are both supported and inspired by their communities and families. Were it not for people coming together, this exhibition, and indeed their practices, would not be possible.

**EDWARD BURTYNSKY: Chai**  
November 18, 2022 - April 9, 2023



In October 2014, Edward Burtynsky began a photographic journey that took him 4,000 kilometres across Eastern Europe to capture the scarred landscapes of Holocaust sites. Nearly 80 years later, these sites still bear witness to human loss perpetrated on an unprecedented scale.

Like the scarred landscapes of mines, oil fields and landscapes that have been destroyed by industrial processes in the support of our modern lifestyle that we see in Burtynsky's work, these places bear the mark of unthinkable destruction long after the activities have ceased. The portfolio is titled *Chai* – the Hebrew word for 'life'. While there were an unthinkable number of victims in these places, there were also survivors. Their experiences then and since must guide our remembrance and learning.



## 2022 EXHIBITIONS

### Ingrid Mayrhofer: After All That Was Solid Melts Into Air

**February 12 - May 23, 2022**

Curated by Melissa Bennett

### Online: AGH Youth Community Art Gallery Presents: Metamorphosis

**January 31 - May 30, 2022**

In collaboration with AGH Youth, Hamilton secondary school Art instructors, and young Hamilton artists

### Resilience: The 126th Annual Women's Art Association of Hamilton Exhibition

**April 23 - June 12, 2022**

Organized by the Women's Art Association of Hamilton

### Margaret Watkins: Black Light

**February 26 - August 14, 2022**

Curated by Anne Morin

Produced by DiChroma Photography

### Michèle Pearson Clarke: Muscle Memory

**February 12 - September 5, 2022**

Curated by Melissa Bennett

### Collective Arts Series 24

**October 14 - October 23, 2022**

Presented by Collective Arts

### Online: AGH Youth Community Art Gallery Presents: Phobia

**July 25 - December 31, 2022**

In collaboration with AGH Youth, Hamilton secondary school Art instructors, and young Hamilton artists

### The Bigger Picture: Art in Hamilton 1950-2000

**September 10 - December 31, 2022**

Presented by incite Foundation for the Arts

In partnership with Hamilton Arts Council

Guest Curated by Alexis Moline and Bryce Kanbara

### Gatherings: Roger Ferreira and Kareem-Anthony Ferreira

**September 24, 2022 - January 8, 2023**

Curated by Melissa Bennett

### The Living Vault: The Collection and Performance

**June 24, 2022 - January 8, 2023**

Created and guest curated by Anna Chatterton and Clairandean Humphrey, Chyler Sewell and Mykola Paskaruk, and Sumona Roy and Learie McNicolls.

In partnership with Industry and Porchlight Theatre

### Edward Burtynsky: Chai

**November 18, 2022 - April 9, 2023**

Curated by Laurie Kilgour-Walsh

### RBC Artist In Residence: Nathan Eugene Carson Black Carnival

**April 14, 2022 - April 30, 2023**

Curated by Melissa Bennett

Presented by RBC Royal Bank

## LOANS & TRAVELLING EXHIBITIONS

- *Tom Thomson? The Art of Authentication* was presented at The Tom Thomson Gallery in Owen Sound.
- *Chun Hua Catherine Dong* was presented at the Varley Art Gallery of Markham.
- Six works from the AGH collection featured prominently in the National Gallery of Canada's European tour and presentation of *Canada and Impressionism: New Horizons*.
- Ten works from the AGH collection were presented in the McMichael's national tour of *Uninvited*.
- Sara Angelucci, *Everything in My Father's Wallet/Everything in My Wallet* as part of the Art Gallery of Ontario exhibition *I AM HERE: Home Movies and Everyday Masterpieces*.
- Walter Sickert, *The Painter in his Studio*, to Tate Britain, London, UK, for the touring show *Walter Sickert*, Tate Britain, London, and Petit Palais, Paris.
- Shelley Niro, *1779* to the Mackenzie Art Gallery's presentation of *Radical Stitch*.
- Several works by Tim Whiten were loaned to a series of exhibitions developed through a partnership of the Art Gallery of Peterborough, McMaster Museum of Art, and the Robert McLaughlin Gallery. Whiten's *Magic Sticks*, *Tabernacle* and *Reliquaire (II)* at McMaster Museum of Art in the exhibition *Elemental: Ethereal, Cantic for Adrienne* and *Tim Whiten: Phenomena* at the Robert McLaughlin Gallery.
- Marian Dale Scott, *Façade #2* and Gordon Webber, *Design #1*, Vermont to Musée d'art de Joliette for the exhibition *Forgotten! Eveleigh, Brandtner, Scott, Webber: Revisiting Montreal abstraction of the 1940s*.
- *Standing Sedna* by Mikisiti Saila, which was installed at the Wellwood Cancer Centre in Hamilton on long-term loan.

# ACQUISITIONS

## DONATIONS 2022

**Jeffrey Chong Wang**  
(Canadian b. China 1979)

*Self-Portrait with Winter Coat* 2011  
oil on canvas  
61 x 76.2 cm

RLLC "Jeffrey Wong"  
Gift of Alice and Ron Charach, 2022

**Simon Frank**  
(Canadian b. Scotland 1968)

*View (After Johnston)* 2016  
acrylic, oil stick, log-marking hammer on reclaimed plywood  
122 x 165.1 cm  
Gift of the artist, 2022

**Ruth Kaplan**  
(Canadian b. 1955)

*The Crossing* (Roxham Road Photographs) 2019-2021  
series of 27 inkjet prints on Canson Platine Fibre Rag 310  
91.4 x 61 cm each  
Gift of the artist, 2022

**Poppa Wilson**  
(Canadian 1925-2020)

*Memories of Yesteryear* 2007  
acrylic on wood  
40.6 x 40.6 cm  
Gift of the Estate of Poppa Wilson, 2022

**Otilie Palm Jost**  
(Canadian 1878-1961)

*Public Building in Munich 1912-13*  
charcoal and chalk on paper  
20.2 x 12.4 cm (sight)

*Altenau* 1917  
charcoal and chalk on paper  
25 x 17 cm  
Gifts of Barbara Mitchell, 2022

**Michael Robinson**  
(Anishinaabe/Métis 1948-2010)

*Dancing Forever*  
etching on paper  
ed. 39/99  
Gift of Ann and Bill Manson, 2022

**Unidentified artist**  
(Cape Dorset)

*Man mid-20th century*  
whale bone  
25 x 7.5 x 6 cm  
Bequest of Margaret Middleton, 2022

**Hugh Robertson**  
(Canadian 1900-1986)

*Hamilton Marsh*  
watercolour on paper  
58.4 x 68.6 cm (framed)

**John Sloan Gordon**  
(Canadian 1868-1940)

*Lamplighter* 1895/96  
watercolour (with possible pastel?) on paper  
45.7 x 55.9 cm (framed)  
Gifts of Rod and Cathy Innes, 2022

**Andy Fabo**  
(Canadian b. 1953)

*Phantom Limbs* 2004-2005  
20 works - ink, watercolour, marker, graphite on paper  
74 x 56 cm (paper)

**Andrew McPhail**  
(Canadian b. 1960)

*Untitled (Red)* 1989  
pencil, marker, acrylic on paper  
130 x 101 cm

**Tony Scherman**  
(Canadian b. 1950-2023)

*Trudeau (Black October)* 2010-11  
encaustic, oil pastel on canvas  
214 x 214 cm

**Stephen Andrews**  
(Canadian b. 1956)

*James from the series The Apostles* 1998  
oil, pencil on parchment  
48 x 61 cm

*NO! from the series Hoi polloi* 1998  
oil, pencil on parchment  
48 x 61 cm

*Crossing* 2011  
oil and encaustic on canvas  
244 x 183 cm

*Team 2* 2002  
6 works - oil and pencil on parchment  
48 x 61 cm

**Betty Goodwin**  
(Canadian 1923-2008)

*The cry* 2000  
steel, oil stick, bronze and wire  
Base: 243 x 56 x 55 cm  
Ball: 25 cm in diameter, 48 cm total height  
Gifts of Salah Bachir and Jacob Yerex, 2022

**Chun Hua Catherine Dong**  
(Canadian b. China 1975)

*I Have Been There-Hangzhou* 2018, digital print  
32 x 48 inches; 81.3 x 121.9 cm  
*Skin Deep - Red Phoenix* 2018  
digital print with Augmented Reality  
40 x 32"; 101.6 x 81.3 cm  
Gifts of the artist, 2022

## PURCHASES 2022

**Syrus Marcus Ware**  
(Canadian b. 1977)  
*Afraid of the Dark* c.2020  
mixed media protest banner  
273 x 330.2 cm

*We Will Win* c.2020  
mixed media protest banner  
259 x 327.6 cm

*Take Root Among the Stars* c.2020  
mixed media protest banner  
254 x 317.5 cm

*But What if We Don't* c.2020  
mixed media protest banner  
254 x 317.5 cm  
Purchases, Permanent Collection Fund, 2022

**Andrew McPhail**  
(Canadian b. 1960)

*SICK&TIRED* 2017  
sequins on bedsheet, thread  
175.3 x 228.6 cm  
Purchase, Permanent Collection Fund, 2022

**Kareem-Anthony Ferreira**  
(Canadian b. 1989)

*Untitled (family archive)* 2022  
silkscreen on Coventry Rag Vellum 290 gsm  
ed. 7/15, 118.7 x 86.4 cm  
Purchase, Permanent Collection Fund, 2022

*Miss Rodney's Event* 2022  
acrylic, mixed media on canvas, diptych:  
135.3 x 184.2 cm each

**Roger Ferreira**  
(Canadian b. 1961)

*Peace March* 2008  
watercolour on paper  
50.8 x 73.2 cm  
Purchase, Permanent Collection Fund, 2022

**Poppa Wilson**  
(Canadian 1925-2020)

*Is this the place?* 2008  
acrylic on wood  
72 x 92 cm

*Moose Power* 2009  
acrylic on wood  
60 x 77 cm  
Purchases, Permanent Collection Fund, 2022

**Ravinder Ruprai**  
(Canadian b. England 1969)

*Braid III* 2021  
silk, wool, fabric edging, gold leaf, paper, foam core, wood  
50.5 x 54.5 cm

*Braid I* 2021  
silk, wool, fabric edging, gold leaf, paper, foam core, wood,  
50.5 x 54.5 cm  
Purchases, Permanent Collection Fund, 2022

**Katherine Takpannie**  
(Inuk b. 1989)

*Autumn Peltier #3* 2020  
archival pigment ink print  
ed. 4/5, 61 x 91.4 cm

*Women's Season #1* 2021  
archival pigment ink print  
ed. 1/5, 61 x 91.4 cm  
Purchases, Permanent Collection Fund, 2022

**Janice Reid**  
(Canadian b. 1987)  
*Transforming Fanny Eaton*  
2021  
photographic print on  
Hahnemühle Hemp paper  
61 x 91.4 cm  
ed. 1/5  
Purchase, Permanent  
Collection Fund, 2022

**Ruth Cuthand**  
(Canadian, Plains Cree  
b. 1954)  
*Extirpate this Excrable*  
*Race no. 3* 2018  
glass beads, Canadian Forces  
blankets, ribbon  
dimensions variable  
Purchased with the support  
of the Elizabeth L. Gordon

Art Program, a program of  
the Gordon Foundation and  
administrated by the Ontario  
Arts Foundation, and the  
Permanent Collection Fund,  
2022

**Katherine MacDonald**  
(Canadian b. 1953)  
*Italian lemon* 2022  
oil on paper  
21 x 26 cm

*Blue dress* (worn by  
Rae Hendershot) 2018  
watercolour on paper  
34 x 22 cm  
Purchased with funds  
provided by the Women's Art  
Association of Hamilton and  
the Permanent Collection  
Fund, 2022

**Nathan Eugene Carson**  
(Canadian b. 1980)  
*Animals at the Circus table*  
2022-2023  
details tbd  
Purchased with funded  
provided by the RBC Arts  
Rising Program, 2022

## PUBLICATIONS & PRODUCTIONS

Five exhibition catalogues and in-Gallery publications were completed to accompany exhibitions in 2022:

- *Michèle Pearson Clarke: Muscle Memory*
- *Successions: Ingrid Mayrhofer*
- *Gatherings: Roger Ferreira and Kareem Ferreira*
- *The Bigger Picture: Art in Hamilton 1950-2000*
- *Nathan Eugene Carson: Cut from the Same Cloth*, published in collaboration with the Power Plant Art Gallery
- The AGH was also instrumental in the production of a short documentary film to accompany the Margaret Watkins exhibition. The film has been accepted at multiple international film festivals including Toronto, Montreal and Berlin

## AWARDS

- 2022 Galleries Ontario / Ontario Galleries (GOG) Award Winners; Innovation in a Collections-Based Exhibition *Breaking The Vault: Art and Poetic Liberty*, and Art Writing, and Geneviève Wallen "Moving Beyond Fantasies: The Art of Esmāa Mohamoud" From the publication, *Esmāa Mohamoud: To Play in the Face of Certain Defeat*, 2021, Museum London in partnership with the Art Gallery of Hamilton
- 2022 Shortlisted: Exhibition Catalogue Design Award: Vincent Perez, *Tom Thomson? The Art of Authentication*, Art Gallery of Hamilton in collaboration with the Agnes Etherington Art Centre

## PROGRAM & EXHIBITION HIGHLIGHTS

This year was a year of returns and growth. As we shifted back into a program focused on in-person experiences across the spectrum of our activities one of our priorities was reengaging with our audiences and communities at the AGH after an extended time away. To begin, the reimagining of many core activities placed new emphasis on social connection and learning, and the department underwent significant restructuring in order to align with emerging priorities. The difficult decision to end the film program came in the wake of many changes to the film and cinema landscape over the last years, but this change made way for the repositioning of programming areas into three pillars: Education and Learning, Wellness, and Community Engagement.

Throughout 2022, audience numbers grew, and an overall sense of energy and excitement fueled our work, leading to the introduction of a number of significant projects coming to fruition.

### EDUCATION & LEARNING

Having maintained connections with our regional school audiences in 2020-21, and into 2022 through virtual programming, we were thrilled to welcome students back to the AGH for in-person Tour and Studio programming, as well as a Curatorial Symposium for secondary students, with the 2022-23 school year showing an almost full return. Artist Led Projects maintained a strong virtual presence in classrooms early in the year with artist-educators returning to classrooms in the Fall.

Fall also kicked off a national arts education program, thanks to the support of the Canada Council for the Arts. Our artist-educator team worked in virtual classrooms across the county delivering arts-based projects in visual art, film, photography, creative writing, drama, and rap/poetry.

### PUBLIC PROGRAMMING

#### Interpretive Activities

Artist Talks in support of our exhibitions were varied and well attended. They included: Michèle Pearson Clarke in support of her solo exhibition; Mary O'Connor and Katherine Tweedle presenting on Margaret Watkins; a Town Hall style event in response to Ingrid Mayrhofer's exhibition; a curator's talk for *The Bigger Picture: Art in Hamilton 1950-2000*; and an artist talk with Roger and Kareem-Anthony Ferreira for their exhibition *Gatherings*. Additional interpretive events brought the collection to life through weekly guided tours, monthly Fridays at Four virtual presentations, and group experiences.

#### Creative and Social Programs

In the spirit of joining together to share arts and cultural experiences, these programs include Summer in the City, a series of programs including musical performances, trivia night, karaoke nights, dance parties, and arts & crafts activities. These Free Thursday events attracted diverse groups of people to the Gallery, from grade-school children to retirees. Monthly Vinyl Nights, the third Thursday of each month, hosted by artist-in-residence Nathan Eugene Carson also encouraged new and regular patrons to join the fun. Family programs including monthly Family Fun Days and Story Time rounded out the all-ages Gallery experiences.

### AGH Festival

In October, the first AGH Festival was a success! We went into this year's Festival with the intention of learning how to hold a multi-disciplinary arts festival, after over a decade of holding annual film festivals. Through his "year-zero" approach we were able to try a wide variety of talks, parties, workshops, film screenings and kids' events. Over the 10-day Festival, we hosted 29 events with approx. 10,000 attendees from across the province. AGH Festival gave us the opportunity to develop new and stronger relationships with many of Hamilton's grassroots organizations in the city, working with local artisans, musicians, and performers and our major event, *Celebrate: An Afro-Caribbean Extravaganza*, was a joyful night of great food, music, and friendship.

### WELLNESS

#### Artful Moments

Artful Moments is an umbrella program for a range of wellness programs designed for specialized audiences. We prioritize strengths and abilities along with knowledge of participants' needs in an interactive and socially connective experience. Artful Moments works with many different audiences and collaborates with several community partners. Participants include people living with dementia, autism, social isolation, caregivers, and those who use social support. We built connections with Hamilton Civic Museums (specifically Whitehern Historic Home and Garden), Glenhyrst Gallery of Brant and Lynwood Arts Centre in order to support Artful Moments programming within other museums. Artful Moments was presented to an international audience as part of the 2022 MuseumNext Summit of Health and Wellbeing.

#### Programs for Wellbeing

In 2022, the Youth Art Collective provided opportunities for young people ages 15 to 24 to come together to experience and make art with like-minded peers. YAC is an open invitation for youth to make the AGH a comfortable place to express themselves. QUARTZ: Queer Art Hang! opened the AGH doors and studio to be a welcoming, supportive, and inclusive space for queer community members and aspiring allies to gather, be creative, and experience the Gallery. Quartz took place monthly and welcomed over 30 participants at each session. Mindfulness and Movement programs invited participants to take time each month for creative reflections. These took the form of yoga and sound-therapy experiences, mindful drawing, sensory and slow-looking tours, and encouraged participants to take time and space to achieve their own wellness goals.

### COMMUNITY ENGAGEMENT

Through a variety of ongoing and special events, we connected with a number of partners in 2022. These included Lit Live, Keeping Six, City Housing Hamilton, and more. Hamilton You Poets connected art and spoken work in innovative programs for youth. Speakers of Truth continued to be a powerful and inspiring Round Table discussion led by Lyndon George. The Art of Creation project uses art to explain the importance of being healthy before and during pregnancy. We were honoured to partner with the Hamilton Jewish Foundation for their first International Antisemitism Conference, collaborate with the Afro Caribbean Association (ACCA) to develop a Young Curator Program and thrilled to welcome the Filipinas of Hamont to the Gallery for an afternoon tour and artmaking workshop. Porchlight Theatre held its second Garden Party at the Gallery celebrating the BIPOC community in the greater Hamilton area.



# VOLUNTEER ASSOCIATION 2022

Volunteer activity and interest has been building steadily throughout 2022.

With a return to in-person support beginning mid-February, volunteers were eager and willing to adjust to revised needs within the Gallery, as pandemic protocols continued to evolve.

In hopeful anticipation of a return to on-site in-person school-group tours, a group of new docents received training from February through May with Laurie Kilgour-Walsh, Senior Manager, Education.

Meanwhile, the very popular “Fridays at Four” online art viewing program, initiated and led by docents, moved from a weekly program in 2021 to a monthly program in 2022. By the end of the year, over 900 works from the AGH permanent collection had been shared to over 2700 registrants!

In the Spring, one local school board returned to booking in-person school tours. Fall brought a welcome and steady stream of students, keeping volunteer docents active daily.

The Art Gallery of Hamilton was the institution of choice in 2022 for 29 new volunteers who actively supported in a variety of areas. Twelve others applied toward the end of the year and are eagerly awaiting their recruitment process while we look for openings and opportunities for more volunteer support.

We are grateful that Rebecca Frerotte, Development Officer, has been our guiding force, offering encouragement and working collaboratively with our Volunteer Association Executive to bring her energy to help make decisions that support the Gallery’s needs and directions.

*The following are the volunteer hours recorded by area in 2022:*



With over 3182 volunteer hours recorded in 2022, we are on a gradual rise towards pre-pandemic levels.

Fall also brought many new and returning volunteers together to support the inaugural ten-day AGH Festival. Led and supported by staff lead, Jordan Delfs, and Performance and Festival volunteer liaison, Jennifer Powell-Fralick, 45 volunteers contributed over 376 hours for this full-staff effort. The community outreach of this event was something that volunteers could clearly be a part of, with many commenting positively on the sense of welcome, inclusion, and sharing of varied cultural and artistic ideas.

Throughout 2022, the Volunteer Association Executive took actions to support the Gallery’s mandate of honouring, highlighting, and learning more about Indigenous roots and influences, encouraging all volunteers to pursue their individual growth in their path to Truth and Reconciliation.

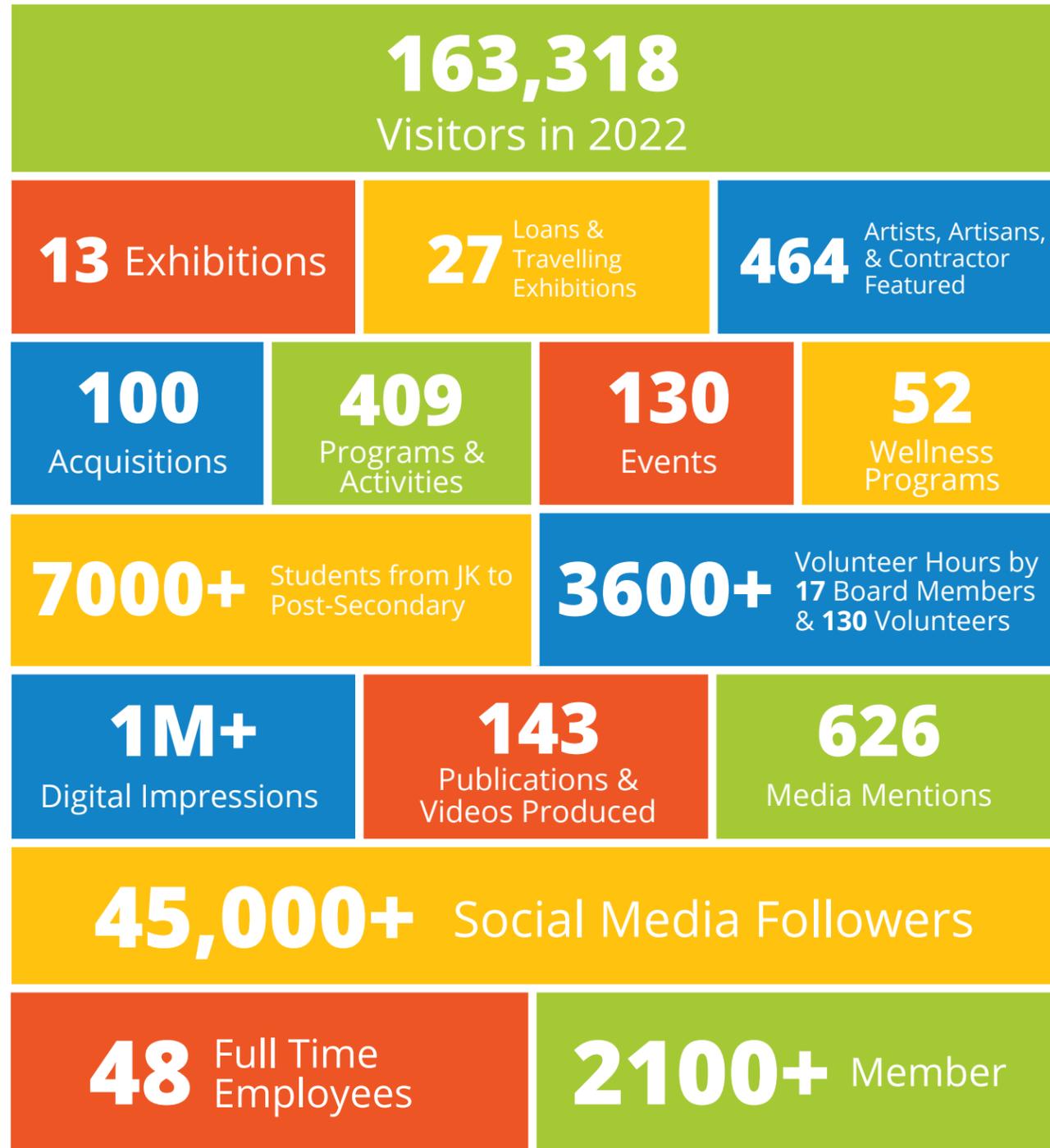
In addition, the Volunteer Association Executive brought attention to the need for volunteers to learn about and receive training on issues of Equity, Diversity, and Inclusion. During our Annual General Meeting in May, attendees were guided to consider and challenge our own blind spots and assumptions and learn about micro-aggressions. The VAE looks forward to more opportunities to have ongoing training for all volunteers to help us become ready and well versed to interact with and welcome visitors in an equitable, accessible, and widely representative environment.

As volunteerism evolves and changes with the needs of the times, one tradition that AGH volunteers are proud of and wish to continue is the legacy of fundraising to support acquisitions for the AGH permanent collection. This spring, the Volunteer Association Executive launched a fundraising effort. As the year 2025 will mark 75 years of volunteer activity at the AGH, we would like to celebrate this milestone with an acquisition that supports the Gallery’s direction to include local, under-represented communities. We encourage all volunteers to participate and continue the tradition of support started in 1950!

Heading into 2023, our Volunteer Association is committed to collaborating with the incredible talents, skills, and dedication of AGH staff to find ways that we can all serve the public and promote the Gallery as a destination for all!

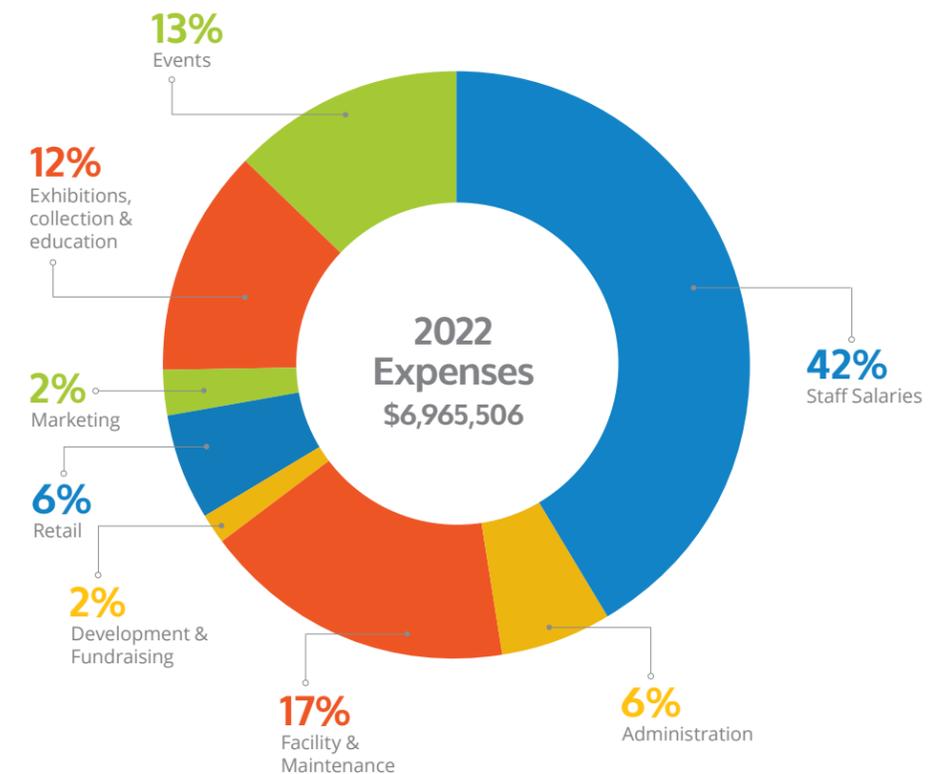
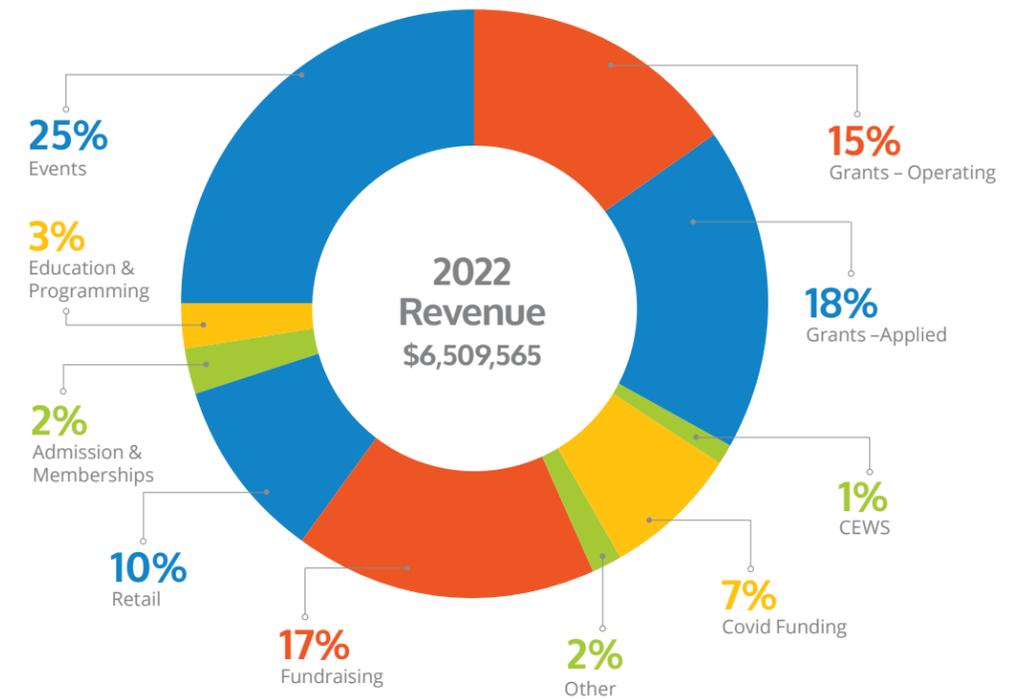
Respectfully submitted,  
Margaret Fong

## 2022 BY THE NUMBERS



108 YEARS SERVING THE COMMUNITY

## OPERATING ACTUALS



## DONOR SUPPORT & SPONSORSHIP

The AGH began 2022 with a mandated closure in January, closing early the very popular exhibition *Maud Lewis*. Off to a challenging start, we relied on the continued support of our community of donors to help us transition back to full opening in February. We are so very grateful for this ongoing support which allows the AGH to continue to offer award winning exhibitions and programs, care for our 10,500+ works of art, and provide exceptional spaces for the community to gather and celebrate.

The AGH has placed a renewed emphasis on partnerships, which we view as a necessary component for our ongoing success. In 2022, we joined with other arts and culture organizations to form the Hamilton Arts & Culture Collective to strengthen the arts community in Hamilton through cooperation and joint initiatives such as **Giving Tuesday**. We are also actively pursuing other partnership opportunities within the city.

*The Art Gallery of Hamilton is sincerely grateful to our major supporters of 2022:*

**Margaret Watkins: Black Light** exhibition, supported by our communities and a generous matching donor.

**The Bigger Picture: Art in Hamilton 1950-2000** exhibition, sponsored by the incite Foundation for the Arts, in partnership with the Hamilton Arts Council and the Building Cultural Legacies project.

**Gallery Level 2 Free Admission** sponsored by Orlick Industries Ltd.

**Collection Acquisitions** supported by the Elizabeth L. Gordon Art Program, a program of the Gordon Foundation and administered by the Ontario Arts Foundation.

**Exhibition and Program** support generously provided by Bob and Maggie Carr, Don & Sheila Pether, John and Liz Heersink (anonymous?), Filomena Frisina, John & Eileen Hutton, Gary & Sandra Graham, Brent & Sally Foreman, Joe Pietrantonio, and Eleanor McMahan.

**RBC Artist in Residence** supported by RBC Royal Bank.

**AGH Free Thursdays** supported by incite Foundation for the Arts, and RBC Royal Bank.

**AGH Learn & Education programs** supported by the incite Foundation for the Arts, Hamilton Community Foundation, The Fedorovitch Family Foundation, The Dougher Community Fund, the Edith H. Turner Foundation Fund, The McGrath Milne Fund and the Taylor Family, and the Government of Canada Young Canada Works program.

**AGH Festival** presented by BMO Financial Group, the Province of Ontario, the Ontario Trillium Foundation an Agency of the Government of Canada, the Government of Canada, the incite Foundation for the Arts, and many more community sponsors and partners.

**AGH Sketchbook Summer** supported by Cogeco Inc.

**Artful Moments** presented by the TD Bank Group, the Government of Canada and the Province of Ontario.

**Digitization Project** supported by the Government of Canada, Department of Canadian Heritage MAP- Digital Access to Heritage program.

**Gala** presented by RBC Royal Bank, supported by wide angle sponsors Effort Trust, Fox Harb'r Resort and LiUNA, close-up sponsors DPAI, Collyer Benson Artic Experience McNaught Gallery, Local Sponsors Herzig Eye Institute, Hamilton Chamber of Commerce, Simpson Wigle, and AON Reed Stenhouse Inc.

**Building Improvements** including sculpture garden installation of turf, new outdoor furniture and games, and improved safety, security systems and accessibility signage through the Government of Canada Federal Economic Development Agency for Southern Ontario and RTO3. Operating Support provided by Canada Council for the Arts, Ontario Arts Council, and the City of Hamilton.

**Operating Support** provided by Canada Council for the Arts, Ontario Arts Council, and the City of Hamilton.

### Donor List

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James Lefebvre & Lizanne Lefebvre  
Marvin Cohen  
In memory of Tom Anastasios Leousis from the Estate of Helen Nitchie  
Lord Booty Family  
Ann Manson  
Marlies and Alan Clark Fund  
Maryella Leggat  
Janet McNaught  
Paul D. Mulne and Caolyn Milne  
Barbara Mitchell  
Susan Murray  
Susan Murray  
MPP Dan Muys  
Orlick Industries Ltd.  
Donald A. Pether & Sheila Pether  
Dr. Waldemar Pieczonka  
Joseph & Rosalie Pietrantonio  
David Premi & Gail O'Gorman  
RBC Foundation  
RBC Royal Bank  
Reinhard Reitzenstein and Gayle Young  
E. Robert Ross & Wendy L. Bell  
Royal Bank of Canada  
Simpson Wigle Law LLP  
Sylvia Nickerson  
Takao Tanabe and Anona Thorne  
Dr. Michael and Pam Taylor  
Robin Taylor  
TD Bank Group  
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The Dabber Group  
The Effort Trust Company  
The Estate of Muriel Middleton  
The Fedorovitch Family Foundation

The Maudsley Family Foundation  
The Pop-Up Chapel Co.  
Cam & Sylvia Theroux  
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Richard & Janice Thode  
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Weisz Family Foundation  
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### WILLIAM BLAIR BRUCE

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Peter Macdonald and Jennifer Osborne  
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D.J. Crockett  
The Honourable Justice George Gage and Deborah Finn  
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The Herb and Cece Schreiber Family Foundation  
Marnie and Karen Schreiber  
Virginia and John Soule  
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Women's Art Association of Hamilton (WAAH)

### TOM THOMSON

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Fiona M. T. Ellis  
David Fowler and Natalie Ethier  
Shelley Falconer  
The Hon. William and Doris Festeryga  
Brent and Sally Foreman  
Matthijs van Gaalen  
David and Judy Goodings  
Peter and Paula Hampson  
Sheila Harms and Warren Trimble  
John and Elizabeth Heersink  
Diana Hogarth  
Larry and Colleen Kurtz  
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Matt Grande and Willow Watson  
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Shawna White  
Barry and Alma Yellin  
Robert and Barbara Young

## Corporate

Collyer Benson Capital Inc

## Government Funders

Canada Council for the Arts  
City of Hamilton  
Government of Canada  
Government of Ontario  
Ontario Arts Council  
Ontario Arts Foundation  
Ontario Trillium Foundation

## Special Acknowledgement

### John Soule

In memory of John Soule and in recognition of his outstanding generosity and support as a member of the Council of Governors, Board of Directors, and Acquisition Committee.

### Carl and Kate Turkstra

In memory of Carl and Kate Turkstra for their tireless support of the AGH as founders of the incite Foundation. Carl and Kate were valuable members of the AGH Council of Governors and the Legacy Art Committee.

### William "Bill" Manson

In memory of William "Bill" Manson for his many years of generosity and support to the AGH and as Chair of the AGH Volunteer Committee.

*This list reflects donations of \$500 + made between January 1, 2022, and December 31, 2022.*

*The AGH respects the Donor Bill of Rights and the privacy requests of all donations, therefore anonymous donations have not been reflected in this list.*

**IMAGE CREDITS:**

Cover Image: Installation view, *Michèle Pearson Clarke: Muscle Memory*, Art Gallery of Hamilton, 2022, photo by Yuula Benivolski

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Pg 5: Installation view, *Margaret Watkins: Black Light*, Art Gallery of Hamilton, 2022, photo by Robert McNair

Installation view, *Michèle Pearson Clarke: Muscle Memory*, Art Gallery of Hamilton, 2022, photo by Yuula Benivolski

Pg 6: Installation view, *Ingrid Mayrhofer: After All That Was Solid Melts Into Air*, Art Gallery of Hamilton, 2022, photo by Robert McNair

Installation view, *RBC Artist In Residence: Nathan Eugene Carson*, Art Gallery of Hamilton, 2023, photo by Lisa Narduzzi

Pg 7: Installation view, *The Bigger Picture: Art in Hamilton 1950-2000*, Art Gallery of Hamilton, 2022, photo by Lisa Narduzzi

Installation view, *Gatherings: Roger Ferreira and Kareem-Anthony Ferreira*, Art Gallery of Hamilton, 2023, photo by Lisa Narduzzi

Pg 8: Installation view, *Edward Burtynsky: Chai*, Art Gallery of Hamilton, 2023

Pg 9: [Clockwise from top left] Installation view, *Gatherings: Roger Ferreira and Kareem-Anthony Ferreira*, Art Gallery of Hamilton, 2023, photo by Lisa Narduzzi

Installation view, *Michèle Pearson Clarke: Muscle Memory*, Art Gallery of Hamilton, 2022, photo by Yuula Benivolski

Installation view, *Ingrid Mayrhofer: After All That Was Solid Melts Into Air*, Art Gallery of Hamilton, 2022, photo by Robert McNair

Installation view, *The Bigger Picture: Art in Hamilton 1950-2000*, Art Gallery of Hamilton, 2022, photo by Lisa Narduzzi

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Installation view, *Margaret Watkins: Black Light*, Art Gallery of Hamilton, 2022, photo by Robert McNair

Installation view, *The Bigger Picture: Art in Hamilton 1950-2000*, Art Gallery of Hamilton, 2022, photo by Lisa Narduzzi

**AGH**

Art Gallery  
of Hamilton

123 King Street West  
Hamilton, ON, Canada L8P 4S8  
905.527.6610  
info@artgalleryofhamilton.com

**Art Gallery of Hamilton**

**Financial Statements**

**December 31, 2022**



T 905 522 6555 F 905 522 6574 4th Floor, One James Street South Hamilton ON L8P 4R5 [petmas.ca](http://petmas.ca)

June 6, 2023

## Independent Auditor's Report

To the Board of Directors of Art Gallery of Hamilton

### **Opinion**

We have audited the financial statements of Art Gallery of Hamilton (the "Organization"), which comprise the statement of financial position as at December 31, 2022, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



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## Independent Auditor's Report, continued

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ◆ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ◆ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- ◆ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ◆ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- ◆ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Pettinelli Mastrolucchi LLP*

Chartered Professional Accountants  
Licensed Public Accountants

Hamilton, Ontario

# Art Gallery of Hamilton

## Statement of Financial Position

	December 31	
	2022	2021
<b>Assets</b>		
Current assets		
Accounts receivable	\$ 270,254	\$ 270,804
Prepaid expenses	243,079	334,482
Inventory (Note 2)	103,756	113,193
Restricted investments (Note 3)	<u>3,692,735</u>	<u>4,115,256</u>
	4,309,824	4,833,735
Permanent collection - works of art (Note 4)	1	1
Capital assets (Note 5)	<u>10,607,008</u>	<u>11,187,297</u>
	<u>\$ 14,916,833</u>	<u>\$ 16,021,033</u>
<b>Liabilities</b>		
Current liabilities		
Bank indebtedness (Note 6)	\$ 434,938	\$ 306,818
Accounts payable and accrued liabilities (Note 7)	702,099	677,078
Deferred revenue (Note 8)	830,698	990,040
Event deposits	87,984	138,001
Bank loans (Note 9)	<u>384,741</u>	<u>447,409</u>
	2,440,460	2,559,346
Deferred capital contributions (Note 10)	<u>9,372,458</u>	<u>9,901,830</u>
	<u>11,812,918</u>	<u>12,461,176</u>
<b>Net assets</b>		
Unrestricted	(812,029)	(332,044)
Externally Restricted Endowment	111,617	111,617
Invested in Capital Assets	1,234,550	1,285,467
Board Restricted	<u>2,569,777</u>	<u>2,494,817</u>
	3,103,915	3,559,857
	<u>\$ 14,916,833</u>	<u>\$ 16,021,033</u>

Commitments (Note 11)

Contingent liability (Note 12)

See accompanying notes to the financial statements.

APPROVED BY THE BOARD:

  
 \_\_\_\_\_ Director  
  
 \_\_\_\_\_ Director

## Art Gallery of Hamilton

### Statement of Operations

	Year ended December 31	
	2022	2021
<b>Revenues</b>		
Earned revenue (Note 13)	\$ 2,731,389	\$ 1,411,438
Grants (Note 14)	2,714,408	3,025,560
Donations	962,225	528,387
Artwork acquisition revenue (Note 4)	60,294	22,600
Investment income, net (Notes 3 and 15)	<u>41,250</u>	<u>489,446</u>
	6,509,566	5,477,431
<b>Expenditures</b>		
Wages and benefits	2,895,502	2,635,180
Cost of earned revenue (Note 16)	1,386,835	740,240
Programming and acquisition costs	877,294	654,802
Utilities, building insurance and maintenance	559,215	512,592
Office, administrative and miscellaneous	413,502	343,583
Security	362,067	274,304
Marketing and communications	<u>257,681</u>	<u>256,748</u>
	6,752,096	5,417,449
(Deficiency) excess of revenues over expenditures from operations	<u>(242,530)</u>	<u>59,982</u>
<b>Other income (expense)</b>		
Amortization of deferred capital contributions	619,372	614,872
Amortization	<u>(832,784)</u>	<u>(821,977)</u>
	<u>(213,412)</u>	<u>(207,105)</u>
Deficiency of revenues over expenditures for the year	<u>\$ (455,942)</u>	<u>\$ (147,123)</u>

See accompanying notes to the financial statements.

## Art Gallery of Hamilton

### Statement of Changes in Net Assets

	Year ended December 31 2022				
	Unrestricted	Externally Restricted Endowment	Invested in Capital Assets	Board Restricted	Total
Balance at beginning of the year	\$ (332,044)	\$ 111,617	\$ 1,285,467	\$ 2,494,817	\$ 3,559,857
Deficiency of revenues over expenditures	(242,530)	-	(213,412)	-	(455,942)
Investment in capital assets (Note 17)	(162,495)	-	162,495	-	-
Interfund transfer (Note 18)	(74,960)	-	-	74,960	-
Balance at end of the year	<u>\$ (812,029)</u>	<u>\$ 111,617</u>	<u>\$ 1,234,550</u>	<u>\$ 2,569,777</u>	<u>\$ 3,103,915</u>

	Year end December 31 2021				
	Unrestricted	Externally Restricted Endowment	Invested in Capital Assets	Board Restricted	Total
Balance at beginning of the year	\$ (533,048)	\$ 111,617	\$ 1,433,594	\$ 2,694,817	\$ 3,706,980
Excess (deficiency) of revenues over expenditures	59,982	-	(207,105)	-	(147,123)
Investment in capital assets (Note 17)	(58,978)	-	58,978	-	-
Interfund transfer (Note 18)	200,000	-	-	(200,000)	-
Balance at end of the year	<u>\$ (332,044)</u>	<u>\$ 111,617</u>	<u>\$ 1,285,467</u>	<u>\$ 2,494,817</u>	<u>\$ 3,559,857</u>

## Art Gallery of Hamilton

### Statement of Cash Flows

	Year ended December 31	
	2022	2021
Cash flows from (used in) operating activities		
Deficiency of revenues over expenditures for the year	\$ (455,942)	\$ (147,123)
Items not involving cash		
Amortization	832,784	821,977
Amortization of deferred capital contributions	(619,372)	(614,872)
Change in fair value of investments	308,071	(145,195)
	<u>65,541</u>	<u>(85,213)</u>
Net change in non-cash operating working capital balances		
Decrease (increase) in accounts receivable	550	(146,141)
Decrease (increase) in prepaid expenses	91,403	(69,235)
Decrease in inventory	9,437	5,730
Increase in accounts payable and accrued liabilities	25,021	165,129
(Decrease) increase in deferred revenue	(159,342)	279,762
(Decrease) increase in event deposits	(50,017)	27,266
	<u>(82,948)</u>	<u>262,511</u>
	<u>(17,407)</u>	<u>177,298</u>
Cash flows from (used in) investing activities		
Purchase of investments	(618,499)	(1,799,750)
Proceeds on disposal of investments	832,319	1,717,281
Purchase of capital assets	(252,495)	(58,978)
Reinvested investment income	(99,370)	(90,658)
Receipt of deferred capital contributions	90,000	-
	<u>(48,045)</u>	<u>(232,105)</u>
Cash flows from (used in) financing activities		
Bank indebtedness	128,120	169,106
Repayment of bank loans	(62,668)	(114,299)
	<u>65,452</u>	<u>54,807</u>
Net increase in cash during the year	-	-
Cash at beginning of the year	-	-
Cash at end of the year	<u>\$ -</u>	<u>\$ -</u>

See accompanying notes to the financial statements.

# Art Gallery of Hamilton

## Notes to Financial Statements

December 31, 2022

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### Nature of operations

Art Gallery of Hamilton (the "Organization") was founded in 1914 and holds its collection of works of art in trust for the people of Hamilton and Canada with a mandate to collect, preserve, exhibit, and interpret works of art for the community. As a public resource it conserves and communicates Canada's artistic, cultural and social heritage, and explores contemporary and historical art within local, national, and international contexts. The Organization houses eighteen exhibition spaces including several multi-use spaces for educational, programming and event purposes.

The Organization is a registered Canadian charity and is exempt from payment of income taxes as provided under the Income Tax Act.

### 1. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the Chartered Professional Accountants of Canada Handbook. The Organization's significant accounting policies are as follows:

#### Cash / Bank indebtedness

Cash / Bank indebtedness includes cash on hand and held with financial institutions, net of outstanding cheques and deposits. Balances that fluctuate from positive to overdrawn are shown as cash or bank indebtedness depending on the accounts' net position at year-end.

#### Investments

Investments are recorded at their fair value. Investment income consists of interest, dividends and net change in unrealized gains and losses, and is recognized when declared, earned or received.

#### Inventory

Inventory is comprised of gift items, catalogues, books, jewelry, glassware, pottery, stationery and liquor. Inventory is valued at the lower of cost and net realizable value with cost determined substantially on a first-in, first-out basis.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 1. Significant accounting policies, continued

#### Capital assets

Capital assets are recorded at cost, less accumulated amortization. Contributions of capital assets are capitalized at fair value at the date of contribution. The Organization provides for amortization using the straight-line method at rates designed to amortize the cost of the capital assets over their estimated useful lives. The annual amortization rates are as follows:

Buildings and building improvements	10 to 40 years
Equipment and furnishings	10 years
Computer equipment	3 years

Capital assets under development or not yet in use are not subject to amortization. Upon substantial completion, the capital assets will be amortized at a method and rate designed to amortize the cost of the assets over their estimated useful lives.

The Organization reviews its capital assets for impairment whenever events or changes in circumstances indicate the carrying amount of an asset may not be recoverable and exceeds its fair value. The impairment loss, if any, is the excess of carrying value over its fair value.

Expenditures for maintenance and repairs are charged to deficiency of revenues over expenditures as incurred.

#### Works of art

In conformity with accounting policies followed by art galleries and other organizations in possession of collections, the value of works of art may be excluded from the statement of financial position, except for a nominal carrying value. The Organization has chosen to carry a nominal value of \$1 to represent its works of art. The disbursements for purchased additions are reflected in the statement of operations as the excess cost over nominal value recognized.

The costs associated with the contributed works, including appraisal fees, shipping costs, storage fees, etc., are reported as programming and acquisition costs and are recognized when the deed of the gift is signed and the appraisal completed. Reimbursement of these costs by the donor is reported as artwork acquisition revenue.

#### Contributed services

Volunteers contribute their time to assist in the Organization's activities. While these services benefit the Organization considerably, a reasonable estimate of their amount and fair value cannot be made and, accordingly, these contributed services are not recognized in the financial statements. The notes to the financial statements include disclosure of the estimated number of recorded volunteer hours along with a corresponding estimated value.

# Art Gallery of Hamilton

## Notes to Financial Statements

December 31, 2022

---

### 1. Significant accounting policies, continued

#### Revenue recognition

The Organization follows the deferral method of accounting for contributions which include donations and grants. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the year in which the related expenses are recognized. Endowment contributions are recognized as direct increases in net assets in the year in which they are received. Investment income earned on endowments is reported in the statement of operations and is used in accordance with the purposes established by the donors.

Annual membership and admission fees are included in operating revenue as received. Earned revenue is recognized when the service has been performed and collection is reasonably assured.

Externally restricted contributions for capital assets subject to amortization are deferred and amortized over the life of the related capital asset. Externally restricted capital asset contributions that have not been expended are recorded as deferred capital contributions on the statement of financial position.

#### Government assistance

Government assistance provided for non-capital expenditures of the current period have been accounted for in the deficiency of revenues over expenditures. Government assistance provided for expenses of future periods is initially deferred and subsequently recognized to deficiency of revenues over expenditures as eligible expenditures are incurred.

#### Board Restricted net assets

The balance of Board Restricted net assets represents the minimum internally restricted net amount required by the board of directors within the terms of the Endowment Fund Trust Deed. In addition, funds from the sale of artwork are restricted to purchase more artwork and to maintain the collection. Internally restricted funds must be used at the discretion of the board of directors.

#### Financial instruments

##### (i) Measurement of financial instruments

The Organization initially measures its financial assets and liabilities at fair value. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. Changes in fair value are recognized in the deficiency of revenues over expenditures in the period incurred.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 1. Significant accounting policies, continued

#### Financial instruments, continued

##### (ii) Impairment

For financial assets measured at cost or amortized cost, the Organization determines whether there are indications of possible impairment. When there is an indication of impairment, and the Organization determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows, a write-down is recognized in deficiency of revenues over expenditures. A previously recognized impairment loss may be reversed to the extent of the improvement. The carrying amount of the financial asset may not be greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in deficiency of revenues over expenditures.

##### (iii) Transaction costs

Transaction costs related to financial instruments that will be subsequently measured at fair value are recognized in deficiency of revenues over expenditures in the period incurred. Transaction costs related to financial instruments subsequently measured at amortized cost are included in the original cost of the asset or liability and recognized in deficiency of revenues over expenditures over the life of the instrument using the straight-line method.

#### Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the statement of financial position date and the reported amounts of revenues and expenditures during the year. Actual results could differ from those estimates. In the current year, significant estimates exist related to the useful lives of capital assets.

### 2. Inventory

The amount of inventory included in cost of earned revenue is \$279,094 (2021 - \$264,675).

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2022**

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#### 3. Restricted investments

Restricted investments comprise units of various pooled funds and guaranteed investment certificates. Investment amounts are restricted for specific use in future periods on both internally and externally restricted activities.

	December 31 2022		December 31 2021	
	Market	Cost	Market	Cost
Cash and equivalents	\$ 168,497	\$ 168,487	\$ 171,067	\$ 171,942
Fixed income securities	618,728	691,659	808,647	816,546
Non-traditional capital preservation securities	595,922	664,291	631,920	635,149
Equity instruments	1,301,411	1,193,085	1,501,575	1,214,467
Guaranteed investment certificates	<u>1,008,178</u>	<u>1,008,178</u>	<u>1,002,047</u>	<u>1,002,047</u>
	<u>\$ 3,692,735</u>	<u>\$ 3,725,701</u>	<u>\$ 4,115,256</u>	<u>\$ 3,840,151</u>

Guaranteed investment certificates bear interest at 3.50% - 4.40% with maturity dates ranging from March 2023 to September 2023.

Included in investment income on the statement of operations are unrealized losses of \$308,071 (2021 - \$145,195 gain) related to the change in the fair market value of the investments during the fiscal year.

#### 4. Permanent collection - works of art

As at December 31, 2022, the permanent collection consisted of approximately 10,260 works of art. Contributions to the collection in the year included 70 (2021 - 31) works of art, independently appraised at a fair value of \$616,475 (2021 - \$1,415,267). Reimbursement by donors for related direct expenditures such as appraisal fees, shipping costs, storage fees, etc. totaled \$60,294 (2021 - \$22,600) and have been recorded as artwork acquisition revenue in the statement of operations.

