



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

**Meeting #:** 23-026  
**Date:** October 4, 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 20, 2023

**5. COMMUNICATIONS**

\*5.1 Correspondence from Joel Hughes, Hamilton Beach Community Council, respecting Item 11.2 - Naming of Parkette, "Jim Howlett Parkette", 505 Beach Blvd, Hamilton (Ward 5)

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

**6. DELEGATION REQUESTS**

6.1 Rob MacIsaac, Hamilton Health Sciences, respecting Hamilton Hospital Redevelopment (In-Person) (For the November 15, 2023 meeting)

**7. DELEGATIONS**

7.1 Jo-Ann Mattina, Biindigen Well-Being Centre, respecting an update on the Biindigen Well-Being Centre development and next steps (In-Person) (Approved July 10, 2023)

\*a. Jo-Ann Mattina, Biindigen Well-Being Centre - Added Material

7.2 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)

(Approved September 20, 2023)

\*a. Paul Vermaat, White Star Group - Added Material

## 8. PRESENTATIONS

8.1 Parks Master Plan (PW23064) (City Wide) (Parkland Acquisition Strategy PW Report 18-008, Item 9) (Outstanding Business List Item)

\*8.2 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - WITHDRAWN

## 9. CONSENT ITEMS

9.1 Interview Sub-Committee to the General Issues Committee Report 23-001 - September 25, 2023

9.2 Advisory Committee for Persons with Disabilities (ACPD) Report 23-009 - September 12, 2023

## 10. DISCUSSION ITEMS

10.1 Business Improvement Area (BIA) Sub-Committee Report 23-008 - September 12, 2023

## 11. MOTIONS

11.1 City of Hamilton Meta Advertising

\*11.2 Naming of Parkette, "Jim Howlett Parkette", 505 Beach Blvd, Hamilton (Ward 5) - WITHDRAWN

## 12. NOTICES OF MOTION

## 13. GENERAL INFORMATION / OTHER BUSINESS

## 14. PRIVATE AND CONFIDENTIAL



**14.1 Closed Session Minutes - September 20, 2023**

Pursuant to Section 9.3, Sub-sections (b), (c) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b), (c) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain to personal matters about identifiable individuals, including municipal or local board employees; a proposed or pending acquisition or disposition of land by the municipality or local board; 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 Human Rights Litigation Information Update (HUR23015 / LS23036) (City Wide)**

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

**15. ADJOURNMENT**



## GENERAL ISSUES COMMITTEE MINUTES 23-025

9:30 a.m.

September 20, 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. 2022 - 2026 Council Priorities (CM23020) (City Wide) (Item 8.2)

##### (Spadafora/Tadeson)

- (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; and,
- (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.

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

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

Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
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

**2. 2024 Budget Outlook (FCS23074) (City Wide) (Item 8.3)**

**(Pauls/Nann)**

That Report FCS23074, 2024 Budget Outlook, be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	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
Absent	-	Ward 15 Councillor Ted McMeekin

**3. Revised Board of Management for the Ottawa Street Business Improvement Area (BIA) (PED23189) (Wards 3 and 4) (Item 9.1)**

**(Hwang/Nann)**

(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.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	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
Absent	-	Ward 15 Councillor Ted McMeekin

**4. Chedoke Creek Order - Remediation Update (PW19008(u)) (City Wide) (Item 9.2)**

**(Cassar/Spadafora)**

That Report PW19008(u), Chedoke Creek Order - Remediation Update, be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
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
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  
 Absent - Ward 14 Councillor Mike Spadafora  
 Absent - Ward 15 Councillor Ted McMeekin

**5. Airport Sub-Committee Report 23-003 - September 11, 2023 (Item 9.3)**

**(Tadeson/Cassar)**

**(a) Airport Master Plan and Strategic Plan (PED19084(h)) (City Wide) (Item 8.2 and 14.2)**

- (1) That Report PED19084(h), respecting Airport Master Plan and Strategic Plan, be received; and
- (2) That Confidential Appendix "D" to Report PED19084(h), respecting Airport Master Plan and Strategic Plan, be received and remain confidential.

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

Yes - Mayor Andrea Horwath  
 Yes - Ward 1 Councillor Maureen Wilson  
 Yes - Ward 2 Councillor Cameron Kroetsch  
 Yes - Ward 3 Councillor Nrinder Nann  
 Yes - Ward 4 Councillor Tammy Hwang  
 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  
 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  
 Absent - Ward 14 Councillor Mike Spadafora  
 Absent - Ward 15 Councillor Ted McMeekin

**6. Encampment Response Update - August 2023 (HSC23066) (City Wide) (Outstanding Business List Item) (Item 9.4)**

**(Kroetsch/Hwang)**

That Report HSC23066, Encampment Response Update - August 2023, be received.

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

Yes - Mayor Andrea Horwath

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Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Absent	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
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
Absent	-	Ward 15	Councillor Ted McMeekin

**7. 2022 Municipal Tax Competitiveness Study (FCS23060) (City Wide) (Item 10.1)**

**(Tadeson/Spadafora)**

That Report FCS23060, 2022 Municipal Tax Competitiveness Study, be received.

**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
Absent	-	Ward 4	Councillor Tammy Hwang
Absent	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
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
Absent	-	Ward 15	Councillor Ted McMeekin

**8. Outstanding Business Item List Review (CM23021) (City Wide) (Item 10.2)****(Spadafora/Pauls)**

- (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; and,
- (c) That Outstanding Business List Items 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.

**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
Absent	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
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
Absent	-	Ward 15 Councillor Ted McMeekin

**9. Major Hosted Tourism Event Opportunities (PED23129) (City Wide) (Item 10.3)****(A. Wilson/Spadafora)**

- (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);
- (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.

**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
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis



Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
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
Absent	-	Ward 15	Councillor Ted McMeekin

**10. Art Gallery of Hamilton (Added Item 11.3)**

**(Danko/Kroetsch)**

WHEREAS, the Art Gallery of Hamilton (AGH) has been a significant economic and social anchor in the arts and culture community of Hamilton since its founding by City Council in 1914;

WHEREAS, the City of Hamilton appoints two members of the AGH's Board of Directors from Members of City Council;

WHEREAS, the AGH is a provincially chartered non-profit organization and a Registered Charitable Organization, with the mandate to collect (in trust), preserve, exhibit, and interpret works of art for the community of Hamilton and beyond;

WHEREAS, the AGH collection of 10,500+ works is owned in part by the City of Hamilton;

WHEREAS, the AGH operates downtown (municipally identified as 123 King Street West) on lands owned by the City of Hamilton; pursuant to the terms of a Lease Agreement dated the 1st day of November, 1975, as amended (2005) and expiring the 31st day of October, 2069;

WHEREAS, the agreement executed May 28, 1997 between the City and the Gallery establishes the gallery as a "Municipal Capital Facility";

WHEREAS, the City of Hamilton Final Budget Report of April 20, 2007 established that the City's funding of the Art Gallery of Hamilton (AGH) be based on an annual total grant to the AGH of \$1 million

THEREFORE, IT BE RESOLVED:

- (a) That City Staff be directed to work with the Art Gallery of Hamilton to review the AGH's partnership and funding model, based on the unique relationship to the City, in regards to the collection, the land, and the

building, and report back to the General Issues Committee with recommendations; and,

- (b) That City Staff be directed to join in the advocacy to other levels of government to support the Gallery's future vision.

**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
Absent	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
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
Absent	-	Ward 15 Councillor Ted McMeekin

**11. Disposition of City Owned Mixed Use Land (PED23181) (Ward 1) (Item 14.2)**

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

- (a) That the City's property identified in Confidential Appendix "A" to Report PED23181, be declared surplus for sale in accordance with the City's Real Estate Portfolio Management Strategy Plan and the Sale of Land Policy By-law 14-204;
- (b) That an Offer to Purchase for the sale of the City's property identified in Confidential Appendix "A" to Report PED23181, based substantially on the Major Terms and Conditions outlined in Confidential Appendix "B" to Report PED23181, and such other terms and conditions deemed appropriate by the General Manager of Planning and Economic Development Department, be approved and completed;
- (c) That the proceeds of the Disposition of City Owned Mixed Use Land be credited to Project ID Account No. 47702-3561850200;
- (d) That real estate and legal fees of \$30 K be funded from Project ID Account No. 59806-3561850200 and credited to Dept. ID Account No. 59806-812036 (Real Estate – Admin Recovery);

- (e) That the City Solicitor be authorized to complete the transaction for the Disposition of City Owned Mixed Use Land on behalf of the City, including paying any necessary expenses including but not limited to, disbursements, Land Transfer Tax, property taxes, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms deemed appropriate;
- (f) That the Mayor and City Clerk be authorized and directed to execute any and all necessary documents related to the Disposition of City Owned Mixed Use Land, in a form satisfactory to the City Solicitor; and,
- (g) That Report PED23181 remain confidential until final completion of the property transaction.

**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
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
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
Absent	-	Ward 15 Councillor Ted McMeekin

**12. Disposition of City Owned Residential Land (PED23182) (Ward 10) (Item 14.3)**

**(Cassar/Tadeson)**

- (a) That the City's property identified in Confidential Appendix "A" to Report PED23182, be declared surplus for the purpose of sale in accordance with the City's Real Estate Portfolio Management Strategy Plan and the Sale of Land Policy By-law 14-204;
- (b) That an Offer to Purchase for the sale of the City's property identified in Confidential Appendix "A" to Report PED23182, based substantially on the Major Terms and Conditions outlined in Confidential Appendix "B" to

Report PED23182, and such other terms and conditions deemed appropriate by the General Manager of Planning and Economic Development Department, be approved and completed;

- (c) That the proceeds of the Disposition of City Owned Residential Property be received in Project ID Account 47702-3562350003 RE2302;
- (d) That the real estate and legal fees of \$53,505 be funded from Project ID Account No. 59806-3562350003 and credited to Dept. ID Account No. 59806-812036 (Real Estate – Admin Recovery);
- (e) That the City Solicitor be authorized to complete the transaction for the Disposition of City Owned Residential Property, on behalf of the City, including paying any necessary expenses, including, but not limited to, disbursements, Land Transfer Tax and property taxes, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms deemed appropriate;
- (f) That the Mayor and City Clerk be authorized and directed to execute any and all necessary documents related to the Disposition of City Owned Residential Property, in a form satisfactory to the City Solicitor; and,
- (g) That Report PED23182, respecting the Disposition of City Owned Residential Property, remain confidential until final completion of the property transaction.

**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
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
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
Absent	-	Ward 15 Councillor Ted McMeekin

**13. Fulfilment of Estate Bequest (LS23026) (City Wide) (Added Item 14.5) - REVISED**

**(Tadeson/Spadafora)**

- (a) That the directions to staff in closed session respecting Report LS23026, Fulfilment of Estate Bequest, be approved and remain confidential until staff have completed the closed section directions, at which time the recommendations can be made public; and,
- (b) That the balance of Report LS2302, Fulfilment of Estate Bequest, 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
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
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
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:

**5. COMMUNICATIONS**

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

- (a) Tim Potocic, Supercrawl Productions
- (b) Tim Potocic, Sonic Unyon Records

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

## **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)

## **8. PRESENTATIONS**

- 8.2 2022 - 2026 Council Priorities (CM23020) (City Wide) – REVISED Appendix “A”

## **14. PRIVATE AND CONFIDENTIAL**

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

### **(Danko/Spadafora)**

That the agenda for the September 20, 2023 General Issues Committee meeting, be approved, as amended.

**Result: MOTION, CARRIED by a vote of 14 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
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) September 6, 2023 (Item 4.1)**

**(Pauls/Tadeson)**

That the minutes of the September 6, 2023, General Issues Committee meeting be approved, as presented.

**Result: MOTION, CARRIED by a vote of 14 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
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) COMMUNICATIONS (Item 5)**

**(i) (Spadafora/Cassar)**

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

(a) Tim Potocic, Supercrawl Productions (Added Item 5.1(a))

(b) Tim Potocic, Sonic Unyon Records (Added Item 5.1(b))

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

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

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

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

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

- (i) 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) (Added Item 6.1)**

**(Cassar/Hwang)**

That the Delegation Request from 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 be approved for a future meeting.

**Result: MOTION, CARRIED by a vote of 14 to 1, 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
No	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin



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

- (i) 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) (Item 7.1)**

PJ Mercanti, Hamilton Urban Precinct Entertainment Group (HUPEG), Tom Pistore, Oak View Group (OVC), and Lou Frapporti, HUPEG/Alinea Group Holdings, addressed the Committee respecting an update on the activities and positive progress of our downtown entertainment district redevelopment initiative.

**(Horwath/Danko)**

That the delegate be provided with an additional 10 minutes to complete their delegation.

**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

**(Pauls/McMeekin)**

That the delegate be provided with an additional 10 minutes to complete their delegation.

**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

**(McMeekin/Horwath)**

That the delegation from PJ Mercanti, Hamilton Urban Precinct Entertainment Group (HUPEG), Tom Pistore, Oak View Group (OVG), and Lou Frapporti, HUPEG/Alinea Group Holdings, respecting an update on the activities and positive progress of our downtown entertainment district redevelopment initiative, be received.

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

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

**(ii) 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) (Item 7.2)**

Gail Rappolt, and Anne Pearson, United Nations Association Canada Hamilton Branch addressed the Committee respecting City Hall Peace Garden and the International Day of Peace Event on September 21.

**(Clark/Kroetsch)**

That the delegate be provided with an additional 5 minutes to complete their delegation.

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

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

**(A. Wilson/Tadeson)**

That the delegation from Gail Rappolt, and Anne Pearson, United Nations Association Canada Hamilton Branch, respecting City Hall Peace Garden and the International Day of Peace Event on September 21, be received.

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

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

Yes - Ward 15 Councillor Ted McMeekin

- (iii) **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) (Item 7.3)**

Shelley Falconer, Eleanor McMahon, Tom Wilson, Scott Galbraith, and Gary Graham, Art Gallery of Hamilton, addressed the Committee respecting an update on the Art Gallery of Hamilton and its role in the revitalization of Hamilton's downtown core.

**(Kroetsch/Danko)**

That the delegate be provided with an additional 10 minutes to complete their delegation.

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

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

**(Kroetsch/Cassar)**

That the delegation from Shelley Falconer, Eleanor McMahon, Tom Wilson, Scott Galbraith, and Gary Graham, Art Gallery of Hamilton respecting an update on the Art Gallery of Hamilton and its role in the revitalization of Hamilton's downtown core, be received.

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

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

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

**(iv) 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) (Item 7.4)**

Shannon Kyles, Doors Open Hamilton, addressed the Committee respecting the Doors Open Hamilton committee and a request to increased funding for Doors Open Hamilton.

**(A. Wilson/Pauls)**

That the Delegation from Shannon Kyles, Doors Open Hamilton, respecting the Doors Open Hamilton Committee and a request to increased funding for Doors Open Hamilton 2024, 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
Absent	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(g) STAFF PRESENTATIONS (Item 8)****(i) 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) (Item 8.1)**

Jeffrey Abrams, Principles Integrity, provided Committee with a presentation 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.

**(Hwang/Francis)**

That the presentation from Jeffrey Abrams, 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, be received.

**Result: MOTION, CARRIED by a vote of 13 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
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Absent	-	Ward 15 Councillor Ted McMeekin

**(ii) Recess****(Francis/Tadeson)**

That the General Issues Committee recess for 35 minutes until 1:30 pm.

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

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson

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

**(iii) 2022 - 2026 Council Priorities (CM23020) (City Wide) (Item 8.2)**

Janette Smith, City Manager, provided Committee with a presentation respecting Report CM23020, 2022 - 2026 Council Priorities.

**(Nann/Spadafora)**

That the staff presentation respecting Report CM23020, 2022 – 2026 Council Priorities, be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
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 this matter, refer to Item 1.

**(iv) 2024 Budget Outlook (FCS23074) (City Wide) (Item 8.3)**

Mike Zegarac, General Manager of Finance and Corporate Services, provided Committee with a presentation respecting Report FCS23074, 2024 Budget Outlook.

**(Horwath/Hwang)**

That the staff presentation respecting Report FCS23075, 2024 Budget Outlook, be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	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
Absent	-	Ward 15 Councillor Ted McMeekin

For disposition of this matter, refer to Item 2.

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

**(i) (A. Wilson/Spadafora)**

That the General Issues Committee meeting of September 20, 2023, be extended past the 5:30 pm curfew, up to an additional 4 hours.

**Result: MOTION, CARRIED by a vote of 10 to 1, as follows:**

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



Yes	-	Ward 7	Councillor Esther Pauls
No	-	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
Absent	-	Ward 15	Councillor Ted McMeekin

**(ii) Major Hosted Tourism Event Opportunities (PED23129) (City Wide)  
(Item 10.3)**

**(A. Wilson/Spadafora)**

- (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);
- (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.

**(Tadeson/M. Wilson)**

That consideration of Report PED23129, Major Hosted Tourism Event Opportunities, be DEFERRED until after Closed Session.

**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
Absent	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
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
Absent	-	Ward 15 Councillor Ted McMeekin

For disposition of this matter, refer to Item 9.

**(i) MOTIONS (Item 11)****(i) City of Hamilton Meta Advertising (Item 11.1)****(Danko/Spadafora)**

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;

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;

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;

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;

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;

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;

- (b) That the suspension last until Meta resumes discussions with the government of Canada, or until it reverses its ban on placing Canadian media news stories on its platforms up to a maximum of 6 months; 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.

Councillor Danko requested that the motion respecting City of Hamilton Meta Advertising be placed on the October 4, 2023 General Issues Committee agenda in order to provide members of the Committee an opportunity to have dialogue with staff in advance of the consideration of this matter.

**(ii) Naming of Parkette, "Jim Howlett Parkette", 505 Beach Blvd, Hamilton (Ward 5) (Item 11.2)**

Councillor Francis was not present to present the motion respecting the Naming of Parkette, "Jim Howlett Parkette", 505 Beach Blvd, Hamilton (Ward 5) and therefore, the motion will be placed on the October 4, 2023 General Issues Committee meeting agenda.

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

**(i) September 6, 2023 - Closed Session Minutes (Item 14.1)**

**(A. Wilson/Nann)**

That the General Issues Committee Closed Session Minutes of September 6, 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
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
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  
 Absent - Ward 15 Councillor Ted McMeekin

**(Spadafora/Pauls)**

That Committee move into Closed Session pursuant to Section 9.3, Sub-sections (b), (c) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b), (c) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain to personal matters about identifiable individuals, including municipal or local board employees; a proposed or pending acquisition or disposition of land by the municipality or local board; 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  
 Yes - Ward 3 Councillor Nrinder Nann  
 Absent - Ward 4 Councillor Tammy Hwang  
 Absent - Ward 5 Councillor Matt Francis  
 Yes - Ward 6 Councillor Tom Jackson  
 Yes - Ward 7 Councillor Esther Pauls  
 Yes - Ward 8 Councillor J. P. Danko  
 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  
 Absent - Ward 15 Councillor Ted McMeekin

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

For disposition of this matter, refer to Item 11.

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

For disposition of this matter, refer to Item 12.

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

For disposition of this matter, refer to Item 9.

**(v) Fulfilment of Estate Bequest (LS23026) (City Wide) (Added Item 14.5)  
- REVISED**

For disposition of this matter, refer to Item 13.

**(k) ADJOURNMENT (Item 15)**

**(Spadafora/Tadeson)**

That there being no further business, the General Issues Committee be adjourned at 6:24 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
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Absent	-	Ward 15 Councillor Ted McMeekin

Respectfully submitted,

---

Deputy Mayor Jeff Beattie  
Chair, General Issues Committee

---

Angela McRae  
Legislative Coordinator  
Office of the City Clerk

**From:** joel.l.hughes  
**Sent:** Monday, October 2, 2023 9:32:54 AM  
**To:** Francis, Matt <[Matt.Francis@hamilton.ca](mailto:Matt.Francis@hamilton.ca)>  
**Cc:**  
**Subject:** HBCC - Jim Howlett Park

Dear Matt Francis, Ward 5 Councillor

The Hamilton Beach Community Council (HBCC) offers it's full endorsement of both classifying the lands across from the convenience store as a Park and naming that park in tribute to Jim Howlett.

These items were tabled at the September 12th HBCC meeting and received unanimous approval from all council members and those attending.

I am requesting this correspondence be added to the Wednesday, October 4th General Issues committee meeting

Regards  
Joel Hughes  
President, Hamilton Beach Community Council

Submitted on Tue, 09/26/2023 - 11:01

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  
Rob Maclsaac  
Hamilton Health Sciences  
100 King St West - P.O. Box 2000  
Hamilton, Ontario. L8N 3Z5  
[silvestro@hhsc.ca](mailto:silvestro@hhsc.ca)

Preferred Pronoun  
he/him

Reason(s) for delegation request  
Request for Delegation - November 15

Hamilton Hospital Redevelopment

Will you be requesting funds from the City?  
Yes

Will you be submitting a formal presentation?  
Yes



Submitted on Tue, 07/04/2023 - 08:36

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

Jo-Ann Mattina

Biindigen Well-Being Centre (De dwa da dehs nye>s Aboriginal Health Centre, Niwasa  
Kendasswin Teg and Ontario Aboriginal Housing Services)

678 Main Street East

Hamilton, ON. L8M 1K2

[jmattina@dahac.ca](mailto:jmattina@dahac.ca)

905-544-4320 ext 231

Preferred Pronoun

she/her

Reason(s) for delegation request

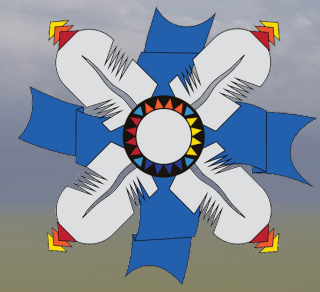
Update on the Biindigen Well-Being Centre development and next steps.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

Yes



Biindigen  
Well-Being Centre

Ontario Aboriginal Housing Services

De dwa da dehs nyes > Aboriginal Health  
Centre and McMaster University  
Department of Family Medicine

Niwasa Kendaaswin Teg





De dwa da dehs nye>s	Niwasa Kendaaswin Teg	Ontario Aboriginal Housing Services	McQuesten Community Hub	McMaster Department of Family Medicine
Primary Care	Licensed childcare for infants, toddlers, preschoolers and school aged children	Creation of 80 – 100 rental units with a mixture of rents	Community Gardens	Primary care health clinic
Healthy Living Program		Unit sizes will be dependent on the community need	Boys and Girls Club	Care for children with specialized health needs – e.g. pediatric care, mental health care
Traditional Healing	Early ON Child and Family Centre (child and family supports), and outreach programs	from existing housing wait lists	Cooking Clubs	
Fetal Alcohol Spectrum Disorder Program		Mixed rents will be available to accommodate people of varying incomes	Youth Programming	
Diabetes Education Program	Homelessness Prevention: case management, cultural life skill and food security programs.	Culturally appropriate service delivery and application process	Early Words	Undergraduate and postgraduate medical education of health professional learners including an immersive Indigenous health training program
Cultural Education and Outreach	System-wide training (e.g.: Indigenous-led programming, cultural safety and awareness training)	OAHS will property manage residential development	Hamilton Public Library Book Mobile	
Aboriginal Patient Navigators	Food Bank			
Child and Youth Mental Health Services	Youth Drop In and Camp programs			
Mental Health Youth Navigator	Youth Leadership Development			
Indigenous Housing Street Outreach	Culture and Language Revitalization			
	McQuesten Urban Farm			
Collaborative programming areas will include: Health promotion, early and fetal alcohol spectrum disorders child nutrition programming and information				



## The need:

**Data continues to show high disparities in health, social and economic outcomes facing Hamilton Indigenous people as well as residents of the McQuesten neighbourhood.**

### High poverty rates

- The poverty rate of First Nations residents in Hamilton is 29% which is higher than the average for First Nations in Ontario (24%) and the general population in Hamilton (16%).
- For First Nations children living in Hamilton, the poverty rate climbs to 37%, compared to 28% for First Nations in Ontario, and 21% for Hamilton's general population.
- First Nations seniors in Hamilton have a poverty rate of 20%, more than double the average for Hamilton's senior population (8%).
- The McQuesten neighbourhood's child poverty rate is 75%, almost triple the rate for the city as a whole. McQuesten's senior poverty rate is 28% compared to 17% for the city as a whole.

### Unacceptable access to health care

- 40% of the First Nations population in Hamilton rate their level of access to health care as fair or poor
- Identified health access barriers: long waiting lists (48%), lack of transportation (35%), not able to afford direct costs (32%), doctor not available (29%), and lack of trust in health care provider (24%).

*Data sources: National Household Survey, City of Hamilton. Canada Census*

### Health, social, mental and support services for the whole community

The location of the Biindigen Well-Being Centre in the McQuesten neighbourhood will give vulnerable residents with limited transportation means to easily access a full continuum of health and social services.



- **Meeting recognized need:** Target appropriate, responsive and culturally safe health and community services to meet the needs of urban Indigenous and non-Indigenous individuals and their families
- **Highest quality care:** Maximize the high-quality population-based care already provided by the DAHC
- **Wrap around care:** Provide a true community-based continuum of health and social care and services with health care, childcare, housing services, recreational programs, after school programs, skills development and training programs, social programs and innovative neighborhood programs all located on one site in a neighbourhood with longstanding demonstrated need
- **Improved health and social outcomes:** Bring attention to population health and social needs in an integrated and coordinated continuum of care in the community
- **Teaching and learning culturally safe care:** Focus health professional learning on care that understands and can meet unique and complex needs in a culturally safe and appropriate way.
- **Integrated approach:** A leader in evolving attitudes and approaches to an integrated view of traditional and western health and social service models
- **Neighbourhood programs:** A true activity centre for the neighbourhood – non-existent at present
- **Shared efficiencies and value for money:** Shared capital investment in co-location will result in: capital, infrastructure and operational cost efficiencies, shared space for meeting areas and offices, shared resources and administrative and back office integration

## The benefits

**Viewed through a system-lens, the benefits are obvious**



## Partnership with the City of Hamilton

- February 2018, Hamilton City Council passed a unanimous motion to purchase the St. Helen School property to hold for De dwa da dehs nye>s.
- City of Hamilton took possession of the St. Helen Property on May 1, 2019.
- Signed the Agreement of Purchase and Sale with the City of Hamilton for the transfer of ownership to De dwa da dehs nye>s following the submission of a site plan amendment.
- City of Hamilton leading the Official Plan Amendment and Zoning By-law Amendment process. City of Hamilton will support the Biindigen Partnership through Site Plan Control approval.



**Biindigen**  
Well-Being Centre

## Next Steps

- Due to size of the building for DAHC and McMaster the project has been split into 2 phases.
- We are undergoing a RFP process for a Prime Consultant/Architect, contract to be signed in coming few weeks
- Demolition of the School on the Property
- Undertaking the Official Plan and Zoning By-law Amendment processes followed by Site Plan Control.







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

**LIST OF DOCUMENTS FROM CITY OF  
HAMILTON  
AND WHITE STAR  
(1255717 ONT LTD. - MARINO  
RAKOVAC)  
RESPECTING AGREEMENTS  
REGARDING DAMAGES AND LOST  
OPPORTUNITIES DUE TO "IMPAIRED  
RELATIONSHIP"**

**REPORT FCS04113 DETAILING THE CITY'S CHALLENGES WITH THE  
PROPERTY AND THE AGREEMENT BETWEEN THE CITY AND  
WHITE STAR (1255717 ONT LTD. - MARINO RAKOVAC)  
REGARDING 205-215 CANNON STREET**

CITY WIDE IMPLICATIONS
---------------------------

<b>CITY OF HAMILTON</b>
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**CORPORATE SERVICES**  
*Taxation Division*

<b>Report to:</b> Chair and Members Corporate Administration Committee	<b>Submitted by:</b> Joseph L. Rinaldo, General Manager
<b>Date:</b> September 17, 2004	<b>Prepared by:</b> Larry Friday, Ext 2425

**SUBJECT: Sale of 205 & 215 Cannon Street East (FCS04113) (City Wide, Ward 2)**

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<b>RECOMMENDATION:</b>
------------------------

- a) That staff be directed to execute the agreement of purchase and sale in a form satisfactory to Corporate Counsel, for the .78 acre parcel of land known municipally as 205 and 215 Cannon Street East to 1255717 Ontario Ltd. for the purchase price of Fifty Thousand Dollars (\$50,000.00).
- b) That staff be directed to initiate the process to vest the property and that the treasurer be authorized to cancel the outstanding tax arrears of \$767,354.75.
- c) That 205 & 215 Cannon Street East be declared surplus.

---

Christine Swenor, Acting General Manager  
Finance and Corporate Services

<b>EXECUTIVE SUMMARY:</b>
---------------------------

On July 5, 2004, staff issued a Request for Proposal for property known municipally as 205 and 215 Cannon Street East, in accordance with the policy for failed tax sales as delineated in report (ECO03027/FCS03157). This property was originally advertised for tax sale in November 2003 and no bids were received on it.

On July 5, 2004, the RFP was advertised in the Hamilton Spectator and 7 bids were received on closing, August 9, 2004. Interviews were set up with the top three bidders. The top bidder (a non-profit organization) has advised us that they are unable to secure financing. As such their bid has been rejected and the second highest bidder recommended for council approval.

**EAST**

**SUBJECT: Sale of 205 and 215 Cannon Street East (FCS04113)  
(City Wide, Ward 2)**

Page 2 of 3

The property being sold is an abandoned former car dealership which has been an ongoing concern to the fire department, the property standards division, and the neighbourhood. There is also a known environmental problem on the site in the form of buried gas tanks. Recently squatters were evicted from running an illegal auto body repair shop and left the site littered with abandoned cars and car parts. The inside of the building is filled with worthless flea market type items. The roof is in need of major repairs and the upper portion of the front of the building was damaged a number of years ago in a fire set by vandals.

The property is being sold as is, where is, and the purchaser has agreed not to make any claims against the city. The intended use of the building will be as an auto dealership and the new owner is committing to immediate roof repairs, the removal of the gas tanks, stucco facade improvements to the front of the building, siding on the back suitable to the surrounding residential buildings as well as cleaning up the remaining debris left at the site and doing landscaping improvements.

**BACKGROUND:**

The subject property has been in tax arrears since 1990 and is a potentially contaminated site. In 1998 this property was registered for tax sale and has been eligible for tax sale since 1999. Prior to January 1, 2003 the city was reluctant to act on tax sales for such sites as the legislation was such that the site automatically vested with the city on a failed tax sale, putting the city at risk in case of potential contamination. With the new Municipal Act, cities now have one year from a failed tax sale to evaluate and accept offers to purchase such sites, and we have five years protection from any MOE orders once vested in the City's name. It is our intention to vest this property and then to immediately transfer ownership to 1255717 Ontario Ltd, further limiting our liability.

The property was seized by the receiver upon the bankruptcy of the car dealership. The receiver and the mortgage holder both walked away from the building due to the potential liability of the contamination. The taxes owing on this property have been recorded in our allowance for doubtful accounts.

**ANALYSIS OF ALTERNATIVES:**

Leave the property under current ownership and continue to record the past due taxes and current taxes as uncollectible while also having to spend money to secure and clean the site.

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

Current tax arrears of \$767,354.75 be written off of which \$128,481.81 would be charged back to the school boards. Failure to act will result in the tax arrears growing as well as the allowance for doubtful accounts.

**SUBJECT: Sale of 205 and 215 Cannon Street East (FCS04113)  
(City Wide, Ward 2)**

**Page 3 of 3**

**POLICIES AFFECTING PROPOSAL:**

The Treatment of Potentially Contaminated Properties that Fail Municipal Tax Sale (ECSO03027/FCS03157). Municipal Act, 2001 sections 354 and 379.


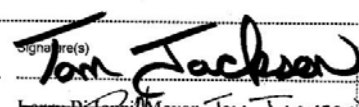

**CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:**

Purchasing Department, Legal Department, Economic Development Department and Real Estate have been consulted.

**CITY STRATEGIC COMMITMENT:**

Economic Development of abandoned Brownfield properties.