During the year the Organization acquired 25 (2021 - 14) works of art at an excess cost over nominal value of \$113,560 (2021 - \$72,500) which is included in programming and acquisition costs in the statement of operations.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 5. Capital assets

	Cost	Accumulated Amortization	December 31	
			2022 Net Book Value	2021 Net Book Value
Buildings and building improvements	\$ 24,680,244	\$ 14,786,243	\$ 9,894,001	\$ 10,391,922
Equipment and furnishings	1,814,035	1,144,869	669,166	727,518
Computer equipment	124,586	80,745	43,841	67,857
	<u>\$ 26,618,865</u>	<u>\$ 16,011,857</u>	<u>\$ 10,607,008</u>	<u>\$ 11,187,297</u>

Included in buildings and building improvements is \$76,655 (2021 - \$Nil) related to costs incurred towards certain building improvements. As at the year end date, the related project had not reached substantial completion and as a result the incurred costs have not yet been subject to amortization.

### 6. Bank indebtedness

The Organization has secured a revolving line of credit with a maximum borrowings under the agreement of \$650,000 (2021 - \$650,000). Interest on any borrowings is calculated at the bank's prime rate. As at December 31, 2022, the outstanding balance on the line of credit was \$434,938 (2021 - \$306,178). See Note 9 for related security on the facility.

### 7. Accounts payable and accrued liabilities

Government remittances consist of sales taxes payable which are recognized when the amounts become due. In respect of government remittances, a recoverable amount of \$9,574 (2021 - \$6,076 payable) was included in accounts payable and accrued liabilities as at the year-end date.

### 8. Deferred revenue

Deferred revenue represents externally restricted grants and donations for specifically restricted purposes for which expenditure has not yet been made. Included in the deferred revenue balance are advanced payments from the Ontario Arts Council of \$220,165 (2021 - \$455,002) to be applied against expenditures in the following year.

# Art Gallery of Hamilton

## Notes to Financial Statements

December 31, 2022

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### 9. Bank loans

	December 31	
	2022	2021
Demand loan, prime rate, repayable in monthly instalments of \$1,041	\$ 147,825	\$ 160,317
Demand loan, prime plus 0.5%, repayable in monthly instalments of \$1,039	121,572	134,041
Demand loan, prime rate, repayable in monthly instalments of \$977	115,344	127,074
Demand loan repaid during the year	-	15,785
Demand loan repaid during the year	-	10,192
	<u>\$ 384,741</u>	<u>\$ 447,409</u>
Estimated principal repayments are as follows:		
2023	\$ 36,691	
2024	36,691	
2025	36,691	
2026	36,691	
2027	36,691	
Subsequent years	<u>201,286</u>	
	<u>\$ 384,741</u>	

The above loans, including the line of credit facility in Note 6, are secured by guaranteed investment certificates in the amount of \$650,000. These certificates are included in the balance of the restricted investments.

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2022**

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#### 10. Deferred capital contributions

Deferred capital contributions represent the unamortized amount of donations received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations on a straight-line basis over 10 to 40 years for the building and building improvements, and 10 years for equipment and furnishings. The change in the balance of deferred capital contributions was as follows:

	December 31	
	2022	2021
Balance at beginning of the year	\$ 9,901,830	\$ 10,516,702
Add: Capital contributions received during the year	90,000	-
Less: Amortization of deferred capital contributions	<u>(619,372)</u>	<u>(614,872)</u>
Balance at end of the year	<u>\$ 9,372,458</u>	<u>\$ 9,901,830</u>

#### 11. Commitments

The Organization is committed to annual lease payments under various operating leases for office and maintenance contracts as follows:

2023	\$ 500,772
2024	500,653
2025	464,782
2026	414,613
2027	<u>3,451</u>
	<u>\$ 1,884,271</u>

#### 12. Contingent liability

The Organization has paid its monthly utility costs at the rate consistent with previous years. However, the provider claims that additional costs of approximately \$258,000 are outstanding. This amount is not represented in the financial statements as the Organization is disputing these costs and the likelihood or results of any future settlement are not yet determinable.

Management will continue to assess the situation and the likelihood of the outcome and any economic loss will be reflected in the year of settlement or when it has been determined to be likely.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 13. Earned revenue

	December 31	
	2022	2021
Client events	\$ 1,617,742	\$ 571,473
Retail and art sales	652,056	524,922
Admission and other	217,924	75,213
Educational programs	151,942	118,754
Memberships	91,725	121,076
	<u>\$ 2,731,389</u>	<u>\$ 1,411,438</u>

### 14. Grant revenue

Included in grant revenue are the following amounts having met the requirements in the terms and conditions of the related grant applications and agreements for fiscal year 2022:

	December 31	
	2022	2021
City of Hamilton - City Enrichment Fund	\$ 1,000,000	\$ 1,000,000
All other grant revenue	731,188	511,131
Ontario Arts Council	455,002	220,165
Canada Council for the Arts	417,200	347,600
Government of Canada - Tourism Hospitality Recovery program (formerly CEWS)	68,338	734,534
Department of Canadian Heritage	42,680	212,130
	<u>\$ 2,714,408</u>	<u>\$ 3,025,560</u>

Management determined that the Organization was eligible for the Tourism and Hospitality Recovery Program (THRP), previously the Canadian Emergency Wage Subsidy (CEWS), based on the established criteria and applied to receive the subsidy. Management determined that the Organization was eligible for the subsidy in the amount of \$68,338 (2021 - \$734,534) as it related to the current fiscal year, of which \$Nil (2021 - \$79,800) was recorded in accounts receivable as at the year-end date. The THRP covered the period October 24, 2021 to May 7, 2022 and as such ended during the fiscal year.

The CEWS and THRP are subject to review by the Government of Canada and its related authorities. Any resulting adjustments or required repayments that may result from such a review will be reflected in the year of settlements.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 15. Endowments

Each year, when available, the Organization receives income from the funds held for its benefit and this income is to be used for operating purposes. Included in investment income are distributions from endowment funds which have been established and are maintained by third party foundations. The funds held by the foundations are not reflected in these financial statements.

(i) Hamilton Community Foundation

In 2002, the Organization established a program with the Hamilton Community Foundation (HCF) whereby a separate trust was established and is maintained by HCF. In 2022, the Organization received \$61,477 (2021 - \$Nil) income distributions from the HCF which are included in investment income on the statement of operations. As at December 31, 2022, the fair value of the funds being held by the HCF for the benefit of the Organization was \$277,271 (2021 - \$362,612).

(ii) Ontario Arts Foundation

In 1999, the Province of Ontario established the Arts Endowment Program within the Ontario Arts Foundation (OAF) whereby for each participating arts organization, a separate trust was established and is maintained by the OAF. In 2022, the Organization received \$188,474 (2021 - \$176,443) in income distributions from the OAF which are included in investment income on the statement of operations. As at December 31, 2022, the fair value of the funds being held by the OAF for the benefit of the Organization was \$3,446,635 (2021 - \$4,046,046).

### 16. Cost of earned revenue

	<b>December 31</b>	
	<b>2022</b>	<b>2021</b>
Cost of catered events	\$ 883,377	\$ 302,935
Retail costs	309,880	284,791
Fundraising	82,147	32,596
Cost of ticketed events	42,815	51,057
Office and general	38,598	4,889
Business development	30,018	63,972
	<u>\$ 1,386,835</u>	<u>\$ 740,240</u>

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 17. Invested in Capital Assets

Invested in Capital Assets consists of the following:

	December 31	
	2022	2021
Capital assets	\$ 10,607,008	\$ 11,187,297
Less: Amounts financed by deferred capital contributions	<u>(9,372,458)</u>	<u>(9,901,830)</u>
	<u>\$ 1,234,550</u>	<u>\$ 1,285,467</u>

Change in Investment in Capital Assets is calculated as follows:

	December 31	
	2022	2021
Balance at beginning of the year	\$ 1,285,467	\$ 1,433,594
Add: Amortization of deferred capital contributions	619,372	614,872
Add: Purchase of capital assets	252,495	58,978
Less: Capital contributions received during the year	(90,000)	-
Less: Amortization of capital assets	<u>(832,784)</u>	<u>(821,977)</u>
Balance at end of the year	<u>\$ 1,234,550</u>	<u>\$ 1,285,467</u>

### 18. Fund transfers

During the year, the Board approved net transfers of \$74,960 to the Board Restricted fund from the Unrestricted fund to support its ongoing operating and strategic initiatives. In 2021, \$200,000 was transferred from the Board Restricted fund to the Unrestricted fund.

### 19. Contributed services

Volunteers support the Organization's mission through their active support of gallery initiatives and programming. During the year, volunteers reported contributing approximately 3,580 (2021 - 3,009) hours to the Organization which management determined to have an estimated value of approximately \$72,000 (2021 - \$62,186) using Statistics Canada's average hourly rate for Canadian Arts, Entertainment and Recreation industries of \$20.67 (2021 - \$20.67).

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 20. Impact of COVID-19

On March 11, 2020 the World Health Organization declared the outbreak of the coronavirus ("COVID-19"), a pandemic resulting in economic uncertainties potentially affecting the Organization's cash flows, financial position and results of operations.

During the current year, most government restrictions were lifted and many operations were permitted to return to pre-pandemic norms. Management expects that the Organization will be able to return to its full service offerings.

### 21. Financial instruments

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

#### (a) Liquidity risk

The Organization has a liquidity risk in the bank indebtedness, accounts payable and accrued liabilities and bank loans. Liquidity risk is the risk that the Organization will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Organization manages its liquidity risk by monitoring its operating requirements, maintaining available credit facilities and ensuring principal and interest payments are made on a timely basis. The Organization prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. The board of directors has the ability to fund operating cash flow shortages by transferring investments from the Board Restricted fund to the Unrestricted fund, or to use proceeds from the future sale of artwork for general operating purposes. Any deaccessioning by the Organization recognizes and supports all ethical practices set out in the Canadian Art Museum Directors Organization's 'Guidelines for Deaccessioning', which restricts funds to acquisitions and the care, conservation and benefit of the Organization's permanent collection. There has been no change to the risk exposure from 2021.

#### (b) Credit risk

The Organization has credit risk in accounts receivable. Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Organization assesses, on a continuous basis, the collectability of accounts receivable and provides for any amounts that are not collectable in the allowance for doubtful accounts. There has been no change to the risk exposure from 2021.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### **21. Financial instruments, continued**

#### (c) Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices. The Organization is exposed to the following market risks:

#### (i) Interest rate risk

Interest rate risk is the risk that the Organization has exposure to changes in the interest rates which could effect its future cash flows or the fair values of its financial instruments. The Organization is exposed to interest rate risk on its financial instruments, including its investments and bank loans. Further details regarding the bank loans are included in Note 9. The Organization's primary objective is to ensure the security of principal amounts invested and provide a high degree of liquidity, while achieving a satisfactory return. Management deems there has been no significant change to the interest rate risk exposure from December 2021 despite the increase in prime rates during the year.

#### (ii) Price risk

Other price risk is the risk the fair value of a financial instrument will fluctuate because of changes in market prices (other than interest rate risk). The Organization's investment portfolio, included in restricted investments, is exposed to other price risk.

### **22. Comparative figures**

Certain comparative figures have been reclassified to conform to the current year's financial statement presentation. These changes do not impact the prior year's deficiency of revenues over expenditures.

**Art Gallery of Hamilton**

**Financial Statements**

**December 31, 2022**



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June 6, 2023

## Independent Auditor's Report

To the Board of Directors of Art Gallery of Hamilton

### **Opinion**

We have audited the financial statements of Art Gallery of Hamilton (the "Organization"), which comprise the statement of financial position as at December 31, 2022, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



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## Independent Auditor's Report, continued

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ◆ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ◆ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- ◆ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ◆ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- ◆ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Pettinelli Mastrolucchi LLP*

Chartered Professional Accountants  
Licensed Public Accountants

Hamilton, Ontario

# Art Gallery of Hamilton

## Statement of Financial Position

	December 31	
	2022	2021
<b>Assets</b>		
Current assets		
Accounts receivable	\$ 270,254	\$ 270,804
Prepaid expenses	243,079	334,482
Inventory (Note 2)	103,756	113,193
Restricted investments (Note 3)	<u>3,692,735</u>	<u>4,115,256</u>
	4,309,824	4,833,735
Permanent collection - works of art (Note 4)	1	1
Capital assets (Note 5)	<u>10,607,008</u>	<u>11,187,297</u>
	<u>\$ 14,916,833</u>	<u>\$ 16,021,033</u>
<b>Liabilities</b>		
Current liabilities		
Bank indebtedness (Note 6)	\$ 434,938	\$ 306,818
Accounts payable and accrued liabilities (Note 7)	702,099	677,078
Deferred revenue (Note 8)	830,698	990,040
Event deposits	87,984	138,001
Bank loans (Note 9)	<u>384,741</u>	<u>447,409</u>
	2,440,460	2,559,346
Deferred capital contributions (Note 10)	<u>9,372,458</u>	<u>9,901,830</u>
	<u>11,812,918</u>	<u>12,461,176</u>
<b>Net assets</b>		
Unrestricted	(812,029)	(332,044)
Externally Restricted Endowment	111,617	111,617
Invested in Capital Assets	1,234,550	1,285,467
Board Restricted	<u>2,569,777</u>	<u>2,494,817</u>
	<u>3,103,915</u>	<u>3,559,857</u>
	<u>\$ 14,916,833</u>	<u>\$ 16,021,033</u>

Commitments (Note 11)

Contingent liability (Note 12)

See accompanying notes to the financial statements.

**APPROVED BY THE BOARD:**

\_\_\_\_\_ Director  
\_\_\_\_\_ Director

## Art Gallery of Hamilton

### Statement of Operations

	Year ended December 31	
	2022	2021
<b>Revenues</b>		
Earned revenue (Note 13)	\$ 2,731,389	\$ 1,411,438
Grants (Note 14)	2,714,408	3,025,560
Donations	962,225	528,387
Artwork acquisition revenue (Note 4)	60,294	22,600
Investment income, net (Notes 3 and 15)	<u>41,250</u>	<u>489,446</u>
	6,509,566	5,477,431
<b>Expenditures</b>		
Wages and benefits	2,895,502	2,635,180
Cost of earned revenue (Note 16)	1,386,835	740,240
Programming and acquisition costs	877,294	654,802
Utilities, building insurance and maintenance	559,215	512,592
Office, administrative and miscellaneous	413,502	343,583
Security	362,067	274,304
Marketing and communications	<u>257,681</u>	<u>256,748</u>
	6,752,096	5,417,449
(Deficiency) excess of revenues over expenditures from operations	<u>(242,530)</u>	<u>59,982</u>
<b>Other income (expense)</b>		
Amortization of deferred capital contributions	619,372	614,872
Amortization	<u>(832,784)</u>	<u>(821,977)</u>
	<u>(213,412)</u>	<u>(207,105)</u>
Deficiency of revenues over expenditures for the year	<u>\$ (455,942)</u>	<u>\$ (147,123)</u>

See accompanying notes to the financial statements.

## Art Gallery of Hamilton

### Statement of Changes in Net Assets

Year ended December 31 2022					
	Unrestricted	Externally Restricted Endowment	Invested in Capital Assets	Board Restricted	Total
Balance at beginning of the year	\$ (332,044)	\$ 111,617	\$ 1,285,467	\$ 2,494,817	\$ 3,559,857
Deficiency of revenues over expenditures	(242,530)	-	(213,412)	-	(455,942)
Investment in capital assets (Note 17)	(162,495)	-	162,495	-	-
Interfund transfer (Note 18)	(74,960)	-	-	74,960	-
Balance at end of the year	<u>\$ (812,029)</u>	<u>\$ 111,617</u>	<u>\$ 1,234,550</u>	<u>\$ 2,569,777</u>	<u>\$ 3,103,915</u>

Year end December 31 2021					
	Unrestricted	Externally Restricted Endowment	Invested in Capital Assets	Board Restricted	Total
Balance at beginning of the year	\$ (533,048)	\$ 111,617	\$ 1,433,594	\$ 2,694,817	\$ 3,706,980
Excess (deficiency) of revenues over expenditures	59,982	-	(207,105)	-	(147,123)
Investment in capital assets (Note 17)	(58,978)	-	58,978	-	-
Interfund transfer (Note 18)	200,000	-	-	(200,000)	-
Balance at end of the year	<u>\$ (332,044)</u>	<u>\$ 111,617</u>	<u>\$ 1,285,467</u>	<u>\$ 2,494,817</u>	<u>\$ 3,559,857</u>

## Art Gallery of Hamilton

### Statement of Cash Flows

	Year ended December 31	
	2022	2021
Cash flows from (used in) operating activities		
Deficiency of revenues over expenditures for the year	\$ (455,942)	\$ (147,123)
Items not involving cash		
Amortization	832,784	821,977
Amortization of deferred capital contributions	(619,372)	(614,872)
Change in fair value of investments	308,071	(145,195)
	<u>65,541</u>	<u>(85,213)</u>
Net change in non-cash operating working capital balances		
Decrease (increase) in accounts receivable	550	(146,141)
Decrease (increase) in prepaid expenses	91,403	(69,235)
Decrease in inventory	9,437	5,730
Increase in accounts payable and accrued liabilities	25,021	165,129
(Decrease) increase in deferred revenue	(159,342)	279,762
(Decrease) increase in event deposits	(50,017)	27,266
	<u>(82,948)</u>	<u>262,511</u>
	<u>(17,407)</u>	<u>177,298</u>
Cash flows from (used in) investing activities		
Purchase of investments	(618,499)	(1,799,750)
Proceeds on disposal of investments	832,319	1,717,281
Purchase of capital assets	(252,495)	(58,978)
Reinvested investment income	(99,370)	(90,658)
Receipt of deferred capital contributions	90,000	-
	<u>(48,045)</u>	<u>(232,105)</u>
Cash flows from (used in) financing activities		
Bank indebtedness	128,120	169,106
Repayment of bank loans	(62,668)	(114,299)
	<u>65,452</u>	<u>54,807</u>
Net increase in cash during the year	-	-
Cash at beginning of the year	-	-
Cash at end of the year	<u>\$ -</u>	<u>\$ -</u>

See accompanying notes to the financial statements.

# Art Gallery of Hamilton

## Notes to Financial Statements

December 31, 2022

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### Nature of operations

Art Gallery of Hamilton (the "Organization") was founded in 1914 and holds its collection of works of art in trust for the people of Hamilton and Canada with a mandate to collect, preserve, exhibit, and interpret works of art for the community. As a public resource it conserves and communicates Canada's artistic, cultural and social heritage, and explores contemporary and historical art within local, national, and international contexts. The Organization houses eighteen exhibition spaces including several multi-use spaces for educational, programming and event purposes.

The Organization is a registered Canadian charity and is exempt from payment of income taxes as provided under the Income Tax Act.

### 1. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the Chartered Professional Accountants of Canada Handbook. The Organization's significant accounting policies are as follows:

#### Cash / Bank indebtedness

Cash / Bank indebtedness includes cash on hand and held with financial institutions, net of outstanding cheques and deposits. Balances that fluctuate from positive to overdrawn are shown as cash or bank indebtedness depending on the accounts' net position at year-end.

#### Investments

Investments are recorded at their fair value. Investment income consists of interest, dividends and net change in unrealized gains and losses, and is recognized when declared, earned or received.

#### Inventory

Inventory is comprised of gift items, catalogues, books, jewelry, glassware, pottery, stationery and liquor. Inventory is valued at the lower of cost and net realizable value with cost determined substantially on a first-in, first-out basis.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 1. Significant accounting policies, continued

#### Capital assets

Capital assets are recorded at cost, less accumulated amortization. Contributions of capital assets are capitalized at fair value at the date of contribution. The Organization provides for amortization using the straight-line method at rates designed to amortize the cost of the capital assets over their estimated useful lives. The annual amortization rates are as follows:

Buildings and building improvements	10 to 40 years
Equipment and furnishings	10 years
Computer equipment	3 years

Capital assets under development or not yet in use are not subject to amortization. Upon substantial completion, the capital assets will be amortized at a method and rate designed to amortize the cost of the assets over their estimated useful lives.

The Organization reviews its capital assets for impairment whenever events or changes in circumstances indicate the carrying amount of an asset may not be recoverable and exceeds its fair value. The impairment loss, if any, is the excess of carrying value over its fair value.

Expenditures for maintenance and repairs are charged to deficiency of revenues over expenditures as incurred.

#### Works of art

In conformity with accounting policies followed by art galleries and other organizations in possession of collections, the value of works of art may be excluded from the statement of financial position, except for a nominal carrying value. The Organization has chosen to carry a nominal value of \$1 to represent its works of art. The disbursements for purchased additions are reflected in the statement of operations as the excess cost over nominal value recognized.

The costs associated with the contributed works, including appraisal fees, shipping costs, storage fees, etc., are reported as programming and acquisition costs and are recognized when the deed of the gift is signed and the appraisal completed. Reimbursement of these costs by the donor is reported as artwork acquisition revenue.

#### Contributed services

Volunteers contribute their time to assist in the Organization's activities. While these services benefit the Organization considerably, a reasonable estimate of their amount and fair value cannot be made and, accordingly, these contributed services are not recognized in the financial statements. The notes to the financial statements include disclosure of the estimated number of recorded volunteer hours along with a corresponding estimated value.

# Art Gallery of Hamilton

## Notes to Financial Statements

December 31, 2022

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### 1. Significant accounting policies, continued

#### Revenue recognition

The Organization follows the deferral method of accounting for contributions which include donations and grants. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the year in which the related expenses are recognized. Endowment contributions are recognized as direct increases in net assets in the year in which they are received. Investment income earned on endowments is reported in the statement of operations and is used in accordance with the purposes established by the donors.

Annual membership and admission fees are included in operating revenue as received. Earned revenue is recognized when the service has been performed and collection is reasonably assured.

Externally restricted contributions for capital assets subject to amortization are deferred and amortized over the life of the related capital asset. Externally restricted capital asset contributions that have not been expended are recorded as deferred capital contributions on the statement of financial position.

#### Government assistance

Government assistance provided for non-capital expenditures of the current period have been accounted for in the deficiency of revenues over expenditures. Government assistance provided for expenses of future periods is initially deferred and subsequently recognized to deficiency of revenues over expenditures as eligible expenditures are incurred.

#### Board Restricted net assets

The balance of Board Restricted net assets represents the minimum internally restricted net amount required by the board of directors within the terms of the Endowment Fund Trust Deed. In addition, funds from the sale of artwork are restricted to purchase more artwork and to maintain the collection. Internally restricted funds must be used at the discretion of the board of directors.

#### Financial instruments

##### (i) Measurement of financial instruments

The Organization initially measures its financial assets and liabilities at fair value. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. Changes in fair value are recognized in the deficiency of revenues over expenditures in the period incurred.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 1. Significant accounting policies, continued

#### Financial instruments, continued

##### (ii) Impairment

For financial assets measured at cost or amortized cost, the Organization determines whether there are indications of possible impairment. When there is an indication of impairment, and the Organization determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows, a write-down is recognized in deficiency of revenues over expenditures. A previously recognized impairment loss may be reversed to the extent of the improvement. The carrying amount of the financial asset may not be greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in deficiency of revenues over expenditures.

##### (iii) Transaction costs

Transaction costs related to financial instruments that will be subsequently measured at fair value are recognized in deficiency of revenues over expenditures in the period incurred. Transaction costs related to financial instruments subsequently measured at amortized cost are included in the original cost of the asset or liability and recognized in deficiency of revenues over expenditures over the life of the instrument using the straight-line method.

#### Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the statement of financial position date and the reported amounts of revenues and expenditures during the year. Actual results could differ from those estimates. In the current year, significant estimates exist related to the useful lives of capital assets.

### 2. Inventory

The amount of inventory included in cost of earned revenue is \$279,094 (2021 - \$264,675).

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2022**

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#### 3. Restricted investments

Restricted investments comprise units of various pooled funds and guaranteed investment certificates. Investment amounts are restricted for specific use in future periods on both internally and externally restricted activities.

	December 31 2022		December 31 2021	
	Market	Cost	Market	Cost
Cash and equivalents	\$ 168,497	\$ 168,487	\$ 171,067	\$ 171,942
Fixed income securities	618,728	691,659	808,647	816,546
Non-traditional capital preservation securities	595,922	664,291	631,920	635,149
Equity instruments	1,301,411	1,193,085	1,501,575	1,214,467
Guaranteed investment certificates	<u>1,008,178</u>	<u>1,008,178</u>	<u>1,002,047</u>	<u>1,002,047</u>
	<u>\$ 3,692,735</u>	<u>\$ 3,725,701</u>	<u>\$ 4,115,256</u>	<u>\$ 3,840,151</u>

Guaranteed investment certificates bear interest at 3.50% - 4.40% with maturity dates ranging from March 2023 to September 2023.

Included in investment income on the statement of operations are unrealized losses of \$308,071 (2021 - \$145,195 gain) related to the change in the fair market value of the investments during the fiscal year.

#### 4. Permanent collection - works of art

As at December 31, 2022, the permanent collection consisted of approximately 10,260 works of art. Contributions to the collection in the year included 70 (2021 - 31) works of art, independently appraised at a fair value of \$616,475 (2021 - \$1,415,267). Reimbursement by donors for related direct expenditures such as appraisal fees, shipping costs, storage fees, etc. totaled \$60,294 (2021 - \$22,600) and have been recorded as artwork acquisition revenue in the statement of operations.

During the year the Organization acquired 25 (2021 - 14) works of art at an excess cost over nominal value of \$113,560 (2021 - \$72,500) which is included in programming and acquisition costs in the statement of operations.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 5. Capital assets

	Cost	Accumulated Amortization	December 31	
			2022 Net Book Value	2021 Net Book Value
Buildings and building improvements	\$ 24,680,244	\$ 14,786,243	\$ 9,894,001	\$ 10,391,922
Equipment and furnishings	1,814,035	1,144,869	669,166	727,518
Computer equipment	124,586	80,745	43,841	67,857
	<u>\$ 26,618,865</u>	<u>\$ 16,011,857</u>	<u>\$ 10,607,008</u>	<u>\$ 11,187,297</u>

Included in buildings and building improvements is \$76,655 (2021 - \$Nil) related to costs incurred towards certain building improvements. As at the year end date, the related project had not reached substantial completion and as a result the incurred costs have not yet been subject to amortization.

### 6. Bank indebtedness

The Organization has secured a revolving line of credit with a maximum borrowings under the agreement of \$650,000 (2021 - \$650,000). Interest on any borrowings is calculated at the bank's prime rate. As at December 31, 2022, the outstanding balance on the line of credit was \$434,938 (2021 - \$306,178). See Note 9 for related security on the facility.

### 7. Accounts payable and accrued liabilities

Government remittances consist of sales taxes payable which are recognized when the amounts become due. In respect of government remittances, a recoverable amount of \$9,574 (2021 - \$6,076 payable) was included in accounts payable and accrued liabilities as at the year-end date.

### 8. Deferred revenue

Deferred revenue represents externally restricted grants and donations for specifically restricted purposes for which expenditure has not yet been made. Included in the deferred revenue balance are advanced payments from the Ontario Arts Council of \$220,165 (2021 - \$455,002) to be applied against expenditures in the following year.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 9. Bank loans

	December 31	
	2022	2021
Demand loan, prime rate, repayable in monthly instalments of \$1,041	\$ 147,825	\$ 160,317
Demand loan, prime plus 0.5%, repayable in monthly instalments of \$1,039	121,572	134,041
Demand loan, prime rate, repayable in monthly instalments of \$977	115,344	127,074
Demand loan repaid during the year	-	15,785
Demand loan repaid during the year	-	10,192
	<u>\$ 384,741</u>	<u>\$ 447,409</u>
Estimated principal repayments are as follows:		
2023	\$ 36,691	
2024	36,691	
2025	36,691	
2026	36,691	
2027	36,691	
Subsequent years	<u>201,286</u>	
	<u>\$ 384,741</u>	

The above loans, including the line of credit facility in Note 6, are secured by guaranteed investment certificates in the amount of \$650,000. These certificates are included in the balance of the restricted investments.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 10. Deferred capital contributions

Deferred capital contributions represent the unamortized amount of donations received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations on a straight-line basis over 10 to 40 years for the building and building improvements, and 10 years for equipment and furnishings. The change in the balance of deferred capital contributions was as follows:

	<b>December 31</b>	
	<b>2022</b>	<b>2021</b>
Balance at beginning of the year	\$ 9,901,830	\$ 10,516,702
Add: Capital contributions received during the year	90,000	-
Less: Amortization of deferred capital contributions	<u>(619,372)</u>	<u>(614,872)</u>
Balance at end of the year	<u>\$ 9,372,458</u>	<u>\$ 9,901,830</u>

### 11. Commitments

The Organization is committed to annual lease payments under various operating leases for office and maintenance contracts as follows:

2023	\$ 500,772
2024	500,653
2025	464,782
2026	414,613
2027	<u>3,451</u>
	<u>\$ 1,884,271</u>

### 12. Contingent liability

The Organization has paid its monthly utility costs at the rate consistent with previous years. However, the provider claims that additional costs of approximately \$258,000 are outstanding. This amount is not represented in the financial statements as the Organization is disputing these costs and the likelihood or results of any future settlement are not yet determinable.

Management will continue to assess the situation and the likelihood of the outcome and any economic loss will be reflected in the year of settlement or when it has been determined to be likely.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 13. Earned revenue

	December 31	
	2022	2021
Client events	\$ 1,617,742	\$ 571,473
Retail and art sales	652,056	524,922
Admission and other	217,924	75,213
Educational programs	151,942	118,754
Memberships	91,725	121,076
	<u>\$ 2,731,389</u>	<u>\$ 1,411,438</u>

### 14. Grant revenue

Included in grant revenue are the following amounts having met the requirements in the terms and conditions of the related grant applications and agreements for fiscal year 2022:

	December 31	
	2022	2021
City of Hamilton - City Enrichment Fund	\$ 1,000,000	\$ 1,000,000
All other grant revenue	731,188	511,131
Ontario Arts Council	455,002	220,165
Canada Council for the Arts	417,200	347,600
Government of Canada - Tourism Hospitality Recovery program (formerly CEWS)	68,338	734,534
Department of Canadian Heritage	42,680	212,130
	<u>\$ 2,714,408</u>	<u>\$ 3,025,560</u>

Management determined that the Organization was eligible for the Tourism and Hospitality Recovery Program (THRP), previously the Canadian Emergency Wage Subsidy (CEWS), based on the established criteria and applied to receive the subsidy. Management determined that the Organization was eligible for the subsidy in the amount of \$68,338 (2021 - \$734,534) as it related to the current fiscal year, of which \$Nil (2021 - \$79,800) was recorded in accounts receivable as at the year-end date. The THRP covered the period October 24, 2021 to May 7, 2022 and as such ended during the fiscal year.

The CEWS and THRP are subject to review by the Government of Canada and its related authorities. Any resulting adjustments or required repayments that may result from such a review will be reflected in the year of settlements.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 15. Endowments

Each year, when available, the Organization receives income from the funds held for its benefit and this income is to be used for operating purposes. Included in investment income are distributions from endowment funds which have been established and are maintained by third party foundations. The funds held by the foundations are not reflected in these financial statements.

(i) Hamilton Community Foundation

In 2002, the Organization established a program with the Hamilton Community Foundation (HCF) whereby a separate trust was established and is maintained by HCF. In 2022, the Organization received \$61,477 (2021 - \$Nil) income distributions from the HCF which are included in investment income on the statement of operations. As at December 31, 2022, the fair value of the funds being held by the HCF for the benefit of the Organization was \$277,271 (2021 - \$362,612).

(ii) Ontario Arts Foundation

In 1999, the Province of Ontario established the Arts Endowment Program within the Ontario Arts Foundation (OAF) whereby for each participating arts organization, a separate trust was established and is maintained by the OAF. In 2022, the Organization received \$188,474 (2021 - \$176,443) in income distributions from the OAF which are included in investment income on the statement of operations. As at December 31, 2022, the fair value of the funds being held by the OAF for the benefit of the Organization was \$3,446,635 (2021 - \$4,046,046).

### 16. Cost of earned revenue

	<b>December 31</b>	
	<b>2022</b>	<b>2021</b>
Cost of catered events	\$ 883,377	\$ 302,935
Retail costs	309,880	284,791
Fundraising	82,147	32,596
Cost of ticketed events	42,815	51,057
Office and general	38,598	4,889
Business development	30,018	63,972
	<u>\$ 1,386,835</u>	<u>\$ 740,240</u>

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2022**

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#### 17. Invested in Capital Assets

Invested in Capital Assets consists of the following:

	December 31	
	2022	2021
Capital assets	\$ 10,607,008	\$ 11,187,297
Less: Amounts financed by deferred capital contributions	<u>(9,372,458)</u>	<u>(9,901,830)</u>
	<u>\$ 1,234,550</u>	<u>\$ 1,285,467</u>

Change in Investment in Capital Assets is calculated as follows:

	December 31	
	2022	2021
Balance at beginning of the year	\$ 1,285,467	\$ 1,433,594
Add: Amortization of deferred capital contributions	619,372	614,872
Add: Purchase of capital assets	252,495	58,978
Less: Capital contributions received during the year	(90,000)	-
Less: Amortization of capital assets	<u>(832,784)</u>	<u>(821,977)</u>
Balance at end of the year	<u>\$ 1,234,550</u>	<u>\$ 1,285,467</u>

#### 18. Fund transfers

During the year, the Board approved net transfers of \$74,960 to the Board Restricted fund from the Unrestricted fund to support its ongoing operating and strategic initiatives. In 2021, \$200,000 was transferred from the Board Restricted fund to the Unrestricted fund.

#### 19. Contributed services

Volunteers support the Organization's mission through their active support of gallery initiatives and programming. During the year, volunteers reported contributing approximately 3,580 (2021 - 3,009) hours to the Organization which management determined to have an estimated value of approximately \$72,000 (2021 - \$62,186) using Statistics Canada's average hourly rate for Canadian Arts, Entertainment and Recreation industries of \$20.67 (2021 - \$20.67).

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 20. Impact of COVID-19

On March 11, 2020 the World Health Organization declared the outbreak of the coronavirus ("COVID-19"), a pandemic resulting in economic uncertainties potentially affecting the Organization's cash flows, financial position and results of operations.

During the current year, most government restrictions were lifted and many operations were permitted to return to pre-pandemic norms. Management expects that the Organization will be able to return to its full service offerings.

### 21. Financial instruments

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

#### (a) Liquidity risk

The Organization has a liquidity risk in the bank indebtedness, accounts payable and accrued liabilities and bank loans. Liquidity risk is the risk that the Organization will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Organization manages its liquidity risk by monitoring its operating requirements, maintaining available credit facilities and ensuring principal and interest payments are made on a timely basis. The Organization prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. The board of directors has the ability to fund operating cash flow shortages by transferring investments from the Board Restricted fund to the Unrestricted fund, or to use proceeds from the future sale of artwork for general operating purposes. Any deaccessioning by the Organization recognizes and supports all ethical practices set out in the Canadian Art Museum Directors Organization's 'Guidelines for Deaccessioning', which restricts funds to acquisitions and the care, conservation and benefit of the Organization's permanent collection. There has been no change to the risk exposure from 2021.

#### (b) Credit risk

The Organization has credit risk in accounts receivable. Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Organization assesses, on a continuous basis, the collectability of accounts receivable and provides for any amounts that are not collectable in the allowance for doubtful accounts. There has been no change to the risk exposure from 2021.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2022**

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### 21. Financial instruments, continued

#### (c) Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices. The Organization is exposed to the following market risks:

#### (i) Interest rate risk

Interest rate risk is the risk that the Organization has exposure to changes in the interest rates which could effect its future cash flows or the fair values of its financial instruments. The Organization is exposed to interest rate risk on its financial instruments, including its investments and bank loans. Further details regarding the bank loans are included in Note 9. The Organization's primary objective is to ensure the security of principal amounts invested and provide a high degree of liquidity, while achieving a satisfactory return. Management deems there has been no significant change to the interest rate risk exposure from December 2021 despite the increase in prime rates during the year.

#### (ii) Price risk

Other price risk is the risk the fair value of a financial instrument will fluctuate because of changes in market prices (other than interest rate risk). The Organization's investment portfolio, included in restricted investments, is exposed to other price risk.

### 22. Comparative figures

Certain comparative figures have been reclassified to conform to the current year's financial statement presentation. These changes do not impact the prior year's deficiency of revenues over expenditures.



# ART GALLERY OF HAMILTON

Strategic Plan  
2023-2027



Biography  
Anishinaabe (Ojibwe) artist Norval Morrisseau (1931–2007) was born on Sand Point Reserve, near Lake Nipigon in northwestern Ontario. At the age of six he was sent to a residential school where he remained for four years before escaping by boat. After that Morrisseau began painting in his spare time. His artistic imagination ignited by Anishinaabe oral traditions, pictographic birch bark scrolls, of the Medicine Society, and the ancient rock paintings.

Morrisseau moved to Toronto in 1962 at the age of 31. He was part of the Toronto School—brought him to the attention of the art world. His career, Morrisseau exhibited numerous works and received prestigious honours including the Order of Canada (1978). In 2000 he was named one of Canada's first major solo artists.



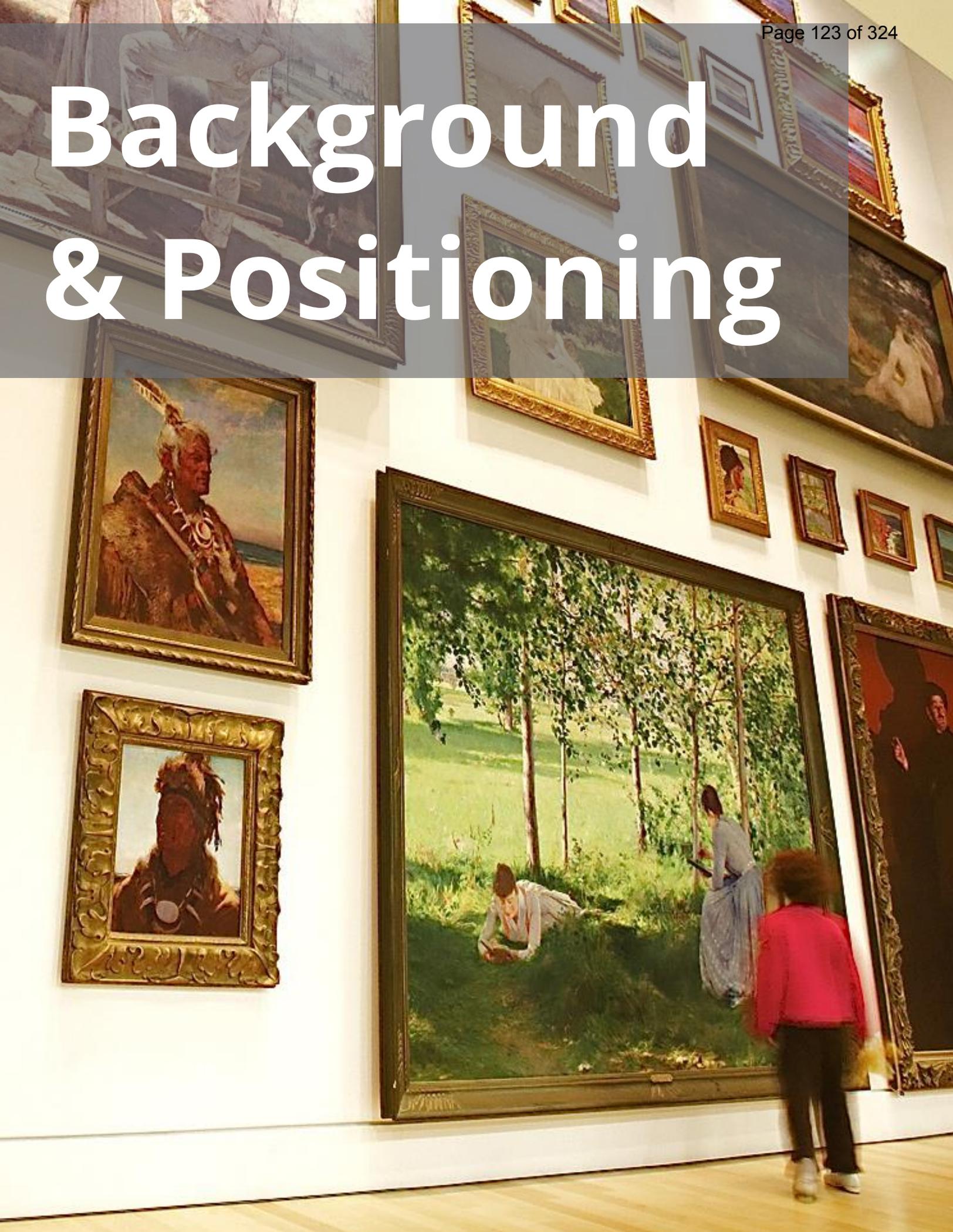
# ART GALLERY OF HAMILTON

Strategic Plan  
2023-2027

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# Background & Positioning



A large, dark, three-dimensional sign spelling 'AGH' is mounted on a long, dark metal beam that extends from the left side of the frame towards the right. The sign is set against a clear, light blue sky. The letters are bold and blocky. The beam is supported by a structure that is partially visible on the left, including some cables and a vertical post. The overall scene is a low-angle shot looking up at the sign.

## Background and Positioning

### History

Founded in 1914, the Art Gallery of Hamilton (AGH) has been an anchor in the cultural ecosystem of the Southwestern Ontario region for generations. Its contributions have been invaluable, both to the cultural and economic vitality of the province.

Over the past century, the AGH has become an important resource and cultural hub within the city of Hamilton. It serves as a gathering place for artists, art enthusiasts, and the local community, fostering creativity, inspiration, and dialogue. Its contributions to the arts and culture of Ontario have been recognized and celebrated by both the local community and the broader arts community.

## ART GALLERY OF HAMILTON

Strategic Plan 2023-2027

### Background and Positioning

#### The Collection

The AGH has developed a diverse and important art collection of more than 10,500 works of art spanning 700 years of history and several continents. The collection encompasses a wide range of artistic styles and periods, including Canadian historical and contemporary art, international art, and Indigenous art. It features paintings, sculptures, prints, photographs, and other art forms, providing visitors with a comprehensive view of artistic expression. It is the third largest public art collection in the province, with only the National Gallery of Canada and the Art Gallery of Ontario holding larger collections.

Defining collections include:

1. **The Chedoke Collection of Inuit Art** – A collection of Inuit sculptures created at the Hamilton Sanatorium in the 1950s and 1960s during the tuberculosis crisis in Canada's North.
2. **Norval Morrisseau Collection** – Consisting of 117 works, this significant collection represents the impact and legacy of Anishinaabek painter Norval Morrisseau.
3. **The Burtynsky Collection** – A collection of 78 works showcasing climate change through the lens of internationally renowned Canadian photographer Edward Burtynsky, representing one of the largest collections of Burtynsky photographs.
4. **Canadian Impressionism** – Representing the birth of Canadian Impressionism (led by Canada's first Impressionist painter, Hamilton-born William Blair Bruce).
5. **Tom Thomson and The Group of Seven** – A collection consisting of works by Tom Thomson, Lawren Harris, the Group of Seven, and others.
6. **Immigration** – Immigrant stories are represented in works by artists such as William Kurelek.
7. **Women Artists** – Great women artists from Emily Carr and the Beaver Hall Group to Kenojuak Ashevak and Shelley Niro.
8. **Canadian Realism and Abstraction** – Alex Colville, Hortense Gordon, Christopher Pratt, Jean-Paul Riopelle, and the Painters Eleven.
9. **Social Realism** – A collection of the American Ash Can School and British Camden Town Group, together with a Canadian social realist collection.
10. **European Art** – The Tanenbaum Collection of nineteenth-century European art.
11. **African and Oceanic collections** – A collection of art exploring the African diaspora.



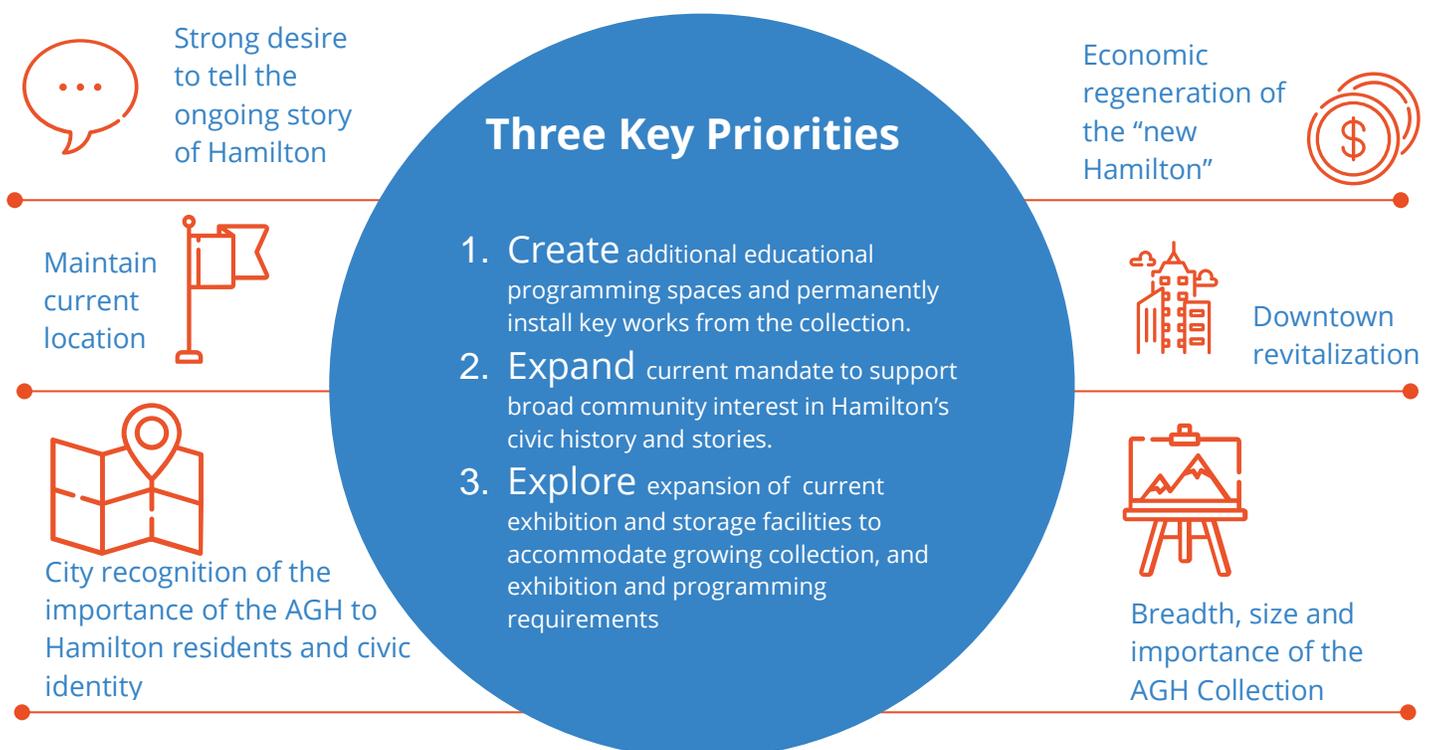
## Background and Positioning Strategy for Success

To ensure that the Art Gallery of Hamilton remains relevant and vital, the Gallery engaged the services of renowned international consultants, Lord Cultural Resource Management in 2019, and conducted extensive community and stakeholder consultations to discuss the future of the Gallery.

After engaging in extensive discussions and receiving support from the Gallery's diverse group of donors, as well as conducting a thorough analysis of the impact of social and economic factors, three key priorities have been identified. These priorities serve as the Strategy for Success.

# Strategy for Success: Three Key Priorities

The social and economic drivers that informed the three key priorities are as follows:



# Strategy for Success: Impact



**Art & History**

Harnessing collections, history and shared stories

**Creative Learning**

Social interactions- a place of caring, convening, gathering & wellness

**Community Capacity & Leadership**

Community-based arts projects

**Personal & Social Development of Children & Youth**

Arts engagement & arts-based learning opportunities

**Community Identity and Pride**

Social cohesion, community ownership & belonging

**Quality of Life – Quality of Place**

Celebrate diversity, create greater accessibility

**Urban Renewal and Revitalization**

Direct economic benefits to the community



## Strategy for Success to Strategic Plan

This Strategic Plan builds on the Strategy for Success and the three key priorities with the establishment of strategic goals and objectives that will guide Gallery operations from 2023 to 2027.

The goals and objectives of this plan were developed through stakeholder and community consultation which informed the Strategy for Success and further engagement with Gallery staff, leadership, and the Board.

# Strategic Planning Process

The strategic planning process began with stakeholder and community consultation which resulted in the Strategy for Success and the three key priorities. Building on these three key priorities, a series of strengths, challenges and opportunities (Key Findings) were then developed through consultation with AGH leadership, staff and the Board. From these key findings, seven key issues were identified and brought forward to the Board to develop a strategic direction – goals and objectives - to move the Gallery forward through to 2027. Additionally, the AGH’s vision statement was revised to align with the Gallery’s new strategic direction.





# Strengths, Challenges & Opportunities

Through the inputs illustrated below, a series of strengths, challenges, and opportunities were developed collectively referred to as key findings. The list of strengths, challenges, and opportunities are outlined in the next section.



## ART GALLERY OF HAMILTON

### Strategic Plan 2023-2027

#### Key Findings: Strengths

1. The collection is one of the Gallery's greatest strengths with local, national and international stature. It is the third-largest public art collection in the province.
2. There is a strong connection to place – a connection to the city of Hamilton. Local relevance is an existing strength – the Gallery is entangled in the community.
3. Committed and engaged Staff and Volunteers, a mix of long-serving staff who bring institutional history and context to the table, and new staff who bring new ideas and viewpoints.

#### Key Findings: Challenges

4. There is generally low awareness of the Gallery.
5. Resources – both human and financial. Long-term sustainability and funding model continues to be a challenge.
6. The size of the community and the diversity is growing quickly – Hamilton is many different cities now. Figuring out who those different cities are and how to reach them and engage with them is a challenge.
7. The need to balance digital and in-person experiences. Physical connections and human interactions remain important.
8. The galleries and museums sector has not effectively educated the government as to their value. That extends to the general public. It is both a challenge and an opportunity to educate governments about museums.
9. The AGH needs to continue to learn and understand its role in responding to the Calls to Action of the Truth and Reconciliation Commission.

#### Key Findings: Opportunities

10. The scope, breadth, history, and importance of the collection and programming is an opportunity to contribute meaningfully to the growth, education, empowerment, discourse, and health of our communities.
11. The AGH has the opportunity as a significant urban landmark to meet the growing need for accessible and public spaces, ensuring safe, social, and stable community gathering spaces.
12. The increasing diversification of the city and region's economic ecosystem is an opportunity for the AGH to drive economic regeneration through tourism, employment, and downtown revitalization.
13. The city and region's significant history to the development and growth of Canada's industrial, social, and cultural landscape, and the lack of centralized location sharing Hamilton's metanarrative.
14. The AGH has significant potential for audience growth and engagement. The Hamilton-Niagara Peninsula (Economic Region) population has climbed to 1.5 million with growth driven by international migration and internal movement from within Ontario to the area. The city is increasingly diverse demographically and culturally. There is an unprecedented high-rise building boom in the downtown core, with 19 major building developments completed or under construction adding more than 3,482 residential units near the AGH, and 6 more in the planning approval stage.



# Key Issues

The strengths, challenges, and opportunities – the key findings – were distilled into seven key issues. These issues were brought forward to the AGH Board where strategic goals were developed addressing each of the issues. The process of transitioning from Key Issues to Goals and Objectives is illustrated on the following page.