# TRANSFER/DEED TO 205 CANNON STREET

 Province of Ontario	<b>Transfer/Deed of Land</b> Form 1 — Land Registration Reform Act	Do Process Software Ltd. • (416) 322-6111	<b>A</b>
FOR OFFICE USE ONLY U N 2 6 2 0 0 6 CERTIFICATE OF REGISTRATION CERTIFICAT D'ENREGISTREMENT WENTWORTH (62) HAMILTON '04 10 18 16 25 New Property Identifier Additional: See Schedule <input type="checkbox"/>	(1) Registry <input checked="" type="checkbox"/> Land Titles <input type="checkbox"/> (2) Page 1 of 2 pages (3) Property Identifier(s) Block 17163 - 0076 (R) Property Identifier(s) Additional: See Schedule <input type="checkbox"/> (4) Consideration FIFTY THOUSAND ----- Dollars \$ 50,000.00 (5) Description This is a: Property Division <input type="checkbox"/> Property Consolidation <input type="checkbox"/> Lots 102, 103 & 104, Plan 255; Lot 178, Plan 287; Part Lot 177, Plan 287, Hamilton		
Executions Additional: See Schedule <input type="checkbox"/>			
(6) This Document Contains (a) Redescription New Easement Plan/Sketch <input type="checkbox"/> (b) Schedule for: Description <input checked="" type="checkbox"/> Additional Parties <input type="checkbox"/> Other <input type="checkbox"/>		(7) Interest/Estate Transferred Fee Simple <input type="checkbox"/> Fee Simple <input checked="" type="checkbox"/>	
(8) Transferor(s) The transferor hereby transfers the land to the transferee and certifies that the transferor is at least eighteen years old and that			
Name(s) City of Hamilton		Signature(s)  Date of Signature Y M D 2004 10 15 Mayor Tom JACKSON  Date of Signature Y M D 2004 10 15 Kevin Robertson, City Clerk ROSS CATERINI	
We have the authority to bind the Corporation.			
(9) Spouse(s) of Transferor(s) I hereby consent to this transaction Name(s) Signature(s) Date of Signature Y M D			
(10) Transferor(s) Address for Service 71 Main Street West, Hamilton, Ontario L8P 4Y5			
(11) Transferee(s) 1255717 Ontario Ltd., in trust Date of Birth Y M D			
(12) Transferee(s) Address for Service 205-215 Cannon Street East, Hamilton, Ontario			
(13) Transferor(s) The transferor verifies that to the best of the transferor's knowledge and belief, this transfer does not contravene section 50 of the Planning Act.			
Solicitor for Transferor(s) I have explained the effect of section 50 of the Planning Act to the transferor and I have made inquiries of the transferor to determine that this transfer does not contravene that section and based on the information supplied by the transferor, to the best of my knowledge and belief, this transfer does not contravene that section. I am an Ontario solicitor in good standing.			
Solicitor for Transferee(s) I have investigated the title to this land and to abutting land where relevant and I am satisfied that the title records reveal no contravention as set out in subclause 50 (22) (c) (ii) of the Planning Act and that to the best of my knowledge and belief this transfer does not contravene section 50 of the Planning Act. I act independently of the solicitor for the transferor(s) and I am an Ontario solicitor in good standing.			
(14) Assessment Roll Number of Property City: Mun: Map: Sub: Par: Multiple			
(15) Municipal Address of Property 205-215 Cannon Street East Hamilton, Ontario		(17) Document Prepared by: John S. Hall Ross & McBride LLP 10th Floor, 1 King Street West P.O. Box 907 Hamilton, Ontario L8N 3P6	
FOR OFFICE USE ONLY		Fees and Tax	
		Registration Fee	
		Land Transfer Tax	
		Total	

Document prepared using Form 1, Ware LandForms

**EAST**



## Schedule

Do Process Software Ltd. • (416) 322-6111

Form 5 — Land Registration Reform Act

Page 2

S

## Additional Property Identifier(s) and/or Other Information

Firstly

ALL AND SINGULAR that certain parcel or tract of land and premises, situate, lying and being in the City of Hamilton and being composed of Parts of Lots Numbers One Hundred and Two (102) and One Hundred and Three (103) and all of Lot Number One Hundred and Four (104) according to Peter Ferguson's Survey, the plan thereof registered in the Land Registry Office at Hamilton as Number 255, and being also composed of all Lot Number One Hundred and Seventy-Eight (178) and part of Lot Number One Hundred and Seventy-Seven (177) according to the plan of subdivision prepared for John Ferguson and registered in the aforesaid Office as Number 287, and described as follows:

COMMENCING at the southwestern corner of Lot Number One Hundred and Two, Registered Plan Number 255. THENCE easterly along the southern limit of the aforesaid Lot Number One Hundred and Two, and being also along the northern limit of Cannon Street East, One Hundred and two feet and one-half inch (102' 0.5") more or less to a point where it is intersected by the production southerly of the western face of the western wall of the two storey brick dwelling know as Municipal Number 215 Cannon Street East.

THENCE northerly to and along the western face of the western wall of municipal number 215 Cannon Street East and continuing along the production of the line thereof northerly One Hundred and Twenty-eight feet and six and three-quarter inches (128' 6 3/4") more or less to a point in the northern limit of Lot Number One Hundred and Three.

THENCE easterly along the northern limit of Lot Number One Hundred and Three, Eighteen feet zero inches (18' 0") more or less to the northeastern corner thereof.

THENCE northerly along the eastern limit of Lot Number One Hundred and Four (104) Registered Plan Number 255, and continuing along the eastern limits of Lots Numbers One Hundred and Seventy-Eight and One Hundred and Seventy-Seven as shown on the Registered Plan Number 287, One Hundred and thirty-five feet eight and three-quarter inches (135' 8 3/4") more or less to a point in the eastern limit of Lot Number One Hundred and Seventy-seven which is distant twenty-five feet zero inches (25' 0") measured northerly along the said eastern limit from the southeastern corner thereof.

THENCE westerly parallel with the southern limit of Lot Number One Hundred and Seventy-Seven, Registered Plan Number 287, One Hundred and twenty feet zero inches (120' 0") more or less to a point in the western limit of Lot Number One Hundred and Seventy-Seven.

THENCE southerly along the western limits of Lots Numbers One Hundred and Seventy-seven and One Hundred and Seventy-Eight, Registered Plan Number 287, and continuing along the western limits of Lots Numbers One Hundred and Four, One Hundred and Three and One Hundred and Two, and being also along the eastern limit of Cathcart Street, Two Hundred and Sixty-five feet six inches (265' 6") more or less to the point of commencement. As described in Instrument Number 196150 C.D.

Secondly

ALL AND SINGULAR that certain parcel or tract of land and premises situate, lying and being in the City of Hamilton and being a part of Lot Numbers 102 and 103, Registered Plan No. 255 (Peter Ferguson's Survey), more particularly described as follows:

COMMENCING at a point in the Northern limit of Cannon Street where is it intersected by the production Southerly of the Westerly face of a two storey brick dwelling known as No. 215 Cannon Street East, the said point being distant one hundred and two feet and zero and one-half inches (102' 0.5") measured easterly along the Northern limit of Cannon Street from the Eastern limit of Cathcart Street, being the Southwest corner of the said Lot 102;

THENCE northerly in a straight line to and along the said Westerly face of the said wall and its production Northerly, through the said Lot Numbers 102 and 103, one hundred and twenty-eight feet and six and three quarters inch (128' 6-3/4") to a point in the Northern limit of said Lot Number 103;

THENCE Easterly along the said Northern limit of Lot Number 103, eighteen feet and zero inches (18' 0") to a stake planted in the Northeastern angle of said Lot Number 103;

THENCE Southerly along the Eastern limits of said Lot Numbers 103 and 102 respectively one hundred and twenty-eight feet and six and one-half inches (128' 6.5") to an iron bar marking the Southeast corner of the said Lot Number 102;

THENCE Westerly along the Northern limit of Cannon Street, eighteen feet and eleven and one-half inches (18' 11.5") more or less to the place of beginning.

As described in Instrument Number 299836 C.D.

FOR OFFICE  
USE ONLY

Property Identifier(s) No. 17163-0076

Land Transfer Tax Affidavit Land Transfer Tax Act

Refer to all instructions on reverse side.

IN THE MATTER OF THE CONVEYANCE OF (insert brief description of land) Lots 102, 103 & 104, Plan 255; Lot 178, Plan 287; Part Lot 177, Plan 287 City of Hamilton

BY (print names of all transferors in full) City of Hamilton TO (print names of all transferees in full) 1255717 Ontario Ltd., in trust

I/We have personal knowledge of the facts herein deposed to and MAKE OATH AND SAY THAT:

1. I am/We are (place a clear mark within the square opposite the following paragraph(s) that describe(s) the capacity of the deponents):

- (a) the transferee(s) named in the above-described conveyance; (b) the authorized agent or solicitor acting in this transaction for the transferee(s); (c) The President, Vice-President, Secretary, Treasurer, Director or Manager authorized to act for 1255717 Ontario Ltd. (the transferee(s)); (d) a transferee and am making this affidavit on my own behalf and on behalf of (insert name of spouse or same-sex partner) who is my spouse or same-sex partner. (e) the transferor and I am tendering this document for registration and no tax is payable on registration of this document.

2. THE TOTAL CONSIDERATION FOR THIS TRANSACTION IS ALLOCATED AS FOLLOWS:

Table with 2 columns: Description and Amount. Rows include: (a) Monies paid or to be paid in cash \$50,000.00; (b) Mortgages (i) Assumed (principal and interest) Nil; (ii) Given back to vendor Nil; (c) Property transferred in exchange (detail below in para. 5) Nil; (d) Other consideration subject to tax (detail below) Nil; (e) Fair market value of the lands (see instruction 2) Nil; (f) Value of land, building, fixtures and goodwill subject to Land Transfer Tax (Total of (a) to (e)) \$50,000.00; (g) Value of all chattels - Items of tangible personal property which are taxable under the provisions of the Retail Sales Tax Act Nil; (h) Other consideration for transaction not included in (f) or (g) above Nil; (i) Total Consideration \$50,000.00.

All blanks must be filled in. Insert "Nil" where applicable.

3. To be completed where the value of the consideration for the conveyance exceeds \$400,000.00

I have read and considered the definition of "single family residence" set out in subsection 1(1) of the Act. The land conveyed in the above-described conveyance:

- does not contain a single family residence or contains more than two single family residences. contains at least one and not more than two single family residences. contains at least one and not more than two single family residences and the lands are used for other than just residential purposes. The transferee has accordingly apportioned the value of consideration on the basis that the consideration for the single family residence is \$ and the remainder of the lands are used for purposes.

Note: Subsection 2(1)(b) imposes an additional tax at the rate of one-half of one percent upon the value of the consideration in excess of \$400,000.00 where the conveyance contains at least one and not more than two single family residences and 2(2) allows an apportionment of the consideration where the lands are used for other than just residential purposes.

4. If consideration is nominal, is the land subject to any encumbrance? Yes No

5. Other remarks and explanations, if necessary. n/a

Sworn before me at the City of Hamilton

in the Province of Ontario

this 18th day of October, 2004

A Commissioner for taking Affidavits, etc. LAUREN ALEXIS CVETKOVIC, a Commissioner, etc., City of Hamilton, for Pelech, Otto & Powell, Barristers and Solicitors.. Expires August 14, 2005.

Signature(s) Marino Rakovac

Property Information Record

- A. Describe nature of instrument: Transfer/Deed of Land Expires August 14, 2005. B. (i) Address of property being conveyed (if available) 205-215 Cannon Street East, Hamilton, ON (ii) Assessment Roll No. (if available) 25 18 020 182 06500 & 25 18 020 182 16440 C. Mailing address(es) for future Notices of Assessment under the Assessment Act for property being conveyed 205-215 Cannon Street East, Hamilton, ON D. (i) Registration number for last conveyance of property being conveyed (if available) VM241789 & VM241800 (ii) Legal description of property conveyed: Same as in D.(i) above. Yes No Not known E. Name(s) and address(es) of each transferee's solicitor: ANTHONY J.B. POWELL, PELECH, OTTO & POWELL 149 Main Street East, Suite 200, Hamilton ON, L8N 1G4 [File AJBP/22735]

For Land Registry Office Use Only. Registration No. Registration Date (Year/Month/Day) Land Registry Office No.

School Support (Voluntary Election) (See reverse for explanation)

- (a) Are all individual transferees Roman Catholic? Yes No (b) If Yes, do all individual transferees wish to be Roman Catholic Separate School Supporters? Yes No (c) Do all individual transferees have French Language Education Rights? Yes No (d) If Yes, do all individual transferees wish to support the French Language School Board (where established)? Yes No

NOTE: As to (c) and (d) the land being transferred will receive French Public School Board Election unless otherwise directed in (a) and (b).



# CORPORATE ADMINISTRATION COMMITTEE REPORT 05-012

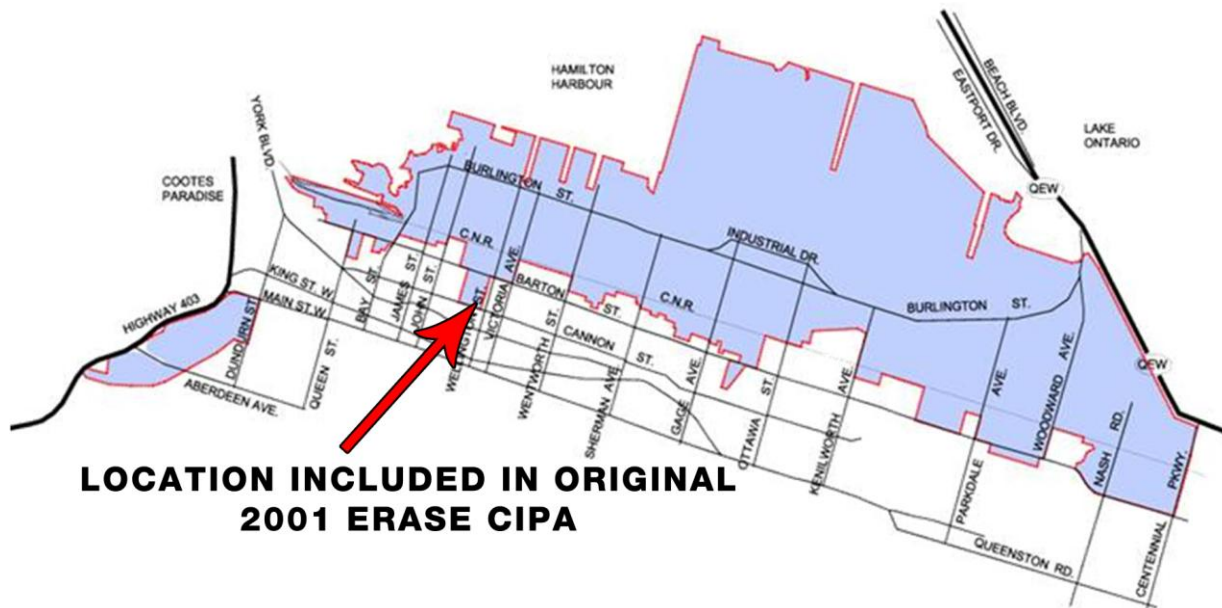
Appendix F to Corporate Administration Committee Report 05-012  
Page 1 of 3

CITY OF HAMILTON  
APPENDIX "A" RESULTS FROM BROWNFIELD INITIATIVES  
AS OF AUGUST 04, 2005

0) Failed at Tax Sale - Vested by City with Council Approval required for City Purposes  
1) Renewal of Uncollectible Accounts through Through Negotiations and Council Approval  
2) Renewal of Uncollectible Accounts through Tax Sales then Request for Offers and Council Approval