**Key Issues/Challenges → Goals → Objectives**



**Key Issues - “The What” -**  
A distillation of the Key Findings

**Goals - “The How”**  
Targets to address the challenges

**Objectives - Achievable**  
outcomes for each goal

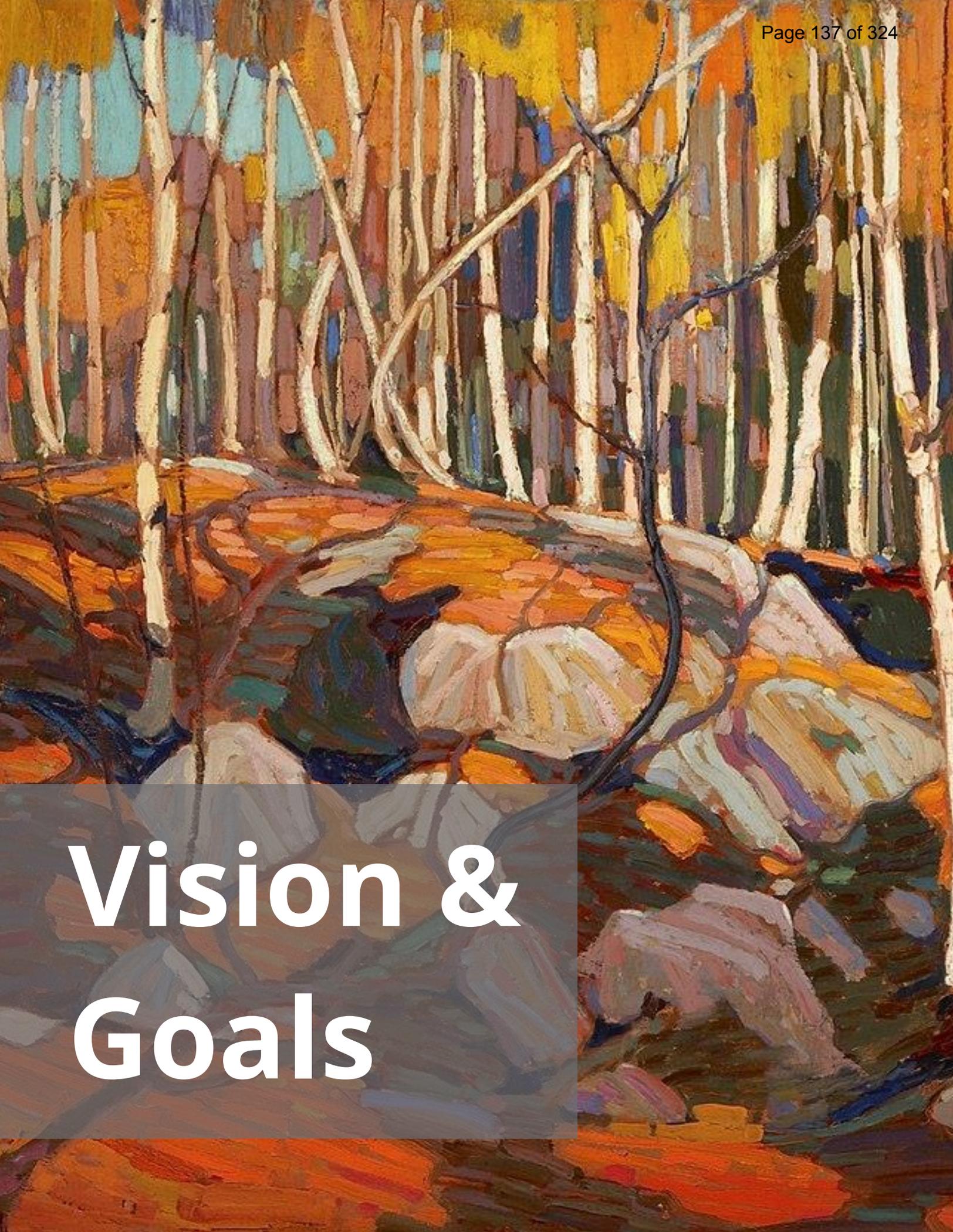
**ART GALLERY OF HAMILTON**

Strategic Plan 2023-2027

The following are the Key Issues, the most salient of findings, distilled from the list of strengths, challenges, and opportunities outlined in the previous section. These Key Issues were brought forward to the AGH Board for review and discussion. A series of strategic goals were then developed addressing each of the Key Issues.

To continue to grow, develop, and address the strengths, challenges, and opportunities of the Gallery, the AGH must:

1. Demonstrate the national significance of the AGH as a leading Canadian art gallery.
2. Incorporate the significance of art and history in the evolution of the region with industry and entrepreneurship integral to the positioning of the AGH.
3. Deepen relationships in Hamilton's communities (Indigenous, Francophones, newcomers, and others).
4. Examine and understand our responsibilities regarding Truth and Reconciliation.
5. Address the lack of public awareness about the AGH.
6. Ensure long-term financial and operational sustainability.
7. Re-invigorate the private-public partnership with the City of Hamilton.



# Vision & Goals

A new vision for the AGH has been created – one that aligns with the strategic direction of the Gallery. This new vision statement succinctly describes what the AGH wants to be, where it wants to go, and what it wants to achieve over a five-year planning horizon – 2023-2027.

AGH Vision Statement

**Inspire, connect  
and strengthen  
communities  
through ART.**



# Strategic Goals & Objectives

The following strategic goals, developed in concert with the AGH Board, address the key issues developed through extensive stakeholder and community consultation and input from Gallery staff, leadership, and the Board. Each of the goals is accompanied by objectives – initiatives required to achieve the goals.



## **Goal 1:**

# **Broaden the study of, and access to, the collections.**

## **Objectives:**

1. Refine and diversify the collection to better reflect the AGH communities.
2. Explore diverse and inclusive art histories by prioritizing multiple perspectives on the collections.
3. Increase physical and digital access to collections.
4. Prioritize the physical care and management of the collection.



## Goal 2:

# Deepen access to, and understanding of, art and history.

### Objectives:

1. Develop thoughtful exhibitions, programs, and educational initiatives through a collaborative approach.
2. Support opportunities for all to participate, prioritizing understanding, connections, enjoyment, and well-being.
3. Explore multiple social and historical narratives.



### **Goal 3:**

## **Build and deepen community relationships.**

### **Objectives:**

1. Build a strategy for broader outreach and engagement which prioritizes diverse community needs.
2. Prioritize diversity, inclusion, and accessibility by reviewing and challenging established practices.
3. Better reflect the diversity of the AGH communities in staff, board, and volunteers.



## **Goal 4:**

# **Commit to the work of Truth and Reconciliation.**

## **Objectives:**

1. Implement the recommendations and Calls to Action for the arts, museums, and archives as outlined in the Truth and Reconciliation Report.
2. Build the foundation for long-term relationships with local Indigenous communities and partners.
3. Commit to ongoing learning, knowledge sharing, and advocacy of traditional Indigenous practices.



## **Goal 5:**

# **Broaden public awareness through a strong identity and narrative.**

## **Objectives:**

1. Build and amplify a succinct and relatable identity for the Gallery's permanent collection.
2. Create a compelling brand strategy and platform.
3. Develop regional and national marketing campaigns.



## Goal 6:

# Develop long-term sustainability models.

### Objectives:

1. Actively foster relationships with local and broader corporate, cultural and governmental stakeholders to increase awareness and support.
2. Foster a diverse, cohesive and agile staff.
3. Incorporate environmental sustainability into operations.
4. Continue to be accountable and transparent through prudent and strategic financial/operational management.



AGH

ART GALLERY OF HAMILTON

ART GALLERY OF HAMILTON

ART GALLERY OF HAMILTON

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Concession Credit Parking

## Goal 7:

# Anchor the AGH as an integral partner in the revitalization of Hamilton's downtown core.

## Objectives:

1. Deepen relationships with the City of Hamilton's downtown community.
2. Broaden the AGH's impact to support capacity and infrastructure within the downtown core through knowledge and resource sharing.
3. Work with the City and community to realize the recommendations of the AGH's Expansion Feasibility Study to expand and more fully showcase the AGH permanent collection and civic history, and reorient to Main Street.



Art Gallery  
of Hamilton

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[www.artgalleryofhamilton.com](http://www.artgalleryofhamilton.com)



### Image credits:

**Cover** – Installation view of Norval Morriseau, *Thunderbird Evolution*, c. 1980, acrylic on canvas. Gift of Mr. Nicholas John Pustina, Mr. Robert Edward Zelinski, and Mr. Kenny Alwyn Whent, 1985. Art Gallery of Hamilton, 2022.

**Page 1** - Installation view of The William Blair Bruce Memorial

**Page 2** – Installation view of Michèle Pearson Clarke, *Quantum Choir*, Art Gallery of Hamilton, 2022. Photo by Yuula Benivolski.

**Page 7** - Hortense Mattice Gordon, *Composition* (detail), c. 1948, oil on canvas. Gift of the Zonta Club of Hamilton II, 1951. Photo by Robert McNair, 2010.

**Page 10** – Esmaa Mohamoud, *One of the Boys (White)*, 2019, satin ballgowns, sports jerseys, Courtesy of Georgia Scherman. © Esmaa Mohamoud

**Page 13** – Tom Thomson, *The Birch Grove, Autumn* (detail), 1915-1916, oil on canvas. Gift of Roy G. Cole in memory of his parents, Matthew and Annie Bell Gilmore Cole, 1967. Photo by Mike Lalich, 2008.

**Page 15** – Philippe Rousseau, *Le bocal d'apricots* (detail), 1887, oil on canvas. The Joey and Toby Tanenbaum Collection, 2002. Photo by Wavelength photography, 2004.

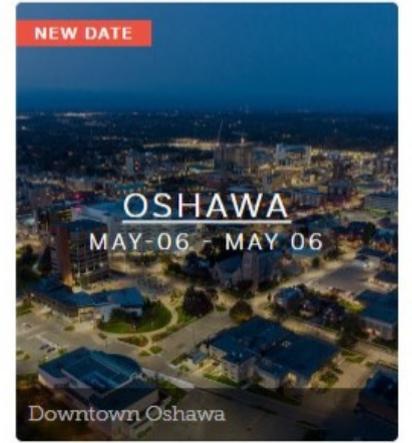
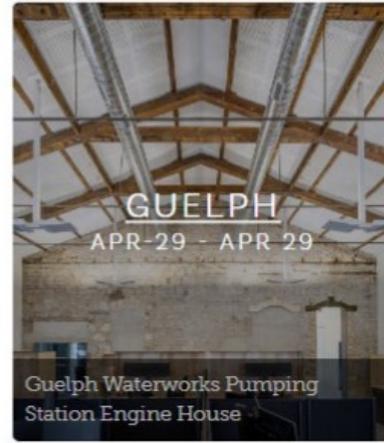
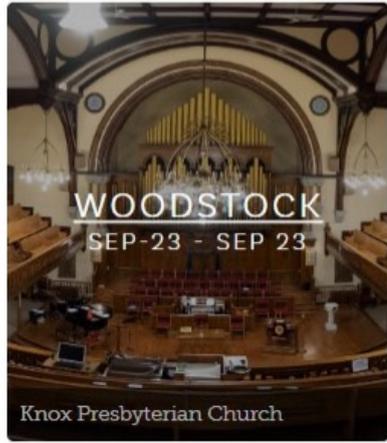
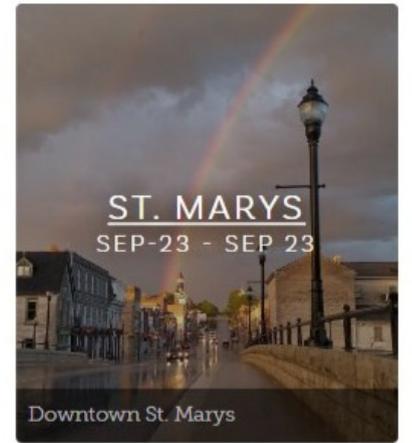
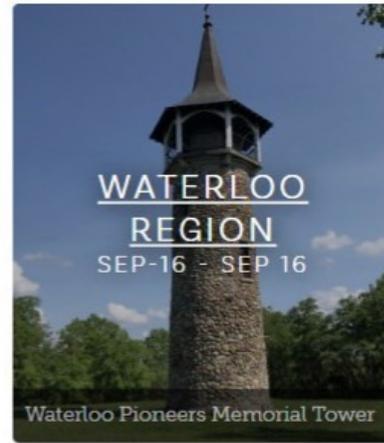
**Page 16** – J.E.H. MacDonald, *Morning, Lake O'Hara from Wapta Trail* (detail), 1924, oil on board. Gift of Roy G. Cole, 1993. Photo by Mike Lalich, 2022.

**Page 19** - Yulia Biriukova, *Prospector (Peter Swanson)* (detail), 1934, oil on canvas. Gift of Thoreau MacDonald, Esq., 1973. Photo by Mike Lalich, 2017.

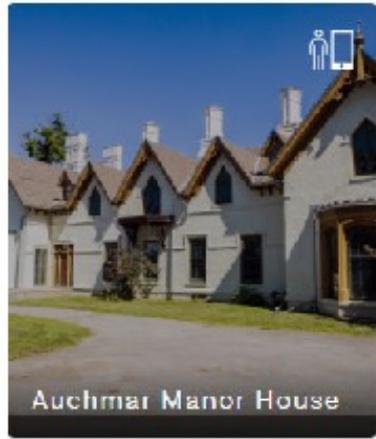
**Page 23** - Joanesie, *Testing One's Strength, Pulling Game (nusurautijuuq)*, c. 1958, steatite, The Chedoke Collection of Inuit Art, Anonymous Gift, 2016. Photo by Mike Lalich, 2016.

**Page 27** - Kim Adams, *Bruegel-Bosch Bus*, 1966-ongoing, mixed media, 1960s Volkswagen, figurines. Acquired with the Assistance of the York Wilson Endowment Award at the Canada Council for the Arts, The Muriel Baker Fund, The Russell Nelson Eden Fund and The Walter and Duncan Gordon Foundation, 2001. Photo by Toni Kafkensheid, 2021.

**Page 31** – Installation view *Breaking The Vault*, Art Gallery of Hamilton, 2021, Photo by Robert McNair.



**DOORS OPEN ONTARIO**  
**24 COMMUNITIES**



Auchmar Manor House



Battlefield House  
Museum & Park  
National Historic Site



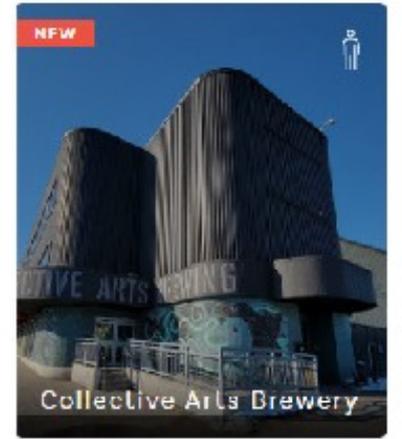
Brewers Blackbird  
Kitchen and Brewery  
(Rousseau House)



Carnegie Gallery



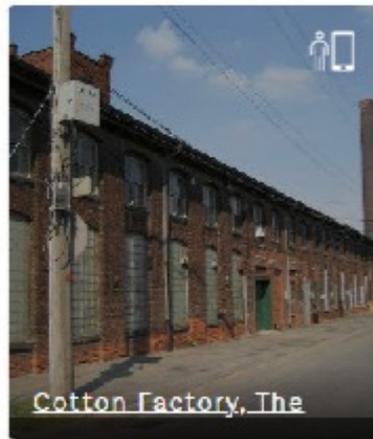
Central Presbyterian  
Church



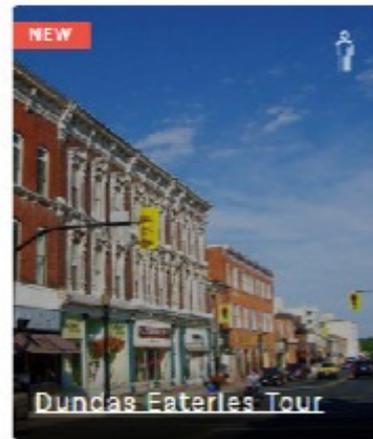
Collective Arts Brewery



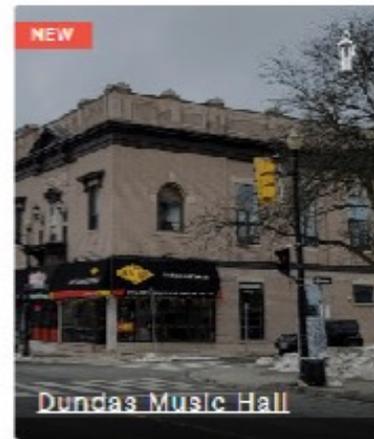
Collins Brewhouse



Cotton Factory, The



Dundas Eateries Tour



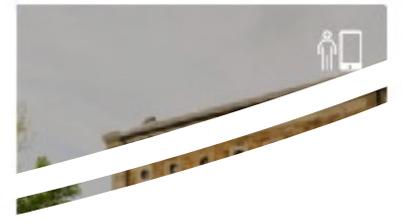
Dundas Music Hall



Dundurn National  
Historic Site - Dundurn  
Castle



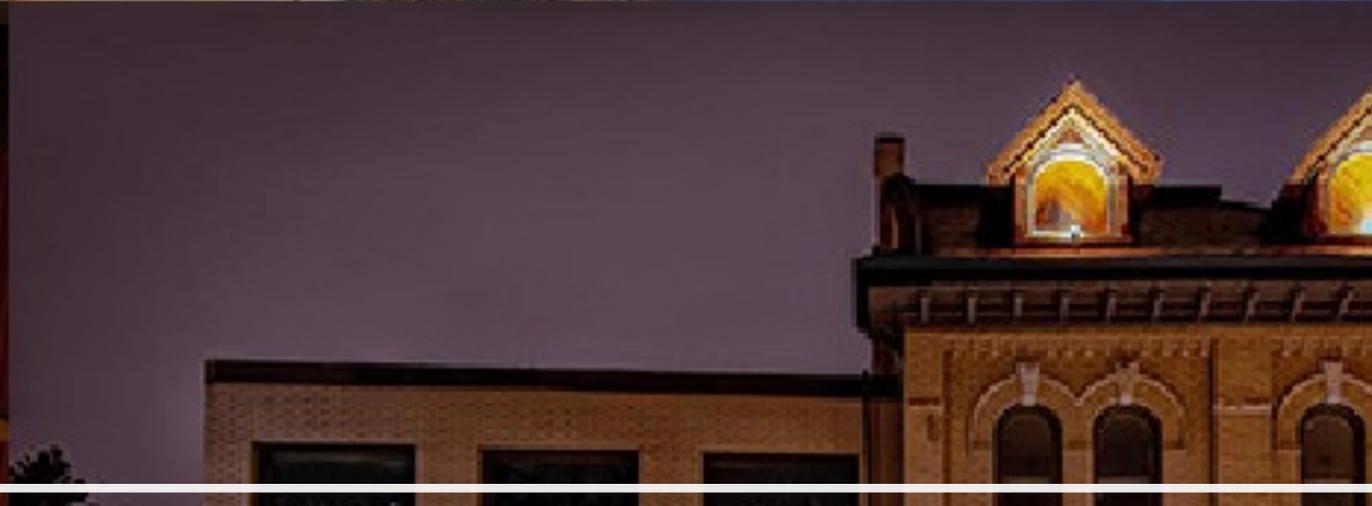
Erland Lee (Museum)  
Home



DOORS OPEN HAMILTON  
38 SITES

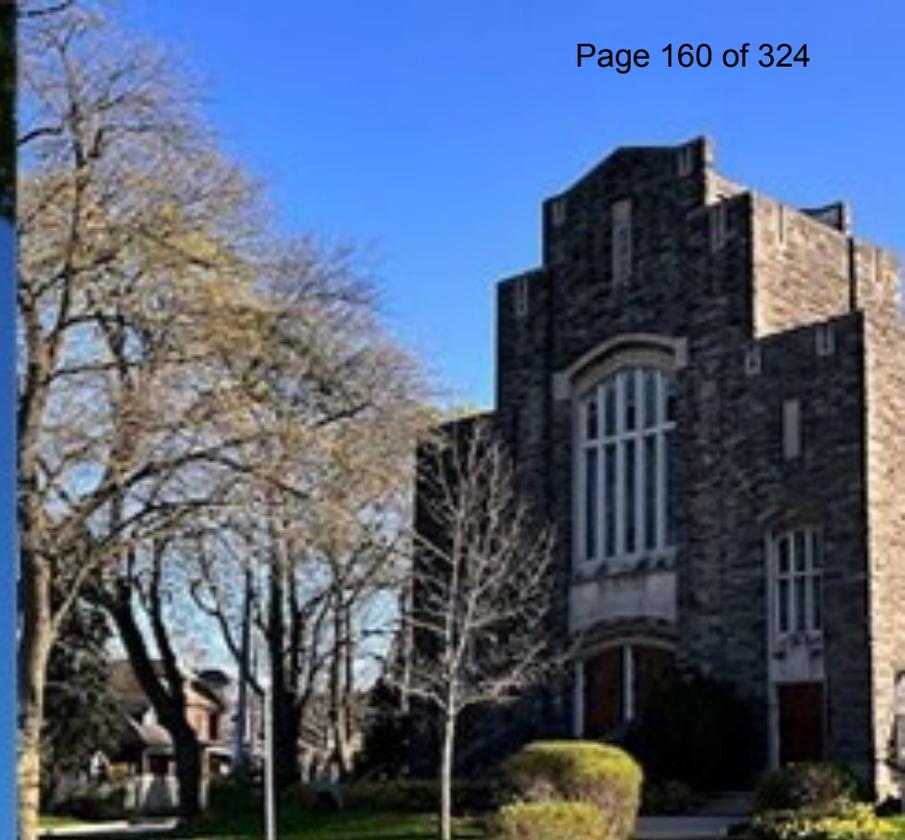


**12,000 VISITORS**



2024 INTERPRETIVE THEME: **MUSIC**

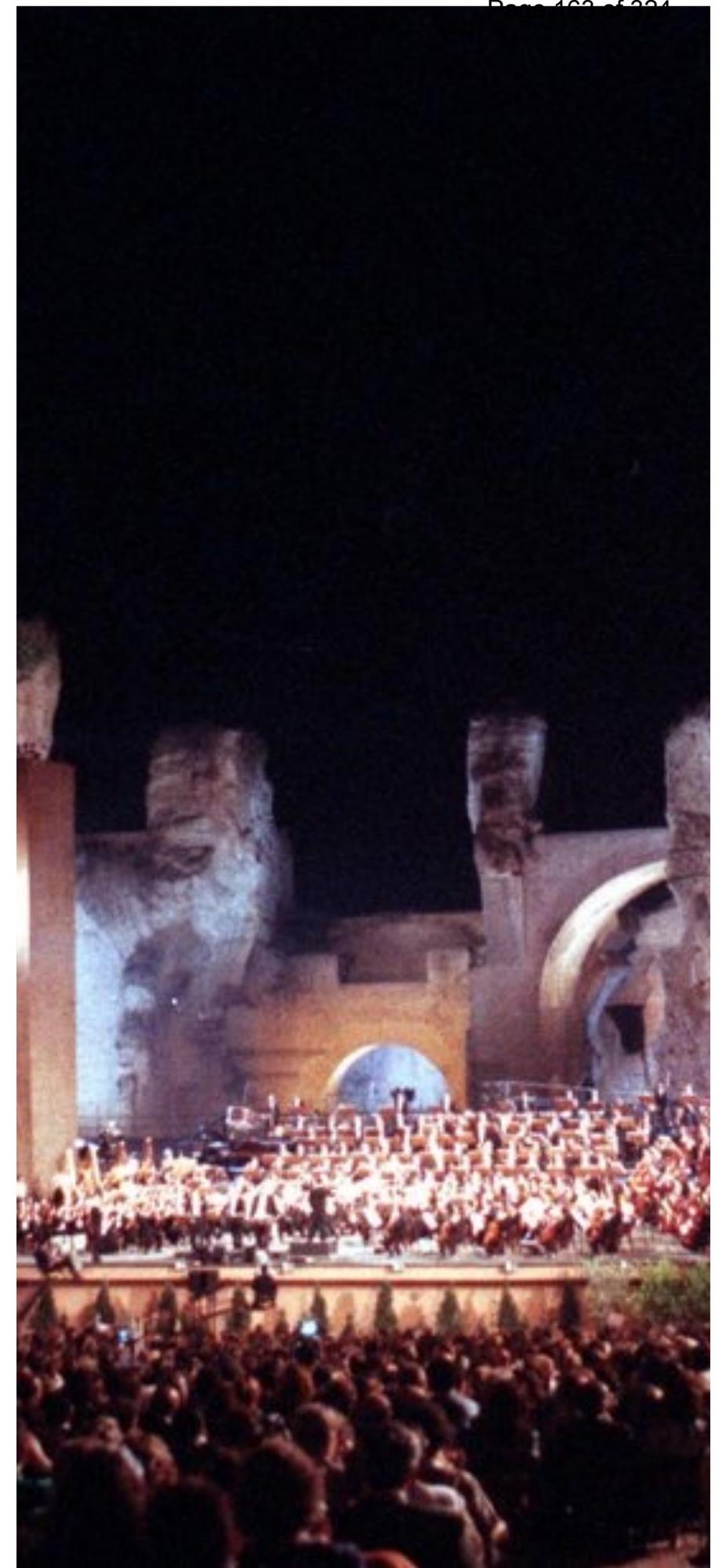




CONNECTING WITH OUR **BUILT ENVIRONMENT**









Submitted on Fri, 09/01/2023 - 09:42

Submitted by: Anonymous

Submitted values are:

### **Committee Requested**

Committee  
General Issues Committee

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

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

### **Requestor Information**

Requestor Information  
Shannon RKyles  
Doors Open Hamilton

Preferred Pronoun  
she/her

Reason(s) for delegation request  
The Doors Open Hamilton committee would like to approach counsel to request increased funding for Doors Open Hamilton 2024.

The Doors Open Hamilton committee is under the umbrella of the Architectural Conservancy of Ontario Hamilton Region Branch. We are a non-profit group part of the Provincial Architectural Conservancy of Ontario. The Doors Open Hamilton committee has been running DOH for 3 years. Prior to that the event was run by the City of Hamilton and ACO volunteers.

Will you be requesting funds from the City?  
Yes

Will you be submitting a formal presentation?  
Yes

**Appendix K to Audit, Finance and Administration Committee Report 23-005****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*

## **Appendix K to Audit, Finance and Administration Committee Report 23-005**

*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*

## **Appendix K to Audit, Finance and Administration Committee Report 23-005**

*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).*

## **Appendix K to Audit, Finance and Administration Committee Report 23-005**

### **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.*

**Appendix K to Audit, Finance and Administration Committee Report 23-005**

**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.

**Appendix K to Audit, Finance and Administration Committee Report 23-005****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.

**Appendix K to Audit, Finance and Administration Committee Report 23-005**

**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.*



**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**  
 City Manager's Office

<b>TO:</b>	General Issues Committee
<b>COMMITTEE DATE:</b>	September 20, 2023
<b>SUBJECT/REPORT NO:</b>	2022 – 2026 Council Priorities (CM23020) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Lisa Zinkewich (905) 546-2424 Ext. 5312
<b>SUBMITTED BY:</b>	Janette Smith City Manager, City Manager's Office
<b>SIGNATURE:</b>	

### RECOMMENDATION

- a) That the 2022 – 2026 Council Priorities, including Outcomes and Measures of Success, attached as Appendix A to Report CM23020, be approved.
- b) That staff be directed to provide progress updates on the 2022 – 2026 Council Priorities on a biannual (2x/year) basis through Communications Updates and the Our Priorities section of the [City Dashboard](#).
- c) That the 2022 – 2026 Council Priorities be incorporated by staff into 2024 budget submissions as directed by the Mayor, so that financial and staffing requirements for action items can be considered as part of the upcoming budget process and implemented as soon as possible. Additional actions will be addressed through Committee, Council and budget processes, as required.

### ANALYSIS & RATIONALE

On June 27<sup>th</sup>, 2023, Council approved their Priorities and Outcomes for the 2022-2026 term of Council, and Measures of Success in draft form.

The Priorities, Outcomes and Measures of Success were developed through a series of Council workshops and opportunities for individual Councillor input to confirm critical areas for Council and staff to focus on. The Priorities, Outcomes and Measures of Success will guide the allocation of budget and resources in order to achieve specific

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

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

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

**SUBJECT: 2022 – 2026 Council Priorities (CM23020) (City Wide) - Page 2 of 3**

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results for the people of Hamilton, over and above the delivery of the 70+ services that Hamiltonians have come to expect every day. With the large number of pressing challenges and ongoing financial pressures, the Priorities, Outcomes and Measures of Success are a lens to help determine the highest and best use of resources and effort, and to clearly and transparently communicate where Council will be focusing their efforts over the remainder of the 2022 – 2026 term of Council.

The approval of the Priorities, Outcomes and Measures of Success in draft form at the July 14, 2023 meeting of Council involved much discussion and raised important issues related to reporting, financial impacts and the clear articulation of Council intentions. Since then, staff has worked with direction from the Mayor's Office to address those concerns. In some cases, the Priorities, Outcomes and Measures of Success have been amended from what was approved by Council at their meeting on July 14, 2023, in the pursuit of clarity and accessibility of language, and to more adequately reflect Council's intended outcomes, creating an aspirational plan that can be achieved through tangible roadmaps for City action. These changes have all been captured in Appendix A to Report CM23020. Once approved, Appendix A to Report CM23020 will be incorporated into simple communication products to be shared with the public, staff and Council and will be reported on through Communications Updates to Council and through the [City Dashboard](#) on a biannual (2x/year) basis. Progress will be reported in digital form using the template in Appendix B to Report CM23020.

The first Communications Update to Council in January 2024 will include the full suite of actions and will remain a living document throughout the remainder of the term of Council, with new actions added as directed by Council or recommended by staff.

Any proposed action items that require new budget allocations will be identified and addressed through the upcoming 2024 budget and ongoing Committee, Council and budget processes.

The approval of the recommendations of Report CM23020 allows for the transparent, ongoing approval and prioritization of City resources as guided by Council Priorities and enables staff to implement the most impactful actions in support of Council's stated outcomes on an ongoing, responsive and responsible basis.

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Any financial or staffing requirements related to executing on the 2022 – 2026 Council Priorities will be brought forward through the appropriate budget process or to the appropriate standing committee of Council for discussion and direction, as required.

There are no legal implications to the approval of Report CM23020.

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**SUBJECT: 2022 – 2026 Council Priorities (CM23020) (City Wide) - Page 3 of 3**

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**HISTORICAL BACKGROUND**

To execute on the Council Priorities Workshop motion approved by Council on January 25, 2023, staff, together with the Mayor's Office, initiated a process to define critical areas for Council to focus on and direct staff efforts. The priority setting exercise was rooted in the City's existing Vision *To be the best place to raise a child & age successfully* and set forth to bring together the diverse voices of Council and find common ground around the multiple urgent needs in our communities.

Public workshops with Council were held on May 5, 2023 and June 27, 2023 as Special General Issues Committee meetings. Subsequent direction from Council on May 10, 2023 directed staff to continue to work with the facilitator to finalize Council Priorities for the 2022 - 2026 Council term. The 2022 – 2026 Priorities, Outcomes and Measures of Success in draft form were approved at Council on July 14, 2023.

**RELEVANT CONSULTATION**

The Council Priorities, Outcomes and Measures of Success were generated through two public "Setting Council Priority" sessions, multiple opportunities for individual Councillor input and collaboration through small working groups of Council (both formally and informally).

**ALTERNATIVES FOR CONSIDERATION – Not Applicable****APPENDICES AND SCHEDULES ATTACHED**

Appendix A to Report CM23020: 2022 – 2026 Council Priorities, Outcomes and Measures of Success

Appendix B to Report CM23020: 2022 – 2026 Council Priority Action Plan Reporting Template

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

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

## **Council Priorities, Outcomes and Measures of Success**

### **Council Priorities, Goals and Measures of Success**

These priorities were developed by City Council as a reflection of Hamilton's most pressing needs and biggest opportunities, and in support of our vision to be the best place to raise a child and age successfully. They are designed to guide the decisions of Council and City staff and allow for the prioritization of resources and the clear and transparent progression towards achievable goals and measures of success. All of these priorities will be applied with an equity and accessibility lens, ensuring their maximum benefit for the people of Hamilton.

Council priorities are:

- Sustainable Economic & Ecological Development
- Safe and Thriving Neighbourhoods
- Responsiveness and Transparency

### **Sustainable Economic & Ecological Development**

*Great cities need strong, resilient economies, and Hamilton's commitment to being a sustainable global city is part of its competitive advantage. As we facilitate job creation, business growth and industry excellence we will protect our unique natural landscape and waterways and mitigate the impacts of climate change.*

Outcome 1: Reduce the burden on residential taxpayers

#### *Measures of Success*

- Increased funding from Provincial and Federal partners and advocate for a new fiscal framework for municipalities
- Exploration and introduction of new City revenue models and efficiencies
- Expanded commercial tax base through the acceleration of new commercial and industrial construction

Outcome 2: Facilitate the growth of key sectors

#### *Measures of Success*

- Growth of key industries identified in the Economic Development Action Plan to accelerate job creation
- Streamlined services to facilitate the growth and success of small and new business
- Enhancements to the City's reputation as a centre of culture, sport, and tourism

### Outcome 3: Accelerate our response to climate change

#### *Measures of Success*

- Accelerated reduction in the City's GHG emissions
- Assessment of infrastructure projects against their impact on the City's climate resilience and readiness

### Outcome 4: Protect green space and waterways

#### *Measures of Success*

- Increased tree canopy by 20,000 trees per year
- Increased inventory of municipally owned natural areas and preservation of farmland, greenspace, woodlots and watersheds
- Acceleration of the City's Water Strategy and delisting of Hamilton Harbour as an International Joint Commission area of Concern

## **Safe and Thriving Neighbourhoods**

*We want Hamilton to be a great place to live, for everyone. That means making sure people of all ages and income levels can afford to live here, that our neighbourhoods are cared for and vibrant, and that people can move around safely and effectively no matter how they travel.*

### Outcome 1: Increase the supply of affordable and supportive housing and reduce chronic homelessness

#### *Measures of Success*

- Streamlined and accelerated approvals of new residential development, with a goal of 30% rental and 10% affordable or supportive housing
- Preservation and expansion of affordable rental housing
- Reduce the number of individuals who are actively homeless by 30%

### Outcome 2: Make sure people can safely and efficiently move around by foot, bike, transit or car

#### *Measures of Success*

- Expanded and upgraded active transportation networks
- Increased transit ridership and accessibility
- Application of Vision Zero principals to eliminating road injuries and death
- Maintained roads and sidewalks

Outcome 3: Provide vibrant parks, recreation and public spaces

*Measures of Success*

- Increased cleanliness of public spaces through the expansion of Public Works standards related to garbage and litter collection, street cleaning and park maintenance
- Increased availability of washroom facilities in public spaces
- Increased access to the Waterfront, recreational and seniors facilities and services

**Responsiveness and Transparency**

*Government plays an important role in people's lives through the provision of vital services, programs and support systems. To fulfill those responsibilities, City Hall must continue to develop its approach to public engagement, respond effectively and efficiently to public need and feedback, and communicate its approach in an accessible and transparent manner.*

Outcome 1: Prioritize customer service and proactive communication

*Measures of Success*

- Established City-wide customer service strategy that improves response times, accessibility and public satisfaction
- Improved clarity, legibility, availability and accessibility of City communications, reports and products
- Clear service backlogs, including property standards complaints and FOI requests

Outcome 2: Get more people involved in decision making and problem solving

*Measures of Success*

- Expanded stakeholder engagement with public, private, Indigenous and not-for-profit partners through collaborative problem solving around City priorities
- Measurement and expansion of demographic representation of those engaged in City processes, identifying and reducing barriers to participation
- Consistently apply public engagement practices on City initiatives

### Outcome 3: Build a high performing public service

#### *Measures of Success*

- Increased participation and performance through the Employee Engagement Index
- Reduction of the voluntary employee turnover rate
- Tracked improvement in the City's job offer acceptance rate

### Outcome 4: Modernize City Systems

#### *Measures of Success*

- Transition to a revised budget process that emphasises long-term financial planning, asset management, public engagement and climate principles
- Implementation of the City's Digital Strategy to enhance customer-centred service design
- Streamlined processes and accelerated approvals for City services

Council Priority Action Plan																
Council Priority					Outcome											
Measure of Success																
Action Plan					Biannual Project Status (on target ✓ / not on target ✖ / complete ☺ / not started -)											
No.	Action Plans and Activities	Expected Start Date	Expected End Date	Project Lead	01-Jan-24	Key accomplishments	01-Jul-24	Key accomplishments	01-Jan-25	Key accomplishments	01-Jul-25	Key accomplishments	01-Jan-26	Key accomplishments	01-Jul-26	Key accomplishments
1																
2																
3																
Council Approved Guiding Documents and Council Motions																
Measure of Success																
Action Plan					Biannual Project Status (on target ✓ / not on target ✖ / complete ☺ / not started -)											
No.	Action Plans and Activities	Expected Start Date	Expected End Date	Project Lead	01-Jan-24	Key accomplishments	01-Jul-24	Key accomplishments	01-Jan-25	Key accomplishments	01-Jul-25	Key accomplishments	01-Jan-26	Key accomplishments	01-Jul-26	Key accomplishments
1																
2																
3																
Council Approved Guiding Documents and Council Motions																



Hamilton

# 2022 – 2026 COUNCIL PRIORITIES

General Issues Committee – Report CM23020

September 20, 2023

## Council Direction

Council acknowledged in its motions (Jan 25 & May 10, 2023) that:

- Hamiltonians will benefit most from a Council that, as a whole, sets out clear priorities
- Urgent needs in our communities will be addressed more quickly and efficiently by working together to make tangible progress on our most pressing challenges and opportunities
- Council will be able to more effectively direct staff work and get results for Hamiltonians by setting out clear priorities for the term

Council driven process lead by the Mayor's Office

# Process

A **multi-faceted** process that engaged all of Council through:

- Several points of **individual inputs**
- Two different **small working groups** set principles to support priority setting, reviewed inputs and build draft recommendations
- Two **Workshops** (May 5 & June 27) supported individual reflection, small group and full Council discussions

Staff worked with direction from the Mayor's Office to finalize Priorities, Outcomes and Measures of Success for approval

Sustainable Economic & Ecological Development	Safe and Thriving Neighbourhoods	Responsiveness and Transparency
Reduce the burden on residential taxpayers	Increase the supply of affordable and supportive housing and reduce chronic homelessness	Prioritize customer service and proactive communication
Facilitate the growth of key sectors	Make sure people can safely and efficiently move around by foot, bike, transit or car	Get more people involved in decision making and problem solving
Accelerate our response to climate change	Provide vibrant parks, recreation and public spaces	Build a high performing public service
Protect green space and waterways		Modernize City Systems

# Action Plans

- **Living documents** that will evolve through continued Council direction
- Contains **new work** directed by this Council and **work underway that will drive outcomes**
- Financial impacts and resource requirements will be addressed through **Committee, Council and budget processes**, as required
  - Part of Mayoral Directive (MDI-2023-01) for 2024 Budget

Priorities identify the critical areas for Council and staff to focus additional time, attention, budget and resources on

# Ongoing for Remainder of Council Term

- New work will be considered against its ability to advance Council Priorities
- Existing work will continue to be reviewed against its ability to advance Council Priorities
- Progress will be reported biannually through Communication Updates to Council
  - Digital updates will be available through the Our Priorities section of the City's Dashboard

Ensuring delivery on the Priorities requires discipline, finding efficiencies and ongoing implementation of service improvements



Hamilton

THANK-YOU



## INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	September 20, 2023
<b>SUBJECT/REPORT NO:</b>	2024 Budget Outlook (FCS23074) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Duncan Robertson (905) 546-2424 Ext. 4744 Kayla Petrovsky Fleming (905) 546-2424 Ext. 1310
<b>SUBMITTED BY:</b>	Mike Zegarac General Manager, Finance and Corporate Services Corporate Services Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

N/A

### INFORMATION

#### Executive Summary

The 2024 budget process has begun internally for programs and services for the City of Hamilton's (the City's) Tax and Rate Supported Budgets. The purpose of Report FCS23074 is to provide a preliminary estimate of the 2024 to 2026 Tax and Rate Budget Outlook, including some description of the factors contributing to the preliminary forecast, in advance of 2024 budget deliberations.

The 2024 to 2026 budget outlook presented to the General Issues Committee (GIC) and Council during 2023 budget deliberations, through Report FCS23007(a), has been updated with the most current information available at the end of August 2023. The preliminary forecast will continue to evolve throughout the budget process in the coming months.

The preliminary outlook for the 2024 Tax Supported Budget would result in an estimated residential tax impact of 14.2% in order to maintain existing services, provide for legislated changes and introduce strategic investments to address the Council Priorities that have been referred to the 2024 budget process. In consideration of the extraordinary pressures facing residents and businesses in the community, the City's Senior Leadership Team will

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develop a financing strategy in order to curb the impact on taxpayers by leveraging the City's financial position through the use of reserves and debt, as well as, exploring opportunities for budget savings and efficiencies prior to submitting the budget for Council's consideration.

Recognizing that the impacts of inflation are also impacting residents and businesses in the community, the focus of 2024 budget preparation is to develop sustainable multi-year balanced budgets. As a result, staff is reflecting a continuation of the user fee strategy that has been in place in recent years to increase user fees towards full cost recovery, or with a minimum inflationary increase of 4.4%, in order to maintain the rate of subsidy for municipally provided services that had been approved in the 2023 budget. User fee increases below inflation would result in increased reliance on property taxes and an increase to the subsidy provided.

The preliminary outlook for the 2024 Rate Supported Budget is now a 19.79% average increase for water and wastewater fees after factoring in the \$27.28 M impact, or 9.75%, for Development Charge Exemptions detailed in Report FCS23064. Similarly, to the Tax Supported Budget, the Senior Leadership Team will explore alternative financing strategies to limit the impact of the legislative changes from Bill 23 on ratepayers.

There are many financial challenges and opportunities in the multi-year outlook to consider in the development of the annual Budget and Financing Plan. Report FCS23074 provides background information on several factors faced by the City and initiatives underway to limit the financial impact on tax and rate payers, as well as, strategic investments to enhance or sustain municipal services. Key themes for the 2024 budget include:

- Affordable housing and homelessness;
- Climate Change;
- Transportation;
- Employee Relations;
- Development Charge Exemptions; and
- Public Health and Emergency Response.

### **Budget Direction**

Staff will be preparing the preliminary 2024 Budget and the corresponding Multi-Year Outlook and Capital Financing Plan in accordance with the principles outlined in the "Budget Principles" section below, the Mayoral Directive to Staff (MDI-2023-02) and the 2022 – 2026 Council Priorities. In accordance with the *Municipal Act, 2001*, Section 289, the City must prepare a balanced budget and provide for any deficit in the previous year's budget. On Friday, June 16, 2023, the provincial government announced that strong mayor powers will be issued to the City along with 25 other municipalities that have committed to a housing pledge to build 1.5 million homes by 2031. On August 21, 2023 the provincial government announced the expansion of strong mayor powers to an additional 21 municipalities effective October 31, 2023

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As background, *The Strong Mayors, Building Homes Act* received Royal Assent on September 8, 2022, creating new powers for Mayors to implement provincial priorities as defined in the *Municipal Act*. These priorities are: building 1.5 million new homes by 2031 to address the housing supply crisis; and the construction and maintenance of infrastructure, such as transit and roads, to support new and existing housing development.

On August 31, 2023, the Mayor issued a directive to staff (MDI-2023-02) on the preparation of the 2024 budget. Staff will be working with the Mayor during the 2024 budget process to determine any impacts on the current and multi-year budget period.

On July 14, 2023 Council set its three priorities and outcomes for this term of Council (2022 – 2026):

- Sustainable Economic and Ecological Development
  - Outcomes: reduced burden on residential taxpayers, advancement of our climate change / decarbonization efforts and increased protection of our green spaces and water
- Safe and Thriving Neighbourhoods
  - Outcomes: increased housing units for all, reduced homelessness and improved mobility, accessibility and road safety
- Working of City Hall and Transparency in Municipal Government
  - Outcomes: new and improved budget process, increased public engagement, enhanced customer service and communication, and being considered an employer of choice

The Council Priorities consider and reflect Council input, urgent issues in the community, the City's Federal and Provincial Priorities, Our City Survey 2022 results, projects and initiatives currently underway and the 2016 to 2025 Strategic Plan. More information about the priorities can be found on the City website (<https://www.hamilton.ca/city-council/council-committee/council-priorities-outcomes-measures-success>). Specific measures of success are also being finalized for each outcome and those will also be added to the website in the coming weeks. Staff is working on the action plans for each priority and will table those recommended plans to Council in late September.

### **Budget Principles**

Staff has begun preparations of the Preliminary 2024 Budget, 2025-2027 Multi-Year Outlook and 10-year Capital Financing Plan in accordance with the following principles:

- The annual budget reflects and supports the current 2016-2025 Strategic Plan and 2022 – 2026 Council Priorities;
- The annual budget is aligned with the financial policies approved by Council;
- The annual budget and financial plan are aligned with the objectives of the Strategic Asset Management Policy and Asset Management Plans;
- Reserves are maintained per policy in order to repair / replace infrastructure, fund identified priorities and ensure long-term sustainability;

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- Total tax and rate supported debt as a percentage of City own-source revenues does not exceed 60% unless approved by Council;
- Total development charge supported debt as a percentage of the total development charge eligible costs for the forecast period of the latest Development Charge Background Study does not exceed 25% unless approved by Council;
- The annual budget leverages user fees at full cost recovery as permitted under the *Municipal Act, 2001* unless an alternative strategy is approved by Council; and
- The 2024 budget strategy balances the need for municipal services with affordability by leveraging debentures and reserves in a financially responsible manner.

In previous years, the Preliminary Tax Supported Operating Budget has included only the investments required to maintain previously approved service levels. Business Cases and Council Referred Items had been considered in addition to the proposed Preliminary Tax Supported Operating Budget. In the interest of transparency, City staff will be including and prioritizing Council Referred Items and Business Cases in the Preliminary Tax Supported Operating Budget. The General Issues Committee and City Council will still deliberate on each individual Business Case, as has been past practice, but the Preliminary Tax Supported Operating Budget Report will now better reflect the total expected pressures and investments to be considered in the deliberations process.

**2024 – 2026 Tax Supported Operating Budget**

Based on updated information, the initial projection for 2024 has been revised to a potential levy increase of \$166.4 M, or 15.6%. This is for the maintenance of current municipal services, legislated changes and inclusion of items referred to the 2024 budget process by Council.

Additionally, Hamilton Health Sciences and St. Joseph's Healthcare Hamilton have prepared multi-year hospital re-development plans. City staff is participating in a working group to review the multi-year development needs, plans and local share funding options. In the 2024 – 2026 multi-year outlook, a 1.0% Hamilton Hospital Redevelopment Levy placeholder has been incorporated. Council will receive additional reporting on this topic in Q4 2023.

Staff recommended a 2024 tax capital financing plan increase that was approved, in principle, through Report FCS22081, of \$11.8 M or 1.19%. This estimate has been revised to reflect the information presented to Council through Report PW23051 / FCS23084 in August 2023. Additionally, Report FCS23064, Development Charge Exemptions Sustainable Funding Strategy, was presented to Council on June 14, 2023, which referred consideration of an additional \$40.6 M, or 3.69%, to the 2024 Tax Capital Budget Process for the purposes of addressing the shortfall in development charge exemptions funding and the legislated impacts of Bill 23. The revised 2024 capital financing amount of \$63.6 M now incorporates these two key changes from the Financing Plan approved in principle during 2023 Tax Supported Capital deliberations.

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The total average residential impact is projected at 14.2% after factoring in assumptions for growth, education and tax policy.

Table 1 provides the most up-to-date projections for 2024 through 2026, by department, showing the total net levy requirement by year based on assumptions for assessment growth, hospital redevelopment levy, affordable housing levy, reassessment, tax policy changes and education tax adjustments.

**TABLE 1**

CITY OF HAMILTON UPDATED TAX SUPPORTED 2024-2026 MULTI-YEAR OUTLOOK (\$000's)								
DEPARTMENT	2023 Net Levy	2024 Increase	2024 Outlook	%	2025 Outlook	%	2026 Outlook	%
Planning & Economic Development	33,471	2,374	35,846	7.1%	37,427	4.4%	38,762	3.6%
Healthy and Safe Communities	300,021	60,268	360,289	20.1%	394,010	9.4%	426,074	8.1%
Public Works	293,698	11,832	305,530	4.0%	315,082	3.1%	327,394	3.9%
Legislative	5,499	124	5,623	2.3%	5,754	2.3%	5,882	2.2%
City Manager	14,703	972	15,675	6.6%	16,279	3.9%	16,863	3.6%
Corporate Services	44,207	2,552	46,760	5.8%	48,151	3.0%	49,443	2.7%
Corporate Financials	24,534	14,220	38,754	58.0%	45,517	17.5%	52,803	16.0%
Non-program Revenues	(52,787)	(134)	(52,921)	0.3%	(52,991)	0.1%	(53,050)	0.1%
Hamilton Entertainment Facilities	150	3	153	2.0%	156	2.3%	160	2.3%
<b>City Departments</b>	<b>663,497</b>	<b>92,211</b>	<b>755,708</b>	<b>13.9%</b>	<b>809,386</b>	<b>7.1%</b>	<b>864,331</b>	<b>6.8%</b>
Hamilton Police Service	193,596	8,657	202,253	4.5%	207,963	2.8%	215,261	3.5%
Other Boards & Agencies	50,963	1,307	52,271	2.6%	53,660	2.7%	55,000	2.5%
City Enrichment Fund	6,575	617	7,193	9.4%	7,810	8.6%	8,427	7.9%
<b>Boards &amp; Agencies</b>	<b>251,135</b>	<b>10,582</b>	<b>261,716</b>	<b>4.2%</b>	<b>269,433</b>	<b>2.9%</b>	<b>278,688</b>	<b>3.4%</b>
Capital Financing	154,977	63,604	218,581	41.0%	232,224	6.2%	244,342	5.2%
<b>Total Net for Levy</b>	<b>1,069,608</b>	<b>166,397</b>	<b>1,236,005</b>	<b>15.6%</b>	<b>1,311,042</b>	<b>6.1%</b>	<b>1,387,361</b>	<b>5.8%</b>

AVERAGE RESIDENTIAL TAX IMPACT	2024	2025	2026
Municipal Net Levy Tax Impact	13.7%	5.4%	5.2%
Hamilton Hospital Redevelopment Tax Impact	1.0%	0.0%	0.0%
Assessment Growth	-1.0%	-1.0%	-1.0%
Re-Assessment	0.0%	1.2%	1.2%
Tax Policy	0.5%	0.5%	0.5%
Education	0.0%	0.0%	0.0%
<b>Average Residential Tax Impact</b>	<b>14.2%</b>	<b>6.1%</b>	<b>5.9%</b>

Increases to the net levy are required in order to maintain municipal services, advance strategic priorities that have been identified by Council, provide for requirements of outside boards and agencies and the local school boards, as well as, finance capital infrastructure. As outlined in Table 2, approximately one third of the projected increase for 2024, \$48.5 M or 4.5%, is related to maintaining existing municipal services. The 4.8% maintenance increase is relatively higher than past years (3.7% in the 2023 Tax Supported Operating Budget) as a result of the extraordinary inflationary pressures facing the City including collective bargaining, waste and recycling collection contracts, insurance and provincially legislated benchmark funding for housing providers.

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CITY OF HAMILTON UPDATED PRELIMINARY 2024 TAX SUPPORTED BUDGET OUTLOOK (\$000's)								
	2023	2024 Outlook			Change			
	Council Approved	Maintenance	Strategic Priorities	Preliminary	Maintenance vs. Council Approved		Preliminary vs. Council Approved	
City Departments	663,497	705,059	50,649	755,708	41,563	6.3%	92,211	13.9%
Boards & Agencies	251,135	261,099	617	261,716	9,965	4.0%	10,582	4.2%
Capital Financing	154,977	154,977	63,604	218,581	0	0.0%	63,604	41.0%
<b>Net Levy</b>	<b>1,069,608</b>	<b>1,121,136</b>	<b>114,870</b>	<b>1,236,005</b>	<b>51,527</b>	<b>4.8%</b>	<b>166,397</b>	<b>15.6%</b>
Municipal Net Levy Tax Impact						4.2%		13.7%
Hamilton Hospital Redevelopment Tax Impact						0.0%		1.0%
Assessment Growth						(1.0%)		(1.0%)
Impact of Levy Restrictions / Re-assessment						0.0%		0.0%
Tax Policy						0.5%		0.5%
Education Impact						0.0%		0.0%
<b>Total Average Residential Tax Impact</b>						<b>3.7%</b>		<b>14.2%</b>

Several strategic priorities will be coming before Council for consideration in the 2024 budget process that will enhance the current services provided by the City. Strategic investments referred to the budget process currently total \$114.9 M, or a 10.8% net levy increase for 2024. When combined with the cost of maintaining existing levels of service, the total net levy requirement would be \$166.4 M, or 15.6%.

Other factors impacting the total average residential tax rate include the City's rate of growth, levy restrictions for protected property classes, education rate for the district school boards and the Hamilton Hospital Redevelopment Levy. Inclusive of the assumptions for these items, the total average residential tax impact would be 14.2% for 2024, inclusive of all Business Cases and Council Referred Items yet to be deliberated by Council.

On August 16, 2023, the Province extended the current assessment cycle through to the end of the 2024 taxation year. For 2024, property assessments will remain the same as they were for the 2023 tax year based on the assessment valuation date of January 1, 2016. The Province also announced that the new valuation date for the 2025 taxation year will be January 1, 2023. Any reassessment impacts on the residential tax rate will be based on the new valuation starting in 2025. The provincial government has committed to conducting a review of the property assessment and taxation system that will focus on fairness, affordability and business competitiveness.

Staff is forecasting net levy pressures of \$166.4 M (15.6%), \$75.0 M (6.1%) and \$76.3 M (5.8%) for the years 2024 through 2026, respectively, in order to maintain existing services, provide for legislated requirements and fund strategic investments for Council's consideration in adopting the 2024 budget and multi-year outlook that support the City's Strategic Plan and Council Priorities. Table 3 shows the incremental changes since the preparation of the 2024 – 2026 outlook provided during the 2023 budget process, by key theme.

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CITY OF HAMILTON UPDATED TAX SUPPORTED 2024-2026 MULTI-YEAR OUTLOOK (\$000's)							
Additions by Key Theme	2023 Net Levy	2024 Outlook	% Increase	2025 Outlook	% Increase	2026 Outlook	% Increase
Preliminary Outlook (as per Budget Book)		1,124,866	5.2%	1,284,735	4.1%	1,362,170	4.0%
Additions:							
Employee Related Costs		13,015	1.2%	6,100	0.5%	6,100	0.4%
Affordable Housing and Homelessness		33,401	3.1%	16,273	1.2%	15,433	1.1%
Investments in Emergency Response Services		5,499	0.5%	3,317	0.3%	3,041	0.2%
Capital Financing		11,189	1.0%	-	0.0%	-	0.0%
-Asset Management				-		-	
-Development Charge - Bill 23		20,830		-	0.0%	-	0.0%
-Development Charge - Underfunded		19,760	1.8%	-	0.0%	-	0.0%
Annualization of 2023 BC and Council Referred		3,336	0.3%	-	0.0%	-	0.0%
Other Investments		4,109	0.4%	617	0.0%	617	0.0%
<b>Revised Net Levy</b>	<b>1,069,608</b>	<b>1,236,005</b>	<b>15.6%</b>	<b>1,311,042</b>	<b>6.1%</b>	<b>1,387,361</b>	<b>5.8%</b>

The following pressures and opportunities outline key themes in the development of the updated multi-year outlook.

**A. Affordable Housing and Homelessness** – Significant investments in the multi-year outlook and capital forecast have been endorsed by City Council over the past several years to combat homelessness and address ongoing concerns of housing affordability. Through the 2023 budget process, there were many additional investments approved by Council in order to keep up with demand for service, as well as, the continued implementation of several previously approved programs.

Ending Chronic Homelessness – Information Report HSC23021 was provided to Council in March 2023. The report provided an update on the current state of homelessness in Hamilton, including needs, trends and existing interventions, as well as, information on what it would take to end homelessness in Hamilton rather than manage it. It outlines a proactive approach and a comprehensive set of investments for Council to consider in 2024 and future years to address gaps and opportunities for expanding the reach and impact of the homeless-serving sector. The approach builds from the Homelessness and Housing Action Plan and the work on the Housing Sustainability and Investment Roadmap (HSIR). For 2024, a combined pressure of \$2.5 M has been included in the budget to account for Council approved interventions with a projected amount of \$5.8 M included in the 2026 forecast.

Housing Sustainability and Investment Roadmap (HSIR) – On April 21, 2023, the General Issues Committee (GIC) took an important step in continuing to put the housing needs of Hamiltonian's first. The adoption of the Housing Sustainability and Investment Roadmap will help to deliver the best possible outcomes for affordable housing in Hamilton by focusing on actions designed to strengthen Hamilton's affordable housing system across four pillars: new construction of affordable housing, maintaining and preservation of existing units, acquisition and the provision of housing-based supports. Staff will continue to monitor the impact of the HSIR on the 2024 – 2027 budget period.

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Addressing Needs of Unsheltered Individuals (Report HSC23041) – Hamilton’s shelter system has consistently been at or over-capacity since before the COVID-19 pandemic. This issue has worsened as a result of a severe lack of affordable housing, lingering bottlenecks from the COVID-19 pandemic and long lengths of stay in the shelter system. Emergency shelters currently absorb the greatest proportion of investment within Hamilton’s homeless-serving sector and are intended to provide temporary, emergency accommodation. The shelter system in Hamilton is part of an integrated homeless-serving system that has many components and investments. The homeless-serving system needs to be ‘right-sized’ to prioritize limited resources where they will have the most impact in addressing community need.

Through Report HSC23041, City Council approved, in principle, a multi-year commitment of \$31 M towards the creation of 200 units of supportive housing in order to maximize opportunities for affordable housing providers to leverage provincial and federal funding. This has been reflected in the 2024 to 2026 multi-year outlook as a \$10.33 M levy per year over three years, resulting in an estimated 0.9% residential tax impact in 2024.

Capital Rehabilitation Funding for Service Providers – At the expiry of mortgage operating agreements, the City has a legal obligation to provide funding to the provincial reformed, non-profit providers to maintain service level standards and ensure long-term viability. To account for this obligation, \$5.7 M in 2024, \$5.1 M in 2025, and \$5.1 M in 2026 has been incorporated into the multi-year outlook.

Rapid Housing Initiative – On August 11, 2022, Report HSC22047 was presented to the Emergency and Community Services Committee and further approved by Council. The report was further amended and approved by Council on December 7, 2022 due to a delay in capital renovations causing the original dates, as stipulated by Council, to be unable to be met. Staff is recommending the inclusion of funding to provide low barrier housing supports at 35 Arkledun Avenue for approximately 73 women, transgender and nonbinary community members experiencing homelessness, in the maximum amount of \$3.6 M in the 2024 budget. The financing strategy of ancillary program support costs was referred to the 2024 tax supported operating budget process.

Tenant Support Program – This comprehensive program will be focused on supporting tenants in Hamilton to understand their rights and provide supports for them to exercise their rights. A \$900 K impact has been incorporated into the 2024 outlook.

- B. Climate Change** – City Council declared a climate change emergency in March 2019, at that time, joining 435 municipalities world-wide. Since then, the total number of municipalities has reached more than 800 cities around the world, as well as, the Government of Canada, all acknowledging the scale of the climate crisis and the need for accelerated action.

To support the Corporate Climate Change Task Force and Hamilton’s Climate Change Action Strategy, City Council established a Climate Change Reserve and Policy with

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initial funding of \$1.5 M in the disposition of the 2020 tax operating budget surplus. A 0.25% special levy (\$2.5 M) was included in the 2023 Tax Supported Capital Budget which would be contributed towards the Climate Change Reserve and used to support implementation items coming out of the Climate Change Action Strategy. Additionally, City Council approved the establishment of a Climate Change Office in 2022 within the Planning and Economic Development Department through Report CM22016 / PED22058(a) / HSC22030(a). During the 2023 budget process, Council approved two additional FTEs (\$152 K) for project managers for the Climate Change Office and additional support for the Bay Area Climate Change office of \$160 K. The annualized impact of these positions has been included in the 2024 outlook.

June 28, 2023, Report FCS22043(b) – Stormwater Funding Review was presented to GIC and further ratified by Council. One of the recommendations that was approved was that property tax levy funding related to stormwater expenditures that are to be funded by the new stormwater rate structure and to be transferred to the Climate Change Reserve and applied to climate change / environmental initiatives in conjunction with the introduction of the Stormwater Rate Structure.

- C. Transportation** – The annualization of year seven and implementation of year eight of the Ten-Year Local Transit Strategy has been incorporated into the 2024 Tax Supported Operating Budget as approved through Report PW14015(a). For 2024, a net levy pressure of \$3.4 M is anticipated to support the continuation of the Ten-Year Local Transit Strategy.

Additionally, through Report PW22048, Core Asset Management Plan, Council approved Asset Management Plans for transportation and waterworks assets in accordance with the provincial regulations introduced through Ontario Regulation 588/17. An annual funding gap of \$94.7 M for Transportation assets was identified based on renewal needs and planned operations and maintenance. A \$101.1 M annual funding gap was identified for rate supported programs.

During 2023 budget deliberations, City Council approved the 2024-2032 Capital Financing Plan, in principle, which had included a tax levy increase to primarily address deficiencies in state-of-good-repair within the road network.

Even with planned increases to the Capital Levy included in the Capital Financing Plan, there will be a significant funding gap for the renewal of assets within the road network and engineered structures portfolios of approximately \$900 M over the 10-year capital plan. The Capital Financing Plan has been updated to reflect a phase-in approach to increase the annual funding amounts for those assets over the 10-year planning period beginning in 2024. This results in an additional \$6.2 M, or 0.6%, to the 0.5% annual increase that had previously been included in the Capital Financing Plan for a total Capital Levy increase of 1.1% in years 2024 through 2033 to address the annual funding gap.

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**SUBJECT: 2024 Budget Outlook (FCS23074) (City Wide) – Page 10 of 13**

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- D. Development Charge Exemptions** –The City has historically budgeted insufficient funding to cover the discretionary DC exemptions that are provided by Council through the City’s DC By-law. On June 14, 2023, Report FCS23064, Development Charges Exemptions Sustainable Funding Strategy, was presented to Council. In the report, a \$40.59 M (3.69%) Property Tax Levy increase was referred to the 2024 Tax Capital budget process. In addition, a \$27.28 M (9.75%) impact was referred to the 2024 Rate Budget process. Both increases were added to the 2024 tax operating and rate levies, respectively. Report FCS23064 also recommends the establishment of a DC Exemption Reserve and accompanying Policy which is a change from the City’s past practice related to financing of DC Exemptions.
- E. Employee Relations** – The City launched a recruitment and retention strategy to help it become more competitive in an increasingly difficult fight for talent. In August 2022, Human Resources engaged the consulting services of Optimus SBR for a comprehensive review of the organization to better understand the City’s ability to attract and retain top talent. The review concluded that the City had a weakened competitive position as an employer compared to other municipalities. As a result, Optimus SBR provided high-level recommendations informed by market research, an environmental scan of comparable municipalities and best practices in recruitment and retention.

On January 18, 2023, Report HUR23002, the Human Resources Recruitment and Retention Strategy, was presented to GIC. One of the approved amendments was to the Total Compensation Policy. In order to adjust the current market comparators and maintain the targeted 50th percentile for non-union compensation, an adjustment to reflect a July 1, 2023 effective date for the Recruitment and Retention Strategy was incorporated into the 2023 budget. An impact of \$2.7 M has been incorporated into the 2024 budget to reflect the annualized impact of the salary adjustment.

Additionally, the City reached a tentative agreement with Local 5167 of the Canadian Union of Public Employees (CUPE) over a four-year contract. Assumptions based on the tentative agreement have been reflected in the preliminary outlook.

- F. Investments in Emergency Response Services and Public Health - Hamilton Paramedic Service Master Plan** – City Council adopted the Hamilton Paramedic Service Master Plan on May 26, 2022 through Report HSC22012. This plan provides direction for the service over the next 10 years through technology advancements, innovation, resource allocation and optimization of operations. The plan identifies 29 objectives with corresponding actions to address current and future needs to ensure optimal service delivery under three scenarios. This investment in the Paramedic Service Master Plan represents approximately \$2.4 M for 2024, \$2.0 M for 2025 and \$1.7 M for 2026.
- Hamilton Fire Department Service Delivery Plan** – Through Report HSC19026, City Council endorsed the Hamilton Fire Department 10-Year Service Delivery Plan, which includes additional costs for volunteer staffing and equipment, as well as, outfitting and staffing for Waterdown Station.

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**SUBJECT: 2024 Budget Outlook (FCS23074) (City Wide) – Page 11 of 13****Boards and Agencies**

Based on multi-year budgets submitted by the Hamilton Public Library and Hamilton Police Service, as well as, historical trends for all other Boards and Agencies, staff has projected a net levy requirement of \$10.4 M, or 4.1%, for Boards and Agencies in 2024 as illustrated in Table 4.

**TABLE 4**

<b>CITY OF HAMILTON</b>							
<b>UPDATED PRELIMINARY 2024 OUTLOOK FOR BOARDS &amp; AGENCIES</b>							
<b>Board/Agency</b>	<b>2023</b>		<b>2024</b>		<b>Change</b>		
	<b>Council Approved</b>		<b>Outlook</b>		<b>\$</b>	<b>%</b>	
Conservation Authorities	\$	8,929,910	\$	9,110,231	\$	180,321	2.0%
MPAC	\$	6,833,220	\$	6,975,609	\$	142,389	2.1%
Hamilton Beach Rescue Unit	\$	143,050	\$	145,910	\$	2,860	2.0%
Hamilton Farmers' Market	\$	242,280	\$	266,730	\$	24,450	10.1%
Royal Botanical Gardens	\$	660,350	\$	673,826	\$	13,476	2.0%
Hamilton Police Services	\$	193,596,010	\$	202,253,198	\$	8,657,188	4.5%
Hamilton Public Library	\$	34,154,270	\$	35,098,248	\$	943,978	2.8%
City Enrichment Fund	\$	6,575,410	\$	7,192,614	\$	617,204	9.4%
<b>Net Levy Requirement</b>							
inclusive of Capital Financing	\$	251,134,500	\$	261,716,366	\$	10,581,866	4.2%

**Capital Financing**

The multi-year outlook for Capital Financing includes a tax levy increase of \$11.5 M (1.1%) in 2024 for discretionary block funding related to state-of-good-repair asset replacement. This is the first year of a ten-year phase-in strategy to address the annual funding gap identified in the Transportation Asset Management Plan of \$94.7 M. Additional increases for debt servicing requirements for the municipal share of the Investing in Canada Infrastructure – Public Transit Stream (ICIP) have also been reflected into the 2024 Capital Financing Plan.

The City has historically budgeted insufficient funding to cover the discretionary DC exemptions that are provided by Council through the City's DC By-law. On June 14, 2023, a Report FCS23064, Development Charges Exemptions Sustainable Funding Strategy, was presented to Council (FCS23064). In the report, a \$40.59 M (3.69%) Property Tax Levy increase was referred to the 2024 Tax Capital budget process. This has been incorporated into the 2024 Capital Financing Plan.

Table 5 provides the forecasted net levy pressures related to the financing of the Tax Capital Budget from 2024 to 2026.

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**SUBJECT: 2024 Budget Outlook (FCS23074) (City Wide) – Page 12 of 13****TABLE 5**

CITY OF HAMILTON UPDATED PRELIMINARY 2024-2026 OUTLOOK FOR CAPITAL FINANCING						
Capital Financing	2024		2025		2026	
	(\$)	(%)	(\$)	(%)	(\$)	(%)
Asset Management	\$ 11,480,000	7.4%	\$ 11,480,000	5.3%	\$ 11,480,000	4.9%
ICIP - Transit	\$ 11,534,000	7.4%	\$ -	0.0%	\$ -	0.0%
Development Charge Exemptions	\$ 40,590,000	26.2%	\$ -	0.0%	\$ -	0.0%
West Harbour Development	\$ -	0.0%	\$ 2,463,000	1.1%	\$ 351,000	0.2%
Waste Management	\$ -	0.0%	\$ -	0.0%	\$ 503,000	0.3%
Library	\$ -	0.0%	\$ -	0.0%	\$ 586,000	0.4%
<b>Net Levy Requirement</b>	<b>\$ 63,604,000</b>	<b>41.0%</b>	<b>\$ 13,943,000</b>	<b>6.4%</b>	<b>\$ 12,920,000</b>	<b>5.6%</b>

**2024 – 2027 Preliminary Rate Supported Budget**

The 2023 Rate Supported Budget approved by Council in November 2022, resulted in a combined rate increase of 6.49%. The budget also included a “10% over 10-years” financing plan that was approved, in principle, for 2024 to 2033 to address the infrastructure requirements identified in the Waterworks Asset Management Plan, Flooding and Drainage Improvement Framework and upgrades required to the wastewater treatment plants in the context of Climate Change. The Rate Supported Budget reflects Council's ongoing commitment and dedication to implement a sustainable financing plan while bridging the divide between the funding shortfalls for infrastructure with affordable rates.

On June 14, 2023, Report FCS23064, Development Charges Exemptions Sustainable Funding Strategy, was presented to Council. In the report, a \$27.28 M impact or 9.75% increase was referred to the 2024 Rate Budget process representing both the statutory DC exemptions funding needed to support the impacts from Provincial Bill 23 and the historical funding shortfall of discretionary DC exemptions. These investments are in support of the Federal and Provincial priorities to build attainable and affordable housing. This amount has been added to the 10.04% increase that was approved, in principle, for 2024 to illustrate the current projection of 19.79% illustrated in Table 6.

**TABLE 6**

RATE FINANCING PLAN (\$000's)	CURRENT YEAR				MULTI-YEAR		
	2023 Council Approved	2024 Approved in Principle	2024 Preliminary	2024 Preliminary vs. Approved in Principle	2025	2026	2027
Ave. Total Rate Increase	6.49%	10.04%	19.79%	9.75%	9.95%	10.04%	10.06%
<b>Total Revenues Available</b>	<b>272,447</b>	<b>298,647</b>	<b>325,932</b>	<b>27,285</b>	<b>358,160</b>	<b>393,595</b>	<b>432,297</b>
Debt Charges	21,581	31,687	31,687	-	43,967	51,688	53,832
DC Exemptions	9,000	9,000	36,285	(27,285)	39,006	41,932	45,077
Operating Expenditures	108,512	113,066	113,066	-	117,588	122,292	127,183
<b>Total Operating</b>	<b>139,093</b>	<b>153,753</b>	<b>181,038</b>	<b>(27,285)</b>	<b>200,562</b>	<b>215,912</b>	<b>226,092</b>
<b>Net Capital Budget Submission</b>	<b>148,246</b>	<b>235,080</b>	<b>235,080</b>	<b>-</b>	<b>237,447</b>	<b>186,038</b>	<b>239,213</b>
New Debt	14,892	90,186	90,186	-	79,848	8,355	33,009
Contributions to Capital	133,354	144,894	144,894	-	157,599	177,683	206,204
<b>Capital Financing Available</b>	<b>148,246</b>	<b>235,080</b>	<b>235,080</b>	<b>-</b>	<b>237,447</b>	<b>186,038</b>	<b>239,213</b>
<b>Suplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1)</b>	<b>0</b>	<b>1</b>

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**SUBJECT: 2024 Budget Outlook (FCS23074) (City Wide) – Page 13 of 13**

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During 2021 budget deliberations, City Council directed staff to perform a comprehensive evaluation of all City stormwater programs to identify existing gaps, immediate needs, risks to the City, including risks from climate change and extreme weather, outline the levels of service that the City should strive to achieve, quantify funding requirements along with options for long-term maintenance, second cycle replacements and financing alternatives. A summary of this work was provided through Report FCS22043, which detailed a proposed timeline of July 2022 through to January 2026 for the completion of the three phases outlined in the report: discovery, detailed analysis and implementation. A recent update was provided through Report FCS22043(b) to Council on June 28, 2023. Through this update, a recommended stormwater rate structure was presented and approved for incorporation into the 2025 – 2034 Rate Supported Budget.

The City continues to face upward pressure on water rates to maintain infrastructure in a state-of-good-repair and sustain service delivery. In response, Hamilton Water is undertaking a review of the Water, Wastewater and Stormwater budget process to better understand long-term sustainability and provide greater transparency to customers and Council. The scope of work includes a review of the prioritization process and risk portfolio for decision making, impacts of corporate strategic priorities and sustainable infrastructure investment needs to maintain the desired level of service.

The Waterworks Master Plan identified an annual funding shortfall of \$101.1 M towards capital renewal needs. Through the 2023 budget, staff had incorporated additional debt financing and rate increases of approximately 10% from 2024 – 2032 in order to address the deficiency in capital financing. Staff will continue to review and revise the Rate Financing Plan throughout the 2024 budget process.

On May 31, 2023, Report FCS23045 was presented to GIC to outline existing customer assistance programs currently available to Hamilton water, wastewater and storm ratepayers and to explain how the current Rate supported utilities arrears funding is being utilized. On an ongoing basis, staff assesses ratepayers' ability to pay current water and wastewater / storm billings. Report FCS23045 directed staff to report back to the Audit, Finance and Administration Committee regarding the development of a water / wastewater rebate program for low income persons that, if approved, would be included in the 2024 Rate Supported Budget.

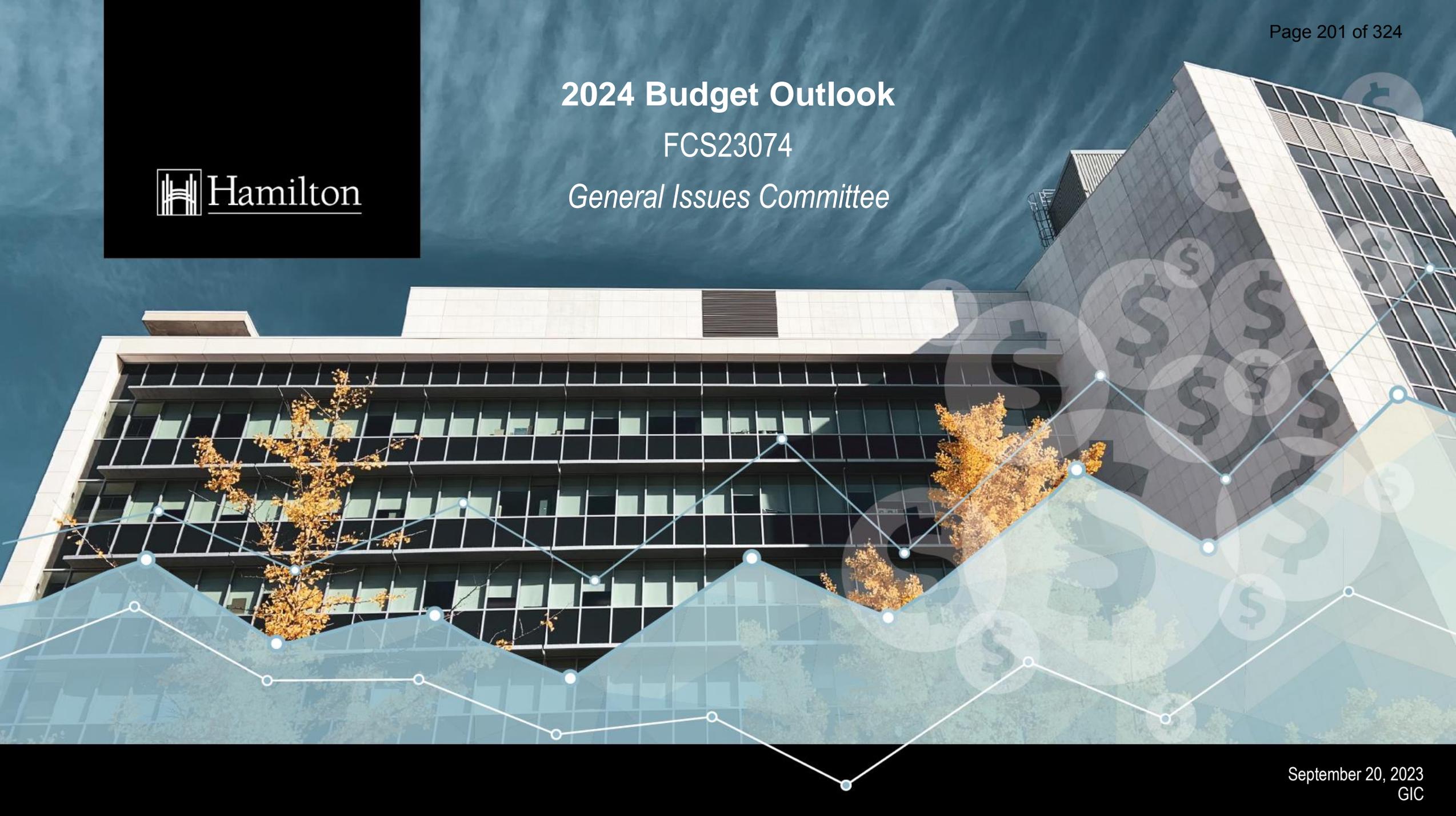
**APPENDICES AND SCHEDULES ATTACHED**

N/A

# 2024 Budget Outlook

FCS23074

*General Issues Committee*



# 2024 BUDGET OUTLOOK **Agenda**

1. 2023 Budget and Strategic Investments
2. Emerging Themes of the 2024 Budget
3. 2024 Tax and Rate Budgets Preliminary Outlook
4. 2024 Budget Strategy
5. 2024 Budget Schedule



## 2023 Budget and Strategic Investments

- In 2023, City Council approved a \$1.07 B Tax Budget inclusive of a \$76.1M increase to the net levy mostly related to strategic investments across four major themes:
  - Housing and Homelessness;
  - Transportation;
  - Public Health and Emergency Services; and,
  - Infrastructure and Asset Management
- Some Strategic investments that have come into effect in 2023 have a budget impact in 2024 for the annualization of program costs based on the effective date of the service change

## 2023 Budget and Strategic Investments

- In addition to the investments approved in the 2023 budget, City Council has approved several one-time initiatives in-year by leveraging reserves:
  - Addressing Needs of Unsheltered Individuals \$7.9M;
  - Emergency Shelter and Drop-in Services for Women and Non-Binary Individuals (Arkledun) \$3.5M;
  - Encampment Pilot and Protocol \$1.1M;
  - Subsidizing Student Transit Fares Pilot Program \$3.3M;
  - Climate Change Investments \$0.8M;
  - Hamilton Opioid Action Plan \$0.8M;
  - Next Generation 9-1-1 \$2.5M;
  - Kenilworth Watermain \$2.5M;
  - Various Other Initiatives \$2.0M



# 2024 Environmental Scan

- Global economy
- Provincial legislated changes – growth related revenues
- Crisis response:
  - Climate Change
  - Homelessness
  - Mental Health
  - Opioid Addiction
- City's strong liquidity (AAA credit rating)



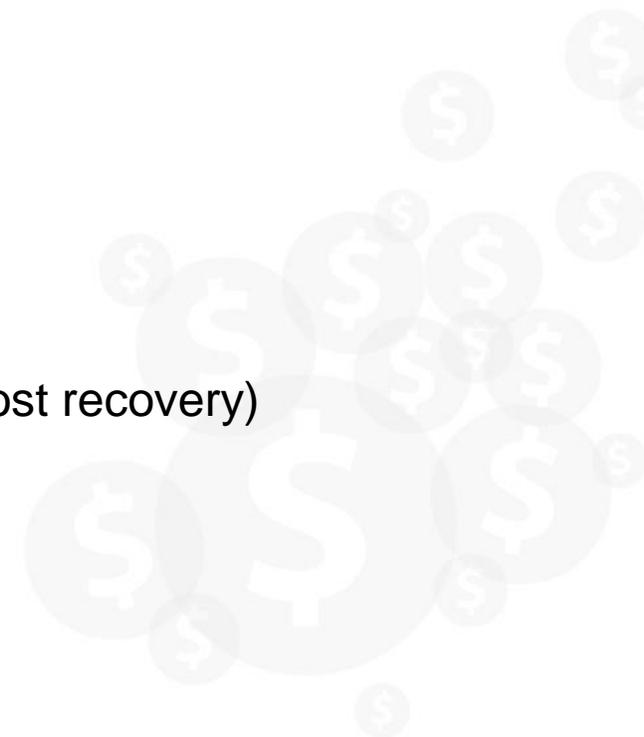
# 2024 Property Tax Reassessment

- Reassessment Deferred in 2024
  - For 2024 Property Assessments will be based on Valuation Date of January 1, 2016
- Beginning in 2025 Valuation Date will be January 1, 2023
  - Any Resulting Reassessment tax impacts will impact 2025
- Provincial Review of the Property Assessment and Taxation System to be undertaken

# 2024 Budget Process - Principles

**Budget Principles:** staff will prepare the 2024 budget based on the following budget principles:

- Supports the City's Strategic Plan and Council Priorities
- Includes approaches to achieving priorities
- Aligns with the Mayoral 2024 Budget Directive
- Aligns with the financial policies approved by Council
- Aligns with Asset Management Planning
- Leverages user fees to the extent permitted under the Municipal Act (full cost recovery)



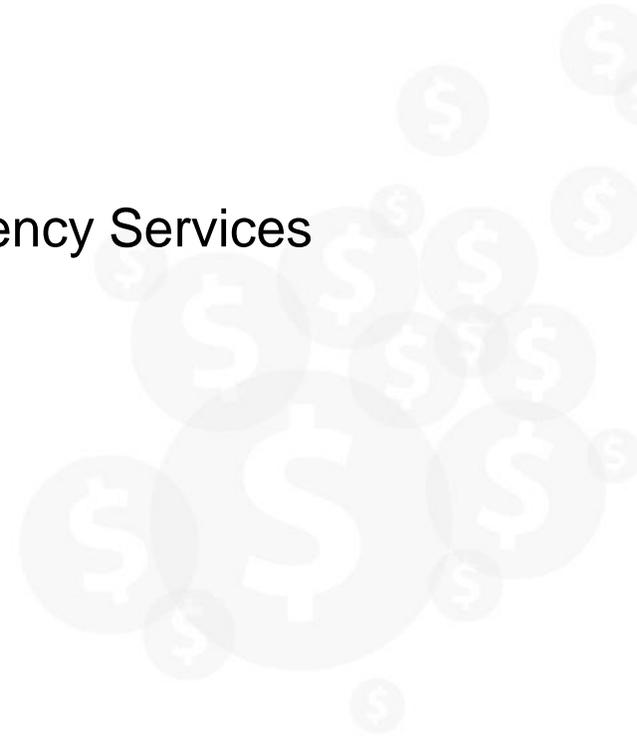
# Key Themes of 2024 Tax Supported Budget

## Mandatory & Legislated Pressures

- Employee Relations
- Development Charge Exemptions
  - i. Legislated development charge exemptions to support affordable and attainable housing
  - ii. Voluntary exemptions to support growth and housing development

## Crisis Response & Council Priorities

- Affordable Housing & Homelessness
- Climate Change
- Transportation
- Public Health & Emergency Services



# 2024 Maintenance Budget Drivers and Reduced Fiscal Capacity

## Inflation

- Housing Provincial Benchmark Rent Subsidies \$2.3M
- Waste and Recycling Contracts \$1.5M
- Presto Agreement \$0.4M
- Employee Related Costs \$29.3M
  - Collective Agreements/Contingencies
  - Employer and Government Benefits

**Annualization of 2023 Strategic Investments \$13.0M**

**Outside Boards & Agencies \$10.5M**



# Affordable Housing and Homelessness

- Ending Chronic Homelessness (HSC23021) \$4.1M
- Addressing Needs of Unsheltered Individuals (HSC23041) \$8.7M
- Affordable Housing Special Levy (HSC23041) \$10.3M
- Capital Rehabilitation Funding for Service Providers (HSC22040) \$6.0M
- Tenant Support Program (HSC23023(b)) \$1.4M
- Encampment Protocol (HSC20036(g)) \$1.5M
- Annual Winter Response Strategy (HSC23012(a)) \$4.2M



# Climate Change

- Hamilton's Climate Action Strategy (CM22016/PED22058(a)/HSC22030(a) was approved on August 12, 2022 which formally established the Climate Change Office
- Throughout 2023, Council has endorsed several action plans that will inform the updated 10-year Capital Plan in the context of achieving the City's climate goals:
  - Priority Focus Areas for the Office of Climate Change (PED23064)
  - Climate Change Advisory Committee (PED23028)
  - Protection of Woodlands (PED23115)
  - Biodiversity Action Plan (PED21065(c))
  - Hamilton Urban Forest Strategy (PED20173(a))



# Transportation

- Ten-Year Local Transit Strategy (PW14015(a)) \$3.4M
  - Annualization of Year 7 and implementation of Year 8 – represents an additional 49,000 hours of service
- Transportation Asset Management Plan (PW22048) \$11.5M
- Transit Storage Facility funded in partnership through the Investing in Canada Infrastructure Program
- Transit Network Redesign (PW23021)



# Development Charge Exemptions

Development Charges Financial Impacts related to the *More Homes Built Faster Act, 2022* (Bill 23) and Development Charges Exemption Strategy

## SUMMARY TABLE

	Annual Budget			
	Tax		Rate	
	\$ Increase	% Increase	\$ Increase	% Increase
FUNDING BLOCK ADJUSTMENTS - BILL 23	\$ 3,746,173	0.34%	\$ -	0.00%
STATUTORY EXEMPTIONS - BILL 23	\$ 17,083,396	1.55%	\$ 14,081,251	5.03%
<b>SUBTOTAL - BILL 23</b>	<b>\$ 20,829,569</b>	<b>1.89%</b>	<b>\$ 14,081,251</b>	<b>5.03%</b>
STATUTORY EXEMPTIONS - Previous	\$ 10,189,656	0.93%	\$ 10,304,039	3.68%
DISCRETIONARY EXEMPTIONS - Previous	\$ 9,569,319	0.87%	\$ 2,899,670	1.04%
<b>SUBTOTAL - Previous Exemptions</b>	<b>\$ 19,758,975</b>	<b>1.80%</b>	<b>\$ 13,203,710</b>	<b>4.72%</b>
UNFUNDED DISCRETIONARY EXEMPTIONS BACKLOG	N/A		N/A	
<b>TOTAL</b>	<b>\$ 40,588,544</b>	<b>3.69%</b>	<b>\$ 27,284,960</b>	<b>9.75%</b>

# Public Health & Emergency Services

- Hamilton Opioid Action Plan (BOH23021)
- Mental Health & Addiction (BOH22012(b))
- Hamilton Paramedic Service Master Plan (HSC22012)
- Hamilton Fire Department Service Delivery Plan (HSC19026)



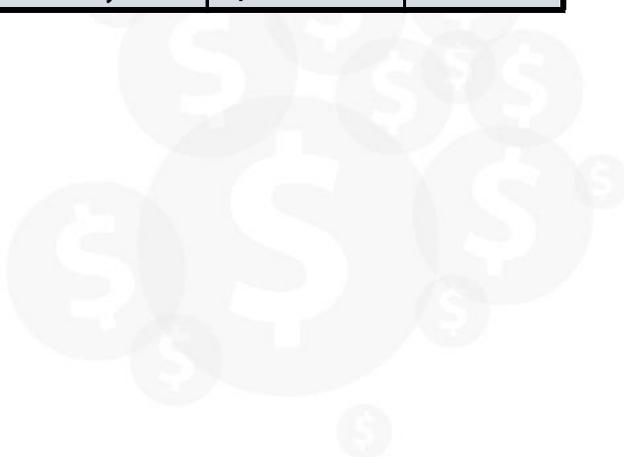
# 2024 – 2026 Tax Supported Budget Outlook

CITY OF HAMILTON UPDATED TAX SUPPORTED 2024-2026 MULTI-YEAR OUTLOOK (\$000's)								
DEPARTMENT	2023 Net Levy	2024 Increase	2024 Outlook	%	2025 Outlook	%	2026 Outlook	%
Planning & Economic Development	33,471	2,374	35,846	7.1%	37,427	4.4%	38,762	3.6%
Healthy and Safe Communities	300,021	60,268	360,289	20.1%	394,010	9.4%	426,074	8.1%
Public Works	293,698	11,832	305,530	4.0%	315,082	3.1%	327,394	3.9%
Legislative	5,499	124	5,623	2.3%	5,754	2.3%	5,882	2.2%
City Manager	14,703	972	15,675	6.6%	16,279	3.9%	16,863	3.6%
Corporate Services	44,207	2,552	46,760	5.8%	48,151	3.0%	49,443	2.7%
Corporate Financials	24,534	14,220	38,754	58.0%	45,517	17.5%	52,803	16.0%
Non-program Revenues	(52,787)	(134)	(52,921)	0.3%	(52,991)	0.1%	(53,050)	0.1%
Hamilton Entertainment Facilities	150	3	153	2.0%	156	2.3%	160	2.3%
<b>City Departments</b>	<b>663,497</b>	<b>92,211</b>	<b>755,708</b>	<b>13.9%</b>	<b>809,386</b>	<b>7.1%</b>	<b>864,331</b>	<b>6.8%</b>
Hamilton Police Service	193,596	8,657	202,253	4.5%	207,963	2.8%	215,261	3.5%
Other Boards & Agencies	50,963	1,307	52,271	2.6%	53,660	2.7%	55,000	2.5%
City Enrichment Fund	6,575	617	7,193	9.4%	7,810	8.6%	8,427	7.9%
<b>Boards &amp; Agencies</b>	<b>251,135</b>	<b>10,582</b>	<b>261,716</b>	<b>4.2%</b>	<b>269,433</b>	<b>2.9%</b>	<b>278,688</b>	<b>3.4%</b>
Capital Financing	154,977	63,604	218,581	41.0%	232,224	6.2%	244,342	5.2%
<b>Total Net for Levy</b>	<b>1,069,608</b>	<b>166,397</b>	<b>1,236,005</b>	<b>15.6%</b>	<b>1,311,042</b>	<b>6.1%</b>	<b>1,387,361</b>	<b>5.8%</b>

AVERAGE RESIDENTIAL TAX IMPACT	2024	2025	2026
Municipal Net Levy Tax Impact	13.7%	5.4%	5.2%
Hamilton Hospital Redevelopment Tax Impact	1.0%	0.0%	0.0%
Assessment Growth	-1.0%	-1.0%	-1.0%
Re-Assessment	0.0%	1.2%	1.2%
Tax Policy	0.5%	0.5%	0.5%
Education	0.0%	0.0%	0.0%
<b>Average Residential Tax Impact</b>	<b>14.2%</b>	<b>6.1%</b>	<b>5.9%</b>

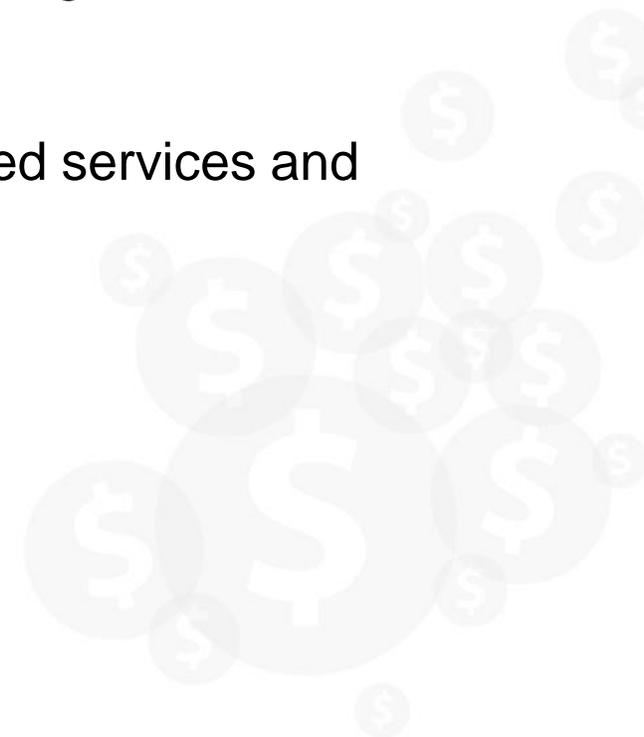
# Forecasted Average Residential Tax Impacts

	2024			2025			2026		
	\$	%		\$	%		\$	%	
Municipal Taxes	\$ 4,882	14.2%	\$ 678	\$ 5,217	6.1%	\$ 335	\$ 5,561	5.9%	\$ 344
Education Taxes	\$ 584	0.0%	\$ -	\$ 584	0.0%	\$ -	\$ 584	0.0%	\$ -
<b>Total Taxes</b>	<b>\$ 5,466</b>	<b>14.2%</b>	<b>\$ 678</b>	<b>\$ 5,801</b>	<b>6.1%</b>	<b>\$ 335</b>	<b>\$ 6,145</b>	<b>5.9%</b>	<b>\$ 344</b>



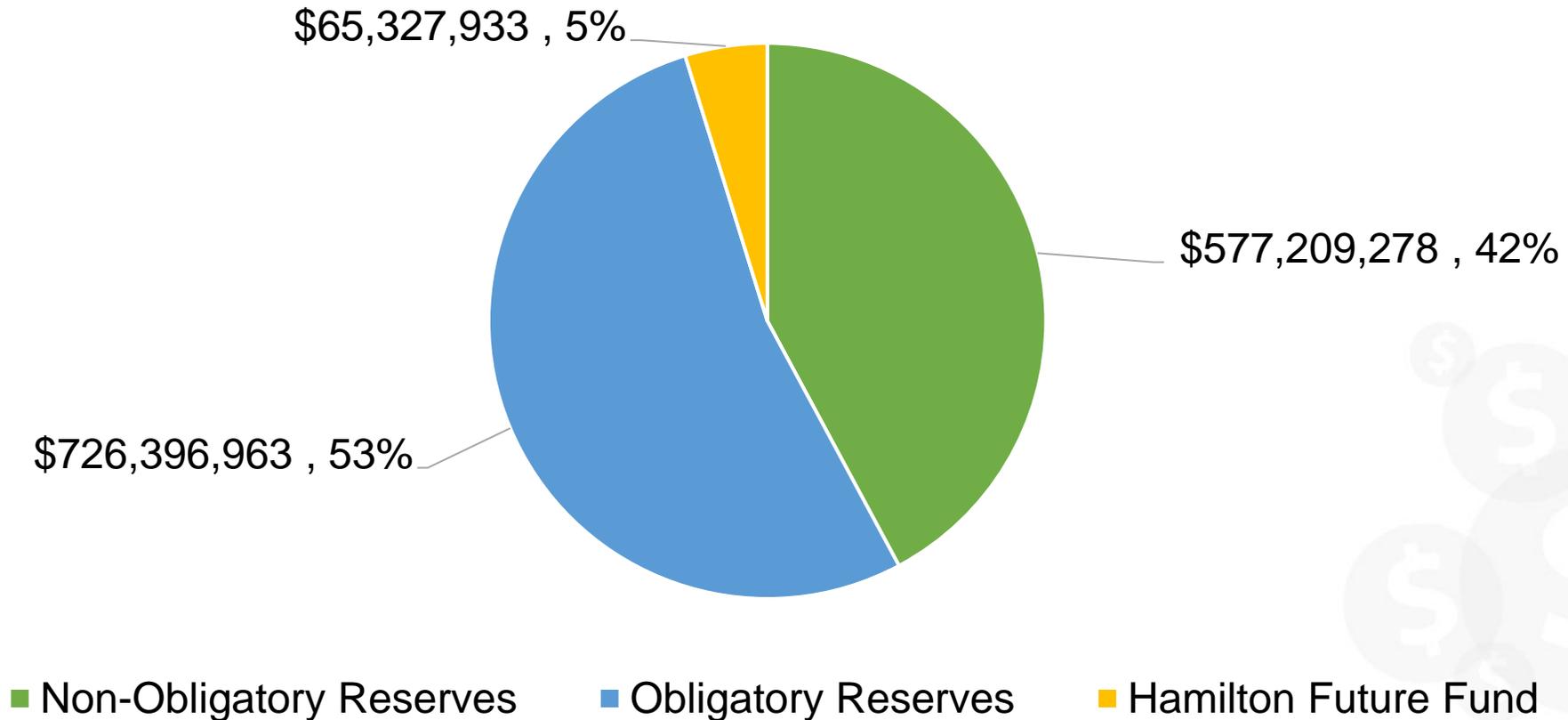
# 2024 Budget Strategy

- Leverage the City's financial position by utilizing debt and reserves to address Council priorities
- Replace the loss of development charge revenues with tax and rate supported revenues in order to support development goals of affordable and attainable housing
- Increase user fees towards full cost recovery
- Investigate redundancies and efficiencies in delivery of Council approved services and service levels (maintenance budget)



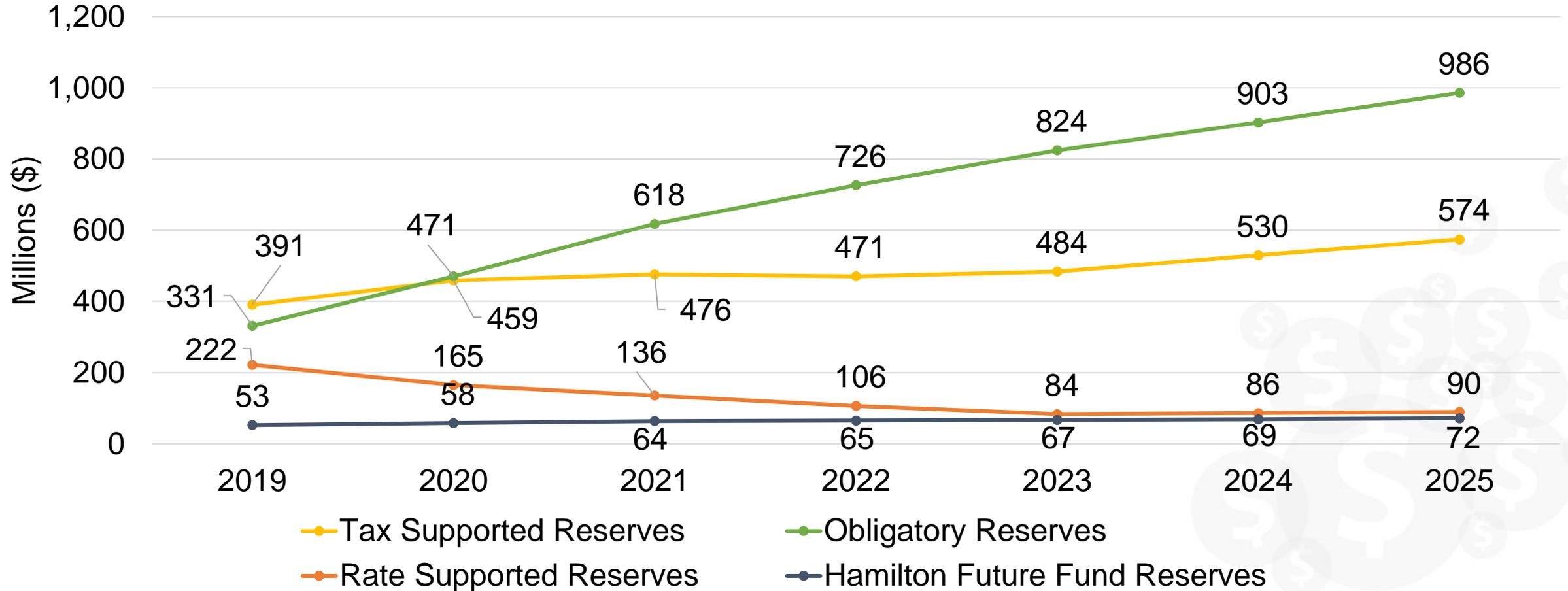
# 2024 Budget Strategy

## Total Reserve Balance at December 31, 2022 \$1.4 B



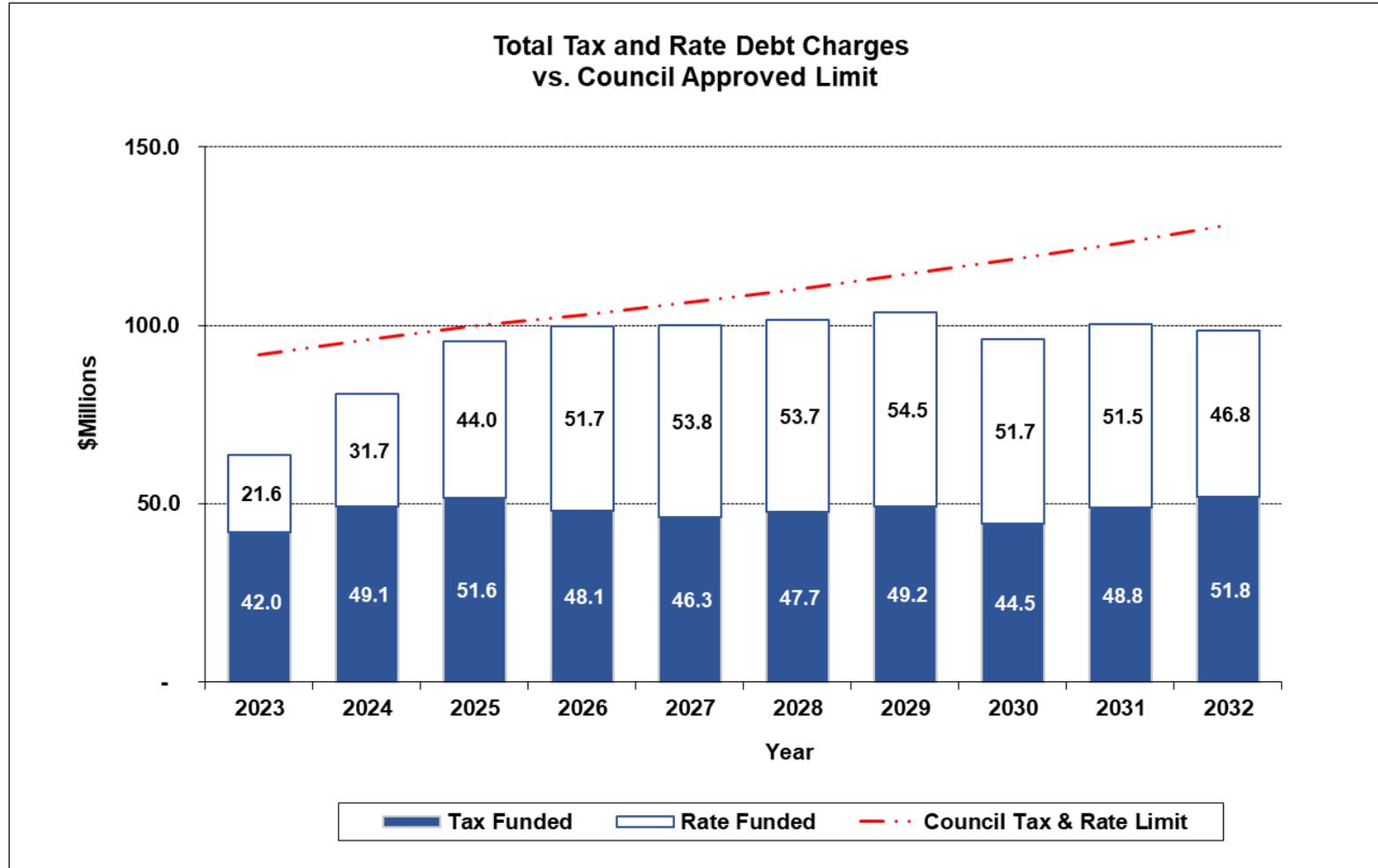
# 2024 Budget Strategy

## City of Hamilton Forecasted Reserves Summary



# 2024 BUDGET OUTLOOK

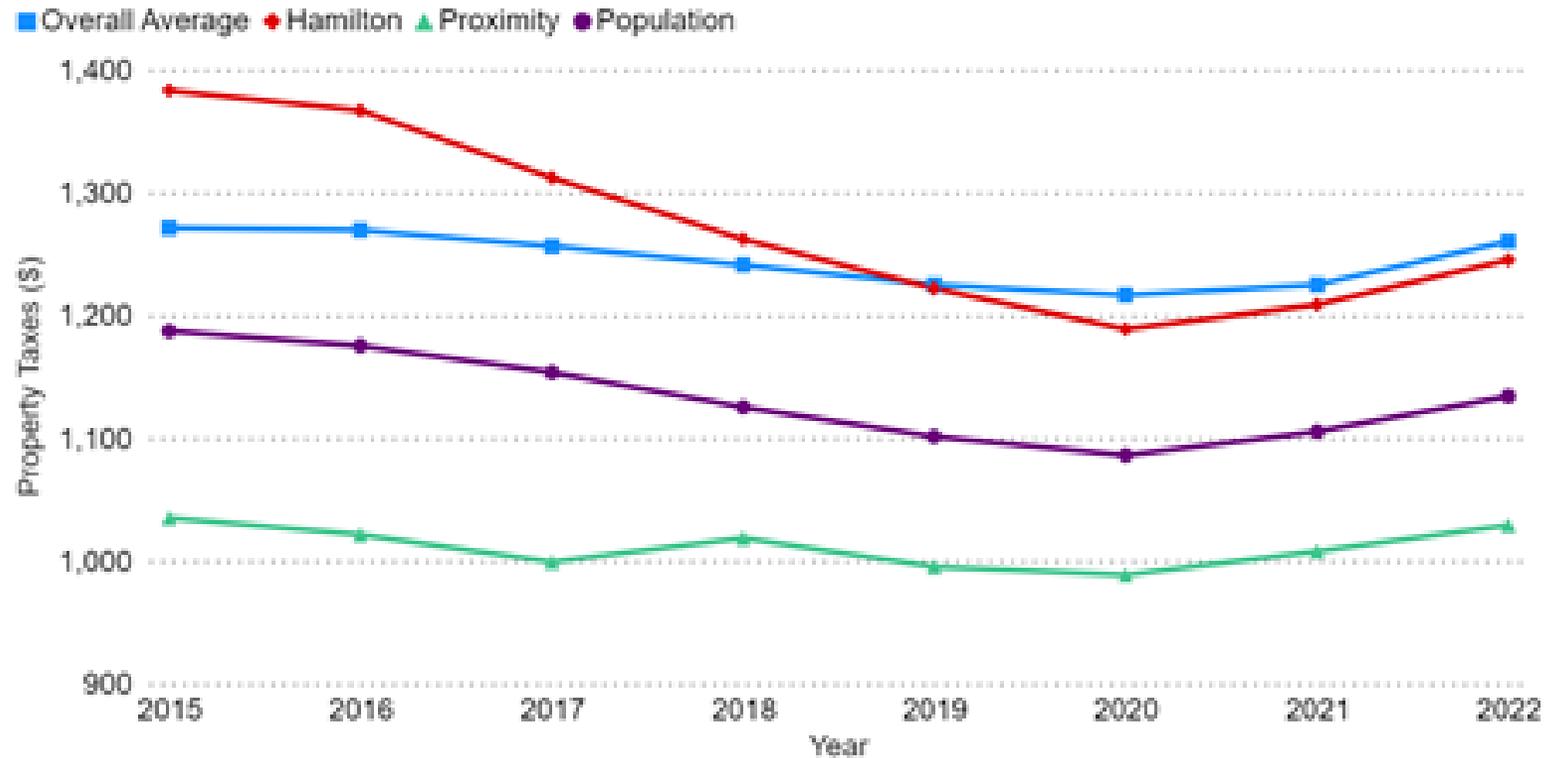
## 2024 Budget Strategy



# 2024 BUDGET OUTLOOK

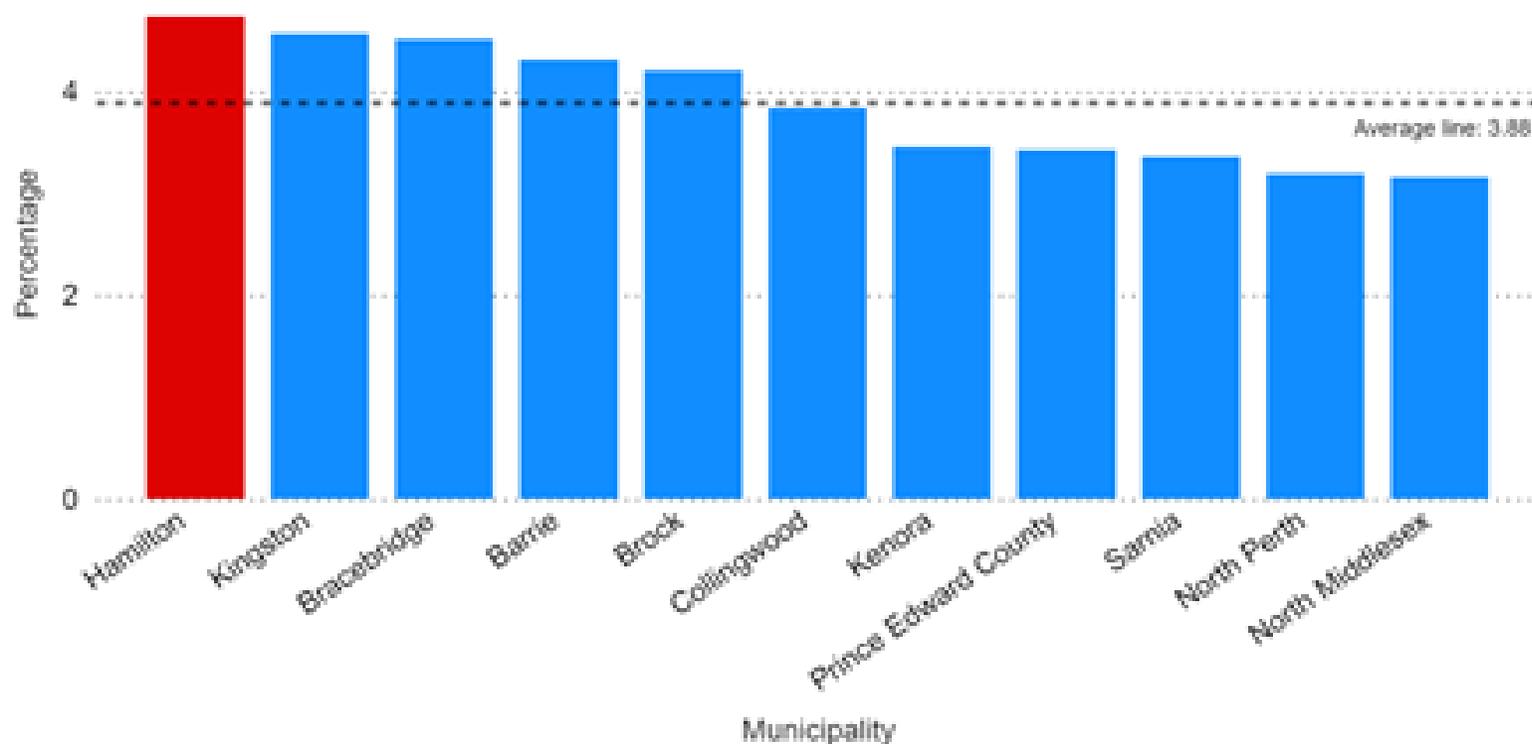
## Tax Competitiveness

### Residential Property Taxes per \$100,000 of Assessed Value



# Tax Competitiveness

### Residential Property Taxes as a Percentage of Household Income



# Key Themes of 2024 Rate Supported Budget

1. Inflation & Supply Chain
2. Development Charge Exemptions
3. Legislated Impacts
4. Climate Change



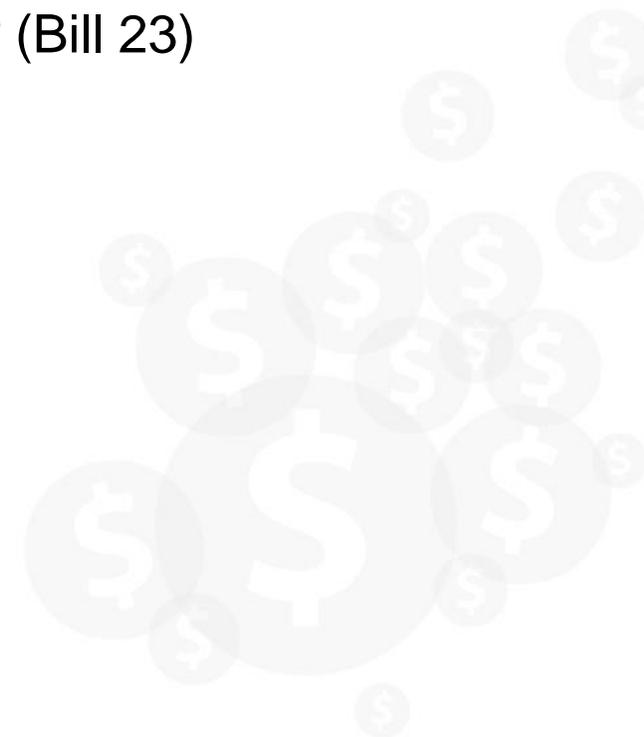
# Key Drivers of 2024 Rate Supported Budget