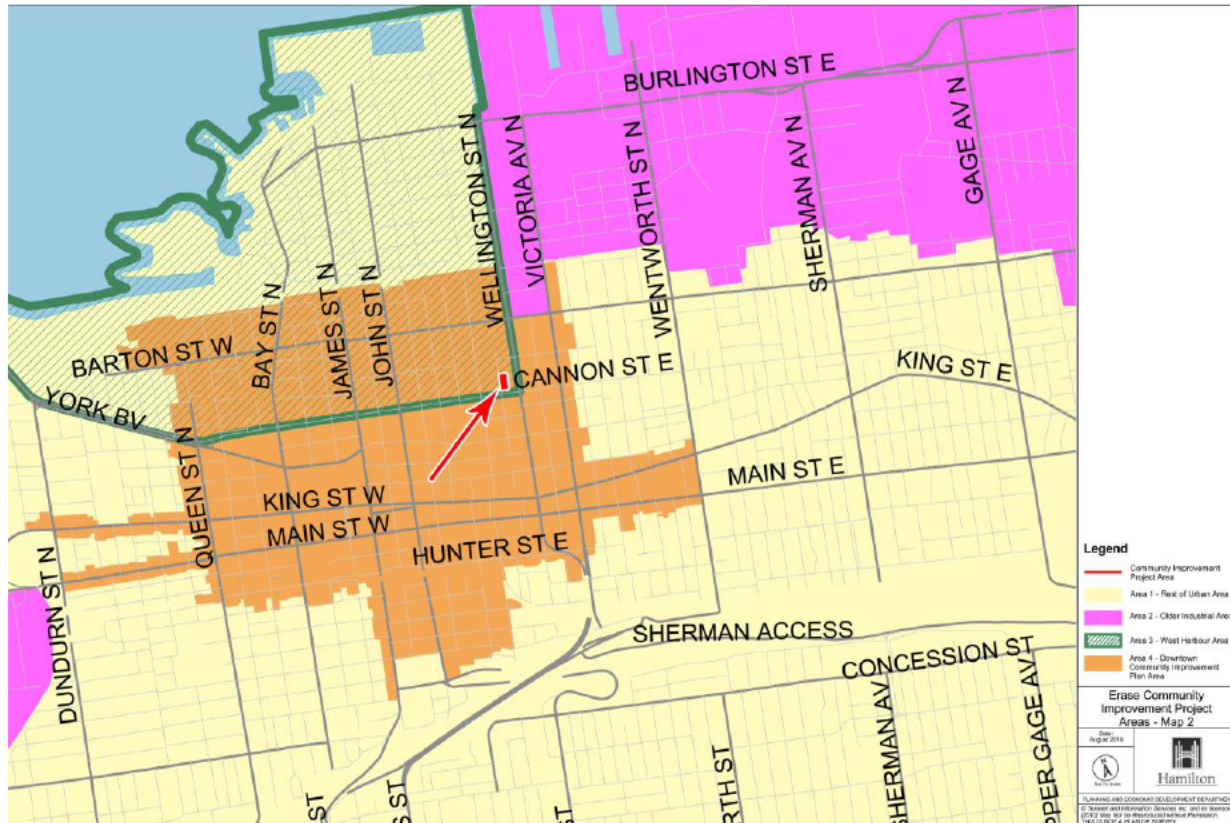
Property Address	Process	Allowance for Doubtful Accounts	Municipal Tax Write-off	Taxes Recovered	Purchasers Required Actions	Result	New Purchasers / Former owners
1) 100 Depew	1 Negotiation - Council Approval November 13, 2002	\$ 1,423,010.29	\$ 1,129,510.29	\$ 293,500.00	Demolition & renovation of existing buildings, clean up of debris from site, infrastructure upgrades. They also assisted in getting the taxes paid in full on 735 Strathearne where they are a tenant.	Dofasco spent \$3,848,000 in cleanup and upgrades to the property.	<b>Dofasco</b> Former Owner Dominion Castings abandoned site.
2) 735 Strathearne	1 Taxes recovered through negotiations with new owner and with help of Dofasco (a tenant) 9/30/2003	\$ 2,500,000.00	\$ -	\$ 2,500,000.00	Former USARCO properties. Taxes paid in protest re distribution of funds received in lawsuit by city against the receiver. New Owner paid balance of arrears under protest.	Three industrial businesses operating on site. Settlement of outstanding arrears late 2003. Taxes paid in full for 2004. Owner dropped his lawsuit against the city re the deal on 675 Strathearne.	<b>Archie Leach</b> Former owner Frank Levy, Part of USARCO properties bankruptcy.
3) 123 Princess Street	2 Failed tax Sale - Sold via RFO - Council approved Jan 20, 2004	\$ 1,216,778.02	\$ 1,166,778.02	\$ 50,000.00	Removal of 100+ tires, barrels & drums, replacement of all windows on 3 storey brick structure, cladding in aluminum, Painting of same structure. Owner assumes all environmental liability.	Removal of property from allowance for doubtful accounts. Recording of property taxes again as revenues \$50,000. Work should lead to increased assessment & tax	<b>Archie Leach</b> Former owner 505088 Ontario Inc (Mike Sullivan) refused to pay taxes and let property go into disrepair.
4) 325 Wellington 5) 350 Ferguson	2 Failed tax sale sold via RFO - Council Approval February 3, 2004.	\$ 2,301,455.89	\$ 2,301,454.89	\$ 1.00	Two properties in tax arrears plus former city asphalt site. All three sites have been tested and will require remediation due to contamination. Sale was originally approved in November 2003 but not approved by HHSC board. Through further negotiations it has now been approved again by council and approved by the HHSC board.	Site to be remediate environmentally and uses for medical offices, parking for the General Hospital and possibly a hotel for families with patients in the cardiac care unit. Part of the property will also be used by the City for the Ferguson street bridge (350 Ferguson). Industrial building site of many fires to be demolished by HHSC.	<b>Hamilton Health Sciences</b> Former owners Cliffwood Investments and City of Hamilton. Property at 325 Wellington is a former industrial building which has been the site of numerous fires.
6) 80 Brant St 7 - 10) 275 / 319 / 371 / 344 Sherman Ave N	1 Negotiation with new owner using Ontario Reg 138/04 to W.O Taxes. Council approval June 16, 2004	\$ 880,793.87	\$ 432,786.46	\$ 448,007.41	City's portion in helping to secure a deal between Delaware Street Capital and Slater Steel to help preserve 300 jobs and Industrial Taxes.	New owners kept operation running securing jobs and our Industrial Tax base. Part of former owners taxes recovered and future taxes to be paid.	<b>Hamilton specialty Bar</b> Former Owner Slater Steel - declared Bankruptcy in 2004
11) 350 Burlington St. E	2 Failed tax Sale - Sold via RFO - Council approved June 16, 2004	\$ 113,661.69	\$ 92,281.69	\$ 21,380.00	No above ground clean-up required. Former gas station operating as a garage. Environmental concerns due to gas tanks & location	New owner to put in two commercial enterprises. Should lead to higher assessment & taxes	<b>Jim Sinclair</b> Former owner John Francis refused to pay taxes in dispute with city over perimeter road
12 - 13) 205/215 Cannon St. E	2 Failed tax Sale - Sold via RFO - Council approved October 13, 2004	\$ 743,795.20	\$ 693,795.20	\$ 50,000.00	Property standards cleanup on outside of building of all cars, trailers, tires etc. Repairs to building roof and appearance. Neighbors and former ward councillor involved with concerns over squatters.	New commercial enterprise to be established making use of a former abandoned property that had property standards and vandalism issues.	<b>Marino Rakovac</b> Netherlee Investments - Former Volkswagen dealership; Abandoned derelict building
14) 70 Covington Street	2 Failed tax Sale - Sold via RFO - Council approved October 13, 2004	\$ 991,478.19	\$ 776,353.19	\$ 215,125.00	Property standards cleanup of outside of building of all scrap, barrels of contaminants, removal of contaminants in truck bay pit, repairs to roof damaged in tornado. Removal of Contaminants in building	Business from Niagara moving in. New jobs created estimated at 20. Should lead to higher assessment and taxes.	<b>Peter DiBussolo</b> <b>Nick DeFilippis</b> Former owner Aaron Zaitchik refused to pay tax or clean up appearance or fix structure. Was using as storage.
15) 675 Strathearne	1 Negotiation with new owner using Ontario Reg 138/04 to W.O Taxes. Council approval October 27, 2004	\$ 901,707.86	\$ 401,707.86	\$ 500,000.00	Payment proposal to use an abandoned site for a commercial or industrial use. Potential use is as a hydro generating facility. Site to be cleaned of all debris and former buildings. \$10M lawsuit on 735 Strathearne to be dropped.	Abandoned site to be put to use. Should lead to higher assessment and taxes.	<b>Archie Leach</b> Former owner Frank Levy, Part of USARCO properties bankruptcy
16) 790 Rennie Street	1 Negotiation with new owner using Ontario Reg 138/04 to W.O Taxes. Council approval November 24, 2004	\$ 480,145.41	\$ 430,145.41	\$ 50,000.00	Old industrial building in disrepair to be refurbished and put back to use. Grounds to be cleaned up and landscaped. Land suspected of contamination.	Company moving to Hamilton from Mississauga with 14 employees, expected to hire an additional 10 employees locally. Should lead to higher assessment and taxes.	<b>Alex Sivittelli</b> Former Canadian Grinding Wheel. Property abandoned in receivership and in disrepair.

## CONTAMINATION WELL KNOWN TO CITY AND PROPERTY INCLUDED IN ORIGINAL 2001 ERASE CIPA (COMMUNITY IMPROVEMENT PLAN AREA)



**LOCATION INCLUDED IN ORIGINAL 2001 ERASE CIPA**

# LOCATION OF PROPERTY IN EXPANDED ERASE CIPA FALLING WITHIN BOTH THE DOWNTOWN CIPA AND WEST HARBOUR AREA



## 2010 EMAIL FROM BRIAN MORRIS FROM EC.DEV. CONFIRMING SITE IS ELIGIBLE FOR ERASE FINANCIAL INCENTIVES

-----Original Message-----

**From:** Morris, Brian [mailto:[Brian.Morris@hamilton.ca](mailto:Brian.Morris@hamilton.ca)]  
**Sent:** Thursday, June 24, 2010 11:19 AM  
**To:** [REDACTED]  
**Subject:** 205-215 Cannon St. E.  
**Importance:** High

Hello Joseph:

I was circulated on your formal consultation document for your proposed 8-storey apartment building with ground floor commercial uses. Being a former auto service station I wanted to inform you that you are eligible for the City of Hamilton's ERASE financial incentives. This includes the ERASE Study Grant program, whereby the City cost-shares (at 50%) for the cost of a Phase II or Phase III Environmental Site Assessment (to a maximum of \$20,000)

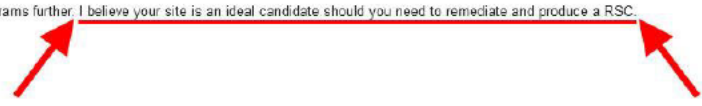
Also, should remediation of the site for residential use be needed (i.e. removal of USTs or dig and dump or insitu treatment of Petroleum Hydrocarbons) then the City has the Downtown Hamilton Remediation Loan program (low interest loan at 75% of the cost to remediate to a maximum of \$100,000) and the ERASE Redevelopment Grant program which offsets the cost of remediation against future taxes payable on the site (in the form of an annual grant).

Please call me should you wish to discuss these programs further. I believe your site is an ideal candidate should you need to remediate and produce a RSC.

Thanks in advance,

**Brian Morris**, Ec. D.  
 Business Development Consultant,  
 City of Hamilton  
 Economic Development & Real Estate Division  
 Planning & Economic Development Department  
 telephone: 905.546.2424 ext. 5602  
 fax: 905.546.4107  
 e-mail: [Brian.Morris@Hamilton.ca](mailto:Brian.Morris@Hamilton.ca)  
 web: [www.investinhamilton.ca](http://www.investinhamilton.ca)

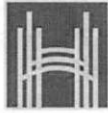
**Our offices are now located at City Hall**  
 71 Main St. W., 7th Flr.,  
 Hamilton, ON L8P 4Y5



# 2015 RESPONSE FROM JUDY LAM FROM EC.DEV. DENYING ACCESS TO ERASE PROGRAM DUE TO LITIGATION

SONORAK - CITY INCLUDES REFUSAL LETTER June 12 2015

2



Hamilton

Planning and Economic Development Department  
Urban Renewal Section  
71 Main Street West, 7<sup>th</sup> Floor, Hamilton ON L8P 4Y5  
Phone: 905-546-2424, Ext. 4178 Fax: 905-546-2693

June 12, 2015

Sonorak Corp.  
756 King Street East  
Hamilton, ON  
L8M 1A5

**Attention: Ms. Raquel Rakovac**

Dear Raquel:

**Re: 257, 259, 263, 269, 271, 275 and 279 Bay Street North (the "Property")**

I wish to acknowledge the receipt of your application, certified cheque in the amount of \$700.00, and the Site Remediation Proposal from Soil-Mat Engineers & Consultants Ltd for the ERASE Redevelopment Grant last week. The application was submitted by Sonorak Corp., as agent on behalf of the registered property owners who are 1255717 Ontario Ltd 1290976 Ontario Ltd., and 1255705 Ontario Ltd.

As discussed in a recent meeting with you, your father Marino Rakovac, and Hazel Milsome from our office, part of the due diligence for all applications is a corporate search as well as a litigation search. The due diligence has been completed and I have been advised that the property owners (1255717 Ontario Ltd, 1290976 Ontario Ltd., and 1255705 Ontario Ltd.) and Marino Rakovac (the sole shareholder of those three companies), are presently in litigation with the City of Hamilton. Therefore, we cannot process the application due to the ongoing litigation and we are returning your application and documentation as well as the certified cheque.

Yours truly,

Judy Lam, CPA, CMA, MBA  
Senior Business Development Consultant

Attachments



## 2015 EMAIL FROM COUNCILLOR FARR STATING THAT ALL PROPERTIES OWNED BY 1255717 AND MARINO RAKOVAC ARE INELIGIBLE DUE TO IMPAIRED COMMERCIAL RELATIONSHIP

On Fri, Dec 18, 2015 at 2:05 PM, Farr, Jason <[Jason.Farr@hamilton.ca](mailto:Jason.Farr@hamilton.ca)> wrote:

I am just going over this owners latest communication with City of Hamilton and as it relates to his Barton / Tiffany parcel (that we are all anxious to see developed). This factors into any discussion elsewhere and by the same owner. Definitely nothing personal, but I must use discretion and tread gingerly.

In addition, the city is currently reviewing CIPA and should be ready to present to Council soon. I prefer to wait until the review and recommendations come forward. This is in a large part the result of public engagement. Note, however that if we continue the CIPA (Community Improvement Plan Area) providing incentives to meet growth targets, I would suspect that we would also continue to include the provision that there is no eligibility to programs for those with an impaired commercial relationship with the city.

So, for now, I appreciate your patients and hope you will send my very best to Marino for the holidays. I am most interested to hear what you have to say respecting Cannon East. When we do eventually sit down, Paul, I will even make certain all relevant staff are on hand to assist us. Almost like a pre-formal formal consult. That would be free.

Jay

Merry Christmas

Sent from my BlackBerry 10 smartphone on the Bell network.

---

### **EXCERPT FROM BY-LAW 10-050 WHICH REFERS TO "IMPAIRED RELATIONSHIPS" AND HIGHLIGHTS COUNCIL'S ROLE IN DETERMING THAT**

Regardless of whether or not an Applicant otherwise satisfies the requirements of the Program, the City **may** reject any application received from an applicant where, **in the opinion of Council**, the commercial relationship between the City and the Applicant has been impaired by, but not limited to, the applicant being involved in litigation with the City. Applicants are individuals; corporate entities and individuals behind the corporation (Officers/Directors/Shareholders).

## **2017 EMAIL FROM HAZEL MILSOME FROM PLANNING AND EC.DEV. CONFIRMING THAT THE PROPERTY IS ELIGIBLE FOR DEVELOPMENT CHARGE EXEMPTIONS**

From: Milsome, Hazel <Hazel.Milsome@hamilton.ca>

Sent: January 31, 2017 11:40 AM

To: [REDACTED]

Subject: Tall Building Study

Hi Marino. As discussed the link below will take you to our website with information on the Review of the Downtown Secondary Plan. Scroll down the page and you will have access to the draft studies. Also, I am confirming that 205 Cannon Street East is located within the Downtown Hamilton Community Improvement Project Area therefore the 80% Development Charge exemption (City and GO Transit not Provincial) is in effect. Note that the exemption reduces to 75% on July 6, 2017.

<https://www.hamilton.ca/city-planning/planning-community/downtown-hamilton>

**Hazel Milsome**

Co-ordinator of Urban Renewal Incentives  
Planning and Economic Development Department  
Urban Renewal Section  
71 Main Street West  
Hamilton, Ontario  
L8P 4Y5

## 2017 APPLICATION FOR FORMAL CONSULTATION



**Hamilton**

### REQUEST FOR FORMAL CONSULTATION

**Office Use Only**

Date Received	RECEIVED AUG 04 2017	Date Circulated	File No.
Fee Paid	\$1,085.00 <input checked="" type="checkbox"/>	Hamilton Conservation Authority Conservation Halton (cheque made payable to applicable Authority)	\$550.00 <input type="checkbox"/> \$1,500.00 <input type="checkbox"/>

**PART I CONTACT INFORMATION**

NAME	ADDRESS	TELEPHONE NO.
<i>Registered Owner(s)*</i> 1255717 Ontario Ltd. Officer and President - Merino Rakovac 756 King St. E., Hamilton, ON, L8M 1A5		Home: [REDACTED] Business: ( 905 ) 524-0096 Fax: ( ) E-Mail: m.whitestargroup@gmail.com
<i>Applicant (if different from Owner)</i> Dan Kraszewski - DJK Planning (1 Boreham Circle, Brampton, ON., L6Z 1T2 on behalf of Sonorak Corp.		Home: [REDACTED] Business: ( ) Fax: ( ) E-Mail: [REDACTED]
All correspondence should be sent to (check one):	<input checked="" type="checkbox"/> Owner	<input checked="" type="checkbox"/> Applicant

\* If a numbered company, give name and address of principal owner

**PART II GENERAL PROPERTY DESCRIPTION**

1. Former Area Municipality HAMILTON
2. Address and Legal Description of Property

Municipal Address	Lot/Parcel No.	Concession	Former Township
205/215 Cannon Street E., Hamilton, ON			
Registered Plan No.	Lot(s)/Block(s)	Reference Plan No.	Part(s)
255 & 287	102, 103, 104 of Plan 255 - 178 of Plan 287		177 of Plan 287

3. Particulars of Property (in metric units)

Frontage	36.95m	Depth	80.86m	Area	0.2969 ha
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4. What is the current use of the subject lands?

Automotive, Office, Multimedia Studios

**PART II PROPOSAL**

**1. Provide a Brief Description of the proposal.**

Mixed Use - 16 Storey Highrise Residential Tower with Commercial Podium

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**2. Attach a sketch or concept plan to the application.**

**3. Please provide any additional information which may assist staff and other agencies in reviewing this proposal.**

Please see the attached Preliminary Concept Package which includes: Elevations, Concept Site Plan, Artistic Renderings, Shadow Study, Statistical Information, 2010 Preconsultation Responses from City of Hamilton Departments

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

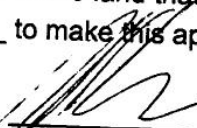
**PART III AUTHORIZATIONS**

*If the applicant is not the owner of the land that is the subject of this application, authorization set out below must be completed.*

**Authorization of Owner for Applicant to Make the Application**

I, 1255717 Ontario Ltd., am the owner of the land that is the subject of this application and I authorize DJK Planning on behalf of Sonorak Corp. to make this application on my behalf.

AUG 04 2017  
Date

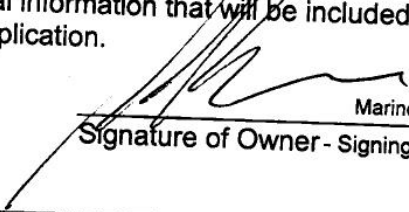
  
Marfno Rakovac - President  
Signature of Owner - Signing Officer



**Authorization of Owner for Agent to Provide Personal Information**

I, 1255717 Ontario Ltd., am the owner of the land that is the subject of this request and for the purposes of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, I authorize DJK Planning on behalf of Sonorak Corp., as my agent for this application, to provide any of my personal information that will be included in this application or collected during the processing of the application.

AVG 04 2017  
Date

  
Marino Rakovac - President  
Signature of Owner - Signing Officer



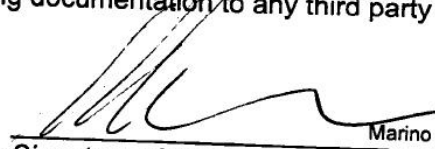
Consent of Owner to the Disclosure of Application Information and Supporting Documentation

Application information is collected under the authority of the *Planning Act*, R.S.O. 1990, c. P.13. In accordance with that Act, it is the policy of the City of Hamilton to provide public access to all *Planning Act* applications and supporting documentation submitted to the City.

I, 1255717 Ontario Ltd., the Owner, hereby agree and acknowledge  
(Print name of Owner)

that the information contained in this application and any documentation, including reports, studies and drawings, provided in support of the application, by myself, my agents, consultants and solicitors, constitutes public information and will become part of the public record. As such, and in accordance with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, I hereby consent to the City of Hamilton making this application and its supporting documentation available to the general public, including copying and disclosing the application and its supporting documentation to any third party upon their request.

AVG 04 2017  
Date

  
Marino Rakovac - President  
Signature of Owner - Signing Officer

**NOTE:** Where owner or applicant is a corporation, the full name of the Corporation with name and title of signing officer must be set out.



The personal information contained on this form is collected under the authority of the *Planning Act*, R.S.O. 1990, c. P.13, and will be used for the purpose of processing the request and application. This information will become part of the public record and will be made available to the general public. Questions about the collection of this information should be directed to the Coordinator of Business Facilitation, Planning and Economic Development Department, City of Hamilton, 71 Main Street West, 1<sup>st</sup> Floor, City Hall., Hamilton, Ontario, Telephone: 905-546-2424, ext.1284.



**CITY SOLICITOR LETTER STATING THAT A REPORT ON ELIGIBILITY  
AND ACCESS TO ERASE PROGRAM WOULD BE PRODUCED. NO REPORT  
WAS EVER RECEIVED BY COUNCIL**

**From:** Brailsford, Grant [mailto:Grant.Brailsford@hamilton.ca]  
**Sent:** February-09-18 3:56 PM  
**To:** [REDACTED]  
**Cc:** Orgera, Maria <Maria.Orgera@hamilton.ca>; Guest, Anita <Anita.Guest@hamilton.ca>  
**Subject:** RE: Rakovac v. City of Hamilton - various matters

Mr. Folkes,

In anticipation of your client's application under the Erase program, I have recommended to the program administrators that the application not be immediately rejected simply because it does not comply with the policy against extending grants to parties in litigation with the City. I informed the administrators of my intention to bring a report to Council for its consideration and asked that a final decision regarding eligibility be held in abeyance until Council has had an opportunity to consider the issue.

Thank you for confirming that the OMB proceeding regarding severance will be abandoned. Mr. Kovacevic has informed me that the City's consent is not required for the abandonment of the appeal, and I invite you to file the necessary paperwork to formally abandon the appeal on a without costs basis.

In an earlier email, you indicated that Miller Thomson might provide an opinion regarding the applicability of the *Dell* decision to the present circumstances. Do you anticipate that such an opinion might be available shortly so that it can be referred to in my report?

With respect to the timing of the report, the deadline for submission of the report to the Office of City Clerk for the next non-budget General Issues Committee is February 12<sup>th</sup>. The report cannot be submitted prior to that deadline. The next available GIC is March 21st. I anticipate that the report will be considered at the GIC meeting in March.

I understand that Mr. Rakovac spoke with Glen Norton, Director of Economic Development, in the second week of January at which time Mr. Norton advised Mr. Rakovac that he could and should submit an application for ERASE prior to doing the work, in the event that the lawsuit is settled. It would be useful for me to know, for the purposes of the report, which of the various ERASE programs the joint venture intends to apply for. For ease of reference, I have attached the Hamilton ERASE Community Improvement Plan which lists the programs beginning at page 43.

Sincerely,

Grant Brailsford

Lawyer, Legal Services Division

City of Hamilton

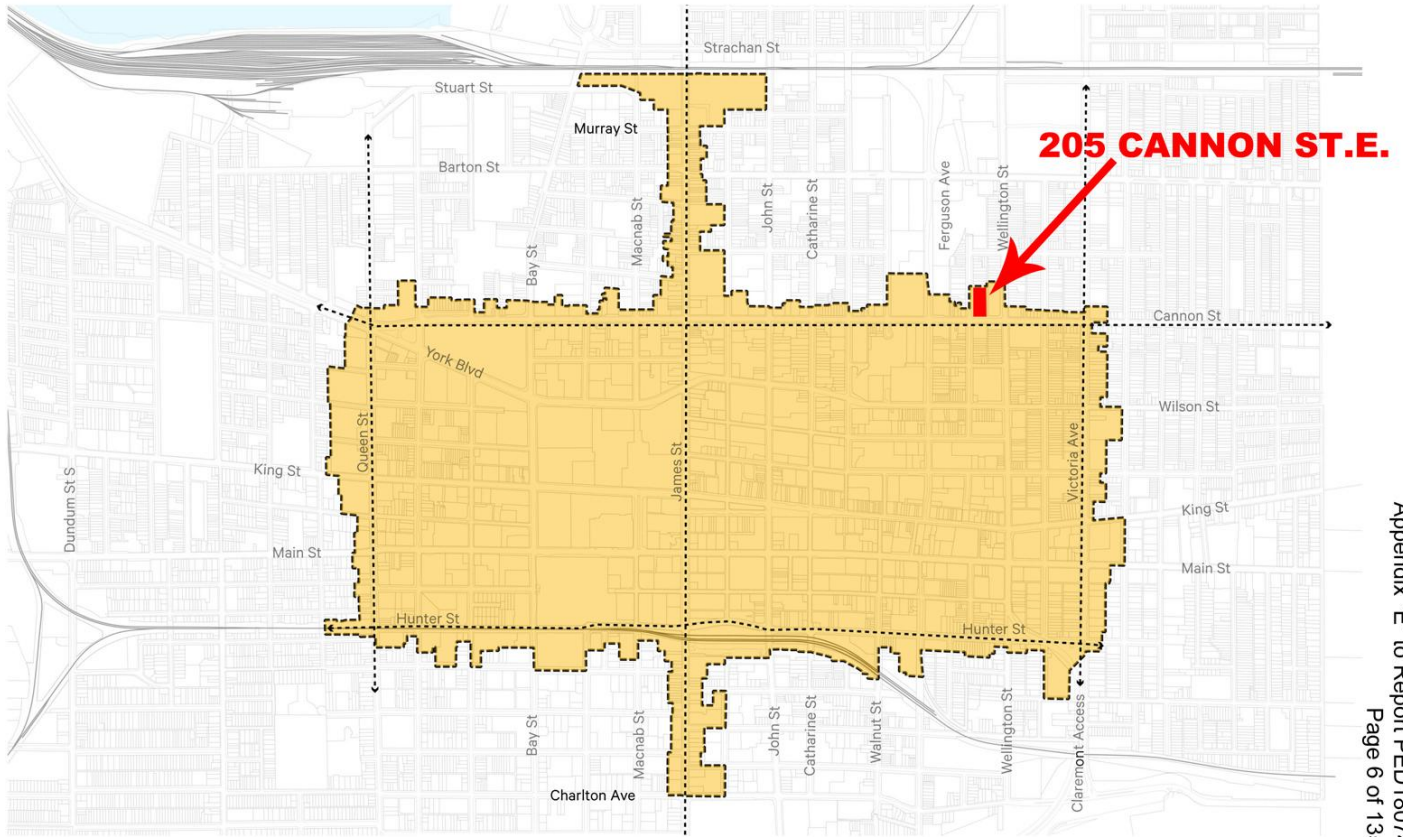
Tel: 905-546-2424 ext. 4642

Fax: 905-546-4370

# LOCATION OF PROPERTY WITHIN TALL BUILDING STUDY BOUNDARY



Below: Study area map (in yellow)



2 Downtown Hamilton Tall Buildings Study

# \$500,000 TAX NOTICE ON A PROPERTY THAT STAGNATED DUE TO "IMPAIRED RELATIONSHIP"

CITY OF HAMILTON  
71 MAIN STREET WEST  
PO BOX 2040 STN LCD 1  
HAMILTON, ON L8N 0A3  
PHONE: 905-546-2489

2022 PROPERTY TAX  
REMINDER NOTICE

DATE OF RECORD: Nov. 08/2022  
TRANSACTIONS APPLIED TO: Nov. 08/2022

Roll # 020182065000000		Group Code 00000700	
Mortgage Company		Mortgage Account # 19-007	
Assessed Owner and Mailing Address		Owner	1255717 ONTARIO LTD C/O RAKOVAC/WHITE/PITCHELLI
1255717 ONTARIO LTD C/O RAKOVAC/WHITE/PITCHELLI 12 WALNUT ST S HAMILTON ON L8N 2K7	018159	Property Address	205 CANNON ST E
		Legal Description	PLAN 255 LOTS 102 TO 104 PLAN 287 PT LOT 177 AND LOT
Statement of Account			
Roll # 020182065000000			
	YEAR	AMOUNT PAST DUE (including Penalty and Interest)	
	2022	48,024.62	
	2021	53,321.83	
	2020	61,105.25	
	2019+	339,019.56	
TOTAL PAST DUE		501,471.26	

Please ensure that your payment is received in our office on or before the last business day of the month to avoid additional penalty/interest charges.

**PENALTY AT 1.25% WILL BE CHARGED ON UNPAID TAXES ON THE FIRST DAY OF DEFAULT. IF TAXES REMAIN UNPAID, THEN INTEREST IS CHARGED THE FIRST OF EACH MONTH THEREAFTER TO ALL TAXES PAST DUE, UNTIL THE TAXES ARE PAID. THE CURRENT INTEREST CHARGE IS 1.25% PER MONTH (15% PER ANNUM).**

Should you already have payment arrangements or post-dated cheques on file, this notice is for your information only.

Taxpayers with taxes which are two or more years in arrears, are urged to settle as a minimum those arrears in full, to avoid the potential of a tax lien registered on title to your property. If you are unable to pay this balance in full, please contact the tax section in order to make payment arrangements. A \$3.20 approved user fee has been added to your arrears to cover print, mailing and administrative costs.

**MAKE CHEQUE PAYABLE TO:**  
CITY OF HAMILTON  
71 MAIN STREET WEST  
PO BOX 2040 STN LCD 1  
HAMILTON, ON L8N 0A3

**REGISTERED FOR TAX SALE  
CONTACT TAX OFFICE FOR  
PAYMENT ARRANGEMENTS**

PROPERTY TAX REMINDER NOTICE	
Roll #	020182065000000
Date of Record	Nov. 08/2022
Total Amount Past Due	501,471.26
Amount Paid	

PAYABLE AT MOST CHARTERED BANKS AND FINANCIAL INSTITUTIONS.  
IF PAYING BY CHEQUE PLEASE INCLUDE THE ROLL NUMBER ON THE  
FRONT OF THE CHEQUE. PLEASE ALSO INCLUDE THE STUB WITH YOUR  
CHEQUE.

02018206500 000050147126




⑈00 20 18 206 500⑈ ⑆09930⑈900⑆







**CITY OF HAMILTON**  
**PUBLIC WORKS DEPARTMENT**  
**Environmental Services Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	October 4, 2023
<b>SUBJECT/REPORT NO:</b>	Parks Master Plan (PW23064) (City Wide) (Parkland Acquisition Strategy PW Report 18-008, Item 9) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Johnathan Vandriel (905) 546-2424 Ext. 3662
<b>SUBMITTED BY:</b>	Cynthia Graham Director, Environmental Services Public Works Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That Appendix "A" attached to Report PW23064 respecting Parks Master Plan (prepared by O2 Planning + Design Inc.) be approved as the basis for the planning of parkland;
- (b) That staff be directed to update the City's Parkland Dedication policies and By-law in accordance with the approved Parks Master Plan;
- (c) That staff be directed to develop parkland acquisition strategies (including funding) for priority focus areas identified as being 'High', 'Very High' or 'Medium' in the Parks Master Plan, and to submit capital and/or operating budget requirements to support the Parks Master Plan to the appropriate budget process(es) for consideration, as required;
- (d) That staff be directed to develop a strategy to communicate priority parkland acquisition focus areas at the neighbourhood level (including parks, planning, funding, and financing), as identified in the Parks Master Plan; and
- (e) That the matter respecting OBL Item E, regarding the Parkland Acquisition Strategy (PW Report 18-008, Item 9) be identified as complete and removed from the Public Works Committee Outstanding Business List.

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**EXECUTIVE SUMMARY**

The City of Hamilton has a long history of park provision, and an established and distributed set of parks in place today that meet the needs of many Hamiltonians. However, gaps and deficits exist in parkland provision in specific neighbourhoods and meeting the City's Official Plan park provision targets will require sustained capital investment and subsequent operating resources to operate and maintain new parks.