## Mandatory & Legislated Pressures

- Inflation and Supply Chain
- *Getting Ontario Connected Act, 2022* (Bill 93)
- Development Charge Exemptions - *More Homes Built Faster Act, 2022* (Bill 23)

## Crisis Response & Council Priorities

- Waterworks Asset Management Plan
- Watershed Action Plan
- Flooding and Drainage Improvement Framework
- Wastewater Treatment Plan Upgrades



## 2024 BUDGET OUTLOOK

## 2024 – 2027 Rate Supported Budget Outlook

RATE FINANCING PLAN (\$000's)	CURRENT YEAR				MULTI-YEAR		
	2023 Council Approved	2024 Approved in Principle	2024 Preliminary	2024 Preliminary vs. Approved in Principle	2025	2026	2027
Ave. Total Rate Increase	6.49%	10.04%	19.79%	9.75%	9.95%	10.04%	10.06%
<b>Total Revenues Available</b>	<b>272,447</b>	<b>298,647</b>	<b>325,932</b>	<b>27,285</b>	<b>358,160</b>	<b>393,595</b>	<b>432,297</b>
Debt Charges	21,581	31,687	31,687	-	43,967	51,688	53,832
DC Exemptions	9,000	9,000	36,285	(27,285)	39,006	41,932	45,077
Operating Expenditures	108,512	113,066	113,066	-	117,588	122,292	127,183
<b>Total Operating</b>	<b>139,093</b>	<b>153,753</b>	<b>181,038</b>	<b>(27,285)</b>	<b>200,562</b>	<b>215,912</b>	<b>226,092</b>
<b>Net Capital Budget Submission</b>	<b>148,246</b>	<b>235,080</b>	<b>235,080</b>	<b>-</b>	<b>237,447</b>	<b>186,038</b>	<b>239,213</b>
New Debt	14,892	90,186	90,186	-	79,848	8,355	33,009
Contributions to Capital	133,354	144,894	144,894	-	157,599	177,683	206,204
<b>Capital Financing Available</b>	<b>148,246</b>	<b>235,080</b>	<b>235,080</b>	<b>-</b>	<b>237,447</b>	<b>186,038</b>	<b>239,213</b>
<b>Suplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2024 BUDGET OUTLOOK

**Budget Schedule**

Subject	Date
Public Delegations	November 6
Rate Supported Budget	November 24 November 27, 30 (if required)
Tax Supported Budget (Operating & Capital) Overview	January 9
User Fee Report	TBD
Boards & Agencies Presentations / Deliberations	Mid January
Housing Presentation / Deliberations	Mid January
City Departments Presentations / Deliberations	Mid January
Public Delegations	Mid January
Budget GIC Deliberations	Mid January
Special Council Budget	February 15

# THANK YOU





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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	September 20, 2023
<b>SUBJECT/REPORT NO:</b>	Revised Board of Management for the Ottawa Street Business Improvement Area (BIA) (PED23189) (Wards 3 and 4)
<b>WARD(S) AFFECTED:</b>	Wards 3 and 4
<b>PREPARED BY:</b>	Cristina Geissler (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That the following individual be removed from the Ottawa Street Business Improvement Area Board of Management:

Wes Fletcher – Wick'd Wax;

- (b) That the following individual be appointed to the Ottawa Street Business Improvement Area Board of Management:

Ariane Clark – Empire Makes Space.

### EXECUTIVE SUMMARY

Changes to Board Members to the Ottawa Street Business Improvement Area (BIA) Board of Management that include removal of one Director and their appointed replacement maintaining their current compliment of eight Directors.

### Alternatives for Consideration – Not Applicable

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**SUBJECT: Revised Board of Management for the Ottawa Street Business Improvement Area (BIA) (PED23189) (Wards 3 and 4) - Page 2 of 3**

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**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Not Applicable

Staffing: Not Applicable

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

**HISTORICAL BACKGROUND**

A meeting of the Board of Management of the Ottawa Street Business Improvement Area took place on July 5, 2023. At this meeting, the membership nominated Ariane Clark to the position of Director on the Board of Management.

Should Council adopt the recommendation in PED23189, the aforementioned nominated BIA member would replace Wes Fletcher as Director who resigned from the Business Improvement Area Board of Management.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

N/A

**ALTERNATIVES FOR CONSIDERATION**

N/A

**SUBJECT: Revised Board of Management for the Ottawa Street Business  
Improvement Area (BIA) (PED23189) (Wards 3 and 4) - Page 3 of 3**

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**APPENDICES AND SCHEDULES ATTACHED**

N/A

CG/rb



## INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	September 20, 2023
<b>SUBJECT/REPORT NO:</b>	Chedoke Creek Order - Remediation Update (PW19008(u)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Tim Crowley (905) 546-2424 Ext. 5063
<b>SUBMITTED BY:</b>	Cari Vanderperk Director, Watershed Management Public Works Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

N/A

### INFORMATION

The City of Hamilton (City) was served Director's Order No.1-PE3L3 (Order) by the Ministry of the Environment, Conservation and Parks (Ministry) on December 4, 2020, as a result of the Main/King combined sewer overflow discharge which occurred between January 2014 and July 2018.

The Order consists of two parts:

The first part, identified in the Chedoke Creek Workplan, requires the City to complete the targeted dredging of sediment in Chedoke Creek.

The second part, as identified in the Cootes Paradise Workplan, requires the City to conduct various studies and policy reviews to improve the water quality entering Cootes Paradise from City-owned infrastructure. A status update on each of the associated Ministry approved workplans is provided below.

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**SUBJECT: Chedoke Creek Order - Update (PW19008(u)) (City Wide)**  
**Page 2 of 4**

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Chedoke Creek Workplan:

As previously reported at the March 22, 2023 ([Report PW19008\(t\)](#)) General Issues Committee, the Ministry issued a fourth amendment to the Order, requiring the completion of the targeted dredging works on an accelerated schedule under which all in-water dredging work needs to be completed by October 31, 2023, with the remaining activities in the approved Chedoke Creek Workplan completed by December 31, 2023.

To support the accelerated schedule, the contractor for the City, Milestone Environmental Contracting Inc., remobilized equipment and completed the installation of the floating pipeline and the construction of the Dredge Material Management Area at Kay Drage Park on July 16, 2023. In-water work began on July 17, 2023, with dedicated debris removal between the Desjardins Recreation Trail bridge and the Kay Drage Park bridge. The debris removal was followed by the commencement of targeted dredging approximately 100 meters north of the Desjardins Recreation Trail bridge.

Steps in the targeted dredging process include:

- The removal of sediment from the creek using a hydraulic dredger which employs a cutterhead and pump to vacuum and transport the material to the Dredge Material Management Area.
- The material, which includes water, soil, and organic matter left behind after the spill, receives an injection of polymer to allow it to become more solid and ready for transport.
- In the Dredge Material Management Area, the water is removed from the material, and moved into the City's sewer system where it is sent to the Woodward Wastewater Treatment Plant. This occurs on dry days only.
- The left-over dry material is disposed of an authorized landfill.

Targeted dredging has progressed into the area between the Desjardins Recreation Trail bridge and the Kay Drage Park bridge and to-date, three hydrographic surveys have been performed to support dredging operations. The surveys determine physical features of the underwater environment.

The project remains on schedule for the in-water work to be completed by October 31, 2023, but the schedule has been impacted by the rainfall Hamilton has received during the clean-up process. During heavy rainfall work needs to pause to minimize any chance of the water, that has been removed from the sediment, from going back into the natural environment until it has been treated. Future delays could result in challenges meeting the Order deadline, and as such staff will contact the Ministry immediately to begin discussions regarding an extension should additional delays occur.

**SUBJECT: Chedoke Creek Order - Update (PW19008(u)) (City Wide)**  
**Page 3 of 4**

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As Council are aware, the City also entered into environmental monitoring agreements for the project with the Huron-Wendat Nation, Mississaugas of the Credit First Nation, Six Nations of the Grand River, and Haudenosaunee Confederacy Chiefs Council, as represented by the Haudenosaunee Development Institute. Since the commencement of the in-water work, environmental monitors from each group continue to attend the work site.

Tours of the project site were also performed on an as needed basis for any permitting agency that issued a permit for the project. To-date, the Royal Botanical Gardens, Hamilton Conservation Authority and the local Ministry of the Environment, Conservation and Parks District Office, with Deputy Minister Imbrogno, have been provided a project site tour.

**Cootes Paradise Workplan:**

Consultant assignments for three Master Planning Municipal Class Environmental Assessments are currently being executed. The studies include a detailed environmental, social, and economic assessment of opportunities to improve water quality and address related water quantity matters. The timing and capital budgets for the identified preferred solutions from each Municipal Class Environmental Assessment study will be identified once each study is completed.

A sediment study in Cootes Paradise is also advancing in 2023 with investigative field work that includes the evaluation of the potential impacts from various sediment treatment alternatives. This will assist the City in evaluating the potential for the implementation of targeted water quality restoration projects within Cootes Paradise.

Lastly, the Road Retrofits Rehabilitation and Stormwater Management policy reviews will continue throughout 2023/24 with the appropriate City departments. It is important to note that the Order does not specify completion deadlines for the proposed initiatives identified in the Cootes Paradise Workplan. However, the City is expected to complete each of the three Cootes Paradise Workplan Municipal Class Environmental Assessment studies by the end of 2024, as communicated to the Ministry.

**Costs:**

The current expected costs for the Chedoke Creek and Cootes Paradise Workplans remain within the allocated budgets. To address the outcomes of the Cootes Paradise Workplan, approximately \$20M remains programmed into the 2024 Water, Wastewater, and Storm Rate Capital Budget. Within the next five years and once known, any additional required resources will be included in future budget requests.

**SUBJECT: Chedoke Creek Order - Update (PW19008(u)) (City Wide)**  
**Page 4 of 4**

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**Chedoke Creek Spill Charges and Fines:**

On July 20, 2023, the City of Hamilton entered a guilty plea in the Ontario Court of Justice related to the Chedoke Creek spill charges laid by the Ministry of the Environment, Conservation and Parks in 2020 and received a fine of \$2.1 million, which has now been paid in full. The City and the Crown reached an agreement with respect to the appropriate penalties, which was presented to the Court as a joint submission. In addition to the \$2.1 million fine, the City has paid the Royal Botanical Gardens \$364,500 for damages incurred as result of the discharges, as well as a \$525,000 Victim Fine Surcharge for a total of \$2,985,500.

**Communications:**

As required by the Order, the City provides weekly and monthly written reports to the Ministry outlining progress on key milestones. Each monthly report is followed by a meeting to provide an opportunity for all parties to ask questions or raise any concerns.

The City's Communications and Strategic Initiatives team also continues to support the project with a robust communications strategy to ensure the community is informed. This includes various strategies including media releases, webpage updates and the use of social media, which ensures the community and stakeholders are kept updated on the Chedoke Creek remediation progress.

To learn more about the status of the targeted dredging activities and the remediation efforts identified in the Cootes Paradise Workplan, please visit:  
[www.hamilton.ca/chedokecreekremediation](http://www.hamilton.ca/chedokecreekremediation).

**APPENDICES AND SCHEDULES ATTACHED**

N/A



## **AIRPORT SUB-COMMITTEE REPORT 23-003**

**9:30 a.m.**

**September 11, 2023**

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

---

**Present:** Councillors M. Tadeson (Co-Chair)  
Councillors J. Beattie, C. Cassar, M. Francis, T. Hwang, T. McMeekin, and E. Pauls

**Absent with  
Regrets:** Councillor M. Spadafora (Co-Chair) – Personal

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### **THE AIRPORT SUB-COMMITTEE PRESENTS REPORT 23-003 AND RESPECTFULLY RECOMMENDS:**

- 1. Airport Master Plan and Strategic Plan (PED19084(h)) (City Wide)  
(Item 8.2 and 14.2)**
  - (a) That Report PED19084(h), respecting Airport Master Plan and Strategic Plan, be received; and
  - (b) That Confidential Appendix "D" to Report PED19084(h), respecting Airport Master Plan and Strategic Plan, be received and remain confidential.

### **FOR INFORMATION:**

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

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

The agenda for the September 11, 2023 Airport Sub-Committee was approved, as presented.

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

There were no declarations of interest.

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

**(i) June 26, 2023 (Item 4.1)**

The Minutes of the June 26, 2023 meeting of the Airport Sub-Committee were approved, as presented.

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

**(i) Cole Horncastle, Executive Managing Director, John C. Munro Hamilton International Airport – Semi-Annual Update (Item 8.1)**

Cathie Puckering, Vice President & Head, Vantage Airport Group – Canadian Network addressed the Committee on behalf of Cole Horncastle, Executive Managing Director of John C. Munro Hamilton International Airport, respecting the Semi-Annual Update, with the aid of a PowerPoint presentation.

The presentation from Cathie Puckering, Vice President & Head, Vantage Airport Group – Canadian Network, respecting the Semi-Annual Update, was received.

**(ii) The Airport Sub-Committee recessed for 10 minutes until 11:25 a.m.**

**(iii) Airport Master Plan and Strategic Plan (PED19084(h)) (City Wide) (Item 8.2)**

Cathie Puckering, Vice President & Head, Vantage Airport Group – Canadian Network and Josh Horst, Avia NG Inc. addressed the Committee respecting the Airport Master Plan and Strategic Plan, with the aid of a PowerPoint presentation.

The presentation respecting Report PED19084(h) respecting the Airport Master Plan and Strategic Plan, was received.

The consideration of Report PED19084(h) respecting Airport Master Plan and Strategic Plan was deferred until after the Committee rises from Closed Session.

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

**(e) PRIVATE AND CONFIDENTIAL (Item 14)**

Committee determined that discussion of Item 14.1 was not required in Closed Session; therefore, the matter was addressed in Open Session, as follows:

**(i) Closed Session Minutes – June 26, 2023 (Item 14.1)**

The Airport Sub-Committee Closed Session Minutes of June 26, 2023, were approved and shall remain confidential.

Committee moved into Closed Session respecting Item 14.2, Pursuant to Section 9.3, Sub-section (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertain to a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the City or a local board.

**(ii) Confidential Appendix "D" to Item 8.2 - Airport Master Plan and Strategic Plan (PED19084(h)) (City Wide) (Item 14.2)**

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

**(e) ADJOURNMENT (Item 15)**

There being no further business, the Airport Sub-Committee was adjourned at 12:55 p.m.

Respectfully submitted,

Councillor Mark Tadeson  
Co-Chair, Airport Sub-  
Committee

Matt Gauthier  
Legislative Coordinator  
Office of the City Clerk



## INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	September 20, 2023
<b>SUBJECT/REPORT NO:</b>	Encampment Response Update – August 2023 (HSC23066) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Mike Jones (905) 546-2424 Ext. 3824 Danielle Blake (905) 546-2424 Ext. 3731
<b>SUBMITTED BY:</b>	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	<i>Michelle Baird</i>

### COUNCIL DIRECTION

On August 18, 2023, Council ratified an Encampment Protocol to be used by City staff to respond and manage encampments, tents, or temporary structures within public lands in the City of Hamilton.

To provide ongoing accountability and transparency to the City's encampment response program and the implementation of its encampment protocol, staff were directed to communicate with Council and Ward Councillors regarding the Encampment Protocol through monthly, ongoing Information Reports to General Issues Committee and include data and trends, operational updates, and any continuous improvement measures implemented to further efforts toward providing ongoing accountability and transparency to the City's encampment response program and the implementation of its encampment protocol.

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**SUBJECT: Encampment Response Update – August 2023 (HSC23066) (City Wide)**  
**- Page 2 of 8**

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## **INFORMATION**

### Housing-led Approach

As per the Council-approved housing-led approach, Housing Focused Street Outreach is the first point of contact to receive complaints and requests for service from a variety of sources, including concerned citizens; community stakeholders; Business Improvement Areas, and local business owners; Mayor's office and Councillor offices; Hamilton Police Services; and other internal departments within the City.

Housing Focused Street Outreach will make all reasonable attempts to visit and engage with individuals living within newly identified encampments, within the 72-hour timeline designated by the Encampment Protocol. At this time most complaints receive a response within the 72-hour timeframe.

Given the magnitude of non-compliant encampments already established prior to the ratification of the Encampment Protocol, and existing resources, it will take time for Housing Focused Street Outreach and Coordinated Response Team partners to address each existing encampment. The following criteria is being applied to prioritize response to encampments, tents, and temporary structures:

- Persistent, acute health and/or safety concerns
- Proximity to schools, childcare centres, play structures, and spray pads

Housing Focused Street Outreach teams are prioritizing visiting locations with existing encampments that meet the prioritization criteria, as well as new encampment locations brought to the team's attention. After visiting a location, if encampments at the site are deemed to be non-compliant Housing Focused Street Outreach escalates the encampment to Municipal Law Enforcement for further investigation.

Housing Focused Street Outreach continues to engage with residents at locations regardless of compliance to the Encampment Protocol, to provide goods that meet their basic needs, and to make referrals to health, housing, and other supports as necessary.

All complaints and requests for service regarding encampments are received by Housing Focused Street Outreach via its [unsheltered@hamilton.ca](mailto:unsheltered@hamilton.ca) mailbox, as well as by phone at 905-546-2828. This includes new tent locations, requests for litter pickup or waste management, or other concerns.

**SUBJECT: Encampment Response Update – August 2023 (HSC23066) (City Wide)**  
**- Page 3 of 8**

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### **Access to Washrooms and Showers Update**

Staff from Housing Focused Street Outreach, Recreation, and Corporate Security have worked to identify and operationalize 24/7 washroom access, shower access, and drinking water access throughout the city for individuals who are unsheltered.

To support access to washrooms, a first location has been secured at JC Beemer Park. JC Beemer's washrooms are winterized and is operational on a 24/7 basis with security, as of September 6, 2023. A second location is being finalized at Myrtle Park and is anticipated it will be in place with security by September 14, 2023. It is important to note that the 24/7 washroom locations may change over time, to respond to the changing locations of encampments, conditions at the parks, winterization of the washroom building or maintenance. The locations that are designated as the 24/7 washroom locations will continue to be articulated through these updates, as well as communicated to encampment residents by the Coordinated Response Team members.

For shower access, Norman Pinky Lewis Recreation Centre and Eastwood Arena have been identified as the two locations where showering access will be operationalized for individuals living unsheltered. Each site will maintain security for all hours of operation, as well as staff from Recreation and Facilities present. Individuals who are unsheltered will have access to a private showering room, and be provided with hygiene supplies, toiletries, and other sundry items to support their access.

Norman Pinky Lewis will have a total of 14 hours of access distributed across different times throughout the week, in alignment with adult programming or periods of the day without programming and is currently operating and welcoming unsheltered residents to use the facility. Eastwood Arena is not ready for use yet, but will be open for access 8am-4pm, Monday-Friday starting September 18, 2023. Washrooms at each site will also be available for use. Notably, recreational centers throughout the city have already been supporting individuals who are unsheltered on an ad hoc basis, and this approach would seek to formalize supports at particular locations.

### **Community Collaboration and Review Process Update**

City staff are currently reviewing models for ongoing engagement of key frontline stakeholders and are developing a process to review decisions made with respect to the Encampment Protocol. This work will continue with the intention of forming a steering group by end of September 2023.

**SUBJECT: Encampment Response Update – August 2023 (HSC23066) (City Wide)**  
**- Page 4 of 8**

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### **Encampment Compliance Update**

In utilizing the noted process to prioritize existing sites for intervention, in August 2023, Housing Focused Street Outreach escalated 36 parks or non-compliant areas to Municipal Law Enforcement for investigation, who issued 137 Trespass Notices.

Housing Focused Street Outreach will continue to engage with individuals who are living unsheltered at non-compliant encampments to identify more suitable, compliant areas of the city that meet the individuals' needs, but the final decision of where to move is taken by individuals living unsheltered, and in some cases, this may be into new non-compliant spaces.

### **Additional Trends and Data**

#### **Volume of Complaints**

In August 2023, Housing Focused Street Outreach received 799 service requests and complaints, sent directly from the community and external stakeholders, as well as those initially sent to internal Coordinated Response Team partners (i.e., Parks, Municipal Law Enforcement) and forwarded to Housing Focused Street Outreach for first response. The 799 complaints and service requests received by Housing Focused Street Outreach in August 2023 represents an increase from 686 in July 2023.

As a result of the public attention on encampments and the ratification of a new Encampment Protocol, an increase in complaints and service requests after ratification was noted by staff, specifically to enforce the Encampment Protocol.

#### **Total Unique Individuals Living in Encampments**

The number of unique individuals identified in August 2023 by Housing Focused Street Outreach staff was 122, higher than July's reported total but lower than the year-to-date average.

#### **Supports for Individuals Living in Encampments**

Housing Focused Street Outreach identified that they were able to interact with 289 individuals to support their basic and housing-related needs. This number is higher than previously reported numbers in 2023 and is significantly higher than what was reported in July 2022. This is likely a result of the intensive engagement occurring at existing sites to inform individuals living unsheltered of the expectations of the new Encampment Protocol and to begin initial discussions around new locations that meet their needs.

**SUBJECT: Encampment Response Update – August 2023 (HSC23066) (City Wide)**  
**- Page 5 of 8**

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### Escalated Complaints

Since the ratification of the Encampment Protocol, Notices of Trespass have been issued immediately to sites in contravention of the terms in the Encampment Protocol. As such, a total of 137 Notices of Trespass were issued to individuals at non-compliant sites in August. When compared to August 2022, there were a total of 14 Notices of Trespass issued.

The increased number of Trespass Notices reflects new service levels within the Encampment Protocol, requiring Municipal Law Enforcement to issue notice within four days from the date a non-compliant site is escalated by Housing Focused Street Outreach.

### Cleaning and Maintenance

Parks Section staff cleaned and/or maintained 94 encampment sites in August 2023. This was much higher than the July 2023 total of 86, and much higher than the August 2022 total of 59.

As individuals living in encampments begin to understand the impacts of the Encampment Protocol and move to new permitted locations in the city, Parks section staff are cleaning all garbage and debris left at abandoned sites. Additionally, as encampments in permitted areas become more entrenched, staff work with individuals living in encampments to regularly schedule maintenance and garbage pickup whenever possible.

### Indicators

The following indicators have been established to assess the success of the program on an interim basis and will be reported on regularly to provide accountability to the public and people with lived experience, and transparency regarding the City's approach to encampment response.

Indicator	Category of Measurement	August 2023	Prev. Month	YTD Avg.	August 2022
Total complaints and/or requests for service requiring response or follow-up by Housing Focused Street Outreach (HFSO)	Volume of complaints and/or requests for service	799	686	667	N/A

**SUBJECT: Encampment Response Update – August 2023 (HSC23066) (City Wide)**  
**- Page 6 of 8**

Indicator	Category of Measurement	August 2023	Prev. Month	YTD Avg.	August 2022
Number of unique individuals/households reached who are unsheltered and/or regularly living in encampments throughout the City (defined by connection to HFSO), who have provided consent to have their personal information stored in HIFIS.	Total unique individuals living in encampments	69	80	86	53
Number of unique individuals/households reached who are unsheltered and/or regularly living in encampments throughout the City (defined by connection to HFSO), who have not yet provided consent to have their personal information stored in HIFIS.	Total unique individuals living in encampments	53	37	51	N/A
Number of interactions where individuals received support (from HFSO) with their basic needs per month	Support basic needs of individuals living in encampments	106	27	87	65
Number of interactions where individuals received support (from HFSO) with their housing needs per month	Support housing-related needs of individuals living in encampments	183	115	159	84
Escalated items actioned to Municipal Law Enforcement from HFSO (i.e., Municipal Law Enforcement Officers (MLEOs) were involved in response) on public property	Volume of Escalated complaints	36	8	16	N/A

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**SUBJECT: Encampment Response Update – August 2023 (HSC23066) (City Wide)**  
**- Page 7 of 8**

Indicator	Category of Measurement	August 2023	Prev. Month	YTD Avg.	August 2022
Escalated items actioned to Municipal Law Enforcement from HFSO (i.e., Municipal Law Enforcement Officers (MLEOs) were involved in response) on private property	Volume of Escalated complaints	11	0	8	N/A
Total number of Voluntary Compliance Notices issued on public property	Response type to escalated complaint	0	5	12	66
Total number of Voluntary Compliance Notices issued on private property	Response type to escalated complaint	0	0	0	23
Total number of Trespass Notices issued on public property	Response type to escalated complaint	137	N/A	N/A	14
Total number of Trespass Notices issued on private property	Response type to escalated complaint	0	N/A	N/A	0
Number of instances where compliance was achieved immediately on public property, without issuing of Voluntary Compliance Notice	Response type to escalated complaint	4	5	4	N/A
Number of instances where compliance was achieved immediately on private property, without issuing of Voluntary Compliance Notice	Response type to escalated complaint	0	0	0	N/A
Number of encampment sites cleaned and/or maintained by Parks Section staff or a designated contractor	Park cleaning and maintenance	94	86	77	59

All indicators meet the criteria of being valid and reliable and can be replicated by City staff and reported monthly.

**SUBJECT: Encampment Response Update – August 2023 (HSC23066) (City Wide)**  
**- Page 8 of 8**

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Please continue to direct complaints and inquiries related to encampments to [unsheltered@hamilton.ca](mailto:unsheltered@hamilton.ca). This will ensure a coordinated response and avoid duplication of efforts as staff work to respond.

If there are question specific to this information report, please direct any inquiries to Danielle Blake, Manager, Housing Focused Street Outreach, at (905) 546-2424 ext. 3731, or by email at [Danielle.Blake@hamilton.ca](mailto:Danielle.Blake@hamilton.ca).

**APPENDICES AND SCHEDULES ATTACHED**

N/A



# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	September 20, 2023
<b>SUBJECT/REPORT NO:</b>	2022 Municipal Tax Competitiveness Study (FCS23060) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Ailish Brooke (905) 546-2424 Ext. 6875 Gloria Rojas (905) 546-2424 Ext 6247
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

Not Applicable

## INFORMATION

### Executive Summary

The City of Hamilton has participated in an annual tax competitiveness study since 2001. Report FCS23060 provides information for 2022 with comparison to prior years and other municipal comparators based on proximity and population. The comparator groups will vary slightly year over year due to changes in the participating municipalities and populations. All comparative measures presented in Report FCS23060 are presented based on the comparators identified in Appendix "A" to Report FCS23060.

The 2022 data suggests that Hamilton's relative tax burden has remained largely consistent since 2021 towards the comparator groups.

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Residential: While the City's property taxes in the residential property class are considered high overall, they have continued to converge with comparator groups. In 2015, Hamilton's detached bungalow property taxes were 17.57% higher than the 10 most proximate municipalities. In 2022, the difference has decreased to 10.29%. However, this represents a slight increase from 2021 where Hamilton's detached bungalow property taxes were 9.35% higher than the 10 most proximate municipalities. This is not a sufficient time period to identify a trend and results will continue to be monitored.

The City has a residential property tax burden of 4.73% of the average household income and an effective residential tax rate of 1.25% in 2022 which represents a decrease from 1.38% in 2015. The effective residential property tax rate is a representation of the tax rate as a percentage of property value.

Commercial: The City is very competitive in the commercial property class, especially when examining the taxes paid for office buildings. Taxes paid for office buildings in Hamilton (\$3.29 / square foot on average) are lower than the average of the 10 most proximate municipalities (\$3.41 / square foot on average) and the average of the municipalities with the most comparable populations (\$3.61 / square foot on average).

Industrial: The City's property taxes are very competitive in the large industrial property class at 26.80% below the 10 most proximate municipalities in 2022 which is consistent with the 2021 results. (Note: Report FCS22061, the 2021 Municipal Tax Competitiveness Study Report, misstated this metric. In 2021, property taxes for the large industrial property class were 26.67% below the 10 most proximate municipalities). The competitiveness trend has been improving for the industrial property class, as the taxes paid per square foot in 2022 were 18.05% higher than the 10 most proximate municipalities which is an improvement from being 32.16% higher in 2015.

Non-Residential versus Residential Split: Hamilton's assessment is comprised primarily of residential properties. The proportion of non-residential assessment as a percentage of the total assessment is 12.41% and the residential assessment as a percentage of the total assessment is 87.59%. This translates to a large tax burden borne by the residential property class. Hamilton's proportion of non-residential assessment is equivalent to the average of the 10 most proximate municipalities.

## **Analysis**

The City of Hamilton participates annually in the Municipal Study conducted by BMA Management Consulting Inc. This study examined the relative property tax competitiveness of 132 municipalities in Ontario for 2022 (129 municipalities for 2021). Report FCS23060 provides an overview of the City of Hamilton's tax burden in 2022 and preceding years relative to other comparator municipalities. The complete Municipal Study has been made available through the City's website:

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<https://www.hamilton.ca/home-neighbourhood/property-taxes/understanding-property-tax/municipal-tax-competitiveness-study>).

Staff has conducted an analysis of the City of Hamilton's tax burden relative to two primary comparator municipality groups based on population similarity and geographic proximity. The comparator groups are crucial to this analysis as they offer a benchmark to effectively measure and understand Hamilton's overall tax competitiveness, allowing for a more nuanced comparison and more informed conclusions. Proximity and population are effective comparator groups as they account for the geographical factors and size-related needs and challenges, respectively, which can significantly influence a municipality's overall tax competitiveness.

The 28 participating municipalities with the most similar population to the City of Hamilton were selected for the population similarity comparator group. The 10 most proximate municipalities to the City of Hamilton participating in the Municipal Study were selected for the geographic proximity comparator group. Appendix "A" to Report FCS23060 lists the municipalities included in each comparator group. The comparator groups will vary slightly year over year due to changes in the participating municipalities and populations. All comparative measures presented in Report FCS23060 are presented based on the comparators identified in Appendix "A" to Report FCS23060.

The objective of Report FCS23060 is to identify general trends in the municipal tax competitiveness of the City of Hamilton. Several factors impact a municipality's tax burden and many municipalities included in the Study are affected differently. Factors that influence the tax burden may include:

- Variations in the specific type of sample properties included in the Study
- Tax policies (e.g. tax ratios, Provincial levy restrictions on the Multi-Residential, Commercial and Industrial property classes)
- Optional property classes, area rating policies
- Non-uniform education tax rates in the non-residential property classes
- Differences in level of municipal service provided
- Municipal access to other sources of revenue (provincial subsidies, gaming and casino revenue, etc.)

Report FCS23060 examines Hamilton's relative tax burden in the Residential, Multi-Residential, Commercial and Industrial property classes. Overall, the data suggests that Hamilton's relative tax burden has remained similarly competitive from 2021 to 2022, though is becoming more competitive in select property classes.

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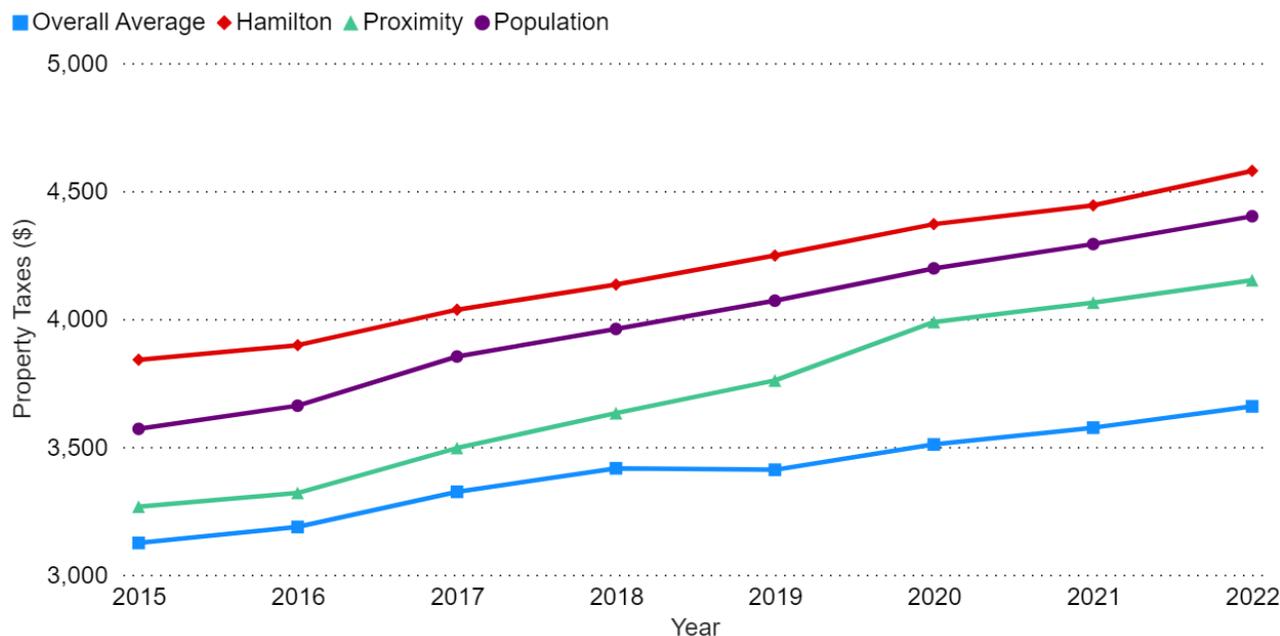
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### Residential Property Class

Tax Competitiveness for the residential property class is represented by the taxes paid on a detached bungalow. Figure 1 to Report FCS23060 depicts the relative stability of Hamilton's residential property taxes as depicted by a detached bungalow property in relation to the comparator groups. In 2015, Hamilton's taxes were 17.57% higher than the proximity comparator group, whereas in 2022, the difference had decreased to 10.29% (though this is up from 9.35% in 2021). In 2022, Hamilton's taxes for a detached bungalow were 4.03% higher than municipalities with comparable populations and 25.16% higher than the overall average of all study participants.

The Municipal Study has categorized Hamilton's residential property taxes as high in comparison to other study participants.

**Figure 1: Residential Property Taxes – Detached Bungalow**



The effective residential property tax rate is a representation of the tax rate as a percentage of property value. This indicator demonstrates the capacity municipalities may have to increase taxes. Those with the lowest effective property tax rates have the greatest capacity while those at the higher end have less capacity. Figure 2 to Report FCS23060 depicts the year-to-year relative stability of Hamilton's total effective tax rate, which was 1.25% in 2022 and has had a slight downward trend since 2017 with a mild uptick in recent years. Hamilton's total effective tax rate is in line with the overall average which was 1.26% in 2022.

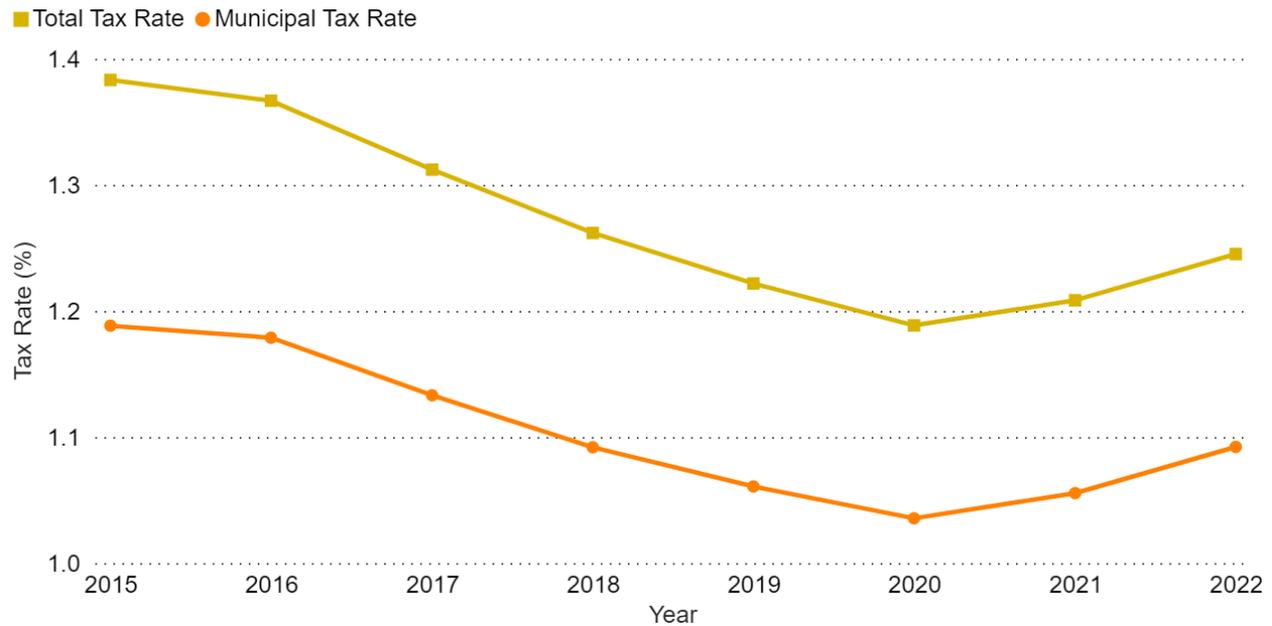
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**Figure 2: Effective Residential Property Tax Rate – Hamilton**



**Residential Property Taxes per \$100,000 of Assessed Value**

Figure 3 to Report FCS23060 depicts Hamilton's average residential property taxes for every \$100,000 of assessed value. This measure offers a reliable comparison of the tax burden across municipalities by controlling for differences between municipalities in assessed values and standardizing the taxes to a fixed property assessment value. Hamilton's residential taxes per \$100,000 of assessed value have been steadily trending down since 2015. However, as of 2022, Hamilton's residential taxes per \$100,000 of assessed value remain 21.01% higher than proximity comparators and 9.81% higher than population comparators but, since 2019, has remained below the overall average of study participants. It is important to note that the Province has not had a reassessment since 2016 since the reassessment planned for 2020 has been postponed and, as of the time of Report FCS23060, the Province has not set a date for the new reassessment.

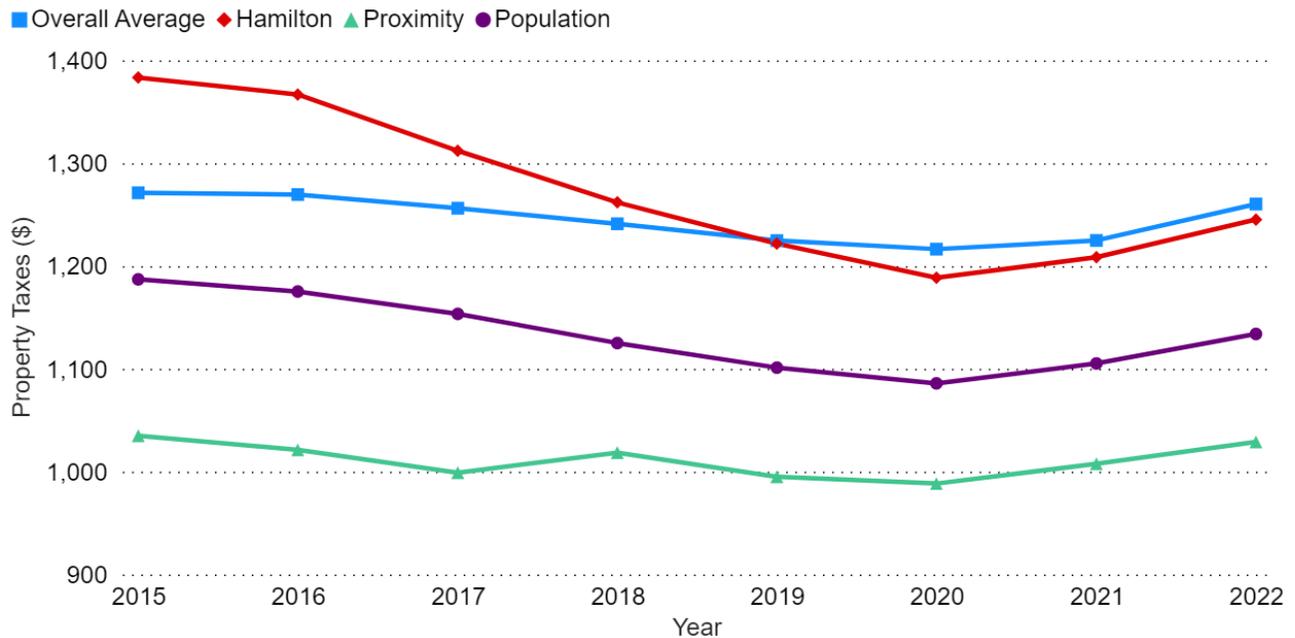
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**Figure 3: Residential Property Taxes per \$100,000 of Assessed Value**



**Residential Property Taxes as a Percentage of Income**

Average household income is an indication of a community's ability to pay for services. The Municipal Study provided estimated data for 2022. As shown in Figure 4 to Report FCS23060, Hamilton's residential property taxes represent a burden of 4.73% of the average household income of approximately \$100,462. The overall average household income of all 2022 study participants is approximately \$110,043 with an average residential property tax burden of 3.86%. Figure 5 to Report FCS23060 compares Hamilton's residential property tax burden to municipalities with the most similar average household incomes and demonstrates that even when adjusting for household income, Hamilton continues to have one of the highest residential property tax burdens as the average for these municipalities is 3.88%.

Residential Property Taxes as a Percentage of Income is a measure that can be difficult for municipalities to change as income is a long-term factor influenced by broader economic conditions. To improve the measure of residential property tax as a percentage of average household income, expenditures would need to be reduced (possibly impacting services to residents) or incomes would need to increase.

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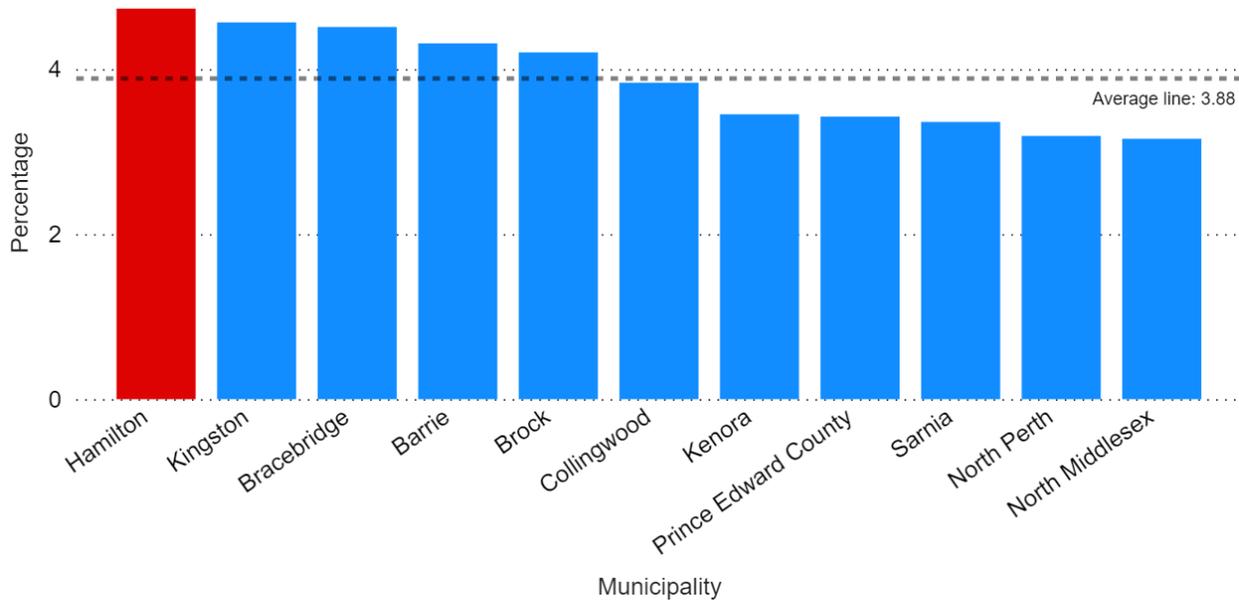
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**Figure 4: Residential Property Taxes and Average Household Income – Hamilton**



**Figure 5: Residential Property Taxes as a Percentage of Household Income  
Municipalities with similar Household incomes to Hamilton**



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Hamilton has made progress towards being more competitive in the residential property class as a result of the relatively low tax increases passed by City Council through 2022 (2022 increase of 2.2%; 2021 increase of 1.9%; 2020 increase of 2.9%), despite the City continuing to be negatively impacted by the Provincial levy restrictions on the Industrial and Multi-Residential property classes. Recent provincial legislation will likely result in substantial increases to tax rates in the coming years. The reassessment cycle that was scheduled to start in 2020 has been postponed and the Province has not set a new reassessment date. The results of the next reassessment and how Hamilton assessment values compare to the rest of the Province will be a key factor on whether the positive trend continues.

### Multi-Residential Property Taxes

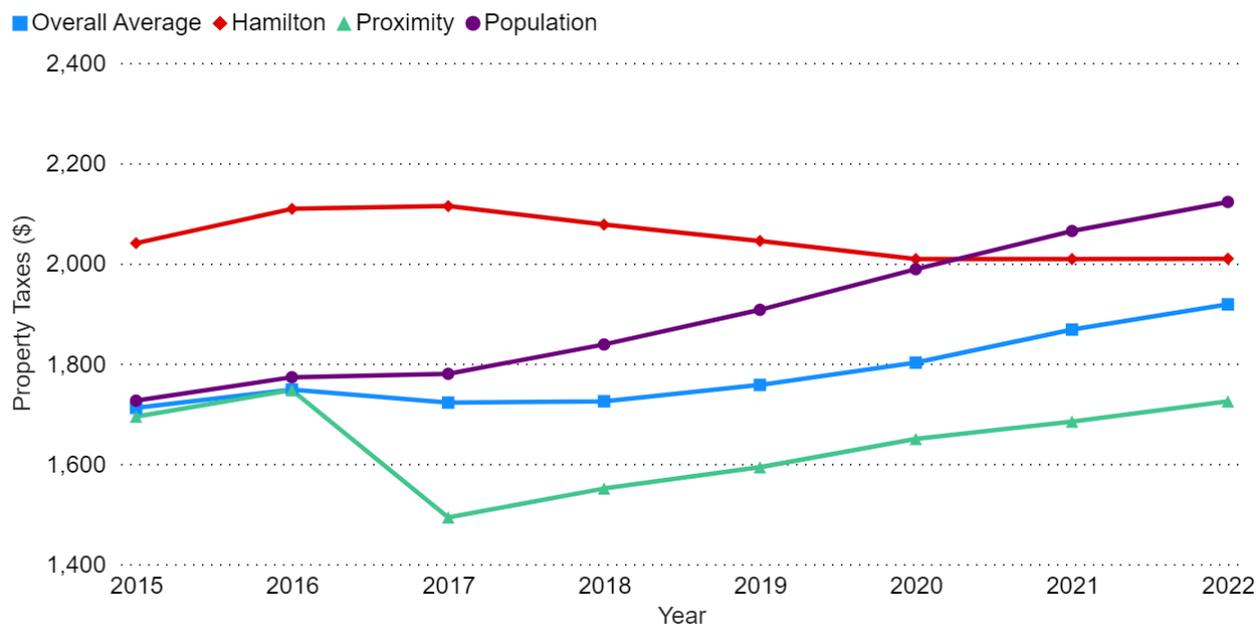
The tax competitiveness for the broader multi-residential property class is measured by taxes imposed on high-rise apartment buildings. Figure 6 to Report FCS23060 depicts property taxes for high-rise apartments on a per unit basis. Hamilton's property taxes in this class are converging with the overall study average and comparator groups. The average of each comparator group has been increasing and Hamilton trends downwards. Hamilton's taxes are currently 16.48% above the proximity comparator group, 5.34% below the population comparator group and 4.74% above the overall average.