The term "parkland" herein refers to active municipal lands that have been planned, acquired and designed for public use. They include Hamilton's four park classes: City Wide, Community, Neighbourhood and Parkette. While important to the overall system of lands within the City, this report and study does not address natural and open space lands. Recent Council priority direction includes the prioritization of natural lands acquisition and management, and staff are directed to undertake a similar study related to those land categories.

Provincial legislation including the *Planning Act* and Bill 108, *More Homes, More Choices Act* (2018), require municipalities to create a Parks Master Plan that aligns with a city's strategic plan, projected growth, policies and practices, and ensures a balanced and equitable approach to parkland provision that responds to the needs of individual neighbourhoods and communities.

Using census data and demographic criteria, the Parks Master Plan will guide the planning of new parks and the expansion and improved access to existing parks across Hamilton. It will aid in decision making and help prioritize investment in parkland. The Parks Master Plan offers innovative and collaborative approaches to funding, acquisition and development of new parks – a necessary course of action, particularly in established, dense neighbourhoods where land acquisition or assembly is challenging.

The Parks Master Plan provides a comprehensive long term, spatially explicit framework that assess the current supply, access and classification of Hamilton's parks system to guide management decisions that will help focus provisioning efforts to the communities most in need.

The Parks Master Plan contains 30 recommendations, divided into short, medium- and long-term actions, some of which refer to specific one-time projects or actions and others that provide ongoing guidance. The recommendations will require investments to increase funding for parkland acquisition and maintenance. These investments will be brought forward for Council consideration through future budget processes. This includes changes to the City's approach to maintenance, internal coordination, and external cooperation to capitalize on opportunities to acquire parkland in high priority neighbourhoods. A summary of recommendations is provided in Appendix "A" to Report PW23064 – Parks Master Plan.

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**Alternatives for Consideration – See Page 12**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The Parks Master Plan will assist in the budgeting and scoping of future parkland acquisition. The Master Plan identifies a significant investment in land to achieve parkland provision targets across Hamilton. It includes a summary of total parkland needs, how much can be expected to be provided through dedications derived from development, and what the cost to the City would be to acquire the remaining shortfall.

To assess the financial costs of addressing parkland shortfalls, the amount of parkland to be dedicated to the City must be calculated and then subtracted from current and future parkland needs.

Parkland dedication (including both land and cash-in-lieu), as directed through the policies of the City's Official Plans, will contribute the majority of future parkland requirements, but will not be enough to meet the City's target of 2.1 hectares per 1,000 residents.

205 hectares of parkland are projected to be provided through parkland dedication, while a minimum of 98 hectares will have to be made up through municipal acquisition and other alternatives. This totals 304 hectares of parkland that will be required by 2051 to address the needs of future growth as well as existing deficiencies within priority areas.

The estimated cost of acquiring 98 hectares of parkland between now and 2051 is at least \$242 million, which averages out to \$8.6 million per year (3.5 hectares per year) over the next twenty-eight years. The City has a Parkland Acquisition Reserve (established in 2013) to contribute to these costs. The planned reserve contributions over the next ten years equate to \$28.9 million. The current contributions to the reserve are not enough to sustain the entire parkland deficiency with a remaining shortfall of \$213.1 million.

Staffing: N/A

Legal: N/A

**HISTORICAL BACKGROUND**

Provincial legislation including the *Planning Act* and Bill 108, *More Homes, More Choices Act*, require municipalities to create a Parks Master Plan that aligns with a city's strategic plan, projected growth, policies and practices, and ensures a balanced and

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equitable approach to parkland provision that responds to the needs of individual neighbourhoods and communities.

In 2018, a motion was brought forward to Public Works Committee, directing staff to complete a Parkland Acquisition Strategy. That acquisition strategy has been completed as part of the overall Parks Master Plan document, in Appendix “A” of Report PW23064.

The City of Hamilton currently lacks a Citywide Parks Master Plan that sets the course for how parkland is acquired and planned. This Parks Master Plan demonstrates the City’s commitment toward a long-term vision for Hamilton’s parks system and establishes community priorities for park development.

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

Should Council approve Report PW23064, staff will be directed to examine policy changes in the form of City-initiated Official Plan Amendments to the City’s Urban and Rural Official Plans, as well as amendments to the Parkland Dedication By-law to align with the Short Term (<5 years) recommended actions of the Parks Master Plan.

### **RELEVANT CONSULTATION**

The Parks Master Plan has been informed by public and stakeholder input. To ensure this Master Plan reflects the range of community needs, public engagement was wide reaching across multiple platforms, as noted below. Additionally, targeted outreach to specific user groups, local experts, and potential partners complemented the broader public engagement (see lists below) with a depth of expertise to inform plan direction.

#### Internal Engagement

A Technical Team of City staff guided the development of the Parks Master Plan. They included representatives from groups who were directly involved in the Master Plan process and will be directly impacted by the outcomes of Report PW23064:

- Public Works: Environmental Services (Landscape Architectural Services, Parks and Cemeteries);
- Planning and Economic Development: Planning (Sustainable Communities); Corporate Real Estate Office
- Healthy and Safe Communities: (Recreation); and
- Finance and Corporate Services: (Budgets and Fiscal Policy).

The Technical Team met regularly, and separate meetings were held with individual groups throughout the study.



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Feedback was also gathered from other internal staff (Advisory Team) at various junctures throughout the Parks Master Plan process. These included representatives from groups who are not directly involved in the Master Plan process, but have an interest in the outcomes of Report PW23064:

- Public Works: Environmental Services (Forestry and Horticulture);
- Healthy and Safe Communities: Community Services (Indigenous Relations); and
- Planning and Economic Development: Planning (Heritage and Urban Design – Natural Heritage Planning), Transportation Planning and Parking (Transportation Planning Services, Parking Operations), Tourism and Culture (Placemaking, Public Art and Projects, Tourism and Events), Growth Management, Climate Change Initiatives.

### External Engagement

The Parks Master Plan process engaged with the following external groups:

- The Hamilton public (including residents, park user groups, and equity-seeking communities);
- Community organizations (including environmental organizations, community groups and business associations);
- Industry and agencies (including Conservation Authorities, the Niagara Escarpment Commission, the Royal Botanical Gardens, the Hamilton-Wentworth District School Board, the Hamilton-Wentworth Catholic District School Board and development industry associations); and
- Indigenous partners (including the Mississaugas of the Credit First Nation, Haudenosaunee Development Institute, Six Nations of the Grand River and Huron-Wendat Nation).

Public and targeted engagement took place over the following two (2) phases:

#### Phase 1 Engagement: Developing a Shared Vision for Hamilton's Parks

- *Purpose:* Understand park use; listen to Hamiltonians' needs / wishes for parks; identify barriers faced in park use.
- *This Informed:* A draft vision, principles, goals and recommendations.
- *Engagement Methods:* City Wide online public survey, advertised through social media, online City web pages, and hard copy advertisements delivered to over 230,000 households across the city (which received nearly 5,000 responses); workshops with workbook discussion guides to external stakeholder groups.

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Phase 2 Engagement: Confirming Support for the Vision and Direction for Hamilton's Parks System

- *Purpose:* Review the draft vision and direction; identify desired changes and gaps.
- *This Informed:* A draft Parks Master Plan.
- *Engagement Methods:* City Wide online public survey, advertised through social media and online City web pages (which received nearly 100 responses) and workshops with workbook discussion guides to external groups.

To spread the word about engagement opportunities such as the City Wide web surveys, the project team used signs in parks, mail-outs, print ads, social media posts, and online City web pages (project web page and Engage Hamilton web page). The public could provide feedback through the two (2) online surveys. Stakeholders could also provide feedback through workshops or through workbooks with discussion guides.

The comments and ideas of those who participated in the consultation process are directly reflected in the Parks Master Plan's guiding principles and were a foundational input into the Plan's recommendations.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Parks are critical elements that define a community's quality of life and contribute to the City's aspiration of "making Hamilton the best place to raise a child and age successfully". They serve as gathering spaces that help strengthen neighbourhoods and create healthy and complete communities. Parks not only provide personal benefits to the individual, but also contribute positively to the health of the environment, economy, and social / public realm.

A Parks Master Plan is an integrated, comprehensive, long term planning document that helps municipalities plan for and deliver parkland. A Parks Master Plan is necessary to assess and define parkland needs and identify how much parkland the City should be providing, including where parkland should be located, and the required tools in place to prioritize investments. It will provide clear direction to staff and Council for future development and enhancement of parkland over the short, medium and long term.

The City has a long history of park provision and an established and distributed set of parks in place today that meet the needs of many Hamiltonians. However, gaps and deficits exist in parks provision in specific areas of the City and meeting the Official Plan's provision targets will require sustained capital investment. Innovative, collaborative approaches to funding, acquisition, and development of new parks are necessary, especially in older, denser neighbourhoods where land acquisition is often challenging.

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Recently, park planning has shifted away from a focus on simple per capita measures of park area, to more nuanced assessments of parkland functionality and access. Hamilton's urban fabric varies substantially across the community, and so do the needs and requirements of the varying residential neighbourhoods. Addressing this variability requires an effective Parks Master Plan to create a flexible and adaptive framework for park service delivery. The Parks Master Plan for Hamilton in Appendix "A" of Report PW23064 delivers this requirement.

### The Park System

Hamilton has four (4) classes of parks:

- City Wide
- Community
- Neighbourhood
- Parkette

Collectively referred to a 'municipal parkland', these parks provide active and passive opportunities for recreation, gathering, playing, etc. City Wide and Community parks serve large areas of the city and are typically centred around a historical, geographical, unique feature or other community amenities with more intense recreational facilities. Examples of City-wide Parks are Gore Park, Battlefield Park and Sam Lawrence Park. Examples of Community Parks are Heritage Green Park, Billy Sherring Park, Gage Park and Joe Sams Leisure Park. Parkettes are typically small pieces of land and are often provided where no other parkland can be secured, and examples can be found across the City.

The Neighbourhood park class is the most common type of park, and primarily caters to the recreational needs and interests of residents living within its general vicinity and forms the basis for accessible provisioning standards throughout the city.

Hamilton's current provision target for municipal parkland is 2.1 hectares per 1,000 people. This is proportioned among the different park classes as follows (as identified in the City's Official Plan):

- City Wide Parks – 0.7 hectares per 1000 people
- Community Parks – 0.7 hectares per 1000 people
- Neighbourhood Parks – 0.7 hectares per 1000 people
- Parkettes – do not have a provision target and are found throughout the city in response to historical and practical constraints to parkland supply.

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The Neighbourhood Park class is the primary focus of this Master Plan, given that it is funded through the Parkland Dedication By-law and forms the basis for Hamilton's parkland provision standards.

Other publicly accessible lands include school sites, natural open space, and other general open spaces such as golf courses. Although these lands provide benefit to the community, they are not considered active municipal parkland, are not acquired nor funded through the same mechanisms, and as such, do not contribute to overall parkland provision rates in this Master Plan.

## Analysis

### Trends and Best Practices

There are several methods to measuring parkland provision. However, most commonly, municipalities measure it in two ways:

- Park supply (total area of City-owned parkland per 1000 residents); or
- Park distribution and access (amount or presence of a park within a maximum or prescribed distance).

Hamilton currently uses the park supply measurement as a means for calculating parkland provision. In addition to the park supply measurement, this Master Plan uses park distribution and access to account for where parks are located, and whether they are accessible or if they are equitably distributed.

An increasing number of municipalities province-wide and nation-wide are identifying distribution and access targets with the intent that certain classes of parks are accessible to residents within a defined distance.

### Partnerships and Opportunities

The City of Hamilton partners with public and private organizations and agencies to provide park services to residents. This Master Plan examines the partnerships that currently exist between the City and its partners and identifies additional opportunities as to how the partnerships could be strengthened to better provide for parkland – using both City-owned land and non-City-owned land.

Hamilton is made up of a wide range of neighbourhood types, each with their own characteristics. This Master Plan identifies the role that each type of neighbourhood plays in the overall parks and open space network and provides different opportunities for leveraging the assets of these areas while planning for parkland in the face of future population growth.

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## Parkland Provisioning

## Catchment Analysis

To identify initially where gaps exist in the park system, a catchment analysis was conducted to assess the relative distribution of municipal parkland across the City. The analysis draws on the walkable network of streets and pathways to define 800m catchment areas around each Neighbourhood Park (roughly 5-10 minute walk). This initial assessment revealed where gaps exist and the areas in which to target a more detailed analysis.

## Decision Making Process

The Parks Master Plan provides a decision-making framework to evaluate and prioritize the parkland acquisition process. This framework will help guide the strategic acquisition of parkland across the City. Drawing on the catchment analysis to identify areas lacking sufficient nearby park access, the framework prioritizes where additional parks are needed using a variety of focus factors. This includes desktop-level assessments of structural, social, and demographic focus factors, as well as site-level characteristics and contexts. This framework for parkland acquisition and (re)development provides clarity by identifying priority areas for new parkland acquisition to facilitate fair, transparent, and consistent decision-making.

As parkland acquisition can be a costly and time-consuming process, a strategic approach is necessary to help target areas most in need of additional parkland. To ensure broad support, this process must be evidence-based, data-driven, and priority-focused.

Focusing on the Neighbourhood Park class, the distribution of these parks is assessed with reference to the 2021 census population using an 800m walkable catchment. This highlights areas of the City with good supply of Neighbourhood Parks, and those where parks are not locally accessible.

These existing gaps in Neighbourhood Park access then serve to define the focus areas where the acquisition of new parks is most necessary. Within these focus areas, a variety of focus factors are used to help prioritize where acquisition should occur next. This provides a useful triage to focus attention on the areas of greatest overall need.

Areas lacking walkable access to neighbourhood parkland are prioritized using a variety of overlapping focus factors. Areas with greater overlap take higher priority for acquisition. These focus factors include:

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- Low or No Other Municipal Parkland: Areas with access to less than 7 square metres per person (0.7 hectares / 1000) of any significant municipal parkland (including all Neighbourhood, Community, or City-wide parkland);
- High Density (Existing): Areas with a population density greater than 4000 people per square kilometre;
- High Density (Planned Intensification): Greenfield or redevelopment areas with a planned increase in population greater than 75% of current population by 2051;
- Transit Oriented Development Corridors: Areas nearby to key transportation corridors which will experience targeted redevelopment and densification;
- Low Income: Areas with >25% low-income residents; and
- High Child and Youth Population: Areas with >25% of residents less than 19 years old.

Within these gap areas, focus factors are overlaid, and the total count provides a straightforward assessment of where the greatest need for new parkland exists. From there, each neighbourhood of the City can be scored and classified into 'Very High', 'High', 'Medium', and 'Low' priority classes. The findings show that by overlapping focus factors, many neighbourhoods of lower Hamilton near the downtown are areas of the highest priority for increased parkland supply.

#### Parkland Acquisition

Once gaps in the existing park system have been identified and prioritized, the City is faced with the challenge of acquiring these new lands for future parkland use. This Master Plan describes existing and potential parkland acquisition tools for the City to achieve its goals of parkland provision.

Currently, Hamilton uses two (2) primary methods to acquire parkland:

- Dedication of land at the time of development by developers (commonly referred to as "parkland dedication"); and
- Purchasing land for future parkland use.

This Master Plan highlights the various tools that the City currently uses under the two methods of parkland acquisition.

As the City focuses on accommodating more population growth in the existing urban area prior to expanding to greenfield areas, it will become more challenging to acquire parkland through the dedication of land. As such, this Master Plan offers new parkland acquisition tools and alternative public realm options that can supplement the City's existing toolkit, while highlighting their application, and what would be needed for the City to implement each new tool. The analysis also lists comparable municipalities where these specific tools are already in place.

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Examples of new acquisition tools include, but are not limited to:

- Shared use agreements and easements;
- Privately Owned Public Spaces (POPS);
- Strata parks (City-owned lands that overlap with shared infrastructure such as parking structures);
- Repurposing of existing non-park municipal lands for parkland; and
- Community benefits charges (whereby a fee is imposed on higher density development to pay for capital improvements not covered by development charges or for parkland in excess of parkland covered under the parkland dedication By-law).

### Recommended Actions

This Master Plan provides strategic actions over the short, medium, and long term that can help the City achieve its parkland goals.

Achieving these goals for parkland provision of municipal parks across the City requires improvements to existing funding, acquisition, and maintenance approaches. This includes changes to the City's approach to investment, internal coordination, and external cooperation to capitalize on opportunities to acquire parkland in high priority neighbourhoods.

Some of the recommendations include specific one-time projects or actions and others that provide ongoing guidance.

### Impacts to the Master Plan as a Result of Bill 23

The Province of Ontario passed Bill 23, the *More Homes Built Faster Act* in the fall of 2022. It seeks to increase housing supply through a wide-reaching slate of legislative and regulatory changes across Ontario. The Parks Master Plan found in Appendix "A" of Report PW23064 includes an appendix that summarizes the impacts to the Master Plan and its recommendations in light of Bill 23 *More Homes Built Faster Act*. Most relevant to the Master Plan are the changes to the Planning Act that impact how parkland dedication can and is employed to secure the provision of park space or cash-in-lieu for parks improvements and expansion.

## ALTERNATIVES FOR CONSIDERATION

An alternative to the recommendations in Report PW23064 is that Council could direct staff to make modifications to the Parks Master Plan and bring a revised Report to Council for consideration. Staff would need specific direction on the areas of revision in order to complete this work. If Council wishes to make refinements to the Master Plan,

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staff can be directed to include an update as part of the 2024 capital budget process for implementation in 2024, once approved, in order to refine those specific areas of concern. This would result in a delay in parkland acquisition in strategic areas of need and increase the costs of those acquisitions and would delay the needed updates to other policy documents such as the parkland dedication By-law, therefore this alternative is not recommended.

**Financial:** Additional consulting fees would be required for any further revisions to the Parks Master Plan. Depending on the scope of the revision, this order of magnitude could cost an additional \$50,000.00 and would require consideration as part of the 2024 capital budget process.

**Staffing:** N/A

**Legal:** Not having this Master Plan in place puts the City in a position of legislative non-compliance, since this is a requirement within the Planning Act.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report PW23064 – Parks Master Plan



# Hamilton Parks Master Plan

September 2023



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## LAND ACKNOWLEDGMENT

*The City of Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation.*

*Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.*

# Executive Summary

## Introduction

Hamilton's parks system is a cherished aspect of the city, providing important contributions to residents and visitors alike. These spaces provide space for people to play, exercise, gather, relax, and celebrate the diverse communities of Hamilton.

Hamilton's park and open space system is made up of several ownership groups including the City, Niagara Escarpment Commission, Conservation Authorities, and the Royal Botanical Gardens. This report focuses only on the lands owned and operated by the City. The City has a long history of park provision, and an established and distributed set of parks in place today that meet the needs of many Hamiltonians. However, gaps and deficits exist in the City's parkland provision in specific neighbourhoods and meeting the Official Plan's provision targets will require sustained capital investment. Innovative, collaborative approaches to funding, acquisition, and development of new parks are necessary, especially in older, denser neighbourhoods where land acquisition is often challenging.

Recently, park planning has shifted away from a focus on simple per capita measures of park area, to more nuanced assessments of parkland functionality and accessibility. Hamilton's urban fabric varies substantially across the community and, additionally, so too does the needs and requirements of the different residential areas. Addressing this variability requires an effective Parks Master Plan to create a flexible and adaptive framework for park service delivery.

Where parks are, how they connect to each other, and their relationship with surrounding neighbourhoods has a profound impact on how they serve the community. However, the acquisition, management, maintenance, and programming of the parks system is a significant resource requirement for the municipality. Long-term, spatially explicit planning will help focus efforts to the communities most in need of the benefits parks provide.

## The Park System

Hamilton has four classes of parks – 'City Wide', 'Community', 'Neighbourhood', and 'Parkette' – collectively referred to as 'Municipal Parkland'. These parks provide active and passive opportunities for recreation, gathering, playing, and relaxation. 'City Wide' and 'Community' parks serve a large area of the city and are typically centred around a historical feature or other amenity. The Neighbourhood class is the primary focus of this report, forming the basis for accessible provisioning standards throughout the city. Parkettes are typically provided only where no other parkland can be secured, and while they serve an important function in the provision of open space opportunities in these areas, have less functional contribution to the surrounding community.

Hamilton's current provision target for municipal parkland is 2.1 hectares per 1000 residents. This is proportioned among the different park classes as follows (as identified in the City's Official Plan):

- City-wide Parks – 0.7 hectare per 1000 people
- Community Parks - 0.7 hectare per 1000 people
- Neighbourhood Parks - 0.7 hectare per 1000 people
- Parkettes do not have a provision target and are found throughout the city in response to historical and practical constraints on parkland supply. They are typically used to provide park space where no other option is available.

The 'Neighbourhood' park class is the primary focus of this Master Plan, given that it is funded through the Parkland Dedication By-law and forms the basis for the city's park provision standards. Currently, the City commits to providing Neighbourhood Parks within an 800m walking distance of all residents. However, many municipalities are shifting to a smaller radius, and it is recommended that Hamilton consider a 500m radius, helping to ensure that residents with limited mobility have access to these building blocks of the park system.

For the purposes of this report, a catchment analysis has been used to assess the relative distribution of municipal parkland across the city. The analysis draws on the walkable network of streets and pathways to define 800m catchment areas around each Neighbourhood Park (roughly a 5-10 minute walk, 2 minute cycle, or 1 minute drive). Providing parks that are accessible to residents within these distances is considered good community planning in an urban context.

In addition to these formal classes of parks, it is likely that other alternative forms of parks and open spaces will be necessary to meet the City's provision commitments. These may include:

1. Pedestrianized streets (creating space for plazas, markets, and recreation amenities on land already owned by the City)
2. Privately-owned public spaces (Though terms of use would need to be established with respect to access and management, they have the potential to supplement publicly-owned space in redeveloping areas)
3. Strata parks (City-owned lands that overlap with shared infrastructure such as parking structures)

While all alternatives have their drawbacks, there is a pressing need to address existing parkland deficits in existing neighbourhoods, and these tools provide flexibility where no other options present themselves.

## Provision Requirements and Financial Implications

An estimated population growth of 236,000 by 2051 will translate into a need for approximately 496 hectares of additional parkland (realizing the target of 2.1 hectares / 1000 people). To inform recommendations for how to meet this need, it is important to understand the following:

- The anticipated parkland dedication from the development process to determine a shortfall from the parkland needs in 2051: Parkland dedication will provide approximately 1.46 hectares / 1000 people. This leaves about 205 hectares of additional parkland required to meet the 2051 target (58.6% of future needs or a 291 hectare shortfall).

- Areas with an existing neighbourhood park deficit: When accounting for park access, there is an existing parkland deficit of 48 hectares, of which 30 hectares are needed within Very High, High, or Medium acquisition priority neighbourhoods.
- Areas with an existing surplus of park space (areas exceeding 2.1 hectares / 1000 people): The provision model subtracts these supplies from the total long-term needs on a neighbourhood-specific basis (but not a city-wide basis).

By adding the parkland dedication shortfall and current deficiencies, and then subtracting current surpluses on a neighbourhood-specific basis, this approach yields a minimum long-term parkland shortfall of 98 hectares that will not be provided through parkland dedication or cash-in-lieu. This results in a need to acquire an average of 4.5 hectares of parkland annually in the 20 years between 2031 and 2051.

In summary, 205 hectares of parkland are projected to be provided through parkland dedication, while a minimum of 98 hectares will have to be made up through municipal acquisition and other alternatives. This totals 304 hectares of new parkland that will be required by 2051 to address the needs of future growth as well as existing deficiencies within priority areas.

**For the purposes of this analysis a value of \$2,471,329 / hectare (\$1,000,113 / acre) is used, which applies to assembled lands in older, mature areas of the City. The estimated cost of acquiring 98 hectares of parkland between now and 2051 is at least \$242 million, which averages out to \$8.6 million per year (3.5 hectares) over the next twenty-eight years\*. An estimated \$69 million will be needed to acquire 28 hectares before 2031, and \$86 million per decade thereafter. The City has a Parkland Acquisition Reserve (established in 2013) to contribute to these costs. The planned reserve contributions over the next ten years equate to \$28.9 million. The current contributions to the reserve are not enough to sustain the entire parkland deficiency with a remaining shortfall of \$213.1 million.**

\*note: these costs are in 2023 dollars, have not accounted for inflation, and exclude demolition and remediation costs, where applicable.



## Recommendations

Achieving the City's goals for the equitable provision of municipal parks throughout the city requires improvements to existing funding, acquisition, and maintenance approaches. This includes changes to the City's approach to investment, internal coordination, and external cooperation to capitalize on opportunities to acquire parkland in high priority neighbourhoods.

Key short (<5 years), medium (5-10 years), and long term (>10 years) strategic actions include:

### Short Term Actions

1. Develop a proactive strategy to communicate priority parkland acquisition focus areas across different business units with the City (including parks, planning, funding, and financing business units). This will help identify opportunities for land acquisition through partnerships, land trades, or infrastructure development projects.
2. Adopt the following parkland service level through a City-Initiated Official Plan Amendment to table B.3.5.3.1 - Parkland Standards:
  - a. All residents should have access to a Neighbourhood or other park with equivalent functions, within a 500 metre walking distance of their dwelling.
3. Complete amendments to align the Official Plan and the Parkland Dedication By-law with this Master Plan by:
  - a. Amend the Official Plan B 3.3.2.10 to allow for temporary and permanent road closures to support public gathering and open space programming.
  - a. Amend the Official Plan B 3.5.3.16 to explicitly incorporate social equity factors into the determination of parkland amount and type
  - a. Develop land specifications and rules around the use of privately owned public spaces.
4. Use the parkland priority acquisition mapping in this plan for land acquisition prioritization and develop a priority location list with the following information: location, ideal parkland size, associated acquisition cost.
5. Work with other departments to align with initiatives such as the Transportation Master Plan: City in Motion to improve the connectivity of parkland within the city.
6. Where land for parks is not available, explore repurposing existing public space for inclusive open space and park use.
7. Regularly present a short annual monitoring report to Council overviewing changes in parkland service levels and near-term acquisition priorities.
8. As part of a regular City property portfolio review, consider park use and needs, where underused city-owned land could be repurposed to fund new parks in areas of high need.
9. Update the Park and Open Space Development Guide to facilitate multifunctional design and flexible use.
10. Seek funding opportunities from other levels of government to improve park access and connectivity (e.g. bundle park acquisition into land purchases for rail-lines or other infrastructure projects).
11. Identify parkland priorities that can be achieved in conjunction with the recommendations set out in the City's Recreation Master Plan.
  - b. Revise the Community Planning Permit System as a tool to aid in the acquisition of infrastructure, parkland, or monetary contributions, in exchange for offering a more streamlined and transparent approval process for high priority areas.
  - c. Revise Section 5 of the Parkland By-law to ensure that townhouse units, multi-unit dwellings, and downtown redevelopments are supported by sufficient parkland.
  - d. Exploring the potential to eliminate discretionary discounts and require parkland dedication for lands that are currently exempt (such as institutional) to reduce the financial shortfall.

12. Develop land specifications and rules around the use of privately-owned public spaces.
13. Where possible, complete comprehensive block planning in high growth urban areas, in alignment with approved plans and studies, by working with landowners to ensure parks are properly sited within redevelopment areas, and land dedication is coordinated to support and connect functional park space.
14. Build on existing partnerships with Hamilton school boards and institutions by establishing a formal funding, acquisition, and programming partnership model to advance further opportunities to jointly use schools, campuses, and parks.
15. Continue to partner with the school boards to understand potential school closure criteria and potential closure locations, to assess possible future purchases for park and City use, in advance of closures.
16. Engage Real Estate staff for any negotiations on the sale of surplus lands to help ensure that parks-related interests are a priority.
17. Establish a funding, acquisition and programming partnership model with community agencies, user groups, and advocacy organizations to creatively find ways to increase park provision, naturalization, stewardship, and programming
18. Continue to capitalize on the City's right of first refusal to acquire excess school sites when the opportunity arises to secure expanded parkland without developer competition, or to hold in reserve as a land bank to swap with developers for parkland.
3. Prioritize multi-use, inclusive and accessible park designs. Multifunctional park space should be prioritized in areas where acquisition is challenging, or high use is expected. Adopt flexible approaches to park programming to allow parks to pivot to meet the needs of residents.
4. Seek out philanthropic contributions to help increase parkland and open space. This may be accomplished through outreach and communication to interested donors about potential land dedication opportunities (i.e. dialogue with foundations and Conservation Authorities).
5. Improve connectivity by extending the pathway and cycling network on utility rights-of-way through expanded or new partnerships.
6. Investigate opportunities to acquire underutilized properties to convert to parkland in the urban area, prioritizing high need areas.
7. Create a standard process to proactively pursue land purchases of parks in undeveloped areas once a secondary planning process has been completed.
8. Create and update plans for individual parks to identify opportunities to repurpose underused park spaces in alignment with current trends and needs.
9. Expand partnerships with the Hamilton Conservation Authority, Conservation Halton, the Niagara Peninsula Conservation Authority, the Grand River Conservation Authority, and the Bruce Trail Conservancy to link parkland through regional connections to other open spaces and align with future land acquisition strategies.
10. Conduct a review and revision of the Park Master Plan to update acquisition priority mapping and report on the current state of parkland provision and funding.

## Medium Term Actions

1. Increase contributions to the Parkland Acquisition Reserve to ensure that the City has the resources to acquire sufficient parkland in response to growth.
2. Streamline parkland acquisition processes so the City can act when new opportunities for parkland acquisition become available. Work to acquire parkland earlier in the development process at a lower cost.

## Long Term Actions

1. Identify opportunities to acquire lands in advance of significant development pressure to hold in reserve as a land bank to swap with developers for parkland in other areas of the city.
2. Form partnerships with aggregate site owners and operators to explore the viability of quarry rehabilitation to public parkland.



## Master Plan Purpose

This Master Plan provides an overarching framework to assess the current supply, access, and classification of Hamilton's parks system to guide management decisions and prioritize the acquisition of new parkland and guide the future of Hamilton's parks and open spaces. This framework provides guidance through an equity lens, focusing efforts in neighbourhoods that have historically lacked access to parks and open space. This framework adopts a practical approach to assessing how parks are used, what functions they provide to the surrounding communities, and what barriers limit the contributions of the park system to the people of Hamilton.

## Vision, Goals, and Guiding Principles

The following vision, guiding principles, and goals create the long-term, strategic direction for the parks system, and the recommendations and implementation actions identified in this Master Plan. The strategic direction for Hamilton's parks was developed based on what we heard through engagement with residents, user groups, community and industry organizations, school boards, and other park stakeholders.

## Vision

Parks and open spaces are an essential part of our city. Parks are inclusive places where our diverse communities can gather, relax, socialize, and play, enjoying nature and one another. Our expanding network of different types of parks connect the city together, providing safe, equitable access to open space and to communities. Our parks support a biodiverse, climate resilient, and healthy city, celebrating and protecting Hamilton's unique cultural and ecological landscapes for generations to come.

The vision is an ambitious, overarching, and future-looking statement that illustrates what we will work towards to ensure Hamilton's parks continue to be well-loved and important community places:

*We envision a future where our parks connect, support, and celebrate Hamilton's diverse communities and ecosystems through a sustainable, accessible, and inclusive network of open spaces.*

## Goals and Guiding Principles

The Guiding Principles establish the foundation for the recommendations of the Master Plan, while the Goals are more specific elements to be achieved through implementation actions and programs. Rooted in the Vision, they tell the City, partner organizations, and residents what is important about Hamilton's parks, and how they should be planned and improved in the future. The Principles and Goals are not an exhaustive list, but represent key, focused priorities to guide subsequent efforts and investments in parks across the city.

# Guiding Principles



## Equity

All parks are distributed equitably and designed inclusively to serve the diverse needs of our communities, promoting safety, comfort, and joy for Hamiltonians of all ages.



## Adaptability

Parks are acquired, distributed, designed, and managed adaptively. Hamilton's parks respond to changing and different community needs, providing new spaces for people as the city grows and contributes to climate change resiliency.



## Community Wellbeing

Parks provide space for people to be together year-round, fostering a sense of place and community. Parks give opportunities for residents to express the diverse cultures and histories of the city.



## Connectivity

Parks are easily accessible by everyone, across all modes of travel. The parks system helps to connect communities by providing spaces that support active living.



## Resource Resiliency

The parks system is supported by adequate resources to enable the required supply, distribution, operations, and lifecycle management of parks across the city over the long-term.