Ongoing reductions in the tax burden of the multi-residential property class are expected due to the 2017 legislation enacted by the Province of Ontario to freeze the tax burden for multi-residential properties in municipalities where the tax ratio is above 2.0. As of 2022, the multi-residential tax ratio in Hamilton was 2.3594. Additional information on the multi-residential property class is available in Report FCS18002, "Update Respecting Multi-Residential Taxation".

The Municipal Study has categorized Hamilton as having mid-range property taxes for the multi-residential property class in comparison to the overall average of study participants.

**SUBJECT: 2022 Municipal Tax Competitiveness Study (FCS23060) (City Wide) -  
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**Figure 6: Multi-Residential Property Taxes – High-Rise Apartment**



### Commercial Property Class

There are several challenges to consider when measuring the competitiveness of the Commercial property class across the Province. Challenges due to the evolving economic landscape include:

- Closure of major anchor retailers
- Entry of new, high-end international retailers into the Canadian marketplace
- Changing shopping patterns of Canadian consumers (including online shopping)
- Volume of appeals filed by owners / operators

Figure 7 to Report FCS23060 summarizes the dollar value of the property taxes per square foot imposed for neighbourhood shopping centres. Neighbourhood shopping centres have been defined as small centres which are comprised of retail tenants who cater to everyday needs (including pharmacies, convenience stores, hardware stores etc.) and range in size from approximately 4,000 to 100,000 square feet. Hamilton's property taxes per square foot have stabilized, increasing only 3.34% since 2015 while the overall average has increased 13.86% in the same time period. Hamilton's taxes per square foot in 2022 were 28.68% higher than the proximity comparator group which is significantly lower than in 2015 when they were 51.64% higher.

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**Figure 7: Commercial Property Taxes – Neighbourhood Shopping Centre**

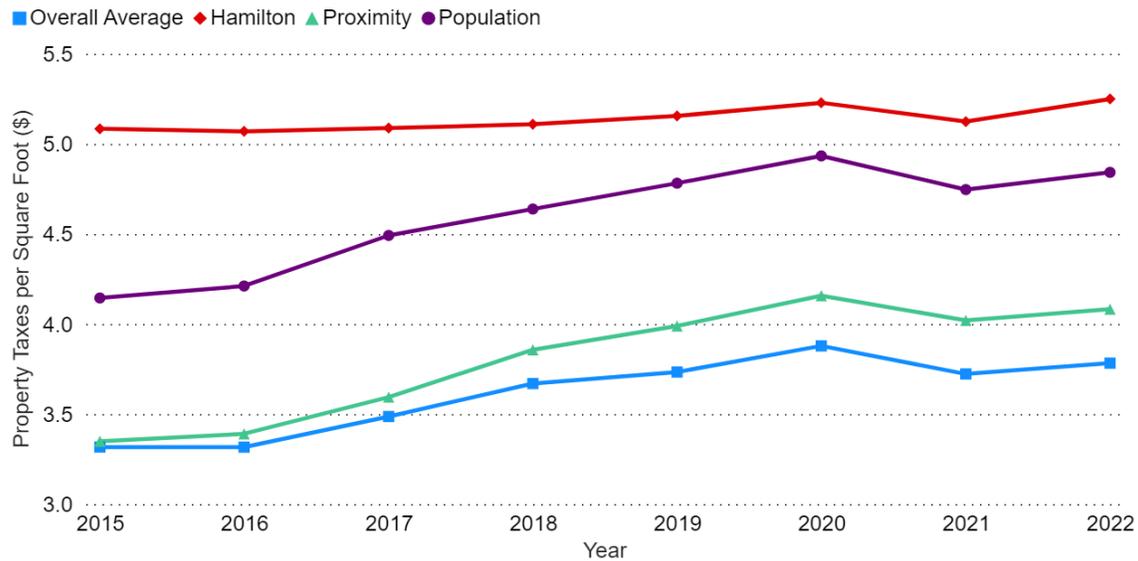
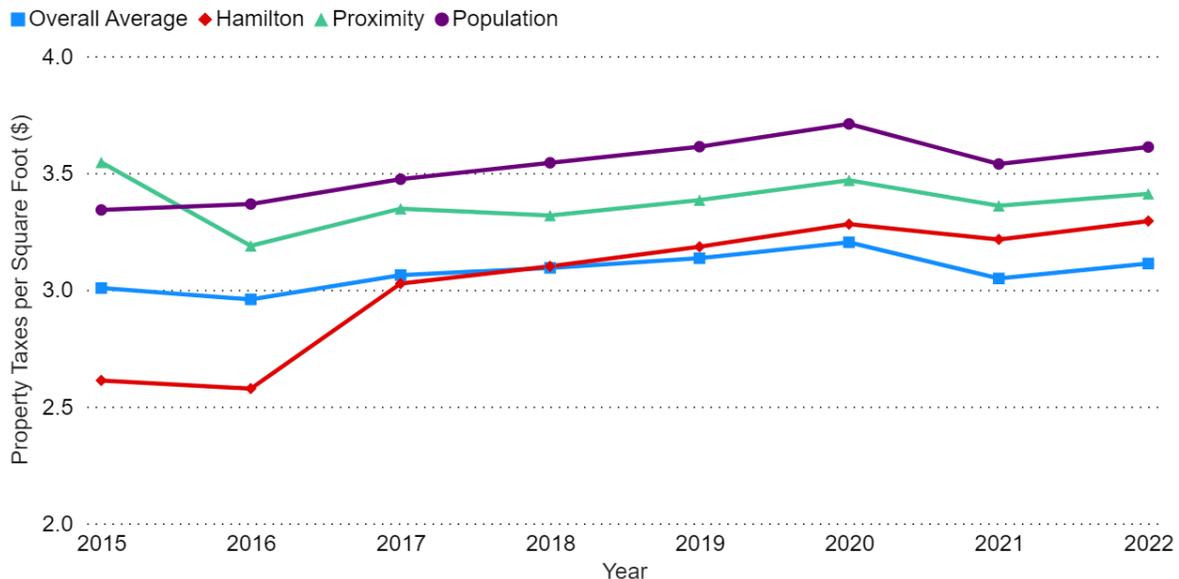


Figure 8 to Report FCS23060 summarizes the dollar value of the property taxes per square foot of gross leasable area in office buildings. Office building data is focused on buildings in prime locations within each municipality. Hamilton’s property taxes for this property type are quite competitive in comparison to proximate municipalities being 3.52% lower than the proximity comparator group in 2022 and 8.86% lower than the population group. Hamilton’s property taxes in this category first surpassed the overall average in 2018 and remains 5.79% higher than the overall average in 2022.

**Figure 8: Commercial Property Taxes – Office Building**



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**Industrial and Large Industrial Property Class**

Figure 9 to Report FCS23060 summarizes the dollar value of property taxes per square foot in the industrial property class. Buildings in the industrial property class are less than 125,000 square feet. Since 2015, the taxes in Hamilton and the overall average have been relatively stable. In 2022, Hamilton's industrial taxes per square foot was 18.06% higher than the proximity comparator group and 25.00% higher than the population group. The general trend is improving for the City in this class as, in 2015, Hamilton's taxes were 32.16% higher than the proximity comparator group. Hamilton's industrial taxes are, however, 60.38% higher than the overall average.

**Figure 9: Industrial Property Taxes – Industrial**

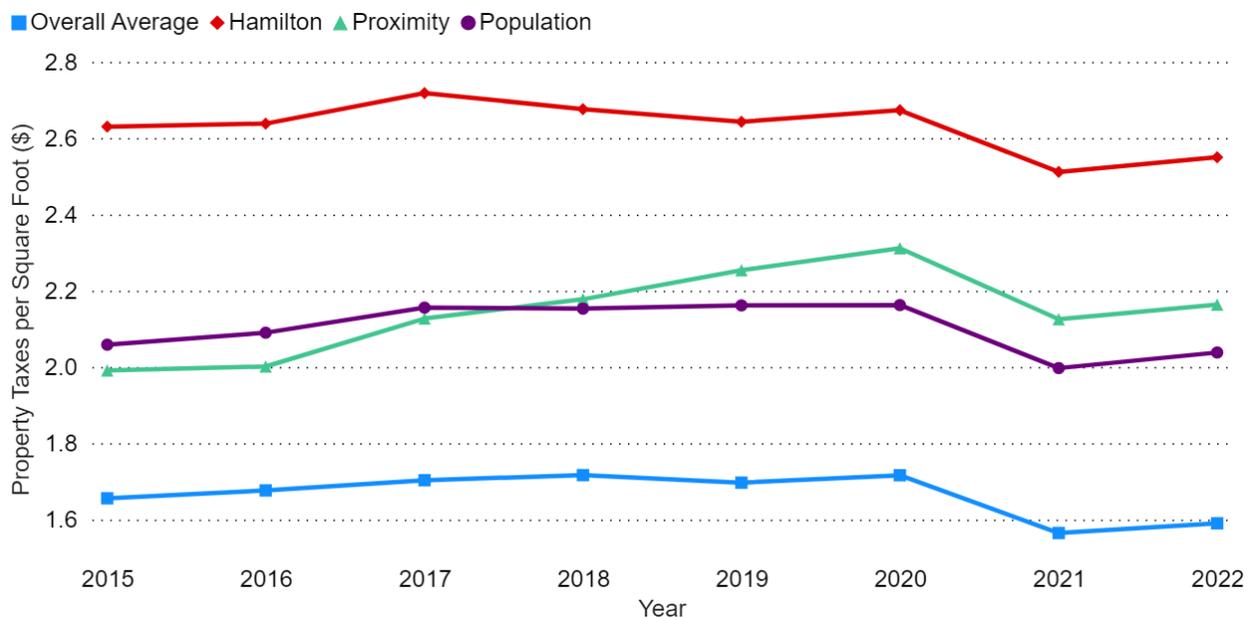


Figure 10 to Report FCS23060 summarizes the dollar value of property taxes imposed per square foot for buildings in the large industrial property class. Large industrial buildings are greater than 125,000 square feet. Hamilton is exceptionally competitive in the large industrial property class where Hamilton's tax rate is below the comparator groups and has been at or below the overall average since data is available in 2015. In 2022, Hamilton's tax rate was 26.80% below the proximity comparator group. The slight downward trend for Hamilton and all comparator groups between 2020 and 2021 is due to the standardization of Business Education Taxes in 2021.

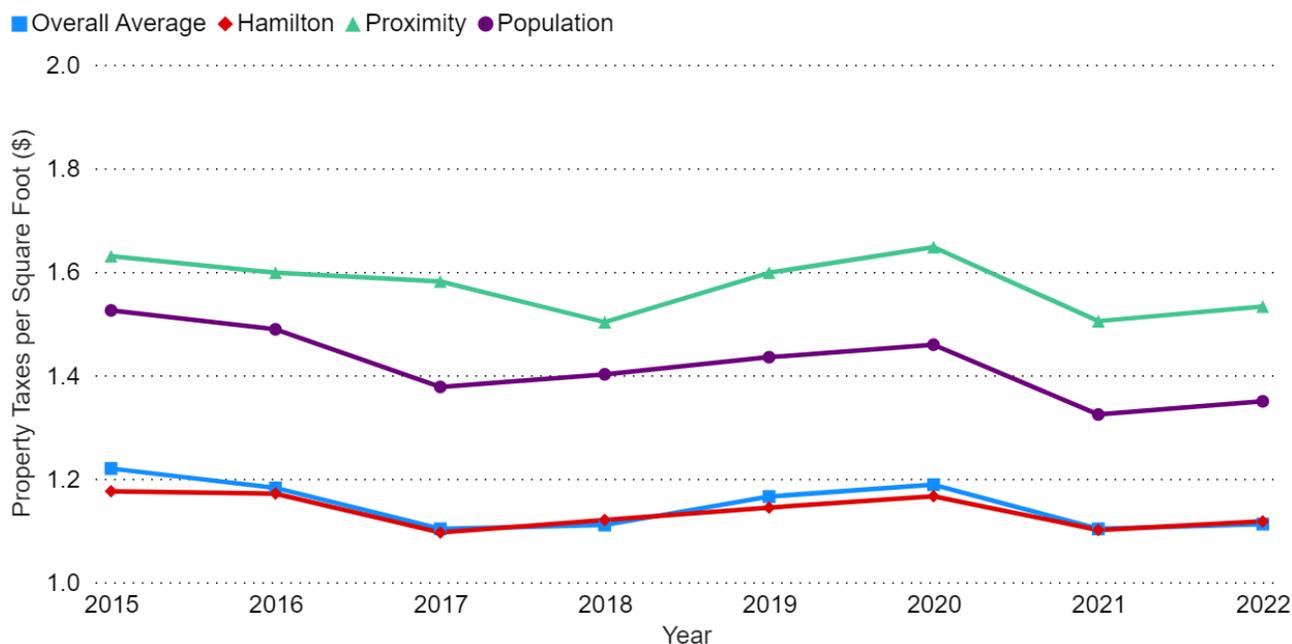
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**Figure 10: Industrial Property Taxes – Large Industrial**



The gap between the comparators and Hamilton can be attributed to a variety of factors including the overall decline of the manufacturing industry in Ontario which has left many municipalities with a reduced assessment base. In addition, successful appeals of assessment contribute to a reduced assessment base. Additional details on the quantity and results of assessment appeals in the City can be found in Report FCS23022, “Annual Assessment Appeals as of December 31, 2022”.

In 2020, the Business Education Taxes (BET) were reduced across the Province for properties in the commercial and industrial property classes beginning in 2021. For Hamilton, this meant a reduction of 10% in the rate for the commercial property class and a reduction of 25% in the rate for the industrial property class. Nevertheless, some other municipalities had a more significant reduction. The impact on how this decision impacts Hamilton and the comparator groups will be clearer in the coming years.

#### Residential versus Non-Residential Split

Hamilton’s proportion of non-residential assessment as a percentage of the total assessment is 12.41% and the residential assessment as a percentage of the total assessment is 87.59%. The non-residential assessment percentage figure for 2022 is lower than most comparator groups as shown in Figures 11 and 12 to Report FCS23060. This translates to a larger proportional tax burden borne by the residential property class than in other municipalities.

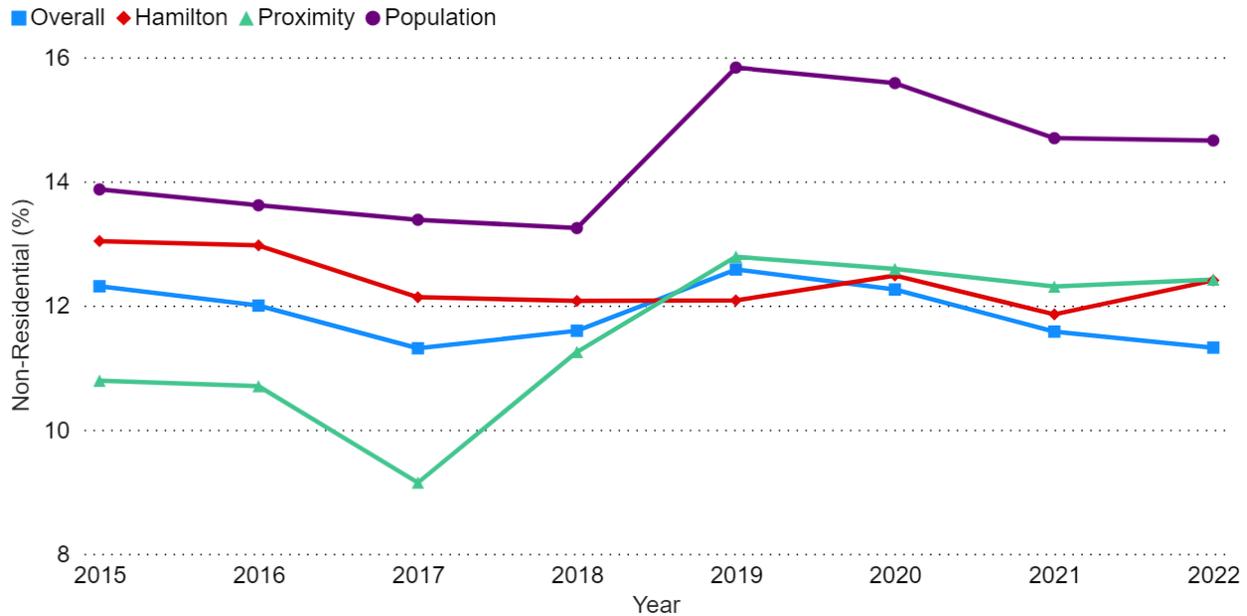
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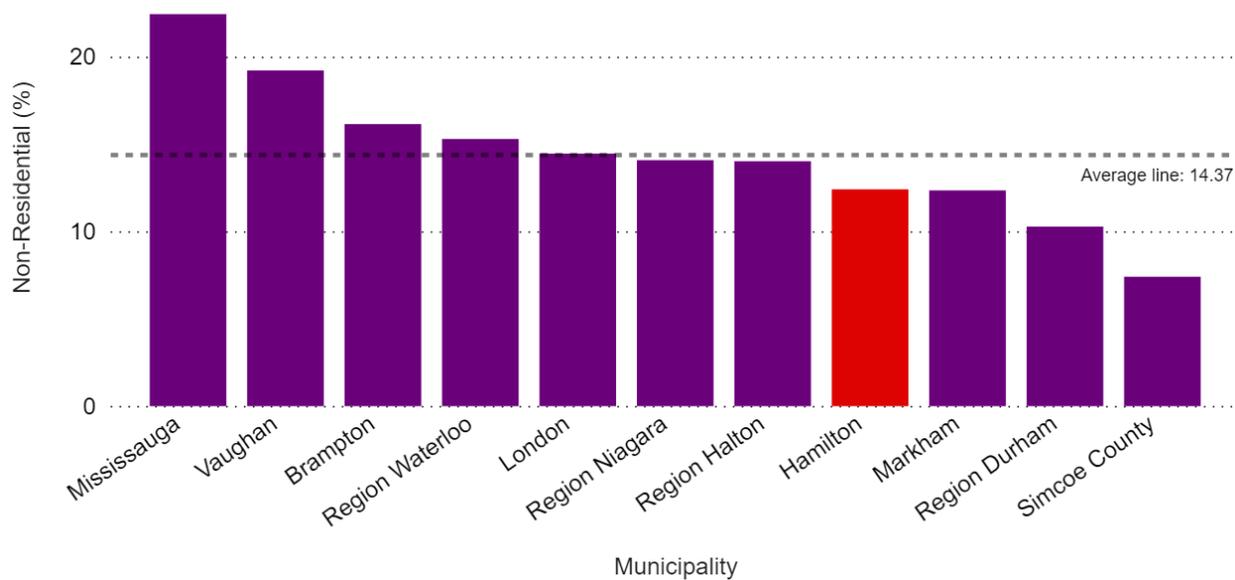
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**Figure 11: Non-Residential Assessment as a Percentage of Total Assessment**



**Figure 12: Non-Residential Assessment as a Percentage of Total Assessment – Proximity Comparators**



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Hamilton has experienced significant total assessment growth in the last several years, with building permits exceeding \$1 B in the last nine years, including surpassing the \$2 B threshold in 2021. The majority of the growth continues to occur in the residential property class and while there has been significant industrial and commercial growth in the City, the large number of appeals negatively impact the assessment base of these classes, reducing their share of total assessment. Additional details on the assessment growth in the City can be found in Report FCS23025, "2022 Assessment Growth".

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report FCS23060 – Comparator Groups

AB/GR/dt

## Comparator Groups

### Geographic Proximity

The 10 most proximate municipalities to the City of Hamilton participating in the Municipal Study were selected for the geographic proximity comparator group.

The geographic proximity comparator group contains the following municipalities, listed alphabetically:

- Brant County
- Brantford
- Burlington
- Grimsby
- Lincoln
- Milton
- Oakville
- Puslinch
- Region Halton
- West Lincoln

### Population Similarity

The 28 participating municipalities with the most similar population to the City of Hamilton were selected for the population similarity comparator group. The City of Hamilton’s population for the purposes of this study is 598,900.

The population similarity comparator group contains the following municipalities listed alphabetically:

- Ajax (133,636)
- Barrie (155,654)
- Brampton (701,593)
- Burlington (194,729)
- Cambridge (146,303)
- Essex County (446,503)
- Greater Sudbury (173,072)
- Guelph (153,188)
- Kingston (139,929)
- Kitchener (273,983)
- London (449,209)
- Markham (354,913)
- Middlesex County (534,089)
- Milton (142,773)
- Mississauga (750,655)
- Oakville (224,884)
- Oshawa (186,513)
- Ottawa (1,078,845)
- Region Durham (737,382)
- Region Halton (628,192)
- Region Niagara (501,464)
- Region Waterloo (624,853)
- Simcoe County (374,161)
- St. Catharines (142,647)
- Vaughan (340,942)
- Waterloo (130,677)
- Whitby (146,346)
- Windsor (242,365)



**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**  
 City Manager's Office

<b>TO:</b>	General Issues Committee
<b>COMMITTEE DATE:</b>	September 20, 2023
<b>SUBJECT/REPORT NO:</b>	Outstanding Business Item List Review (CM23021) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Shannon Honsberger (905) 546-2424 Ext. 6524
<b>SUBMITTED BY:</b>	Janette Smith City Manager, City Manager's Office
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That the changes to the Outstanding Business List outlined in Appendix A and Appendix B to Report CM23021 be approved.
- (b) That going forward, items on the Outstanding Business List are reviewed at the start of each new term of Council. Those that are outstanding for more than five years, do not relate to the new Council's priorities, and are not required for legislative reasons, be removed.

### ANALYSIS & RATIONALE

On June 27<sup>th</sup>, 2023, Council confirmed their Priorities for the 2022-2026 term of Council. In order to make meaningful progress on these initiatives, and deliver the 70 services to City residents and businesses, the organization must ensure the appropriate capacity by either adding resources if they currently do not exist or free up resources from projects that are out-of-date, non-aligned, or in competition for the same resources.

At the same time, there are a substantial number of Outstanding Business Items, many from previous terms of Council. Staff have reviewed all Outstanding Business Items to

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**SUBJECT: Outstanding Business Item List Review (CM23021) (City Wide) - Page 2 of 3**

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determine which ones are aligned with Council's Priorities and which ones are outdated or competing for resources.

As of August 2023, there were 239 Outstanding Business Items. Staff are recommending 143 items be removed and 57 be delayed. Should Council approve staff's recommended changes, the Outstanding Business List will be reduced from 239 to 96.

Of the items to be removed, listed in Appendix A to Report CM23021, the majority have already been completed or addressed through other reports. A minority of items are no longer relevant as there has been new Council direction, changing priorities, or new legislation. A few items on this list are those which staff do not feel align with current Council Priorities.

Of the items to be delayed, listed in Appendix B to Report CM23021, extensions ranging from 1 to 12 months are recommended. The items on this list have progressed slower than originally anticipated due to competing priorities within the same divisions or departments, as well as coordination with external parties. Delaying the projects identified would ensure focus could be given to the highest priority tasks. In addition, some items did not have a due date listed. To ensure there are dates for all items, we have identified due dates for them in Appendix B, as well.

In addition to these changes, staff are aware that there are several items from the 2014-2018 term of Council. While they were considered important for that time, they are no longer top issues for the City or being accomplished through more recent Council direction. To ensure staff are working on current issues, staff are recommending that a review of the Outstanding Business List be completed at the start of each term of Council, and those that are outstanding for more than five years, are not aligned with the new term of Council Priorities, and are not legislatively required, be removed. Staff are recommending five years to ensure items from the most recent term of Council are still retained.

To ensure Council is aware of all Outstanding Business Items, a list of the items where there are no recommended changes has been included in Appendix C to Report CM23021.

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Eliminating some Outstanding Business Items will help ensure staff are focused on Council's Priorities and assist with workload pressures that were raised during the recruitment and retention strategy review. There are no significant budget savings from the elimination of the recommended items from the Outstanding Business List, but they do help free up staff time to focus on Council Priorities.

**SUBJECT: Outstanding Business Item List Review (CM23021) (City Wide) - Page  
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**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

All Senior Leadership and Director level management has been consulted to inform the recommended changes to the outstanding business list items captured in the appendices.

**ALTERNATIVES FOR CONSIDERATION**

None

**APPENDICES AND SCHEDULES ATTACHED**

Appendix A to Report CM23021: Outstanding Business List items to be Removed

Appendix B to Report CM23021: Outstanding Business List items to be Delayed

Appendix C to Report CM23021: Outstanding Business List items that are Recommended to Remain the Same

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
05-Apr-11	Parkland Dedication/Cash-in-Lieu for Schools	1. Parkland Dedication/Cash-in-Lieu for Schools referred to the Joint School Boards Liaison Committee (JSBLC), to attempt to find a compromise on the issue & to come up with a new formula 2. JSBLC work on a compromise for parkland dedication with regard to new school procurement 3. JSBLC report back to the Planning Committee with any recommendations for consideration	Does not align	No longer relevant given provincial changes to parkland dedication fee process
22-Feb-12	Report back re: Role of Natural Heritage Planner with suggestions on how to align with the positions of the Conservation Authorities	October 23, 2013: Staff provided verbal explanation and Information Report was requested by the Sub-Committee June 25, 2014 (Item 9.1): Staff to meet with Councillor and report back to the next O4B	Does not align	Direction redundant as a result of provincial changes to role of Conservation Authorities. To be addressed through ongoing discussions with CAs on roles and responsibilities
07-Jun-12	Truck route enforcement, and information on infractions and fines.	Ongoing, updates received at Truck Route meetings	Safe and Thriving Neighbourhoods	Completed as part of the Truck Route Master Plan in 2022
07-Jun-12	Truck Route, Haldmiand	Turning the City's north portion of Haldibrook Road into a Truck Route, to coincide with Haldimand County's decision to make the south portion of Haldibrook Road a designated Truck route, between Upper James and Blackheath Road Staff to review and finalize with area Councillor in June	Safe and Thriving Neighbourhoods	Completed as part of the Truck Route Master Plan in 2022
07-Jun-12	Truck Route, Lincoln	Turning the City's east portion of Westbrook Road into a Truck Route, to coincide with West Lincoln's decision to make the west portion of Westbrook Road a designated Truck Route. Staff to review and finalize with area Councillor in June	Safe and Thriving Neighbourhoods	Completed as part of the Truck Route Master Plan in 2022
10-Oct-12	Policy for Park Ratios	That staff report back on the policy for park ratios and look at excluding parks that also serve as storm management ponds from the ratio.	Does not align	Direction no longer relevant given recent changes to provincial parkland dedication policies
28-Nov-12	Rural Business Issues	June 25, 2014 (Item 9.1): Staff to meet with Councillor & report back to the next O4B	Does not align	Changes to our internal processes were made to address this issue
28-May-13	Signage	Truck Route Signage through the City – Restrictive and Permissive Truck Route Signage and the Statue of Dual Signage	Safe and Thriving Neighbourhoods	Completed as part of the Truck Route Master Plan in 2022

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
04-Jun-13	C.I. – Zoning By-law Amendment for 118 to 338 Mountain Brow Blvd.	That staff review & report back on the existing zoning regs for the area along Mountain Brow Blvd from 340 Mountain Brow Blvd to Mohawk Rd E.	Does not align	This Matter will be addressed through the Phase 2 of the Low Density Residential Zoning Review
28-Jan-14	Former Winona School at Winona Rd	That staff investigate the purchase of the former Winona School and report back	Does not align	Acquired in 2014 for Parks/Recreation
25-Feb-14	Millgrove Truck Route	Monitoring route, bylaw approved, signage to be completed	Safe and Thriving Neighbourhoods	Completed as part of the Truck Route Master Plan in 2022
16-Sep-14	Heritage Designation Process and Delegated Authority to Consent to Heritage Permits	(b) That staff in the Planning Division be directed to carry out a review of the processes related to heritage designation and delegated authority to consent to heritage permit applications, in accordance with the Terms of Reference attached as App A to Report (c) That staff report back to Planning Committee by the end of the second quarter of 2015.	Does not align	Dealt with as part of the Bill 23 Report PED22211(a).
07-Aug-15	Future Disposition for the Nora Francis Henderson Secondary School	That Councillor Jackson continue to work with City staff on a preliminary assessment respecting the future disposition for the Nora Francis Henderson Secondary School (formerly known as Barton Secondary) by the Hamilton Wentworth District School Board	Does not align	No action to be taken on this school at this time. If there is in the future it will follow the regular cycle of review and reporting.
29-Sep-15	Building Department documentation	(a) That Staff be directed to report back to the Open For Business Sub-Committee with clarification on the risk and liability involved in missing Building Permit documentation, and recommendations to resolve the impact on property or business owners who received the permits but the City nor the property owner have copies; and  (b) That Staff be directed to report back on approval timelines for water permits.	Does not align	Complete. Metrics continue to be reported annually in budget presentation.
04-Feb-16	LRT Impacts on Traffic	LRT Impact on Traffic Flow – staff review options to deal with truck traffic flow redirected from King, Barton, James, Burlington, and Cannon streets	Safe and Thriving Neighbourhoods	Completed as part of the Truck Route Master Plan in 2027
04-Feb-16	Centennial Parkway	Investigate the removal of Centennial Parkway between Queenston Rd and Green Mountain Rd	Safe and Thriving Neighbourhoods	Completed as part of the Truck Route Master Plan in 2028

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
08-Feb-16	Endorsement of Report "The Right to an Adequate Standard of Living: An Update to the 2006 Report" to the United Nations Committee on Economic, Social and Cultural Rights in Geneva.	(b) GM of CES to research the City becoming a Human Rights City (c) GMs of CES & Finance/Corporate Services to work with Hamilton Community Legal Clinic, to include cost of federal-provincial downloading to municipalities in report.	Does not align	Original motion was in 2013. Remove from OBL as this is now outdated.
19-Apr-16	Update on Request for Information – Downtown Parking Structure	Staff was directed to report to the GIC on the outcome of the direction provided in Closed Session.	Safe & Thriving Neighbourhoods	A parking masterplan was approved by Council which addressed this item.
05-May-16	Training for Councillors & Executive Assistants on Geographic Information System (GIS) Enhancements	That staff be directed to provide training to the Councillors and their Executive Assistants, 30 days after the on-line release of the new Geographic Information System (GIS) Enhancements.	Does not align	Training is provided on a periodic basis.
10-May-16	Naming Option after Brian Timmis, former football player in the Canadian Football League	That staff be directed to report back to the Facility Naming Sub-Committee on the feasibility of naming the new practice field at the former Dominion Glass Property after Brian Timmis, when the practice field (multi use facility at the former Dominion Glass Property); is completed.	Does not align	Outdated request from the 2014-2018 term of Council
14-Jun-16	Update of the 2006 Barrier Free Design Guidelines	That financial and administrative resources be put forward by Public Works, in consultation with CityHousing Hamilton, to update the 2006 Barrier Free Design Guidelines and that those guidelines include updated requirements for accessible housing within City owned and operated housing facilities.	Safe and Thriving Neighbourhoods	Received new recommendations from the Advisory Committee for Persons with Disabilities, this is now out of date.

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
13-Sep-16	Request for an Accessibility Tour Status Updates - Housing Services	That staff be directed to prepare an update to the Advisory Committee on Persons with Disabilities on all accessibility audits completed to date by ACPD, including City Hall, MacNab Street Terminal, Stoney Creek Recreation Centre, Battlefield House and Park, Westmount Recreation Centre, Waterdown Civic Centre, 690 Stone Church Road West and Tim Horton's Field, with dates, outcomes and outstanding items found in each audit.	Safe and Thriving Neighbourhoods	Recommend removing this item as an inventory of accessible washrooms is online
31-Oct-16	Naming Options for the late Ivor Wynne, former Chairman of Parks	That staff be directed to report back on naming options for the late Ivor Wynne, former Chairman of Parks.	Does not align	Media Centre at Tim Horton's Field dedication already complete
16-Nov-16	Annual Update - Implementation of the Public Art Master Plan	Tourism and Culture staff were directed to provide an annual update on implementation of the Public Art Master Plan to GIC.	Safe & Thriving Neighbourhoods	Work will continue on the Public Art Masterplan, and reports and updates will be provided as needed with respect to specific projects.
29-Nov-16	Key Performance Indicators on time frames	(a) That the General Manager, Planning and Economic Development report back to the Open For Business Sub-Committee with a report respecting objective measurements or Key Performance Indicators, on a time frame for processing applications; site plans and getting applications to the building permit application stage; (b) That these Key Performance Indicators be measured in days, and specify within the number of days, whether the application is with the City, or with the Applicant; (c) That the City of Toronto and other comparable city's timeframes be included and used as a comparator in the report; and (d) That current provincial Legislation regarding timeframes for processing applications be incorporated into the report.	Does not align	This information is brought forward in annual budget presentation and much of the data is on the open data website.
07-Dec-16	Revenue Enhancement Opportunities at the John C. Munro International Airport	Staff was authorized to continue discussions with TradePort to explore the following revenue enhancement opportunities: A mutually beneficial agreement that would increase the revenues received by the City under the Airport operating lease agreement between the City and TradePort; Maximizing rental payments and generating net new property tax payments to the City by working with TradePort to attract new tenants at the Airport; Exploring opportunities to leverage existing Airport and City-owned Airport reserve lands for revenue generating purposes that would not negatively impact existing or planned airport operations; and, Exploring the feasibility of TradePort allocating a larger percentage of their marketing and sponsorship budgets to City events and marketing channels.	Sustainable Economic & Ecological Development	Economic Development continues to provide regular updates through the Airport Subcommittee. Previous direction from 2016 has been updated with more recent Council directions.

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
20-Jan-17	DARTS	DARTS will be required to attend as a Delegation, on a quarterly basis and more often, if requested, at the sole discretion of the City, at an Accesible Transit Services Review Sub-committee meeting to provide a comprehensive presentation to the Sub-committee on DARTS' operational and financial performance during the previous quarter with respect to DARTS' obligations under the Memorandum of Agreement, and answer in good faith all questions asked by members of the Sub-committee.	Does not align	Can be incorporated into Memorandum of Understanding between the parties which is under review.
07-Mar-17	Parkland Dedication Fees	1. City staff report back at next Hamilton-Wentworth District School Board Liaison Committee to quantify impact of Parkland Dedication fees on City & Board. 2. Staff report back on clarification of who has legislated waivers to the Parkland Dedication fees. 3. City Manager meet with Hamilton-Wentworth District School Board & Hamilton-Wentworth Catholic School Board to discuss impact of Parkland Dedication fees. JPAC develop a recommendation for a resolution regarding Parkland Dedication Fees, & report back to the next Hamilton-Wentworth District School Board Liaison Committee meeting.	Does not align	Update provided at HWDSB Liaison Committee and direction no longer relevant given provincial changes to parkland dedication fee process
18-May-17	Durand Neighbourhood Built Heritage Inventory	(f)That Heritage Resource Management staff be directed to prepare a framework and work plan for continuing the proactive built heritage inventory work in the City of Hamilton and report back to Planning Committee in Q4 2017.	Does not align	Completed with report PED20133
25-May-17	Trees requiring protection by Natural Heritage Planners	That staff be directed to report back to the Open For Business Committee with a framework and guidelines outlining the species of trees that require protection by Natural Heritage Planners.	Sustainable Economic & Ecological Development	Captured under the Urban Forest Strategy.
05-Jun-17	Public Washrooms at the Pier 8 Promenade Park	That staff be requested to identify existing accessible washroom facilities on Pier 8 and report back to the West Harbour Dev. Sub-committee on costs respecting optimizing accessibility to today's standards of those existing washroom facilities.	Does not align	Project has been identified and approved in the Capital Budget
18-Jul-17	Potential Acquisition of King George School Property	(c)That staff be directed to report back to the School Board Properties Sub-committee on an acquisition and funding strategy following Phase 2 disposition circulation from the Hamilton-Wentworth District School Board (HWDSB).	Does not align	Completed PED17148(b)
18-Jul-17	Henderson-Barton Site	Councillor Jackson advised the Committee that he is currently working with private partners on a proposal to repurpose and acquire the Henderson-Barton site located on Palmer Road. The Councillor intends to come to a future meeting of the Committee with a proposal on the 12 acre site.	Does not align	No action to be taken on this school at this time. If there is in the future it will follow the regular cycle of review and reporting.

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
20-Jul-17	Sale Of Heritage Posters Through Hamilton Tourism	That the Heritage Planning Division (on behalf of the Hamilton Municipal Heritage Committee), enter into an agreement with Hamilton Tourism for the sale of HMHC Heritage Posters for the rate of 20% to be retained by Hamilton Tourism.	Does not align	Complete. These communications did not come to fruition and no further action is required.
20-Jul-17	Hamilton Municipal Heritage Committee Colouring Page Project	(a) That the test project be approved for wider public distribution; (b) That Hamilton Municipal Heritage Committee be allowed to use the City of Hamilton's logo along-side the logo for the Hamilton Municipal Heritage Committee on all colouring pages; (c) That the costs for production and printing of HMHC colouring pages be covered by the Committee's existing Hamilton Municipal Heritage Committee Printing Account; (d) That this project be expanded as an on-going series; in order to create more municipal heritage-themed colour pages, to be used as a method of public promotion, communication and education about our built municipal heritage and heritage landscapes.	Does not align	Complete. The Hamilton Municipal Heritage Committee produced their colouring books and continue to create new series of books for production.
20-Jul-17	2 Hatt Street, Dundas, Ontario	(a) That the property located at 2 Hatt Street, Dundas, be added to the Register of Property of Cultural Heritage Value or Interest; and (b) That staff conduct a review of the property's heritage and designation value, and report back to the Hamilton Municipal Heritage Committee.	Does not align	The property was listed on the Register and added to staff's work plan in 2017. It is now on staff's high priority list for designation.
24-Aug-17	Buildings and Landscapes - St. Marks, 120 Bay Street South, Hamilton	That staff from Tourism and Culture be directed to report back to the Committee on the status of Item 11(c)(iii), St. Marks, 120 Bay Street South, Hamilton (D), to determine whether or not the item should be removed from the list of Buildings and Landscapes.	Does not align	Restoration work at St. Marks is underway by Tourism and Culture staff.
12-Sep-17	Costs of Maintaining and Operating the Light Rail Transit	Staff to report back with an estimate of the costs involved with the maintenance and operation of the LRT should the City acquire financial responsibility for these cost and that the report include information about the forecasted fare revenue expected from the Light Rail Transit.	Safe and Thriving Neighbourhoods	Completed
12-Sep-17	Indigenous art at Hamilton LRT Stops	Staff directed to communicate with Metrolinx, the province and the federal government on the idea of, and need for the inclusion and display of, Indigenous art at Hamilton Light Rail Transtic stops and report to the General Issues Committee.	Does not align	Complete. Metrolinx is aware and public art will be considered through the design process

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
20-Sep-17	Poverty Reduction Investment Plan	(g) Place leveraging of Fed & Prov funding, as it relates to affordable housing, on E&CS OBL to follow-up;	Safe and Thriving Neighbourhoods	To be addressed through the October Housing Sustainability Investment Roadmap progress report
19-Oct-17	Preliminary Screening for the Request to Designate 2 Hatt Street, Dundas, Under Part IV of the Ontario Heritage Act	(b) That the Cultural Heritage Assessment work be assigned a high priority and be added to staff's work plan for completion and presentation to the Hamilton Municipal Heritage Committee no later than July 1, 2018 (e) That a copy of Report PED17187 be forwarded to the property owner for information.	Does not align	Complete. The property was listed on the Register and added to staff's work plan in 2017. It is now on staff's high priority list for designation.
02-Nov-17	Retention of Larger Buses for Group Trips by Long Term Care Residents	That City Staff be directed to work with DARTS staff to respond in writing to the Delegates to address the concerns outlined in the two hand-outs presented to the Committee, with a copy to be sent to the Accessible Transit Services Review Sub-committee.	Does not align	No further action required
16-Nov-17	Acquisition of 60 Caledon Avenue for Affordable Housing Purposes	That staff be authorized and directed upon successful acquisition of the property to undertake suitable consultation with private, not-for-profit, and public sector organizations to determine appropriate consideration of the property for disposal as affordable housing project, including but not limited to independent meetings and/or undertaking Expression of Interest or Request For Information type processes.	Does not align	City acquired the site and has subsequently sold the site.
16-Jan-18	Exemption of Affordable Housing Projects from Application Fees	That staff report back on significant fees and securities related to development approvals that are typically incurred by affordable housing projects, the estimated cost to the City of waiving or reimbursing these fees, and the potential funding sources for offsetting any lost City revenues.	Safe & Thriving Neighbourhoods	Addressed through initiative in 2018-2019
06-Feb-18	Relocating the existing waste management facility at 460 Kenora Avenue to an alternate location	That Public Works Department staff be directed to investigate the feasibility of relocating the existing waste management facility at 460 Kenora Avenue to an alternate location, as proposed in the Centennial Neighbourhoods Secondary Plan (Policy 6.7.18.3 b), Appendix B, as amended, to report PED18007; and create a submission for the 2019 capital budget if necessary for costs related to studying the relocation.	Does not align	Item is not aligned with Council Priorities

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
26-Mar-18	Heritage Locations	<p>That the property located at 224 Robina Road, Ancaster, be added to the City's Register of Properties of Cultural Heritage Value or Interest as it represents an excellent example of a mid-century modern residence designed and owned by Stanley Roscoe who was architect for the Hamilton City Hall.</p> <p>That the property known as Grace Anglican Church, located at 1401 King Street East, Hamilton, be designated under Part IV of the Ontario Heritage Act.</p> <p>(i) That property at 170 Longwood Road North, Hamilton, be designated under Part IV of the Ontario Heritage Act; and</p> <p>(ii) That the designation include glass structures at the rear of the building and on the second floor as well as make specific reference to the interior features of the property outlined in the Cultural Heritage Assessment.</p> <p>(d) 2235 Upper James Street, Glanbrook</p> <p>That the property located at 2235 Upper James Street, Glanbrook, be added to the City's Register of Properties of Cultural Heritage Value or Interest as it represents a scarce example of a pre-Confederation masonry Regency cottage.</p> <p>(e) 3600 Guyatt Road, Glanbrook</p> <p>That the property located at 3600 Guyatt Road, Glanbrook be excluded from the City's Register of Properties of Cultural Heritage Value or Interest.</p> <p>(f) 6 Webster Falls Road, Dundas</p> <p>That the property known as Springdale and located at 6 Webster Falls Road, Dundas be added to the City's Register of Properties of Cultural Heritage Value or Interest as well as the staff work plan for designation.</p>	Does not align	Complete. These properties were listed on the Register in 2018.
10-Apr-18	Pier 8 Request for Proposals (RFP) Public Presentation Process	Staff were directed to prepare a detailed costing of the winning components associated with the Pier 8 Promenade and report back to the WHD Sub-committee.	Does not align	Copps Pier was completed and opened in July 2022. Costing was included in media communication materials and posted publicly.
16-Apr-18	Hamilton Airshed Modelling System	That the Board of Health direct Public Health Services' staff to work with City of Hamilton Planning staff to review the Hamilton Airshed Modelling System analysis and determine appropriate applications for planning directions and decisions and report back to Planning Committee in Q1 2019	Sustainable Economic & Ecological Development	Completed.

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
19-Apr-18	Recommendation to Designate 111 Kenilworth Access, Hamilton, under Part IV of the Ontario Heritage Act	(a) That the designation of 111 Kenilworth Access, Hamilton (Barton and Kenilworth Reservoirs), shown in Appendix "A" to Report PED18088, as a property of cultural heritage value pursuant to the provisions of Part IV of the Ontario Heritage Act, be approved; (b) That the Statement of Cultural Heritage Value or Interest and Description of Heritage Attributes, attached as Appendix "B" to Report PED18088, be approved; (c) That the City Clerk be directed to take appropriate action to designate 111 Kenilworth Access, Hamilton (Barton and Kenilworth Reservoirs) under Part IV of the Ontario Heritage Act, in accordance with the Notice of Intention to Designate, attached as Appendix "C" to Report PED18088; (d) That the Public Works Department be directed to report back to Council on the preparation of a combined heritage conservation plan and management plan in consultation with Development Planning, Heritage and Design, Heritage Resource Management, and Municipal Law Enforcement staff, to guide the short to long term protection and preferred conservation treatment of the east portion of the property and to explore options for the future use of the property; and (e) That Council direct the Tourism and Culture Division of the Planning and Economic Department to include the Barton Reservoir, the Pipeline Trail and the Hamilton Waterworks National Historic Site of Canada in the Cultural Heritage Landscape Assessment	Does not align	This property remains on staff's list for designation, no reportback is required
19-Apr-18	Recommendation to Designate 1021 Garner Road East, Ancaster (Lampman House) Under Part IV of the Ontario Heritage Act	(a) That the designation of 1021 Garner Road East, Ancaster, shown in Appendix "A" to Report PED18094, as a property of cultural heritage value pursuant to the provisions of Part IV of the Ontario Heritage Act, be approved; (b) That the Statement of Cultural Heritage Value or Interest and Description of Heritage Attributes, attached as Appendix "B" to PED18094, be approved; (c) That the City Clerk be directed to take appropriate action to designate 1021 Garner Road East, Ancaster under Part IV of the Ontario Heritage Act, in accordance with the Notice of Intention to Designate, attached as Appendix "C" to Report PED18094.t Study.	Does not align	Complete. The property was designated in 2020 by by-law No. 20-244.
10-May-18	Recommendation to Designate 378 Main Street East, Hamilton under Part IV of the Ontario Heritage Act	(a) That the designation of 378 Main Street East, Hamilton (Former Cathedral Boys' High School), shown in Appendix "A" to Report PED18089, as a property of cultural heritage value pursuant to the provisions of Part IV of the Ontario Heritage Act, be approved; (b) That the Statement of Cultural Heritage Value or Interest and Description of Heritage Attributes, attached as Appendix "B" to Report PED18089, be approved; (c) That the City Clerk be directed to take appropriate action to designate 378 Main Street East, Hamilton (Former Cathedral Boys' High School) under Part IV of the Ontario Heritage Act, in accordance with the Notice of Intention to Designate, attached as Appendix "C" to Report PED18089.	Does not align	Complete.
23-May-18	Dominic Agostino Riverdale Community Hub Proposal	Closed session direction -- Staff to report back to Committee	Does not align	Item is from two terms ago and no longer relevant

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
17-Jul-18	DARTS 2018 2 <sup>nd</sup> Quarter Service Update	That the DARTS presentation be referred to staff for assessment of DARTS' request for action relating to the Memorandum of Agreement Issues, and report back to the ATS Review Sub-committee.	Does not align	This issue is now part of the greater review of accessible transit services
18-Jul-18	YWCA Active Living Centre respecting Repercussions of ATS Changes Affecting the Outreach Nursing Home Program	That the request from the YWCA Active Living Centre to retain large buses for the Outreach Nursing Home group trips be referred to staff for a report back to the ATS Review Sub-committee, including whether the request aligns with the current mandate, what options are available and the potential budget impacts.	Does not align	No further action required
18-Sep-18	Review of C6 and C7 Zoning Regulations	That staff review the C6 and C7 zoning regulations and report back with proposed changes to zoning regulations	Sustainable Economic & Ecological Development	Consolidating with larger strategic projects.
21-Feb-19	Expanding Housing and Support Services for Women	(b) Staff report back on the feasibility of implementing non-discrimination policies & practices in emergency shelters that protects people on the basis of gender identity or expression; (e) Sub-Committee report back to E&CS prior to the 2020 Capital & Operating Budget processes with recommendations to address service level shortfalls.	Safe and Thriving Neighbourhoods	Addressed in the shelter right sizing report
10-Jun-19	Correspondence from the Hamilton Burlington Society of Architects respecting Site Plan Approval System Proposed Improvements Report	(a) That staff be directed to respond to the following recommendations listed in the correspondence from the Hamilton Burlington Society of Architects: 1. Restoring the Section 41 Exclusions of the Planning Act 2. Increasing Accountability to the Public 3. Setting and Enforcing a New Timeline, 4. Adjudication (b) That a copy to be sent to each member of the Open for Business Sub-Committee.	Does not align	A response letter was provided to the Hamilton Burlington Society of Architects on April 12, 2020.
01-Oct-19	Use of Surplus Parking Spaces by Third Parties in Downtown Hamilton	(a) As part of the Institutional Zoning By-law review that Planning staff report back on options and opportunities to allow for places of worship to utilize surplus parking by third parties; (b) That staff be authorized to schedule a public meeting of the Planning Committee to consider the proposed zoning by-law changes; and, (c) That staff report back no later than Q1, 2020.	Does not align	This matter is being addressed through the comprehensive review of Parking Standards

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
21-Oct-19	Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements - Case Study No. 27	(a) That staff be directed to report back to Open For Business Sub-Committee respecting the gross and net financial benefit to the City of Hamilton and the Film Office; and (b) That staff be directed to provide an annual report respecting the gross and net financial benefit for the City of Hamilton to the Film Office to the General Issues Committee, for their information.	Does not align	This information is brought forward in annual budget presentation.
19-Nov-19	Angela Riley respecting a Request for a Taxi Stand	That staff be directed to review the possibility of a taxi stand location around Tim Hortons Field, and to consult with other municipalities about their processes for temporary taxi stands.	does not align	Matter has been reviewed by staff and does not warrant committee report. No further requests from public have been received since 2019.
19-Nov-19	Support of Private Member's Bill to Reverse Pit Bull Ban in Ontario	(b) That Licensing and By-law Services Division be directed to review the feasibility of changes to the Responsible Animal Ownership By-law 12-031 to include professional obedience training for dogs, with the participation of the dog's owner and the feasibility of reduced licensing fees for large working dogs (i.e. Rottweilers and Pit Bulls) to mitigate public safety concerns and report back to the Planning Committee.	Does not align	Pitbulls are banned in Ontario, this is provincial regulation.
17-Dec-19	Proposed City-Initiated Rezoning of the land at 65 Frances Avenue, Stoney Creek	(b) That staff be directed to communicate to the Hamilton-Wentworth District School Board that the Hamilton Conservation Authority be pursued as a potential purchaser of the property located at 65 Frances Avenue, Stoney Creek.	Does not align	May 2023 – Acquired site.
13-Jan-20	Feasibility of Implementation of a Digital Automated Information System on the Lincoln Alexander Parkway and Red Hill Valley Parkway	(a) That Transportation, Operations and Maintenance staff be directed to undertake a feasibility study for the implementation of a digital automated information system that provides incident and travel time information to road users on the Lincoln Alexander Parkway and Red Hill Valley Parkway and report back to the Public Works Committee in September 2020 with a proposal for funding and implementation;	Safe and Thriving Neighbourhoods	Completed June 12, 2023
15-Jan-20	Review of Problems Associated with Increased Visitors to Waterfalls	That the multi-disciplinary working group, approved by City Council on March 27, 2019 to investigate the negative impacts to the Greensville and Dundas neighbourhoods associated with the increase in visitors to Webster and Tews Falls and Dundas Peak, continue to meet and report back to the Planning Committee in 2020 following the completion of a comprehensive traffic management plan for this area.	Does not align	Addressed through report February 7, 2023 General Issues Committee Budget meeting

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
20-Feb-20	Correspondence from Janice Lewis-Deeley, Board President, Native Women's Centre, respecting Mountainview Emergency Shelter Operations	That correspondence from Janice Lewis-Deeley, Board President, Native Women's Centre, respecting Mountainview Emergency Shelter Operations, be received and referred to staff for action and to report back to Emergency and Community Services Committee, and referred to the Expanding Housing and Support Services for Women and Transgender Community Sub-Committee for information.	Safe and Thriving Neighbourhoods	Completed March 6, 2020
06-Mar-20	Needs Assessment, Policy Review, and Funding Opportunities	That staff be directed to report back to the Expanding Housing and Support Services for Women and Transgender Community Sub-Committee, with: (a) information on needs assessment and gaps in services as these relate to housing and support services for women, non-binary, and transgender community; (b) a homelessness policy overview as it pertains to the mandate of the Sub-Committee; and, (c) an overview of funding administered through Housing Services Division for housing and support services for women, non-binary, and transgender community from all levels of government, including a five-year historical summary.	Safe and Thriving Neighbourhoods	To be completed though shelter standards Report - September 2023
20-Mar-20	Grant or Low-Interest Loans from FCM	Should the City's submission for grant or low-interest loans from the Federation of Canadian Municipalities be approved, staff was directed to report back to GIC to seek approval of a financing strategy, inclusive of future tax supported levy increases.	Sustainable Economic & Ecological Development	Staff have determined that the effort required to complete the application form, and the reporting for this grant/loan exceed the benefit of the funding.
29-Apr-20	Properties of Potential Cultural Heritage Interest in Ancaster	That the following properties be added to the City's Municipal Heritage Register as non-designated properties, after consultation with the Hamilton Municipal Heritage Committee; See Minutes for full list of Properties	Does not align	Complete. These properties were listed on the Register in 2020.
29-Apr-20	Recognizing Ken Curry	That the Facility Naming Sub-Committee be requested to include 'Ken Curry' on the list of names for a municipal facility and/or property in Stoney Creek.	Does not align	Individual will be considered as part of naming process, no specific reportback is required.
17-Jul-20	Results of Parks Security Patrol Pilot Program	(c) That Corporate Security report back to the Public Works Committee, prior to the completion of the 2-year pilot, presenting the results of the program including the metrics used to measures the value, impacts and improvements as a result of the pilot program.	Does not align	Complete
03-Nov-20	Site Plan Fees for Lapsed Applications	(a) That staff be directed to review the Tariff of Fees for Planning and Engineering Development Applications with respect to Site Plan applications, to introduce a new fee for the renewal of lapsed Site Plans, and report back to Planning Committee; and,	Does not align	Council provided direction to not laspe site plans

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
10-Nov-20	Additional Emergency Shelter Beds	That staff be directed to report back to the Expanding Housing and Support Services for Women, Non-Binary, and Transgender Community Sub-Committee, with options and alternatives related to additional capital and operating funds related to additional emergency shelter beds.	Safe and Thriving Neighbourhoods	Addressed in September report to General Issues Committee.
02-Dec-20	Animation of Piers 5-8 Lands	Staff to report back to the WHD Sub-Cte by the end of the first quarter of 2021 with interim and long-term strategies for the use of the Waterfront Trust Centre (formerly the Discovery Centre), including animation of the surrounding outdoor area.	Does not align	Completed.
04-Dec-20	Women's Shelter and Support Investment Options	That staff be directed to report back to the next meeting of the Expanding Housing and Support Services for Women, Non-Binary, and Transgender Community Sub-Committee with a status update on the use of existing housing and emergency shelter supports for women, non-binary and transgender people during the 2020 winter season, with particular focus on investments that have been made, outcomes that have been achieved, and further existing strains, including measures that could be taken alleviate those strains.	Safe and Thriving Neighbourhoods	Completed through Shelter right sizing report and Shelter Standards Reports
08-Dec-20	City of Hamilton Draft Urban Forest Strategy	(b) That staff be directed to undertake public and stakeholder engagement on the draft Urban Forest Strategy in Q1, 2021; and, (c) That staff report back to Planning Committee, summarizing public input together with the final Urban Forest Strategy in 2021.	Sustainable Economic & Ecological Development	Completed June 13, 2023
16-Jan-21	Recommended Projects from Coming Together to End Homelessness: Call for Applications 2019	(c) That Good Shepherd Non-Profit HOMES – Low Barrier Housing for Women application be referred to the EHSSWTCSC for further review & to seek external financial & operational partnerships.	Safe and Thriving Neighbourhoods	Complete
02-Feb-21	Integrating Health & Environmental Requirements to Demolition Permits	(b) That Public Health Services work with the Building Division to: (i) determine the size, scope, building-types of commercial and industrial demolitions that present the highest risk to human health; (ii) determine application requirements for permit approval for any higher risk demolitions that qualify, such as: (1) ensure that a designated substances survey (DSS), as defined within the Occupational Health And Safety Act, has been completed prior to demolition; (2) an appropriate dust management plan will be implemented during demolition; and, (3) inform mitigation requirements of human health impacts (iii) review the dust mitigation plan with the Building Division before final approval; (c) That the Building Division be directed to: (i) review the current demolition permitting process of other Ontario Municipalities which account for human health and environmental impacts and make relevant adjustments in accordance with the Ontario Building Code including but not limited to the above; and, (ii) report back with final recommended revisions to the City of Hamilton Building & Demolition Permit.	Does not align	March 21, 2023 Planning Committee - PED23066

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
03-Feb-21	Advisory Committee for Persons with Disabilities Report 20-007	That Item 4 of the ACPD Report 20-007, respecting Accessible Housing, be referred to the GM HSC, for a report back to E&CS; ((b) That the ACPD respectfully requests that COH expand its Housing Unit Modification Guide to incorporate universal design in order to address the accessibility needs of those not yet represented.)	Safe and Thriving Neighbourhoods	Item originates from before the pandemic, and is under consideration for being included in the Housing Sustainability Investment Roadmap.
04-Feb-21	Citizen Committee Report - Hamilton Status of Women Advisory Committee - Donation of Remaining 2020 Budget Allocation	(a) That the Advisory Committee Funding Structure be referred to staff for a report back to the Governance Review Sub-Committee.	Does not align	Will be addressed as part of the Voluntary Advisory Committee Review, motion at the September 7, 2023 Audit, Finance, and Administration Committee meeting
18-Mar-21	Winter 2020 Housing and Emergency Shelter Supports	That staff contact the Native Women's Centre to explore and address the funding gap resulting in the loss of 15 shelter beds at the Native Women's Centre.	Safe and Thriving Neighbourhoods	Out of Date and Women's shelter beds to be addressed more broadly through Shelter right sizing report
24-Mar-21	Advisory Committee for Persons with Disabilities, Environmental Working Group Plan	Sub-section (a) to the Advisory Committee for Persons with Disabilities Report 21-003, which reads as follows, was referred to the General Manager of Planning & Economic Development for review and a report back to GIC: (a) Built Environment Working Group Work Plan (Added Item 7.1(a)) That the Built Environment Working Group Work Plan, attached as Appendix "A" to Advisory Committee for Persons with Disabilities Report 21-003, be approved.	Safe & Thriving Neighbourhoods	This item from Advisory Committee for Persons with Disabilities report 21-003 will be combined with the direction and report back from Council on Report 23-006.
06-Apr-21	Temporary Amendments to the Cash-In-Lieu of Parking Policy for the Downtown Secondary Plan Area	(b) That staff be directed to track the usage of the Cash-In-Lieu of Parking Policy, and report back to Planning Committee after 18 months, that being November, 2022, with an Information Report on the number of projects that utilized the Cash-In-Lieu of Parking option, the revenues generated, and the parking spaces that were foregone; and, (c) That Planning staff, in consultation with staff from Transportation Planning and Parking, be directed to review and report back on an Official Plan Amendment that would permit funds collected through cash-in-lieu of parking to be utilized for the purposes of supporting micro-mobility.	Sustainable Economic & Ecological Development	This item has been completed

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
13-Apr-21	Pier 8 Animation Program and Hamilton Waterfront Trust (Discovery) Centre Status Update	(a) That staff prepare a long-term strategy including an assessment of the existing conditions of the Hamilton Waterfront Trust (former Discovery) Centre building including the cost of existing operations, future capital requirements, planning approvals, parking requirements, real estate evaluations, market soundings, and other relevant due diligence, and report back to the West Harbour Development Sub Committee identifying options for future uses of the property, as well as various ownership and/or operating models; (b) That staff promote the availability of the Hamilton Waterfront Trust (former Discovery) Centre property for lease, on the following conditions, and report back to the Sub Committee: (i) Any currently unoccupied and available space within and outside of the building; (ii) Suitable uses being restricted to permitted zoning/land use regulations, with a preference for outdoor year-round programming/animation, and a desire for variety, including some food and beverage; (iii) Minimum Term of 1-year and a Maximum Term of 5 years, with potential for options; (iv) Structured on a Fully Net and Carefree basis; (v) A portion of the space be available for some public meetings or events.	Does not align	Completed.
22-Apr-21	Tenant Defence Fund	2.(a) (iv) staff to report back to E&CS within 6 months regarding the use of the Tenant Defence Fund. (g)(i)(c) Staff to report back to E&CS with a framework, including timeline & resources to develop a comprehensive renovations strategy for COH as part of our recovery plan, to include: the evaluation of the tenant defence fund, proactive tenant education options, & options for a licensing and by-law regime.	Safe and Thriving Neighbourhoods	Completed at the August 2023 Emergency and Community Services meeting
30-Apr-21	Evaluation of Hamilton Becoming a Charter City	That staff be directed to look further into the City becoming a Charter City and a review of the City of Hamilton Act for further opportunities for revenues and authorities and report back to the Governance Review Sub-Committee.	Does not align	Not compelled due to lack of staff resources and other priorities. A more recent motion was approved related to reviewing other opportunities
04-May-21	Water and Waste Water Infrastructure Upgrades to Support Intensification	(a) That Planning and Economic Development and Public Works staff be directed to identify strategic locations for the upgrading of water and wastewater servicing capacity to support high potential near-term intensification opportunities within the Downtown Hamilton Urban Growth Centre; and (b) That Planning and Economic Development and Public Works staff jointly report back to Planning Committee with a strategy for advancing the lifecycle replacement of water and wastewater infrastructure within these strategic locations in order to facilitate and support intensification	Sustainable Economic & Ecological Development	Incorporated into ongoing Master Plan work as part of DC by-law update

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
18-May-21	Hamilton Municipal Heritage Committee Report	(a) Inventory and Research Working Group Recommendations respecting 322 Mt. Albion Road, Hamilton (Item 10.1) The Inventory and Research Working Group Recommendations respecting 322 Mt. Albion Road, Hamilton, were DEFERRED to a future Planning Committee meeting to allow staff time to meet with the applicants for further discussions.	Does not align	Property is stable and not under any immediate threat of demolition. Staff have instead added the property to the public list of candidates for designation and notified the owner.
31-May-21	Free-Floating Carshare Pilot Program	(a) That the City of Hamilton implement a pilot permit program to allow for free-floating carshare parking in Wards 1, 2, and 3 for an 18-month period and report back to the Public Works Committee prior to the end of the pilot;	Sustainable Economic & Ecological Development	Complete
15-Jun-21	Care Facilities and Group Homes (Urban Area) – Human Rights and the Zoning By-law Discussion Paper	(c) That staff report back to the Planning Committee summarizing public input and identifying the preferred zoning definition and regulations for residential care facilities and group homes to be incorporated into the new residential zones in Zoning By-law No. 05-200.	Safe & Thriving Neighbourhoods	Planning Staff reported in June 2021 and recommended By-law updates. Council adopted staff recommendations
01-Jul-21	Removal of the Name Ryerson from the Recreation Centre at 251 Duke Street, Hamilton	(c) That the recommended name be submitted to the City's Facility Naming Sub-Committee for review and approval;	Does not align	completed
13-Aug-21	Support for the National Council of Canadian Muslim's Recommendations	(a) That the Director of By-Law Enforcement be directed to report back to Planning Committee on options to create a by-law(s) to undertake NCCM Recommendation 55: 55. Pass municipal street harassment bylaws that are proportional and constitutional such as the approach now being adopted in Edmonton after the NCCM initiative. Bylaws should also address clearly hateful verbal assaults and give authorities the ability to ticket and fine when necessary.	Does not align	Hate crime is a criminal code matter, enforced by Hamilton Police Services. Bylaw officers cannot enforce.
13-Aug-21	Block Party Assistance Program	The appropriate staff report back to the next E&CS meeting with options for residents wishing to hold safe block parties that are less costly & more efficiently approved.	Does not align	Requests are addressed through the Special Events Advisory Team.

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
05-Oct-21	Hamilton Municipal Heritage Committee Report	(b) Heritage Permit Application HP2021-033, under Part IV of the <i>Ontario Heritage Act</i> for the relocation of 398 Wilson Street East, Ancaster (PED21196) (Ward 12) (b) That staff be directed to report back to the Planning Committee before July 2022 on how the above Conditions (a) (i) to (xvii) have been cleared.	Does not align	The Heritage Permit conditions have not been satisfied and, therefore, there is nothing to report back on.
21-Oct-21	Options for Relief from Municipal Charges for the Taxi Industry	That Government Relations staff be directed to begin discussions with the relevant Ministries, Association of Municipalities of Ontario and other municipalities to collaborate on challenges that the Taxi and Snow Plow industries are facing with insurance and report back to the Audit, Finance & Administration Committee;	Does not align	Government Relations resources are focused on Council priorities
03-Nov-21	Recommendations and Alternative Options for the Hamilton Farmers' Market	Staff was directed to review the following options regarding the Hamilton Farmer's Market and report back to GIC with recommendations and alternative options: (i) Use of the Community Improvement Plan, as it relates to the Hamilton Farmers' Market; (ii) The provision of financial support to the Hamilton Farmers Market to enable the Market to work with and provide indirect support to vendors on the adoption of new commercial initiatives such as e-commerce and technological sharing via an online/virtual market; (iii) Encourage the Hamilton Farmers Market Corporation to consider longer term licence agreements with vendors, using a minimum base fee with the balance of fees owed as a percentage of sales; (iv) Revisions to the conditions of the Operating Agreement between the City and the Hamilton Farmers Market Corporation and the degree to which the entity is governed by provisions of the Municipal Act, 2001 including the provisions referencing Section 106, could be considered if aligned with the recommended outcomes from the governance review; (v) The provision of further and specific marketing campaign support on the benefits of healthy and fresh food (for example, less handling than large retail) at the HFM as part of the urban food system with proximity and access to transportation; (vi) In conjunction with Economic Development, connect arts and craft vendors in the Market with Tourism Hamilton to promote tourism and Market attendance (vii) Develop and support outreach and partnership initiatives between the Hamilton Farmers Market and community gardens and urban and rural "Grow a Row" providers to promote local agriculture and the purchase of goods through the Hamilton Farmers Market.	Sustainable Economic & Ecological Development	This was directed during COVID and has subsequently been replaced by new direction with respect to the Visioning and Governance reviews.
15-Nov-21	Child & Adolescent Services 2021-2022 Budget and Base Funding Increase of Five Percent	That staff be directed to provide an information report on the challenges, referrals and waiting lists for child and adolescent counselling services within the City's network of Children's and Adolescent Mental Health Services.	Does not align	Complete

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
17-Nov-21	Opportunities to House a Hamilton Museum Federal and Provincial Funding Opportunities	Staff was directed to work with the Hamilton Museum Citizen Committee to continue to explore opportunities to house a Hamilton Museum in a new or existing facility; and, Staff was directed to explore opportunities with our federal and provincial governments for cultural funding to support the development of a physical and virtual Hamilton Museum.	Does not align	Hamilton Museum Citizens' Committee is supportive, and staff are working with the Hamilton Public Library on the proposal
18-Nov-21	Fraud and Waste Annual Report	That the Senior Leadership Team consider revising the process for disclosure and mitigation of Conflicts of Interest as required per the Code of Conduct for Employees and report back to the Audit, Finance and Administration Committee by June 2022;	Working of City Hall & Transparency in Municipal Government	Complete
19-Nov-21	GRIDS 2 and Municipal Comprehensive Review – “How Should Hamilton Grow? Evaluation”	(a) That staff be directed to report to the Planning Committee annually on residential development activity including, but not limited to, the City’s residential intensification rate; construction activity in terms of housing mix; the City’s supply of vacant land to accommodate forecasted growth; and, a comparison of actual versus forecasted growth, as per the land needs assessment, to allow for adjustment, as needed, due to any negative or positive impacts of the adopted City of Hamilton urban boundary and growth strategy.	Working of City Hall & Trust in Municipal Government	Direction superceded by new provincial requirements for quarterly reporting on review timelines
11-Jan-22	Various Delegations respecting the Taxi By-law	Staff was directed to report back to the Planning Committee respecting the Delegations’ concerns with the taxi industry and how the City can address the issues, including an overview of fees, an explanation of the surcharge fee and how it is split, insurance costs, the meter drop, the accessible incentive fee, and Section 52 of the Taxi By-law regarding the discount for the broker and driver.	Does not align	Complete, August 3, 2022 Planning Committee - PED22055.
17-Jan-22	Discovery Centre Strategy Framework	(b) That staff be directed to report back to the West Harbour Development Sub-Committee by Q1 2023 with a recommended long-term Strategy for the Discovery Centre property and Hamilton Waterfront Trust managed lands immediately south of the Discovery Centre, up to the South Pier wall.	Does not align	Completed.
23-Mar-22	Possible portions of the agreement between the City of Hamilton and the Hamilton Urban Precinct Group LP, with regard the lands known as the FirstOntario Centre, the Hamilton Convention Centre and the FirstOntario Concert Hall may be publicly	Staff was directed to review what, if any, portions of the agreement between the City of Hamilton and the Hamilton Urban Precinct Group LP, with regard the lands known as the FirstOntario Centre, the Hamilton Convention Centre and the FirstOntario Concert Hall may be publicly released, and report back to GIC.	Working of City Hall & Trust in Municipal Government	Addressed May 31, 2023 General Issues Committee

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
23-Mar-22	Annual Report on the Operations of the Hamilton Urban Precinct Group LP, with regard the lands known as the FirstOntario Centre, the Hamilton Convention Centre and the	Staff were directed to report back annually on the operations of the Hamilton Urban Precinct Group LP, with regard the lands known as the FirstOntario Centre, the Hamilton Convention Centre and the FirstOntario Concert Hall, to GIC.	Does not align	Addressed July 10, 2023 General Issues Committee
05-Apr-22	Temporary Use By-law to Zoning By-law No. 05-200 – Outdoor Commercial Patios and Temporary Tents	(c) That staff be directed to report back, prior to the expiration of the Temporary Use By-laws attached as Appendix "A" and "B" to Report PED20135(c) or at the request of Council, to present staffs' evaluation of these temporary permissions to determine if any modifications to the regulations for Outdoor Commercial Patios and/or temporary tents in Zoning By-law No. 05-200 is appropriate or whether some or all of the temporary permissions for Outdoor Commercial Patios and/or temporary tents should be established permanently.	Does not align	This has been addressed through By-law 22-074
27-Apr-22	Accessible Transportation Services Performance Report	Staff were directed to report back to Public Works and ACPD respecting ATS on a quarterly basis.	Safe and Thriving Neighbourhoods	The process for the quarterley reports has been enacted and will be ongoing.
27-Apr-22	Accessible Transportation Services Performance Report	Staff were directed to report back to Public Works and ACPD respecting ATS on a quarterly basis.	Safe and Thriving Neighbourhoods	Duplicate entry, consolidating on the Public Works outstanding business list
16-May-22	Update to Parks By law 01-219	Staff were directed to report back with best practices respecting the regulation of alcohol consumption in public parks.	Does not align	There are not sufficient staff resources to undertake this project
24-May-22	ACPD Guidance to Hamilton BIA Communities on How to Make Outdoor Dining Locations Fully Accessible	That the Advisory Committee for Persons with Disabilities (ACPD), in collaboration with the ACPD Outreach Working Group, work with staff to develop print materials, to come back to ACPD for approval, for dissemination to Hamilton BIA communities to provide guidance on how to ensure outdoor dining is fully accessible including space, facilities, amenities and services	does not align	Complete

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
30-May-22	Bayfront Park – Transit Service Extension	Staff were directed to report back to Public Works Committee in Q4 2023 providing a review of the Bayfront Park – Transit Service Extension modifications, including an opportunity for resident feedback.	Safe and Thriving Neighbourhoods	The new Transit Network design has been released and provides for robust public consultation and this can be captured during that exercise.
02-Jun-22	Follow Up Audit: Transportation Operations Inventory Audit, Fraud & Waste Investigation, and Follow Up to Audit Report 2013-17 – Public Works – Traffic Inventory	That the General Manager of Public Works be directed to finish the implementation of the Management Responses listed in AUD20008 and that remain incomplete in Appendices “A” and “B” to Audit, Finance and Administration Committee Report 22-011 and report back to the Audit, Finance and Administration Committee by May 2023 on the nature and status of actions taken in response to the audit report.	Safe and Thriving Neighbourhoods	Completed via Audit, Finance, and Administration Standing Committee on September 21, 2023
15-Jun-22	Core Asset Management Plan	That staff be authorized and directed to extend the office of Corporate Asset Management permanently, to be reviewed in 2025.	Does not align	Complete, office is operational
13-Jul-22	Hamilton Future Fund Audit Report and Governance Review and Reserve Strategy	That staff be directed to report back to the Hamilton Future Fund Board of Governors at the next meeting with a summary of the: (a) Future Fund Audit Report (AUD21013) approved by the Audit, Finance and Administration Committee on December 9, 2021; and (b) Hamilton Future Fund Governance Review and Reserve Strategy (FCS22045) approved in Governance Sub-Committee Report 22-002 by Audit, Finance and Administration Committee, June 2, 2022.	Does not align	Completed September 16, 2022
18-Jul-22	Hamilton Light Rail Transit (LRT) Project Update	report back to the Light Rail Transit Sub-Committee at the September 26, 2022 meeting, respecting how the project is being managed on behalf of the City, the design considerations, the City's policy frameworks that will be informing the design process and how the changes since 2019 can be incorporated into the design. That staff be directed to prepare the report in full collaboration with Metrolinx, in order to ensure it is a joint project.	Safe and Thriving Neighbourhoods	Completed via PED23139

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
03-Aug-22	Application for Amendment to Glanbrook Zoning By-law No. 464 for Lands Located at 0 Gowland Drive and 3435 Binbrook Road, Glanbrook	(b) That staff be directed to explore a secondary egress; and, (c) That staff be directed to ensure the design of the building conforms to the Binbrook Village Design Guidelines.	Does not align	In December 2022 the City Received an updated Site Plan Submission for 3435 Binbrook Road which included a secondary egress. Staff are reviewing the Site Plan to ensure conformity with the Binbrook Village Design Guidelines.
08-Aug-22	Security Report on Theft and Vandalism Prevention in City-Owned Spaces. Results of 2-year Pilot Program	Staff were directed to report back respecting The Results of the 2 year Pilot Program re Security Report on theft and vandalism prevention in City-owned spaces.  That item ADC on the Public Works Committee Outstanding Business List respecting "Staff were directed to report back respecting the results of the two year Pilot Program re Security Report on theft and vandalism prevention in City owned spaces.", be referred to staff for a report back to the Public Works Committee.	Sustainable Economic & Ecological Development	Complete
11-Aug-22	2022 External Audit Services 1 Year Contract Extension	That staff be directed to report back with the results of the negotiations with KPMG LLP to a future Audit, Finance and Administration Committee meeting for Council approval.	does not align	Completed December 2022
06-Sep-22	Applications for Amendments to the Urban Hamilton Official Plan, Stoney Creek Zoning By-law No. 3692-92, and Hamilton Zoning By-law No. 05-200, and Draft Plan of Subdivision for Lands Located at 11, 19, 20, 21, 23, 27 and 30 Lakeside Drive and 81 Waterford Crescent (Stoney Creek)	That Report PED 22150 respecting Applications for Amendments to the Urban Hamilton Official Plan, Stoney Creek Zoning By-law No. 3692-92, and Hamilton Zoning By-law No. 05-200, and Draft Plan of Subdivision for Lands Located at 11, 19, 20, 21, 23, 27 and 30 Lakeside Drive and 81 Waterford Crescent (Stoney Creek) (Ward 10) (Item 10.1) be DEFERRED to the new term of Council.	Does not align	Appealed to the Ontario Land Tribunal.

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
29-Nov-22	Bill 23, Proposed More Homes Built Faster Act, 2022	(c) That staff report back to Council should Bill 23, <i>More Homes Built Faster Act</i> , 2022 be proclaimed on any required staffing, process, fee and By-law changes necessary to implement Bill 23, <i>More Homes Built Faster Act</i> , 2022;	Does not align	Staff report back quarterly through budget variance report
30-Nov-22	Commencement Date of the External Legal Counsel for the Chedoke Creek Remediation Order Matter	Staff was directed to report back to General Issues Committee with the commencement date of the external legal counsel for the Chedoke Creek Remediation Order matter.	Working of City Hall & Transparency in Municipal Government	completed by Legal, Dec 1, 2022
19-Jan-23	Winter Response Strategy	(d) That staff report back to the August 17, 2023 Emergency and Community Services Committee meeting with recommendations for an annual winter response strategy.	Safe and Thriving Neighbourhoods	Completed September 7, 2023 Emergency and Community Services Standing Committee
25-Jan-23	Hamilton Alliance for Tiny Shelters Site Options and Considerations	That staff be directed to work with the Hamilton Alliance for Tiny Shelters (HATS) on their model to: (a) align the intake, operational, community consultation and site selection processes of their initiative to the Housing and Homelessness Strategy framework and that of the Homeless Serving sector in Hamilton; (b) address the needs of people that are currently living in encampments with an equity lens; and (c) report to the Emergency and Community Services Committee with a summary of assessment and recommendations for consideration.	Safe and Thriving Neighbourhoods	Hamilton Alliance for Tiny Shelters has withdrawn their funding request - site location will be addressed as part of August Encampment Protocol
01-Feb-23	Encampment Litigation Update	CLOSED SESSION DIRECTION – See Feb. 1st CLOSED Minutes	Safe and Thriving Neighbourhoods	Completed in report to Council in March 2023
01-Feb-23	Establishing a Process to Appoint a Municipal Representative to the Hamilton Oshawa Port Authority Board of Directors	That the collective results of the working groups be reported back to the General Issues Committee with a recommended process for jointly appointing a single municipal representative to the Hamilton-Oshawa Port Authority Board of Directors.	Does not align	Complete
08-Feb-23	Upper Paradise Road In-Service Road Safety Review	Upon the conclusion of the Upper Paradise Road in-service road safety review that the Transportation Operations & Maintenance Division, staff were directed report back to the Public Works Committee with the review's findings inclusive of costs and a proposed implementation plan in Q3 of 2023.	Safe and Thriving Neighbourhoods	Completed September 18, 2023

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
13-Feb-23	Burlington Street Sewage Spill Update	The General Manager, Public Works was directed to provide an annual update report to the Public Works Committee regarding sewage spills from City of Hamilton sewer infrastructure.	Sustainable Economic & Ecological Development	Complete
15-Feb-23	Innovation Factory and Synapse Life Sciences Consortium Request for Funding Renewal	That City staff, together with Innovation Factory, including Synapse Life Sciences Consortium, report back to General Issues Committee with an annual review of the Municipal Funding Program prior to the approval of a renewal option for 2023 and subject to satisfactory Key Performance Indicator (KPI) results of the previous year.	Sustainable Economic & Ecological Development	Given the low dollar value of the request the General Manager can approve through delegated authority.
16-Feb-23	Hamilton Alliance for Tiny Shelters Proposal - REVISED	That REVISED Report HSC22015(a) respecting a Hamilton Alliance for Tiny Shelters Proposal be referred back to staff to work with the Hamilton Alliance for Tiny Shelters on the establishment of an operational plan and report back to the Emergency and Community Services Committee.	Safe and Thriving Neighbourhoods	Hamilton Alliance for Tiny Shelter has withdrawn their funding request - site location will be address as part of August Encampment Protocol
16-Feb-23	Hamilton Women and Gender Equity Committee, Citizen Committee Report, respecting Applying a gender lens to the City of Hamilton for the Operational Budget	That the Hamilton Women and Gender Equity Committee, Citizen Committee Report, respecting Applying a gender lens to the City of Hamilton Budget, be received and referred to staff for report back to the Audit, Finance and Administration Committee in advance of the 2024 budget process on how a gender-based lens can be applied through a municipal budgeting process.	Working of City Hall & Transparency in Municipal Government	Duplicative of the Budget Review process, will be included within that work
22-Feb-23	Restoration of Clean, Running water for the Residents who Reside at 1083 Main Street East	d) That staff report back to Planning Committee with an update regarding this matter; and e) That staff report back to the Planning Committee on any changes to the current Property Standards, Vital Services, public health and other related by-laws to ensure that enforcement mechanisms are available to address issues such as the ones faced by residents at 1083 Main Street East.	Safe & Thriving Neighbourhoods	Addressed as part of the renovations report

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
22-Mar-23	Temporary Outdoor Patio Program's Compliance with the Accessibility for Ontarians with Disabilities Act	(a)That staff consult with the Advisory Committee for Persons with Disabilities (ACPD) at their next meeting and consider recommendations from delegate James Kemp as delivered at the March 22, 2023 General Issues Committee and other best practices. (b)That staff report back to the General Issues Committee with recommendations	Does not align	Addressed through July 10 GIC - PED23108.
22-Mar-23	Annual Report on the Impacts of the No Growth Option	That staff be directed to report back to the General Issues Committee annually on the impacts of the no growth option; specifically, on Social housing unit cost, land cost, square footage development costs, and mixed housing contrasting with benchmarking on current values	Does not align	Direction superceded by new provincial requirements for quarterly reporting on review timelines
03-Apr-23	Hamilton Street Railway (HSR) Fare Policies	That the General Manager, Public Works or designate, be directed to seek stakeholder feedback on the Fare Assist Program through public consultation to be completed by May 31, 2023, with a recommendation back to the Public Works Committee.	Safe and Thriving Neighbourhoods	completed
03-Apr-23	Hamilton Street Railway (HSR) Fare Policies	That the General Manager, Public Works or designate, be directed to seek stakeholder feedback on the Fare Assist Program through public consultation to be completed by May 31, 2023, with a recommendation back to the Public Works Committee.	Safe and Thriving Neighbourhoods	Duplicative of ADR - Hamilton Street Railway (HSR) Fare Policies
06-Apr-23	Accessible Transit Services: DARTS Fleet Management and Vehicle Safety Audit (Report 50695) Management Action Plans	That the General Manager of Public Works be directed to implement the Management Action Plans (attached as Appendix "A" to Report AUD22007(a) and report back to the Audit, Finance and Administration Committee by October 2023 on the nature and status of actions taken in response to the audit report.	Safe and Thriving Neighbourhoods	Completed via Audit, Finance and Administration, April 6, 2023
12-Apr-23	Outdoor Commercial Patios – Minor Variances and Temporary Use By-laws	That staff be directed to amend the interpretation note for Routine Minor Variance applications in the Tariff of Fees By-law to include variances to the zoning by-law regulations for Outdoor Commercial Patios and the temporary use provisions where a Temporary Use By-law applies to the property for Outdoor Commercial Patios as a Routine Minor Variance	Does not align	Completed
19-Apr-23	Housing Sustainability and Investment Roadmap (HSIR)	(i) That staff be directed to communicate to Council on how the remaining balance of the Homelessness Prevention Program (HPP) funding will be applied in support of the Housing Sustainability Investment Roadmap (HSIR) and Housing and Homelessness Action Plan (HHAP) once final amounts are known and able to be publicly communicated;	Safe and Thriving Neighbourhoods	Completed - communicated to Council

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
20-Apr-23	Renovictions Stakeholder Consultation  part (e) referred to planning	(a) That Council approve increasing the balance of the Tenant Defence Fund Project ID 6731841801 by \$50 K in 2023 through a transfer from Project ID 6731941901 Hamilton Portable Housing Benefit to the Tenant Defence Fund Project ID 6731841801; and, (b) That the Tenant Defence Fund eligibility be expanded to include N12 notices; (c) That staff be directed to report back on the expansion of the Tenant Defence Fund program scope and flexibility to allow the City to support eligible tenants to preserve affordable rental housing in the private market, through the following components: (i) Increase the annual overall fund amount; (ii) Streamline access to professional services (iii) Tenant information services; (iv) Tenant organizing and capacity building; and (v) Research and policy development (d) Staff to report back to E&CS in August 2023, with recommendations on the full suite of options to halt renovictions in the COH including Rent SafeTO, the City of Toronto Tenant Support Program and amendments to various City by-laws, rental replacement policies, the use of building permits, and a city-wide Licensing by-law and Renovictions by-law; (e) That staff report back on the ability for the municipality to track sale notices for multi unit buildings, to monitor trends in this area and create process to inform tenants of their right in case of ownership change; and (f) That staff be requested to assess the feasibility of coordinating with health care partners to track tenants who are receiving homecare are also being subject to eviction notices. (g) That staff be requested to assess the feasibility of coordinating with health care partners to track tenants who are receiving homecare are also being subject to eviction notices.	Safe and Thriving Neighbourhoods	Completed at th August 2023 Emergency and Community Services meeting
03-May-23	Our City Survey 2022 Results	(b) That staff be directed to report back with recommendations on the next steps for the evolution of the Our City Survey, including best practices, recommendations on methodology, resourcing and data integration opportunities, in June or July 2023, prior to initiation of the 2024 budget process.	Working of City Hall & Transparency in Municipal Government	Complete as per Our City Survey CM23011(a) - Aug 14, 2023 General Issues Committee
15-May-23	2023 Hamilton Community Heat Response Plan	That staff in Healthy and Safe Communities be directed to report back to the Emergency & Community Services Committee on the feasibility of the development of a municipal program to support low-income tenants with the cost to run an air conditioning unit and to support retrofits of private purpose-built rental housing in Q4 2023;	Does not align	Work was completed on a previous project, results will be shared via communications update

**Outstanding Business Items to be Removed**

Date Initiated	Issue	Direction	Council Priority	Rationale
17-May-23	Proposed Encampment Protocol	(c)That staff be directed to make the Proposed Encampment Protocol attached as Appendix "A" to Report HSC20038(f) / PED21188(c) available for public comment (including written comments) until June 30, 2023, and that staff report back with a final recommended protocol at the General Issues Committee on August 2023; (d)That staff be directed to conduct a scan of jurisdictions that currently operate sanctioned encampments and further research/consultation as required and bring back options regarding operating models, parameters and criteria for site identification and potential sites with the goal of incorporating sanctioned sites into a new encampment protocol once site(s) and operating model are approved by Council; (e)That staff be directed to work with stakeholders to: i.Address washrooms, showers, and access to drinking water; ii.Integrate of peer and Indigenous supports into encampment response; iii.Develop a task force or committee, comprised of City staff, community stakeholders, and people with lived experience to advise on the development and policy of encampment response and appeals process; iv.Report back to the General Issues Committee with recommendations and required resourcing; and, (g) That staff be directed to prepare a detailed report on the Proposal for Supportive Housing.	Safe and Thriving Neighbourhoods	Completed at August 2023 General Issues Committee meeting
25-May-23	Update on Ontario Land Tribunal (OLT) Appeals for 41-61 Wilson Street and 97, 99 and 117 John Street North; and 474 Provident Way; and 16 Cannon Street East	Closed Minutes	does not align	No reportback is required. Staff will report back as part of the appeals process, if needed.
21-Jun-23	Bill 97, Proposed Helping Homebuyers, Protecting Tenants Act, 2023 and Proposed Provincial Planning Statement 2023	(d) That staff report back to Council should Bill 97, Helping Homebuyers, Protecting Tenants Act, 2023, and the proposed new Provincial Planning Statement be proclaimed on any required staffing, process, fee and By-law changes necessary to implement the proposed changes;	Safe and Thriving Neighbourhoods	Complete
29-Jun-23	West Harbour Growth Accommodation in Schools	That the matter be referred to City Staff for a report back to the HWCDSB Liaison Committee.	Does not align	Completed

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
08-Aug-17	Locations of Accessible Washrooms in City Owned Facilities	That staff be directed to provide an inventory of accessible public washrooms in City owned facilities, to be made available to the public	does not align	Current: N/A New: Q1 2024  N/A	
09-Apr-18	Commercial Relationship Between the City of Hamilton and M.J. Dixon Construction Ltd	That staff be directed to review the operations of M.J. Dixon Construction Limited, in the 5 <sup>th</sup> year of the bid, proposal and quotation ban, and report back to the Audit, Finance & Administration Committee.	does not align	Current: Apr-23 New: Q3 2023  Staff workload and competing priorities	
04-Jun-18	Parkland Acquisition Strategy	Staff from the Public Works, and Planning and Economic Development departments complete a city-wide parkland acquisition strategy, and report back with recommendations to GIC	Sustainable Economic & Ecological Development	Current: Sep-23 New: Oct-23  The Park Master Plan will address this item	
17-Jun-19	Roadway Safety Measures on Aberdeen Avenue from Queen Street to Longwood Road	(v) That staff be directed to evaluate the effectiveness of the roadway safety measures and report back to the Public Works Committee within six months of implementation; and,	Safe and Thriving Neighbourhoods	Current: N/A New: Nov-23  N/A	
01-Oct-19	Construction Hoarding	(a) That staff be directed to include in the update to the City's Construction Management Plan Guidelines, language to encourage developers to incorporate art or other means of beautifying construction hoarding, particularly in the case of infill development where there are existing residents and businesses located close by; and, (b) That staff be directed to review the City's Sign By-law, and any related City by-laws, and report back to the Planning Committee with options for charging an additional fee for construction hoarding located on the public realm that includes construction branding or advertising, with such funds to be directed toward providing public art or other beautification of construction hoarding.	does not align	Current: Sep-21 New: Q4 2024  Initiative has been delayed due to higher priority by-law initiatives, recommending Q4 2024	
02-Oct-19	Community Benefits Policy Regarding Electric Message Display Signs	That staff be directed to develop a Community Benefits Policy as part of an updated Electric Message Display (video) Sign By-law.	does not align	Current: Dec-22 New: Q4 2024  Sign by-law review deferred to 2024 due to competing priorities. Recommending a new due date of Q4 2024.	

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
02-Dec-19	Municipal Actions to Reduce Harms Associated with Alcohol Use	(b) That Public Health Services report back to the BOH with recommended updates to the Municipal Alcohol Policy	does not align	Current: Sep-23 New: Q4 2023  Recommend this report be delayed to Q4 2023 as staff resources were needed on higher priority issues.	
13-Jan-20	Standardization of Enterprise Asset Management Systems	(c) That the General Manager, Public Works, or their designate be directed to provide semi-annual status updates to the Public Works Committee on benefits progress post implementation;	does not align	Current: Jun-24 New: Q2 2025  Not required until post project implementation and benefits have started to be realized. Recommending to move out one year to accommodate project delays.	
06-Feb-20	Municipal Property Tax Billing Software	That staff report back to Audit, Finance and Administration Committee on the results of this program along with recommendations on how best to proceed with respect to the Property Tax Billing Software.	does not align	Current: Q1 2023 New: Q4 2023  Recommnd revising the timeline to Q4 2023 in order to prioritize other projects.	
13-May-20	2020 Property and Liability Insurance Renewal Report	(i) That Risk Management Services report back to Council with a work plan for expanding enterprise risk management.	does not align	Current: Mar-23 New: Q2 2024  Delay report to Q2 2024 to prioritize higher priority work	

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
07-Nov-20	Alternative Budget Reporting Approaches of Operating Impacts from Contributed Assets	Staff was directed to review and investigate alternative budget reporting approaches of operating impacts, related to future growth-related projects, from contributed assets and report back through the Audit, Finance & Administration Committee with the final report being referred to the 2022 Tax Supported Capital Budget process for consideration.	Working of City Hall & Transparency in Municipal Government	Current: N/A New: Q3 2025  Report targeting July 2025 aligned with the Council Priority outcome of implementing an updated budget process	
09-Dec-20	Creative Enterprise Facilities Property Tax Sub-class	(a) That staff be directed to report back to the Audit, Finance & Administration Committee with options for the creation of a Small Business Tax Sub-class; (c) That, should the Province support extending the Creative Enterprise Facilities Property Tax Sub-class to the City of Hamilton, Finance staff be directed to report back to the Audit, Finance & Administration Committee with options for creating such a sub-class.	does not align	Current: Q4 2022 New: TBD  Follow-up needed with Province, a new date will be determined following engagement with government counterparts	
13-Jan-21	Updated Hamilton Tourism Strategy 2021 to 2025	Staff was directed to report back to GIC in late 2021 to provide recommendations related to the updated Hamilton Tourism Strategy 2021 to 2025.	Sustainable Economic & Ecological Development	Current: Sep-23 New: Dec-23  delay report to December 2023 to prioritize Council interests	
06-Apr-21	Former St. Giles Church, located at 679 Main Street East, and 85 Holton Street South, Hamilton	(a) That the designation of the former St. Giles Church, located at 679 Main Street East, and 85 Holton Avenue South, Hamilton, be referred back to Planning Committee to allow the Ward Councillor time to meet with the applicant and the community with respect to the proposed future development of the site; and (b) That the owner of 85 Holton Avenue be invited to attend a future Planning Committee to present their proposed approach and concept for the development of 85 Holton Avenue, prior to making a formal application for planning approval.	Sustainable Economic & Ecological Development	Current: Dec-21 New: Q2 2024  Revise timeline to Q2 2024 to allow time for appropriate meetings and preparation.	
21-Apr-21	Protection of Privacy	Staff was directed to review all legislation regarding the protection of privacy, and report back to GIC with a report that includes, but is not limited to, the scope and roles and responsibilities of each of the responsible parties (members of Council and staff).	does not align	Current: Apr-23 New: Q4 2024  Targeting report for Q4 2024. Report has been delayed to focus on higher priority projects	

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
30-Apr-21	Advisory Committee for Persons with Disabilities	That Communications staff be directed to review the branding standards used throughout the City of Hamilton and report back to the Governance Review Sub-Committee.	does not align	Current: N/A New: Oct-23  N/A	
15-Feb-22	Applications for an Official Plan Amendment and Zoning By-law Amendment for Lands Located at 65 Guise Street East (Pier 8, Block 16), Hamilton	(a) That Report PED22031, together with any written submissions and input from delegations on Official Plan Amendment Application No. UHOPA-22-001 and Zoning By-law Amendment Application No. ZAC-22-003 be received at Planning Committee be referred to staff for consideration and incorporated into a future Recommendation Report to Planning Committee;	Liveable Neighbourhoods	Current: Q2 2024 New: Q4 2024  Application review is progressing. Timeline has changed due to delay in receiving resubmission from applicant. Final Recommendation Report is anticipated in Q4 2024.	
30-Mar-22	Advisory Committee for Persons with Disabilities' Request respecting Accessible Transport related to the City's Accessible Taxicab Financial Incentive	(a) Investigate methods of revamping or improving the Accessible Taxicab Financial Incentive Program in an effort to recruit drivers and to ensure the program's sustainability in the future, and report back to the Planning Committee;] (b) Consider the feasibility of compensation to the Accessible Taxicab Operators that provided accessible service during the lockdown and the Accessible Taxicab Financial Incentive Program's suspension period, and report back to the Planning Committee; (c) Develop a pandemic contingency plan with respect to the Accessible Taxicab Financial Incentive Program's audit process to ensure continuity of service while maintaining pandemic protocols as well as the safety of the staff, and report back to the Planning Committee; and (d) Determine if Personal Transport Provider Operators that are providing Accessible Transport in the City are charging an additional fee for the service, if they have plans to provide accessible service in the future or if they are willing to pay a more proportionally equivalent annual fee to opt-out of the requirement to provide Accessible Transport, and report back to the Planning Committee.	Safe and Thriving Neighbourhoods	Current: N/A New: Q3 2024  N/A	
07-Apr-22	Shelter System Complaint Resolution Process	(c) That once established, staff report back to E&CS on the details of the formalized shelter system complaint resolution process.	Safe and Thriving Neighbourhoods	Current: N/A New: Q3 2023  Delayed to address other priority report	

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
27-Apr-22	(i) Luca Giuliano respecting the 12 Hour Parking Rule	That staff be directed report back to Planning Committee with a review of the 12 Hour Parking Regulation and options for potential modifications.	Safe & Thriving Neighbourhoods	Current: Dec-23 New: Q2 2024  This matter is best considered as part of a larger review of residential parking regulations.	
27-Apr-22	Normal Farm Practice Peer Review by the Agricultural and Rural Affairs	That the Planning Committee direct staff to investigate implementing a per diem, comparable to that of the Committee of Adjustment, in a future report to the Planning Committee respecting the Site Plan Alteration By-law.	does not align	Current: N/A New: Q3 2024  N/A	
30-May-22	Environmentally Sustainable Solutions for Food Trucks in Bayfront (and other Parks)	Staff were directed to report back on the trial of the electrical hook up at Sam Lawrence Park by Q4 2023.	Sustainable Economic & Ecological Development	Current: Dec-23 New: Q4 2024  Park construction permitting took longer than anticipated. The trial should encompass 1 full summer season and then report back. Recommend updating the timeline to Q4 2024 to ensure data can be collected.	
10-Jun-22	Condominium Conversion Policy Review	(a) That Planning Division and Legal Services Division Staff be authorized to consult with stakeholders and the public on: (i) The proposed Official Plan Amendment attached as Appendix "A" to Report PED22091, relating to polices about conversion of rental housing to condominium tenure and demolition of rental housing; (ii) The proposed Municipal Act By-law attached as "Appendix "B" to Report PED22091, to regulate the demolition and conversion of rental housing in the City of Hamilton; (b) That Planning Division and Legal Services Staff be directed to report back to Planning Committee with final recommendations on the Official Plan Amendment and the Municipal Act By-law, with any modifications based on the results of the stakeholder and public consultation;	Liveable Neighbourhoods	Current: Aug-23 New: Q4 2023  Report is delayed to September to prioritize higher needs work	

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
19-Jul-22	Discovery Centre Strategy Framework: Strategy Development Process Update and Next Steps (Opportunity Study)	(b) That in accordance with Step 3 "Confirm Vision" of the Discovery Centre Strategic Framework approved by Council in February 2022, that staff report back to the West Harbour Development Sub-Committee by no later than Q1 2023 with a summary of the stakeholder and community consultation, including HPL and the Hamilton Museum Citizens Group consultation; findings of the general market assessment; findings of the capital and operational cost analysis; and an assessment of alternatives for the future vision of the Site.	Transparency in Municipal Government	Current: Sep-23 New: Q4 2023  delay report to December 2023 to prioritize Council interests	
11-Aug-22	IT Asset Management Review)	That the General Manager of Finance and Corporate Services be directed to implement the Management Responses (attached as Confidential Appendix "B" to Report AUD22006) and report back to the Audit, Finance and Administration Committee by August 2023 on the nature and status of actions taken in response to the audit report; and,	Working of City Hall & Transparency in Municipal Government	Current: Aug-23 New: Q4 2023  Staff are handling high workload and competing priorities	
09-Sep-22	Accessible Transit Services: DARTS Fleet Management and Vehicle Safety Audit	That the General Manager of Public Works be directed to report back to the Office of the City Auditor by January 2023 with a detailed management action plan, which will then be reported to the Audit, Finance and Administration Committee for approval.	Safe and Thriving Neighbourhoods	Current: Jan-23 New: Q1 2024  Staff are handling high workload and competing priorities	
21-Sep-22	Agreement Regarding Access to Hamilton/Burlington Piers	(a) Staff were authorized and directed to enter into negotiations with the Hamilton-Oshawa Port Authority on the assumption of responsibility by the City for the maintenance of public access on the Hamilton portion of the Hamilton/Burlington Piers, and to report back to GIC with a recommended; and, (b) Staff was directed to finalize a risk assessment for the Hamilton/Burlington Piers and include the information along with the report to GIC on the proposed agreement.	Sustainable Economic & Ecological Development	Current: N/A New: TBD  'Date pending response from HOPA related to agreement content and coordination with Burlington	
22-Sep-22	Cold Alert Response	(b)That Staff report back to the Emergency and Community Services Committee to in Q2 2023 summarizing whom these funds were allocated and how they were spent in order to address the needs of the community;	Safe and Thriving Neighbourhoods	Current: Aug-23 New: Q4 2023  Delayed while staff addressed encampment reports	

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
14-Dec-22	Snow Clearing By-Law Review	That staff be directed to review, in collaboration with the Advisory Committee for Persons with Disabilities, City of Hamilton Snow Clearing By-Law 03-296, so that it may be revised to meet the needs of all persons with disabilities in preparation for the 2023/24 winter season	does not align	Current: N/A New: Q1 2024  N/A	
18-Jan-23	Residential Vacant Unit Tax Program Framework	(e) That staff be directed to report back with the findings from the first year of the Residential Vacant Unit Tax as part of an annual reporting requirement.	Safe and Thriving Neighbourhoods	Current: Mar-24 New: Q3 2024  The vacant unit tax will be added to tax bills mailed in June 2024. Appeals begin in July 2024. A report on the findings in Aug/Sept 2024 would be appropriate.	
08-Feb-23	Report on Recommendations for a Board of Health Advisory Committee	(a) That staff engage in consultation with appropriate City of Hamilton Advisory Committees, community partners, healthcare professionals, members of the public and other interested stakeholders to identify issues and opportunities with the current Board of Health's governance process; (b) That based on the results of the consultation, staff report back with options for the Board of Health's governance which will include as an option a dedicated Board of Health Advisory Committee as well as an option for a semi-autonomous board of health, and report back to the Governance Review Sub-Committee with recommendations prior to the end of Q3 of 2023;	does not align	Current: Sep-23 New: Q4 2023  Staff resources were needed on higher priority issues.	
15-Feb-23	Canada Mortgage and Housing Corporation (CMHC) Rapid Housing Initiative (RHI) Round 3	(e) That staff report back to the Emergency and Community Services Committee with financial recommendations in the case that actual financial obligations against the City related to construction overages incurred for projects approved under the Cities Stream, exceed Council approved funding;	Safe and Thriving Neighbourhoods	Current: Aug-23 New: Q4 2023  Delayed while staff addressed encampment reports	
16-Feb-23	Enabling Recommendations Citizen Committee Report from the LGBTQ Advisory Committee entitled, In Response to the passing of Redeemer University LGBTQIA+ student Bekett Noble	Sub-section (a) of the Citizen Committee Report from the LGBTQ Advisory Committee entitled, In Response to the passing of Redeemer University LGBTQIA+ student Bekett Noble, was referred to the Senior Leadership Team and Legal Services to ensure that City protocols are being followed and that the recommendation can be enabled, with a report back to the Emergency and Community Services Committee: (a) That, going forward the City of examine any contractual agreement it holds with Redeemer University, including the permanent funding of institutions that benefit Redeemer University, focusing on adherence to the Protocol for Gender Identity and Gender Expression; Transgender and Gender Non-Conforming Persons;	does not align	Current: Aug-23 New: Q4 2023  Delayed while staff addressed encampment reports	

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
16-Feb-23	Constituent Management Software	That Information Technology staff be directed to explore user friendly database software options and report back to the Audit, Finance and Administration Committee with those options, complete with any costs associated with adopting such software for use by Councillors and their administrative staff.	Working of City Hall & Transparency in Municipal Government	Current: Aug-23 New: Q4 2023  Staff resources were needed on higher priority issues.	
22-Feb-23	Inclusionary Zoning - Housing Needs Assessment	c) That staff be directed and authorized to undertake public and stakeholder consultation on the Housing Needs Assessment report and addendum letter	Liveable Neighbourhoods	Current: Sep-23 New: Q4 2024  Prioritizing the Condominium Conversion Policy Review.	
27-Feb-23	Investigate Increase in the Tax Rate on the Pipeline Class	That staff be directed to report back on the options to increase the tax rate on the Pipeline class, thereby decreasing the burden on other property classes, including residential.	Sustainable Economic & Ecological Development	Current: N/A New: Q1 2024  Included in Tax Policies and Area Rating Report FCS23049 at GIC on May 17. Provincial government approval is required	
22-Mar-23	Hamilton Waterfront Trust - Options for Future Operations, Programs & Services	That staff report back to City Council on the preferred model and the cost including the resources necessary to deliver the programs and services required.	does not align	Current: N/A New: Q4 2023  Model approved at Hamilton Waterfront Trust Board on April 11, 2023. Staff report in development.	
23-Mar-23	Feasibility of a Bring Your Own Device Policy	That Information Technology staff investigate the feasibility of implementing a bring-your-own-device policy that would allow Councillors and their staff to use personal computers, mobile phones and other personal devices to conduct City of Hamilton business and report back to the Audit, Finance and Administration Committee on the following: (a) the risks, operational impacts, and cost implications of implementing a bring-your-own-device policy (b) the possible implementation of a pilot for a bring-your-own-device policy, that shall be limited to Councillors and their administrative staff; and (c) an investigation of other direct paths to allow Councillors and their staff to use a range of personal technology to meet their individual needs.	does not align	Current: N/A New: Q1 2024  N/A	

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
29-Mar-23	Implementing OPA No. 167 – Secondary Planning Strategy for Urban Expansion Areas and Municipal Comprehensive Review Update	<p>(a) That Planning and Economic Development Department staff be directed to:</p> <p>(i) Prepare a City initiated Official Plan Amendment which establishes a policy framework outlining requirements for Secondary Plans in Urban Expansion Areas; (ii) Consult with the public and stakeholders on the draft Official Plan Amendment; (iii) Provide public notice as required by the Planning Act and bring the Official Plan Amendment and the results on the public consultation forward for consideration by Planning Committee at a future meeting;</p> <p>(b) That the interim draft Secondary Plan Guidelines, attached as Appendix "A" to Report PED21067(d):</p> <p>(i) Be endorsed, to guide future Secondary Planning processes for Urban Boundary Expansion Areas and to confirm minimum Secondary Plan requirements as part of a complete Planning Act Application; (ii) That Planning and Economic Development Department staff be directed to: (1) Consult with the public and stakeholders on the draft Secondary Plan Guidelines attached as Appendix "A" to Report PED21067(d); (2) Bring a final Secondary Plan Guideline document, with any amendments resulting from public consultation to the Planning Committee for approval at a future Planning Committee meeting; (iii) That the General Manager of the Planning and Economic Development Department, or their designate, be granted the authority to make minor modifications to the draft Secondary Plan Guidelines;</p> <p>(c) That the Planning and Economic Development Department staff be directed to:</p> <p>(i) Lead the development of comprehensive Secondary Plans for the lands added to the City of Hamilton's Urban Area as part of the Province's decision on Official Plan Amendment No. 167 (Municipal Comprehensive Review); (ii) Report back to Planning Committee in Q3 2023 on the proposed sequencing and scheduling for City-led Secondary Plans, including budget and staffing implications; (iii) Prepare capital budget submissions for consideration as part of the 2024 budget process, for capital funds required to complete the development of Secondary Plans for all Urban Expansion Areas, and undertake Secondary Planning processes at such time as sufficient budget is provided;</p> <p>(d) That Planning and Economic Development Department staff be directed to:</p> <p>(i) Review the staff resources required to process Official Plan Amendments for privately initiated Secondary Plans in the Urban Expansion Areas and determine an appropriate fee; (ii) Report to Planning Committee no later than Q3 2023 on the proposed fee for Official Plan Amendment related to privately initiated Secondary Plans in the Urban Expansion Areas</p>	Liveable Neighbourhoods	<p>Current: Q3 2023  New: Q4 2023</p> <p>Item has been partially completed. Initial report back occurred on July 11 (PED23144) and included the Policy Framework and Secondary Plan Guidelines. A Second staff report on budget needs, sequencing and scheduling for City-led processes and private application fees is anticipated in October 2023.</p>	
05-Apr-23	Stairs at Grant Boulevard, Hamilton	<p>(a) That Corporate Real Estate Office staff be authorized and directed to negotiate the requisite agreement(s) between the City and the Hamilton Conservation Authority (HCA) to permit the City to design, construct and maintain a new set of stairs on HCA property located at the end of Grant Boulevard, and report back to General Issues Committee for approval; and,</p> <p>(b) That Public Works staff be directed to determine the budget and work required to design, construct (capital) and maintain (operating) a new set of stairs on Hamilton Conservation Authority property located at the end of Grant Boulevard, and report back to General Issues Committee for approval.</p>	Liveable Neighbourhoods	<p>Current: Sep-23  New: Q2 2024</p> <p>Staff resources are overcapacity. Anticipate that this can be completed by the Accelerated Cycling team, once hired and established. Revise timeline to Q2 2024.</p>	

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
06-Apr-23	Fair Wage Policy Review	(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 on next steps; based on stakeholder feedback; (b) That the following stakeholder groups be included in the consultation: 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; (c) That there be two stakeholder meetings, inviting all stakeholders to each, at the beginning of Q3 2023; and (d) That members of City Council be permitted to attend the first meeting as guests to hear stakeholder feedback directly, in an observer role only.	Working of City Hall & Transparency in Municipal Government	Current: N/A New: Q4 2023  The Fair Wage Ad Hoc group is scheduled to initially meet in late July. There will not be enough time to resolve any issues or write a report to Audit Finance and Administration by end of Qtr 3.	
12-Apr-23	Amendment to Item 18 of General Issues Committee Report 23-004 respecting the Audit of the 2022 Municipal Elections in the City of Hamilton	(a) That the City Auditor be directed to: (i) undertake and oversee, an audit of the administration of the 2022 municipal election in the city of Hamilton and report back in May of 2023 to General Issues Committee on the findings of the audit to ensure that sufficient systems, resources, vendors and vendor agreements, and policies and procedures are in place to comply with the provisions of the Municipal Elections Act; (ii) produce an actionable set of recommendations focused on improving the administration of the City of Hamilton's elections for the 2026 municipal election; and, (iii) and make recommendations to Council with regards to suggested legislative reforms to the Municipal Elections Act; and,	does not align	Current: May-23 New: Q4 2023  The General Issues Committee voted to keep this on the Outstanding Business List until the detailed management responses are received	

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
02-May-23	Draft Biodiversity Action Plan for Consultation (PED21065(c)) (City Wide) (Item 8.1)	<p>(i)(a) That Appendix "A" to Planning Committee Report 23-007, "Draft Biodiversity Action Plan – March 2023", be received;</p> <p>(b) That Planning and Economic Development staff be authorized to assist the Hamilton Naturalists' Club and other Biodiversity Action Plan partners to undertake public and stakeholder consultation on the Draft Biodiversity Action Plan attached as Appendix "A" to Planning Committee Report 23-007;</p> <p>(c) That Planning and Economic Development staff be directed to report back to Planning Committee, summarizing the public input together with the final Hamilton Biodiversity Action Plan by Q4 of 2023;</p> <p>(d) That the Clerk provide written communication to the Ville de Montreal to confirm that the City of Hamilton will become a signatory to The Montreal Pledge – Cities United in Action for Biodiversity.</p> <p>(e) That the Biodiversity Action Plan partners include as part of the consultation on the draft Biodiversity Action Plan, the Global Biodiversity Framework (GBF) adopted at the 15th Conference of Parties to the UN Convention on Biological Diversity, and that the partners seek input from the public on the potential for including the 23 targets of the GBF as the community-wide targets for Hamilton's Biodiversity Action Plan; and</p> <p>(f) That as part of the report back on the proposed final Biodiversity Action Plan, that staff include recommendations, including staffing and financial impacts, for a Biodiversity Action Plan governance and staffing structure that ensures a whole-of-community approach to implementation.</p> <p>(ii)Draft Biodiversity Action Plan - City of Hamilton's Natural Areas Acquisition Fund</p> <p>(b)That staff be authorized and directed to initiate an intake for proposals under the Natural Areas Acquisition Fund based on the same Natural Areas Acquisition Fund Strategy Implementation Guidelines previously approved by Council through Report</p> <p>(iii)Draft Biodiversity Action Plan - Natural Areas Inventory for the City of Hamilton</p> <p>(b) That City staff work with the Hamilton Naturalists' Club and other Biodiversity Action Plan partners to develop the scope and terms of reference for the update to the Natural Areas Inventory, including identification of other potential funding partners; and</p> <p>(c) That the General Manager of Planning and Economic Development be authorized to enter into the necessary agreements with the Hamilton Naturalists' Club and any other Biodiversity Action Plan partners as required for the implementation of the Natural Areas Inventory.</p>	Sustainable Economic & Ecological Development	<p>Current: N/A New: Q4 2023</p> <p>Engagement on the Draft Biodiversity Action Plan is wrapping up in July / August, the results of which have to be synthesized and incorporated into the final Biodiversity Action Plan</p>	
10-May-23	City Ambassador on the Waterfront Trail	<p>(a)That Licensing and By-law Services be directed to hire two summer students to act as City Ambassadors on the Hamilton Beach Waterfront Trail for the months of May through August 2023 at a cost of approximately \$32,392.86 to be funded by the Hamilton Beach Reserve Account 108037; and</p> <p>(b)That City staff in Planning and Economic Development report back on the outcomes of the City Ambassadors on the Hamilton Beach Waterfront program from May through August 2023 in Q4 2023, with an evaluation of the program, and recommendations as to whether it should be made permanent as part of the 2024 Budget process, and/or whether it should be extended to other areas of the City</p>	does not align	<p>Current: N/A New: Q4 2023</p> <p>N/A</p>	
17-May-23	Advocate Registry for Homelessness	That staff be directed to determine the feasibility, financial impacts to the municipality, and potential liability of a registry for advocates, members of Council, and residents to voluntarily add their name to host a person experiencing homelessness as identified by housing support staff, and report back to the General Issues Committee.	Safe and Thriving Neighbourhoods	<p>Current: N/A New: Q2 2024</p> <p>N/A</p>	

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
29-May-23	Redevelopment / Reuse of the former King George School Site, at 77 Gage Avenue North	Facilities staff directed to undertake a two-phased redevelopment study for the former King George School site, at 77 Gage Avenue North, which would include a general building condition assessment in the first phase, and a study of the improvements that would be required to the school to support the identified uses as well as an operating plan in the second phase and report back to the Public Works Committee.	Safe & Thriving Neighbourhoods	Current: Sep-23 New: Q4 2023  Need to change the date to Decemeber 2023. Dependent on 3rd Party investigation of feasibility of Indigenous housing project.	
31-May-23	Elections Administration on Audit	That the City Manager's Office be directed to explore all possibilities to improve future voter turnout and report back to the General Issues Committee.	Working of City Hall & Transparency in Municipal Government	Current: Nov-23 New: Q4 2024  Recommending Q4 2024 as there is sufficient lead time before the next election, and other issues to prioritize in that time	
31-May-23	Equity Related Complaints and Unconscious Bias	(a) That staff be directed to identify options for best practices and standards of procedure that clarifies how equity-related complaints that relate specifically to experiences that are systemic in nature can be acted upon and reported on and report back to General Issues Committee; (b) That staff, as part of their report back no later than Q4 2023 respecting an updated Harassment and Discrimination Prevention Policy that staff be directed to include an overview of best practices and standards of procedure that addresses how equity-related complaints involving the public as part of the delivery of City services, that relate specifically to experiences that are systemic in nature, can be acted upon and reported on; and, (c) That staff be directed to report back on the feasibility of introducing an independent office of a Hamilton ombudsperson as part of City staff's 2024 workplan and in advance of the 2025 budget.	Working of City Hall & Transparency in Municipal Government	Current: Q4 2023 New: Q2 2024  Some of this item has already been completed, but remainder requires additional time	
01-Jun-23	Limiting or Prohibiting the Acceptance of Gifts in the Code of Conduct for Employees and the Council Code of Conduct	(a) That Human Resources staff be directed to conduct a review of the Codes of Conduct for employees at other municipalities and report back to AF&A with recommendations respecting limiting or prohibiting the accepting of gifts for employees; and (b) That the City Clerk be directed to coordinate a review of the Council Codes of Conduct at other municipalities and report back to Audit, Finance and Administration Committee with recommendations respecting limiting or prohibiting the accepting of gifts for elected officials.	Working of City Hall & Transparency in Municipal Government	Current: N/A New: Q1 2024  N/A	

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
12-Jun-23	Correspondence from Dr. Penny Sutcliffe, Medical Officer of health and Chief Executive Officer, Public Health Sudbury & Districts, respecting Physical Literacy for Healthy Active Children	That Finance staff be directed to review the Daily School Route (DRS) proposal and provide direction on how to initiate that program, as per Item 5.2, Correspondence from Dr. Penny Sutcliffe, Medical Officer of Health and Chief Executive Officer, Public Health Sudbury & Districts, respecting Physical Literacy for Healthy Active Children.	does not align	Current: N/A New: Q4 2023  N/A	
14-Jun-23	Rob MacIsaac, Hamilton Health Sciences, respecting a request for Hamilton Health Sciences and St Joseph's Healthcare Hamilton to present an update regarding Hamilton hospital redevelopment	Feasibility of Municipal Local Share Contribution to Hamilton Health Sciences and St. Joseph's Healthcare Hamilton (a) That City staff be directed to engage in a working group with Hamilton Health Sciences and St Joseph's Healthcare Hamilton to explore their multi-year development needs and plans, and local share funding options and report back to the General Issues Committee, on the following: (1) the municipal portion of the local share contribution request received from Hamilton Health Sciences and St. Joseph's Healthcare Hamilton; and, (2) the financial framework and guiding principles to allow Committee and Council to explore the municipal local share and investment options for a municipal local share contribution.	does not align	Current: N/A New: Q4 2023  N/A	
21-Jun-23	Hamilton Urban Forest Strategy Final Report	(d) That the City adopt a target of 40% tree canopy coverage for the urban area by 2050, and to achieve the 40% tree canopy target; (vi) That staff be directed to report back with recommendations to revise the Tree Protection Guidelines and polices for private property to require compensation for the removal of existing trees to accommodate new development through replanting or payment to the city based on calliper and species as per the current polices for City property;	Safe and Thriving Neighbourhoods	Current: N/A New: Q3 2024  Partially complete. Part vi will require a new By-Law	

**Outstanding Business List Items to be Delayed**

Date Initiated	Issue	Direction	Council Priority	Due Date & Rationale	Rationale
21-Jun-23	Mid Rise Residential Zones and Expanded Transit Oriented Corridor Zones in Zoning By-law No. 05-200	(b) That staff be authorized to proceed with public engagement on the Draft Zoning By-law regulations with respect to Mid Rise Residential Zones and that staff report back to the Planning Committee summarizing public input and to identify the preferred approach for the new Zones to be incorporated into Section 15: Residential Zones in Hamilton Zoning By-law No. 05-200; (c) That staff be authorized to proceed with public engagement for the proposed expansion of the Transit Oriented Corridor Zones along the BLAST transit network, and that staff report back to the Planning Committee summarizing public input and to identify the preferred approach for incorporating additional lands into the Transit Oriented Corridor Zones in Hamilton Zoning By-law No. 05-200.	Safe and Thriving Neighbourhoods	Current: N/A New: Q4 2023  N/A	
05-Jul-23	Public Notification	Communications, Clerks and Information Technology staff were directed to work to provide and promote the mechanism for the public to be notified respecting changes to By-Laws for report back to the next Governance Review Sub-Committee meeting.	Working of City Hall & Transparency in Municipal Government	Current: N/A New: Q4 2024  N/A	
10-Jul-23	Disaster Mitigation and Adaptation Fund Intake Three	(b) That should the City's submission for the Disaster Mitigation and Adaptation Fund Intake Three program be approved by Infrastructure Canada, staff be directed to report back to the General Issues Committee to seek approval of a financing strategy, inclusive of future tax supported levy increases, for the City's portion of approximately \$22.950 M related to eligible project costs between 2023 to 2033, as outlined in Appendix "A" to Report FCS21090(b), in accordance with the terms and conditions associated with the Disaster Mitigation and Adaptation Fund Intake Three;	does not align	Current: N/A New: Q4 2024  Deadline is dependant on grant application status	
14-Jul-23	Request for Class 4 Designation for Lands Located at 115 and 121 Vansitmart Avenue.	That staff be directed to report back upon receipt of comments from Canadian National Railway on the Class 4 Area designation additional noise assessment information from the applicant and a peer review, if deemed necessary by staff and at the expense of the owner, of the updated noise and vibration study to confirm the assumptions made in the study relating to impulse sound levels and indoor noise levels for sleeping quarters for lands located at 115 and 121	does not align	Current: N/A New: Q3 2024  N/A	
17-Aug-23	Development Agreement Surety Bonds	Staff were directed to report back to the Audit, Finance and Administration Committee on a full cost recovery approach as it relates to the transference of Letters of Credit and cash securities to Surety Bonds, such report to include an assessment of how this program will assist the City's housing pledge.	does not align	Current: N/A New: Q4 2024  N/A	

**Outstanding Business list Items that are Recommended to Remain the Same**

Date Initiated	Issue	Direction	Council Priority	Due Date
19-Feb-19	Modifications and Updates to the City of Hamilton Zoning By-law No. 05-200	1. Staff were directed to prepare an information report, including maps, indicating where self storage facilities are located and permitted, and report back to the Planning Committee; and, 2. Staff were directed to meet with Councillor VanderBeek to consider her request for a City Initiated review of Zoning with a site specific amendment for the subject property at 336-338 King Street, Dundas, and report back to the Planning Committee.	does not align	19-Sep-23
18-Jun-19	Corporate Policy for Official Planning Notification During Mail Strikes (Motion)	That Planning staff report back to the Planning Committee on a strategy for informing residents that goes beyond the traditional newspaper advertisement in the event of future disruptions in mail delivery service.	Transparency in Municipal Government	14-Nov-23
18-Nov-19	Municipal Class Environmental Assessment and Conceptual Design of Ancaster Elevated Water Reservoir	Consideration of revised Report PW17022(b), respecting the Municipal Class Environmental Assessment and Conceptual Design of Ancaster Elevated Water Reservoir, was referred back to staff to allow for consultation with the Ward Councillor.	Sustainable Economic & Ecological Development	Q4 2024
08-Apr-20	Management of the Aviary at 85 Oak Knoll Drive	Staff will follow up with a recommendation report to Public Works Committee in Q2 2020 that will outline suggested next steps in the management of the Aviary.	does not align	Q2 2023
17-Jul-20	Traffic Calming Management Policy	Report PW20044, respecting a Traffic Calming Management Policy, was DEFERRED to a future Public Works Committee meeting to allow staff the opportunity to meet with Ward Councillors and review their concerns.	Safe and Thriving Neighbourhoods	Q4 2023
17-May-21	Winterizing Public Washrooms	That staff be directed to meet with all Ward Councillors individually to determine their preferred locations for the winterizing of public washrooms in City-owned parks in their Wards and report back to the Public Works Committee with recommendations. • PW Report 21-015 approved a 2 year pilot for 16 winterized public washrooms. The remaining recommended locations to begin operation in 2022-2023. •Staff to report back to Council with the results of the pilot	Safe and Thriving Neighbourhoods	Oct-23
10-Aug-21	License Rental Housing	(d) That Staff report back to Planning Committee after the "Rental Housing Units" (Schedule 31) has been enacted for 18 months with an update on the pilot project; and, (e) That Staff report back to Planning Committee with an update every 6 months on the pilot project in Wards 1, 8 and parts of Ward	Safe & Thriving Neighbourhoods	Dec-23

**Outstanding Business list Items that are Recommended to Remain the Same**

Date Initiated	Issue	Direction	Council Priority	Due Date
19-Oct-21	Applications to Amend the Urban Hamilton Official Plan and Hamilton Zoning By-law No. 05-200 for Lands Located at 1173 and 1203 Old Golf Links Road	Report PED21197, <i>as amended</i> , was DEFERRED to a future Planning Committee meeting to allow the Ward Councillor, staff, and the applicant to review and reconsider the proposal.	does not align	31-Oct-23
20-Oct-21	Policy Update - Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update	The General Manager of Planning & Economic Development was authorized and directed to execute existing standard form Development Agreements, in a form suitable to the City Solicitor, with Developers of Employment Lands in advance of Draft Plan of Subdivision approval, providing that doing so supports the City's Shovel-Ready Initiative and is in support of an active Plan of Subdivision, with a report back to GIC in three years with an update on the policy.	Sustainable Economic & Ecological Development	16-Oct-24
08-Dec-21	Report Card on the City's Climate Change Abatement and Mitigation	Staff was directed to report to GIC, on an annual basis, with an understandable report card on the City's Climate Change abatement and mitigation	Sustainable Economic & Ecological Development	04-Oct-23
02-May-22	Joint Action by City of Hamilton and Hamilton Police Service to Improve Pedestrian Safety	Staff were directed to report back to Public Works regarding any roadway safety improvements and traffic enforcement enhancements or opportunities to improve pedestrian safety, including implementation and identification of any funding and/or resource requirements, through their facilitation of the City of Hamilton Strategic Road Safety Committee: (a) identify opportunities for enhancements to the collaboration of efforts specifically related to roadway safety improvements and traffic enforcement by leveraging annual collision statistics and Hamilton Police Services collision reconstruction investigation forensics (b) , isolate specific dangers to vulnerable road user safety (pedestrians and cyclists) and determine joint efforts that can be undertaken for both traffic enforcement and preventative measures delivered through infrastructure improvements	Safe and Thriving Neighbourhoods	04-Dec-23
11-May-22	Implementation plan for the two-way conversion of Main Street	Staff were directed to report back in early 2023 with an implementation plan for the two-way conversion of Main Street that includes an assessment of costs, construction timing and resource requirements	Safe and Thriving Neighbourhoods	Oct. 30, 2023
11-May-22	Reassessment of one-way streets	Staff were directed to update and reassess all remaining one-way streets in the City of Hamilton utilizing the street conversion framework identified in the Transportation Master Plan and report back to Council	Safe and Thriving Neighbourhoods	16-Oct-23

**Outstanding Business list Items that are Recommended to Remain the Same**

Date Initiated	Issue	Direction	Council Priority	Due Date
01-Jun-22	Proposal to the Red Hill Valley Joint Stewardship Board for the Expansion of the Red Hill Valley Parkway	Staff was directed to report back to the GIC on the financial impacts of any ongoing assistance and support requested by the Red Hill Valley Joint Stewardship Board in its consideration of the proposal.	Transparency in Municipal Government	01-Apr-24
15-Jun-22	Pilot Program, Partnership Between Hamilton Civic Museums and the Hamilton Public Library for Free Museum Admission	Staff was directed to continue to monitor the impact of this program on Hamilton Civic Museums' revenue, attendance and visitor demographics and report back to the GIC for direction.	Transparency in Municipal Government	01-Jun-24
04-Jul-22	Status Update respecting the Public Engagement Policy and Administrative Framework	Staff was directed to report back to GIC by December 31, 2023 with a status update respecting the Public Engagement Policy and Administrative Framework.	Working of City Hall & Transparency in Municipal Government	06-Dec-23
04-Jul-22	Agreements with Aeon, including a Master Development Agreement and/or proposed Agreement(s) of Purchase and Sale, based on the materials submitted by Aeon Studio Group, for Barton-Tiffany Lands	(b) Staff were authorized and directed to negotiate the necessary contractual agreements with Aeon, including a Master Development Agreement and/or proposed Agreement(s) of Purchase and Sale, based on the materials submitted by Aeon Studio Group, and the key City parameters, and report to back to GIC for approval, and on such terms and conditions deemed appropriate by the General Manager of Planning and Economic Development or designate, and in a form acceptable to the City Solicitor; * Staff were authorized and directed to undertake an appraisal, and to retain a development consultant to confirm the developability of the concept for the Barton-Tiffany lands, with a cost not to exceed \$150 K, to be funded from West Harbour Capital Project Account 4411706201, and report back to GIC at the same time as the recommended agreements. * Staff was directed to review opportunities for affordable housing through proceeds of the sale of the Barton-Tiffany lands and report back to the GIC.	Sustainable Economic & Ecological Development	20-Sep-23

**Outstanding Business list Items that are Recommended to Remain the Same**

Date Initiated	Issue	Direction	Council Priority	Due Date
03-Aug-22	Amendments to Expand the Permitted Uses in the Low Density Residential Zones of the Former Community Zoning By-laws and Create Two New Low Density Residential Zones Public Consultation on Sustainable Building and Development Guidelines – Low Density Residential Uses	<p>(v) That staff be directed to consult on Neighbourhood Infill Guidelines and Urban Design Standards that will inform the creation of Residential Zones in Comprehensive Zoning By-law No. 05-200.</p> <p>(vi) That upon completion of the Detail Detailed Drainage Assessment Study of all Existing Residential “ER” Neighbourhoods in Ancaster (Phase 2 study), staff be directed to prepare the appropriate Public Meeting notice under the Planning Act and associated report for Planning Committee to consider the following at a future statutory public meeting:</p> <p>(a) Amendments to the Existing Residential “ER” Zone in the Town of Ancaster Zoning By-law No. 87-57 to implement the uses permitted in Urban Hamilton Official Plan Amendment No. 167.</p> <p>(b) That staff be authorized to proceed with public engagement for the proposed Sustainable Building and Development Guidelines for Low Density Residential Checklist attached as Appendix “B” to Report PED22185 and report back to the Planning Committee on the feedback received, including the identification of the preferred approach for the Sustainable Building and Development Guidelines incorporation into the City of Hamilton’s Site Plan Guidelines.</p> <p>Note - combined 22R (3-Aug-22) and 22S (6-Sep-22) into one item</p>	Sustainable Economic & Ecological Development	05-Dec-23
11-Aug-22	Recreation Master Plan – Final Report & Recommendations	Staff to develop & report back on an implementation strategy to include funding considerations for any recommendations presented in the Recreation Master Plan that relate to short term (0-10 years) facility investment needs;	does not align	Nov-23

**Outstanding Business list Items that are Recommended to Remain the Same**

Date Initiated	Issue	Direction	Council Priority	Due Date
22-Sep-22	Hamilton Future Fund Audit – Management Action Plans & Hamilton Future Fund Board of Governors Report 22-002	<p>That the General Manager of Finance and Corporate Services be directed to implement the Management Action Plans (attached as Appendix "A" to Report AUD21013(a) and report back to the Audit, Finance and Administration Committee by September 2023 on the nature and status of actions taken in response to the audit report.</p> <p>Proposed Amendment to the Public Engagement and Consultation Framework on Hamilton Future Fund Governance and Reserve Strategy</p> <p>(i) Future Fund A Reserve - That staff be directed to report back to the Audit &amp; Finance and Administration Committee, that the Hamilton Future Fund Board of Governors supports the 2002 Council approved principle that Future Fund A Reserve serve as a Self-Sustaining Fund, satisfying the principle of permanence, with a target balance of \$100 million.</p> <p>(ii) Hamilton Future Fund Governance Review and Reserve Strategy (FCS22045) (City-Wide) - That staff be directed to report back to the Audit &amp; Finance and Administration Committee, that the Hamilton Future Fund Board of Governors recommends that Appendix A to Report FCS22045 be amended by adding "not-profit" to the affordable housing area of focus, in place of the amendment to item 4 of the Audit, Finance &amp; Administration Committee Report 22-022 – May 30, 2022, Hamilton Future Fund Governance Review and Reserve Strategy (FCS22045) (City-Wide), to read as follows:</p> <p>Use of Reserves: Under both options, the Hamilton Future Fund will continue to invest in City's Strategic Priorities. Citizens will be consulted on investments in the following areas of focus: Municipal infrastructure asset management, Investments in not-profit affordable housing, Time limited investments in Strategic Priorities, and Supplemental funding for City Enrichment Fund</p>	Working of City Hall & Transparency in Municipal Government	Q3 2023
25-Nov-22	Requirements for the Implementation of a 311 Customer Service Call Platform	That staff be directed to review the 311 Customer Service Call Platform to determine the costs associated with having the 311 system operated by staff 24 hours per day, 7 days per week, and report back to the General Issues Committee during the 2023 operating budget process.	Working of City Hall & Transparency in Municipal Government	Q2 2023

**Outstanding Business list Items that are Recommended to Remain the Same**

Date Initiated	Issue	Direction	Council Priority	Due Date
28-Nov-22	HSR Ridership Recovery through Fare Incentives	<p>ADE: That the General Manager, Public Works, be directed to report back to the Public Works Committee respecting any short-term fare promotion after December 2023.</p> <p>ADF: consideration of revised Report PW17022(b), respecting the Municipal Class Environmental Assessment and Conceptual Design of Ancaster Elevated Water Reservoir, was referred back to staff to allow for consultation with the Ward Councillor.</p> <p>ADI: Staff were directed to bring forward the feasibility of expanding free ridership to ages 14 and under at the Fare and Service Integration Roundtable for discussion and report back to the Public Works Committee (24-Jan-23)</p> <p>ADZ: That staff report back no later than March 2025 to provide a status update of the Fare Assist Program, including ridership, costs, and effectiveness (12-Jul-23)</p>	Safe and Thriving Neighbourhoods	Q1 2024
30-Nov-22	Estimates for the total financial impact of provincial policies outlined in Bill 23, Greenbelt expansion (Ontario Regulation 59/05), and the Official Plan Amendment	Staff was directed to report back to GIC with a best estimate or range of estimates, using existing data, for the total financial impact of provincial policies outlined in Bill 23, Greenbelt expansion (Ontario Regulation 59/05), and the Official Plan Amendment including both known and anticipated impacts to on development charges, servicing, and loss of ecosystem services.	Sustainable Economic & Ecological Development	10-Jul-23
20-Mar-23	Crime Prevention Through Environmental Design Review of the City-Owned Escarpment Staircases	That staff be directed to conduct a Crime Prevention Through Environmental Design (CPTED) review of the five City-owned escarpment staircases and report back on recommendations to improve the safety of escarpment staircase use specifically to prevent sexual violence, including any considerations to be referred to the 2024 budget process for consideration.	Safe and Thriving Neighbourhoods	13-Nov-23

**Outstanding Business list Items that are Recommended to Remain the Same**

Date Initiated	Issue	Direction	Council Priority	Due Date
23-Mar-23	Golf Courses in the City of Hamilton Overview	(i) An overview of the Golf Course Business Plan, including identified deliverables, outcomes achieved, and the Performance Analysis conducted in 2010 and 2015; (ii) For each of the three municipal golf courses: (a) A financial review of operating revenues, expenditures and required capital investments; (b) The number of rounds played, the percent of capacity and the number of unique golfers being served at each course over the past fifteen seasons and the net operating budget for each season; (c) The existing environmental management of the golf courses including average volume of water and fertilizer/pesticides used per season; (iii) Emerging trends with the municipal golf industry including rates of play; and (iv) An overview of current and projected parkland needs, based on the City's Parks Master Plan, including City policies and targets as defined in the Parks Master Plan, Urban Forest Strategy, and Climate Action Strategy	Sustainable Economic & Ecological Development	Q1 2024
29-Mar-23	Establishment of a Proactive By-law Team to Work with Industrial and Commercial Partners	(a) That Licensing and By-law Services staff be directed to report back to the Planning Committee by Q4 2023, in advance of the 2024 Budget deliberations, on the scope, budget and resourcing for a 2024 pilot project that would review existing and potential new by-laws related to the impacts of commercial and industrial operations in industrial and commercial areas of Hamilton and establish a proactive by-law team.	Sustainable Economic & Ecological Development	Q4 2023
05-Apr-23	2023 Priority Focus Areas for the Office of Climate Change Initiatives	That staff report back on progress toward each of the Office of Climate Change Initiatives Priority Focus Areas, including any funding commitments from the Climate Change Reserve as part of the annual Climate Change Strategy report.	Sustainable Economic & Ecological Development	18-Oct-23

**Outstanding Business list Items that are Recommended to Remain the Same**

Date Initiated	Issue	Direction	Council Priority	Due Date
19-Apr-23	Housing Sustainability and Investment Roadmap (HSIR)	<p>(a) That staff be directed to report back to the General Issues Committee respecting the progress of work in 2023 and the proposed program of work for 2024 for the Housing Sustainability and Investment Roadmap; and,</p> <p>(b) That in the Q4 2023 report, staff include a recommendation on the most appropriate Committee for future reports on the Housing Sustainability and Investment Roadmap to report to.</p> <p>'(c) That the Senior Leadership Team be directed to review resource requirements of the Roadmap in light of Term of Council Priorities and existing work underway across the corporation, and report back to Council in Q4 of 2023 with any recommended changes that would best resource, align and integrate the work of the Housing Sustainability and Investment Roadmap across the corporation;</p> <p>'(f) That the Affordable Housing Secretariat be directed to report back to Council in Q4 of 2023 on the proposed program of work for 2024, including required resources that would be included in the 2024 Budget, and to report back on the progress of work in the 2023 workplan;</p> <p>(g) That the Affordable Housing Secretariat report back in Q4 of 2023 on any required delegated authorities recommended to improve the effectiveness and efficiency with respect to executing on the annual program of work and Roadmap initiatives;</p>	Safe and Thriving Neighbourhoods	Q4 2023
19-Apr-23	Potential Parking Layout Design Improvements and Greenway for the Pier 8 Development \	<p>(b) That, subject to Council's future approval of the Zoning By-law Amendment outlined in Recommendation (a) to Report PED23039, the below-grade strata land within the Pier 8 "Greenway" defined by Blocks 12, 13 and 14 as shown on Appendix "A" to Report PED23039 be deemed surplus for the purposes of disposition, and staff of the Corporate Real Estate Office be authorized and directed to negotiate agreements with Waterfront Shores Corporation (WSC) for the disposition of the subject below-grade strata land, while retaining full public ownership of the above-grade Greenway, on terms and conditions that align and are consistent with the Pier 8 Development Agreement between the City of Hamilton and WSC, and such other terms and conditions deemed appropriate by the General Manager of the Planning and Economic Development Department, and report back to General Issues Committee for approval;</p>	Transparency in Municipal Government	15-Nov-23
20-Apr-23	Accessibility level of City operated recreation centres	<p>That staff report back on the accessibility level of City operated recreation centres, outdoor pools and arenas, and include which facilities are fully Accessibility for Ontarians with Disabilities Act (AODA) compliant, the number of gender neutral and barrier free washrooms available, and any additional relevant information, by September 30, 2023.</p>	Safe and Thriving Neighbourhoods	Sep-23

**Outstanding Business list Items that are Recommended to Remain the Same**

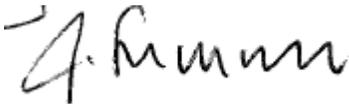
Date Initiated	Issue	Direction	Council Priority	Due Date
20-Apr-23	Renovictions Stakeholder Consultation	(e) That staff be directed to report back to the Planning Committee in December 2023, with recommendations to halt renovictions in the City of Hamilton on the rental replacement policies and to review the current policies;	Safe and Thriving Neighbourhoods	Dec-23
26-Apr-23	Supplementing Ward Councillors Office Budgets in 2023	(d)That Hamilton's City Manager and Executive Director of Human Resources and their staff as needed, undertake a comprehensive review of the appropriate ongoing financing and staffing levels related to Ward Office Budgets and report back to General Issues Committee prior to its consideration of the 2024 operating budget, with a report back on the scope of this work at the May 10, 2023 City Council meeting.	Working of City Hall & Transparency in Municipal Government	Fall 2023
01-May-23	Bicycle Yield at Stop Signs (Idaho Stop) (Hamilton Cycling Committee - Citizen Committee Report)	That the Hamilton Cycling Committee Citizen Committee Report respecting Bicycle Yield at Stop Signs (Idaho Stop), be received and referred to staff for a report back to the Public Works Committee respecting stop as yield laws and practices for bicycles and the safety environmental transportation outcomes, including consultation with the Hamilton Police Services.	Safe and Thriving Neighbourhoods	Q4 2024
03-May-23	Better Homes Hamilton - Home Energy Retrofit Program	(g)That Staff be directed to report back to the General Issues Committee within 2 years of implementation of the 'Incubation Stage' of the Better Homes Hamilton Program with results and feasibility for scaling the program in terms of number of homes and expansion into the high-rise, commercial and/or industrial sectors.	Sustainable Economic & Ecological Development	01-Oct-25
10-May-23	Detached Secondary Dwelling Unit	(a) That to encourage more homeowners to pursue Detached Secondary Dwelling Units (SDU-D's), that staff report back in Q1 of 2024 on a program to assist homeowners in the SDU-D design and permitting processes, including consideration of measures such as: (i) Expediting the permitting and approvals process for SDU-Ds through a "one window" dedicated approvals team; (ii) Providing access to a library of permit-ready design templates for SDU-Ds; (iii) Developing a one-stop SDU-D website that provides a comprehensive inventory of SDU-D information, guidance, resources and summarizes SDU-D regulations and permitting steps; (iv) Facilitating connections among prospective SDU-D owners and residents and relevant experts in the design and construction community; (v) Partnering with nonprofits, public agencies, and private organizations to develop models for affordable SDU-D construction, using best practices gleaned from other jurisdictions.	Safe & Thriving Neighbourhoods	Q1 2024
29-May-23	Active and Sustainable School Travel Project	That staff report back to Public Works Committee on the outcomes of the Ward 9 school travel planning initiatives undertaken by the City and the Daily School Route (DSR) following implementation.	does not align	18-Nov-24

**Outstanding Business list Items that are Recommended to Remain the Same**

Date Initiated	Issue	Direction	Council Priority	Due Date
14-Jun-23	Downtown Hamilton Office Report	(b) That as immediate actions to support the Downtown Hamilton office market, the following be approved: (iii) That staff report back on potential funding enhancements to the City's existing Start-up and Office Tenant Attraction Program for the Downtown Hamilton Community Improvement Area; (iv) That staff report back on enhancements to the City's existing Commercial District Revitalization Grant Program with respect to offsetting costs associated with vandalism and graffiti on commercial properties; (v) That staff report back with a recommended approach to creating a new incentive program, or modifying an existing incentive program, to support the conversion of vacant office spaces to residential uses within the Downtown Hamilton Community Improvement Area;	Sustainable Economic & Ecological Development	04-Oct-23
21-Jun-23	Ward 1 Victoria Park Solar Compacting Waste Containers	That staff report back on the effectiveness of the solar compacting waste containers, after one year of operation; and	Safe and Thriving Neighbourhoods	Sep-24
10-Jul-23	41 South Street West, Dundas, Disposition Strategy	(b) That City of Hamilton Staff work with the Ward Councillor's office to host two public consultations; one in the Fall of 2023 and the second in 2024 prior to staff reporting back to the General Issues Committee; (e) That staff report back to General Issues Committee by end of Q2 2024 on the outcome of the negotiations with Dr Bob Kemp Hospice, the outcomes of the public consultations, potential site design options satisfactory to all parties, and the terms and conditions for further consideration and approval	does not align	Q4 2024



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	September 20, 2023
<b>SUBJECT/REPORT NO:</b>	Major Hosted Tourism Event Opportunities (PED23129) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Ryan McHugh (905) 546-2424 Ext. 4132
<b>SUBMITTED BY:</b>	John Summers Acting Director, Tourism and Culture Planning and Economic Development Department
<b>SIGNATURE:</b>	

**RECOMMENDATIONS:**

**Discussion of Confidential Appendix “A” to Report PED23129 is subject to the following requirement(s) of the City of Hamilton’s Procedural By-law and the Ontario Municipal Act, 2001:**

- A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board

**RATIONALE FOR CONFIDENTIALITY**

Appendix “A” to Report PED23129 is being considered in Closed Session as it contains commercially sensitive contractual information.

**RATIONALE FOR MAINTAINING CONFIDENTIALITY**

Staff are recommending that Appendix “A” to Report PED23129 be made public upon recommendation (i) of Report PED23129 being approved and ratified by Hamilton City Council.

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**RECOMMENDATION (CLOSED SESSION)**

None.

**RECOMMENDATION (OPEN SESSION)**

- (a) That staff be authorized and directed to formally notify the Canadian Academy of Recording Arts and Sciences of the City of Hamilton's desire to host the JUNO Awards in either 2026 or 2027 and request the formal RFP required to pursue this bid opportunity;
- (b) That staff be authorized and directed to formally engage with the Ministry of Tourism, Culture and Sport to notify the Province of Ontario of the City of Hamilton's desire to host the JUNO Awards and to seek the Provincial funding required to secure the JUNO Awards in Hamilton;
- (c) That staff be authorized and directed to formally engage with the Canadian Academy of Recording Arts and Sciences and any other stakeholders required to successfully secure Hamilton as the host city of JUNO Awards;
- (d) That staff be authorized and directed to report back to the General Issues Committee with recommendations for how the City of Hamilton would fund any event bid fees or in-kind municipal services required to successfully secure Hamilton as the host city for the JUNO Awards, using Municipal Accommodation Tax funds, private sector contributions, existing tourism reserves and Provincial funding as applicable, for Council's consideration;
- (e) That staff be authorized and directed to formally notify Golf Canada of the City of Hamilton's desire to host future RBC Canadian Open(s) and enter formal negotiations with Golf Canada to secure the rights to host the RBC Canadian Open in Hamilton on a rotating basis;
- (f) That staff be authorized and directed to formally engage with the Ministry of Tourism, Culture and Sport to notify the Province of Ontario of the City of Hamilton's desire to host future RBC Canadian Open(s) and to seek the Provincial funding required to bring future the RBC Canadian Open(s) to Hamilton;
- (g) That staff be authorized and directed to formally engage with Golf Canada, the Hamilton Golf and Country Club and any other stakeholders required to successfully secure Hamilton as the host city for future RBC Canadian Open(s);

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- (h) That staff be authorized and directed to report back to the General Issues Committee with recommendations for how the City would fund any event bid fees or in-kind municipal services required to successfully secure Hamilton as the host city for the RBC Canadian Open(s), using Municipal Accommodation Tax funds, private sector contributions, existing tourism reserves and Provincial funding as applicable, for Council's consideration;
- (i) That upon being approved by Council, confidential Appendix "A" to Report PED23129 be made public.

**EXECUTIVE SUMMARY**

The purpose of this report is to update Council on two opportunities to host major tourism events and to seek the Council direction required for staff to take the next steps to formally pursue hosting these events in Hamilton.

**JUNO Awards:** Tourism and Culture Division staff have had productive meetings with the Canadian Academy of Recording Arts and Sciences, which organizes the JUNO Awards. Discussions are underway exploring the potential of bringing this renowned music awards event to Hamilton following the completion of the FirstOntario Centre and Hamilton Convention Centre renovations. Hosting the JUNO Awards would attract visitors from across the country and provide economic impact through increased spending at local businesses and promoting tourism and Hamilton's music industry.

The amount of funding that the City of Hamilton would contribute towards hosting a future JUNO Awards award would be determined through a formal request for proposal, which the Canadian Academy of Recording Arts and Sciences would issue upon request. The recommendations put forward in Report PED23129 seek Council direction/authorization for staff to:

- formally request a request for proposal from the Canadian Academy of Recording Arts and Sciences to host the JUNO Awards in either 2026 or 2027 and to engage with any stakeholders required to successfully secure Hamilton as the host city of the JUNO Awards; and,
- report back to the General Issues Committee with recommendations for how the City of Hamilton would fund any event bid fees or in-kind municipal services using non-levy funding sources for Council's consideration.

**RBC Canadian Open:** The City has secured the hosting rights for the 2024 RBC Canadian Open, co-organized by Golf Canada and the PGA Tour, to take place at the Hamilton Golf and Country Club. Building on the success of the 2019 RBC Canadian Open in Hamilton and the upcoming 2024 championship, Golf Canada expressed an interest in entering a multi-year partnership where the RBC Canadian Open would be

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hosted in Hamilton on a rotating basis (for example, every 4-5 years). The Canadian Open's recurring presence in Hamilton would bring substantial economic benefits through increased tourism visitation, overnight stays, and opportunities to get extensive national and international media exposure for Hamilton.

The amount of the City of Hamilton's contribution towards the hosting of future RBC Canadian Open(s) would be established through formal negotiations with Golf Canada. The staff recommendations put forward in Report PED23129 seek Council direction/authorization for staff to:

- enter formal negotiations with Golf Canada to secure the rights to host the RBC Canadian Open in Hamilton on a rotating basis and to engage with any other stakeholders required to successfully secure Hamilton as the host city of future Canadian Open(s); and,
- report back to the General Issues Committee with recommendations for how the City of Hamilton would fund any event bid fees or in-kind municipal services using non-levy funding sources for Council's consideration.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** If the recommendations of Report PED23129 are approved, Tourism and Culture Division staff will work with Finance to develop a strategy to fund these event hosting opportunities without impacting the tax levy by utilizing Municipal Accommodation Tax funds, private sector contributions, existing tourism reserves and Provincial funding as applicable, for Council's consideration;

The amount of the City of Hamilton's financial contribution towards the 2024 RBC Canadian Open is detailed in confidential Appendix "A" to Report PED23129.

To secure the 2024 JUNO Awards, the City of Halifax contributed \$750 K, and the Province of Nova Scotia contributed \$1.25 M for a combined host fee of \$2 M.

**Staffing:** Not Applicable.

**Legal:** If the City of Hamilton were successful in securing a future JUNO Awards and Canadian Open(s), Legal Services staff would assist in developing and executing the necessary legal agreement(s) outlining matters including but

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not limited to the costs, benefits and commitments between the City of Hamilton and the event organizer(s).

**HISTORICAL BACKGROUND**

On June 20, 2023, Tourism Hamilton hosted the Canadian Academy of Recording Arts and Sciences senior staff for several meetings in Hamilton. The itinerary featured tours of signature event venues, including the FirstOntario Centre and Hamilton Convention Centre, along with various hotels in the area. During the visit, senior representatives from the Oakview Group, Hamilton Urban Precinct Entertainment Group, and Live Nation provided the Canadian Academy of Recording Arts and Sciences staff with a comprehensive overview of the future Entertainment Precinct renovations, which left a positive impression. After productive discussions, all parties indicated that 2026 presents the optimal opportunity to host the event in Hamilton, capitalizing on the post-renovation enhancements to ensure a seamless and memorable experience for attendees and participants alike. If the renovations of the FirstOntario Centre and Hamilton Convention Centre are not completed by 2026, the parties agreed that hosting the JUNO Awards in Hamilton in 2027 would also be desirable.

In recent months, Tourism and Culture Division staff had productive meetings with Golf Canada's senior management team about the potential to host additional Canadian Opens in Hamilton. During these meetings, Golf Canada expressed a strong interest in establishing a multi-year partnership with the City, indicating a desire to foster a long-term collaboration for hosting future editions of the prestigious golf tournament in Hamilton.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Not Applicable.

**RELEVANT CONSULTATION**

- Canadian Academy of Recording Arts and Sciences;
- Golf Canada;
- Hamilton Urban Precinct Entertainment Group;
- Oakview Group;
- LiveNation;
- Legal Services, Corporate Services Department; and,
- Finance and Administration, Corporate Services Department.

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**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

A primary responsibility of the Tourism and Culture Division, operating under the brand Tourism Hamilton, is bidding on, securing, and executing Major Tourism Events. A Major Tourism Event is an event such as, a major convention, sporting championship, large-scale cultural event or festival with the potential to attract visitors from outside of Hamilton and to produce significantly increased economic impact through overnight stays and tourism-related visitor spending. As a result, local businesses, including hotels, restaurants, transportation services, and retail establishments, experience increased patronage and revenue. Moreover, the heightened exposure for Hamilton as a destination for hosting such events attracts potential investors and businesses, contributing to the community's long-term economic growth and development.

The Council-approved 2021-2025 Economic Development Action Plan identified a Stretch Target to “Attract five major events that generate a total combined economic impact of at least \$50 million”.

Hamilton has attracted seven major tourism events that will be (or have already been) hosted within the lifespan of the 2021- 2025 Economic Development Action Plan, as follows:

- 2021 Grey Cup Festival;
- 2022 NHL Heritage Classic;
- 2022 ISU World Skating Championships;
- 2022 FIFA Men's World Cup Qualifier;
- 2023 CCMA Country Music Week and Awards;
- 2023 Grey Cup Festival; and,
- 2024 RBC Canadian Open.

The four events hosted in 2021 and 2022 listed above realized an estimated economic impact of \$21 M. This figure is below the anticipated economic impact of these events, primarily due to restrictions on public gatherings and international travel due to the COVID-19 pandemic. Without COVID-19 restrictions, future events are expected to have larger audiences and, therefore, more significant economic impact. Hamilton will likely meet this Economic Development Action Plan Stretch Target of generating an economic impact of \$50 M in 2023.

Although the City of Hamilton is on track to meet this Stretch Target, there is an opportunity to capitalize on recent accomplishments and further strengthen Hamilton's position as a premier hosting destination. Planning these types of Major Tourism Events often involves a bidding process that occurs years before the event dates. Therefore, pursuing these opportunities will send a compelling message to tourism stakeholders and the events marketplace, showcasing Hamilton's readiness and competence to host

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high-profile events. By seizing these opportunities, Hamilton can establish a foundation for continued success beyond the current EDAP, attracting more visitors, boosting the local economy, and solidifying its reputation as an exceptional event host.

**Municipal Accommodation Tax and other Major Tourism Event funding sources:**

As of January 1, 2023, a 4% Municipal Accommodation Tax was levied on all hotel overnight stays of 29 nights or less throughout Hamilton. Implementing the Municipal Accommodation Tax created a non-levy source of funding that can assist with the cost of hosting fees and in-kind municipal services associated with hosting Major Tourism Events. This non-levy funding source will ensure that the financing related to hosting Major Tourism Events will not divert tax levy funds from other Council priorities. Staff estimate that the Municipal Accommodation Tax will generate over \$2 M annually in net revenue.

The City also has a Conventions/Sports Events Reserve dedicated to funding costs associated with securing and servicing conventions and sporting events. The uncommitted balance of this reserve is approximately \$984.5 K.

In addition, there are opportunities to secure support for the JUNO Awards and Canadian Open(s) through Provincial funding programs.

As a result, staff anticipate City funding of these events will be secured from non-levy sources.

**RBC Canadian Open Key Statistics:**

- the RBC Canadian Open is a professional sports championship organized by Golf Canada and the PGA TOUR;
- it is the third oldest tournament on the PGA TOUR, after the Open Championship (Britain) and the U.S. Open;
- the Canadian Open has been held at the Hamilton Golf and Country Club six times, most recently in 2019;
- according to a report commissioned by Golf Canada, the 2019 championship at the Hamilton Golf and Country Club was attended by 120,000 spectators and created \$63 M in local economic impact;
- two hundred sixty-five accredited media organizations covered the 2019 championship, and 17.1 million people watched the 2019 championship broadcast in the U.S., which included a highlight reel of Hamilton sights and attractions;
- to assist in creating a legacy in Canadian Open host communities, Golf Canada runs an initiative fostering the development of young golfers by providing

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accessible and engaging opportunities to learn and play the sport, encouraging a lifelong passion for golf;

- Hamilton will host the 2024 RBC Canadian Open at the Hamilton Golf and Country Club; and,
- the City's financial contribution to the 2024 RBC Canadian Open is detailed in confidential Appendix "A" to Report PED23129.

**JUNO Awards Key Statistics:**

- Hamilton has hosted the JUNO Awards six times, most recently in 2015;
- the 2015 JUNO Awards provided Hamilton with a direct economic impact of \$12 M, including over 5,200 hotel room nights, multiple events at local venues, and national and international media exposure, which had an immeasurable, indirect impact on the City of Hamilton's image;
- in 2015, the total financial commitment to Canadian Academy of Recording Arts and Sciences to bring the JUNO Awards to Hamilton was \$1.5 M;
  - the City contributed \$250 K, while the remaining \$1.25 M came from the Province of Ontario and private sector contributions;
- to assist in creating a legacy in JUNO Awards' host communities, Canadian Academy of Recording Arts and Sciences supports MusiCounts, Canada's music education charity, by providing financial assistance and resources to ensure music education programs thrive across the country, fostering a vibrant and inclusive music community;
- the 2024 JUNO Awards will be held in Halifax; and,
- to secure the JUNO Awards, the City of Halifax contributed \$750 K and the Province of Nova Scotia contributed \$1.25 M for a combined host fee of \$2 M.

**ALTERNATIVES FOR CONSIDERATION**

Not Applicable.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report PED23129 – City of Hamilton's Financial Contribution to the 2024 Canadian Open

# CITY OF HAMILTON

## MOTION

General Issues Committee: September 20, 2023

**MOVED BY COUNCILLOR J.P. DANKO.....**

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

### City of Hamilton Meta Advertising

WHEREAS, Meta announced in June 2023 that it has already started blocking Canadian news content and links on its social media sites, including Instagram and Facebook platforms; and

WHEREAS, Meta has refused to comply with federal legislation, the Online News Act, and instead has deliberately chosen to disadvantage 40 million Canadians, including nearly 600,000 Hamilton residents, by removing the ability to share local and national news on their platforms, limiting the ability for Canadians to view content from local and national news publications in Canada; and

WHEREAS, in the past several years, Hamilton has faced severe weather conditions, including extreme cold and blizzards, heat waves, and funnel clouds; as well as other emergencies, including but not limited to homelessness, crime and an epidemic related to substance use and addictions; and particularly the recent COVID-19 pandemic; in all of these situations, the ability to share timely, reliable, local news with residents was critically essential; and

WHEREAS, Meta’s decision would severely impact and limit the ability of both the City of Hamilton, and individual Members of Council, to share information with residents; and to share critical and timely updates from local media; and

WHEREAS, recognizing that utilizing all available media, may at times be required for disseminating critical and public safety information, as well, that existing communication plans may contain budgetary and contractual legal obligations; and

WHEREAS, Hamilton residents have a fundamental right to a strong, free, and independent Press, one that is not censored or dictated by American social media giants; and

WHEREAS, access to reliable, quality news information, prepared by independent journalists and media, is essential to any healthy, functioning democracy.

THEREFORE, BE IT RESOLVED:

- (a) That any new, non-critical advertising campaigns by Public Information and Media Relations be immediately suspended on all Meta-owned platforms, and
- (b) That the suspension last until Meta resumes discussions with the government of Canada, or reverses its ban on placing Canadian media news stories on its platforms, and
- (c) That this motion be shared with the Ontario Premier's Office, local Members of Parliament, local Members of Provincial Parliament, the Federation of Canadian Municipalities, and all Ontario municipalities.

# CITY OF HAMILTON

## MOTION

General Issues Committee: September 20, 2023

**MOVED BY COUNCILLOR M. FRANCIS.....**

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

**Naming of Parkette, “Jim Howlett Parkette”, 505 Beach Blvd, Hamilton (Ward 5)**

WHEREAS, the parks in Ward 5 provide valuable recreation and connectivity opportunities to residents;

WHEREAS, 505 Beach Blvd, is city-owned property which could be designated a parkette, located in the Beach Community, Hamilton;

WHEREAS, the existing property would greatly serve the neighbourhood as a Parkette, and to be named after Jim Howlett, an outstanding member of the community who recently passed; and

WHEREAS, a Facility Naming Sub-Committee meeting to discuss the request will not fall within a time frame to allow staff to incorporate this into their work plan for 2024.

THEREFORE, BE IT RESOLVED:

That staff be directed to investigate and report back to the Facility Naming Sub-Committee on the following:

- (a) The feasibility of converting the city-owned property located at 505 Beach Boulevard into a Parkette; and,
- (b) On naming the proposed Parkette “Jim Howlett Parkette” in honour and recognition of Jim Howlett, who was an outstanding member of the community.