## Collaboration

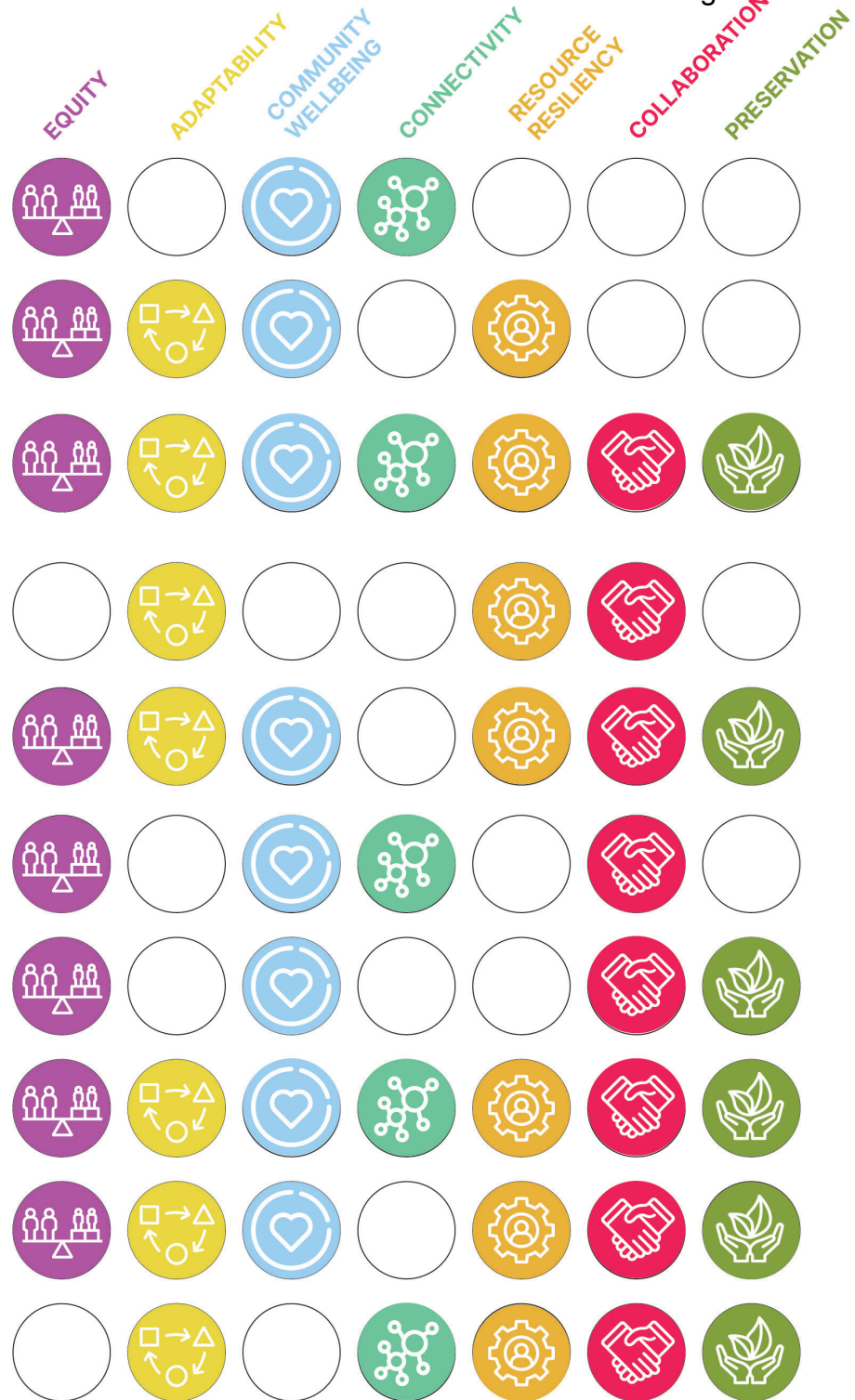
The City works together with regional partners, public agencies, community organizations, and the private sector to fund, acquire, develop, and program parks as well as new types of public places.



## Preservation

Parks contribute to healthy communities and support biodiversity across Hamilton by maintaining the existing park system, encouraging naturalization, and preserving intact ecosystems.

# Goals



- 1 **Equitable Access:** Continue to provide well-distributed equitable local access to neighbourhood parks across the city.
- 2 **Prioritize Acquisition:** Establish a clear and ongoing criteria-based assessment of community need to prioritize parkland acquisition and redevelopment opportunities.
- 3 **Acquire Parkland:** Additional parkland is needed to support growth within redeveloping neighbourhoods, and respond to identified gaps in parkland provision. Where necessary, this parkland may tailored to the needs and constraints of the communities, and provided through non-traditional spaces and private partnerships.
- 4 **Ensure Adequate Funding:** Secure and maintain sustainable and diverse sources of funding for park acquisition, development, ongoing maintenance, and lifecycle management.
- 5 **Respond to Changing Use:** Complete ongoing evaluations of how existing parks are used, and adaptively manage the parks system, including retrofitting or repurposing parks, to meet changing community needs.
- 6 **Include Everyone:** Implement a compassionate approach to park and amenity design and programming supporting safe, inclusive and barrier-free use of the parks system throughout the city.
- 7 **Celebrate Culture:** Recognize important cultural spaces and landscapes, and create new gathering places for celebration, placemaking, events, and interpretative programs.
- 8 **Provide Diverse Experiences:** Acquire and operate a diversity of park types and sizes to allow for a variety of open space experiences tailored to unique community characteristics.
- 9 **Expand Natural Spaces:** Explore opportunities to naturalize parts of the parks system to enhance the ecological contributions to local communities, climate change adaptability, regional biodiversity, and native ecosystems.
- 10 **Update the Official Plan:** Provide comprehensive bylaws/policies that better enable sustainable parkland improvement and acquisition.

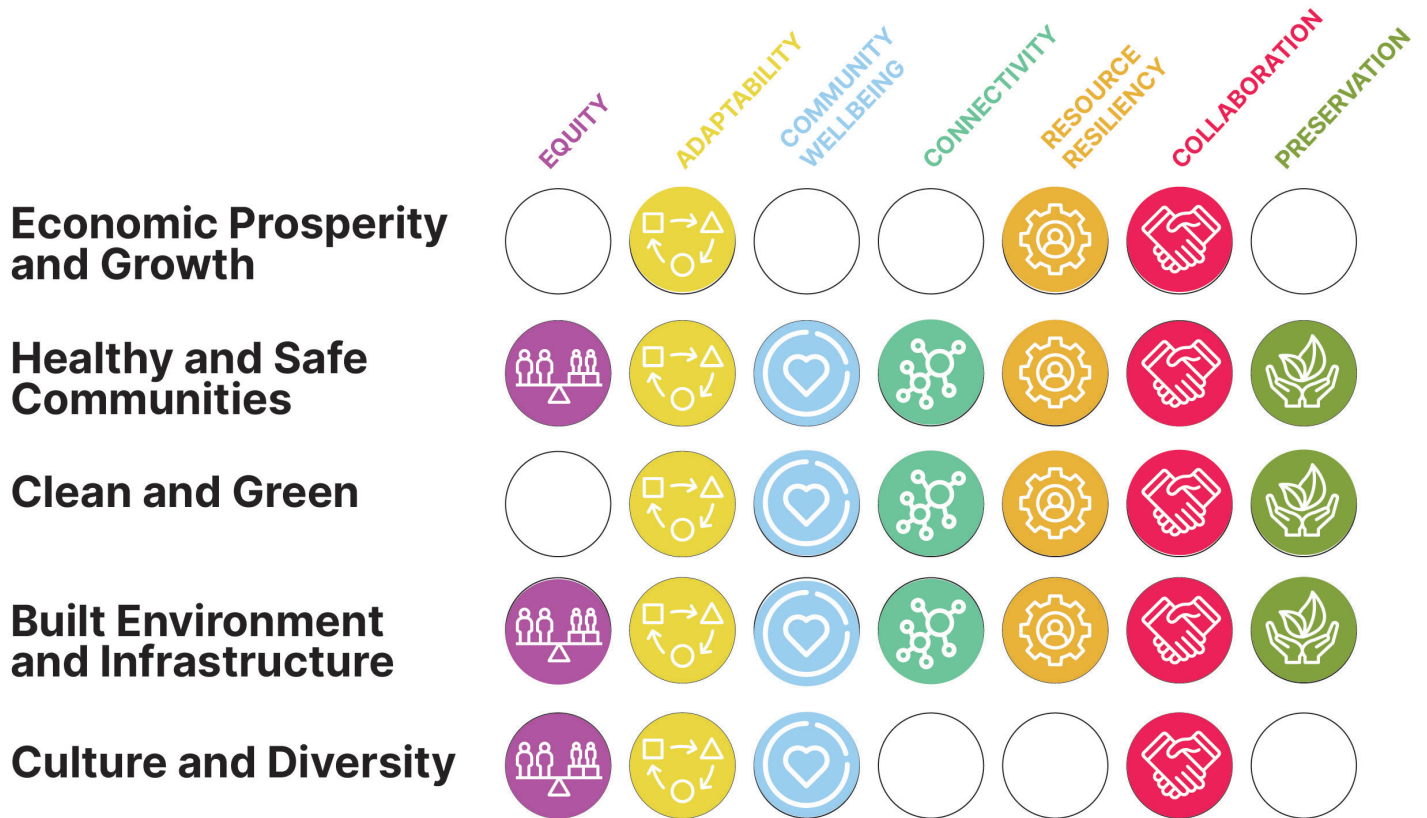


# Alignment to City of Hamilton Strategic Priorities

Community Engagement and Participation



Master Plan Engagement Process



Our People and Performance



Transparency of decision-making in Master Plan, updating and review periods

# Development of the Plan

## Engagement Process

Parks are for everyone and, to ensure this Master Plan reflects the range of community needs, public engagement needed to be wide reaching and accessible. Additionally, targeted outreach to specific user groups, local experts, and potential partners complemented the broader public engagement with depth of expertise to inform plan direction.

Specifically, this project engaged with the following groups:

- The public (including residents, park user groups, and equity-seeking populations)
- Community organizations (including environmental organizations, community groups, and business associations)
- Industry and agencies (including Conservation Authorities, development associations, and educational institutions)
- Indigenous communities (including the Mississaugas of the Credit First Nation, Haudenosaunee Development Institute, Six Nations of the Grand River, and Huron-Wendat Nation)
- City staff and Councilors



Public and targeted engagement took place over the following two phases:

**PHASE 1 ENGAGEMENT: DEVELOPING A SHARED VISION FOR HAMILTON'S PARKS**

**Purpose:**

- » Understand park use
- » Listen to Hamiltonians' needs and wishes for parks
- » Identify barriers faced in park use

**This Informed:**

- » A draft vision, principles, goals, and recommendations.

**PHASE 2 ENGAGEMENT: CONFIRMING SUPPORT FOR THE VISION AND DIRECTION FOR HAMILTON'S PARK SYSTEM**

**Purpose:**

- » Review the draft vision and direction
- » Identify desired changes and gaps

**This informed:**

- » A revised Parks Master Plan

To spread the word about engagement opportunities, the project team used signs in parks, mail-outs, print ads, social media posts and the City website. Participants could then provide feedback through workshops, the online survey (on Engage Hamilton), or through workbooks with discussion guides. After each engagement phase, detailed engagement summary reports distilled the feedback received and were posted to the project web page.

**Engagement Process**

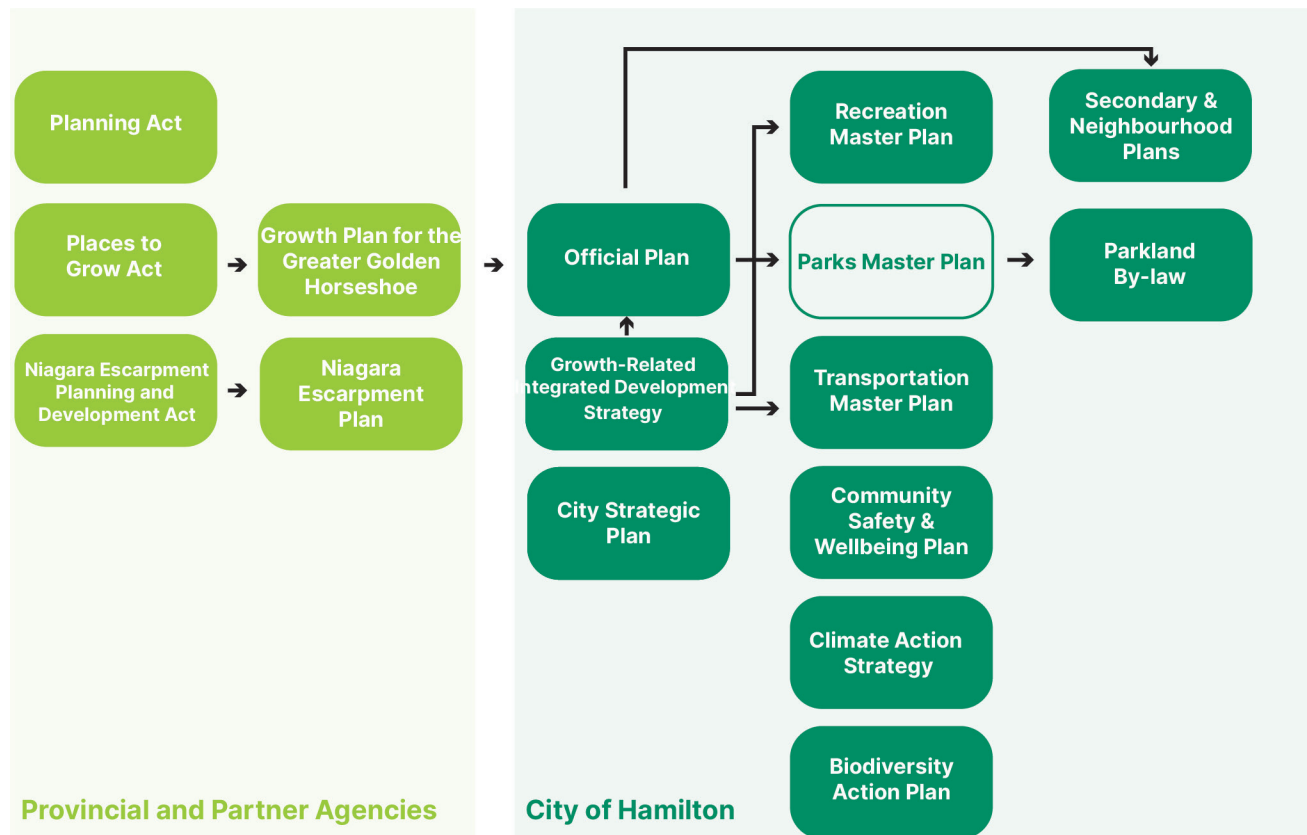
-  Hamilton's public (including residents, park user groups, and equity-seeking populations)
-  Community organizations (including environmental organizations, community groups, and business associations)
-  Industry and agencies (including environmental authorities, development associations, and education institutions)
-  Indigenous communities including the Mississaugas of the Credit First Nation, Haudenosaunee Development Institute and Six Nations of the Grand River.



**Figure 1:** Engagement tools used



## Alignment with City Plans and Strategies



**Figure 2: Existing plans and strategies**

This Master Plan aligns with, and will help advance, several key goals and objectives from the provincial legislation and City plans and strategies summarized below.

### Provincial

**The Planning Act:** This legislation enables municipalities to require the allocation of public parkland within a development or redevelopment as a condition of development approval. The Planning Act sets the following parkland contributions:

- Standard rate: 5% of developable land for residential developments and 2% of the developable land for non-residential developments (commercial, retail, institutional or industrial)

- Alternative rate: One hectare per 300 proposed residential units for higher-density developments (contingent on an approved parks plan identifying the park need)

**Niagara Escarpment Planning and Development Act (NEPDA) & the Niagara Escarpment Plan:** This legislation and plan direct how and what development activities can occur within the Niagara Escarpment to maintain a continuous natural landscape.

**Growth Plan for the Greater Golden Horseshoe:** This plan identifies locations to concentrate growth and development. These locations impact park planning in two ways: existing parks, in growth areas, may face increased pressure and new parks may be required to meet increasing demand.

## Municipal

### **Growth Related Integrated Development Strategy 2:**

This strategy provides a framework to guide growth and development to 2051 using provincial population and employment forecasts. Specifically, it provides the land use structure with associated infrastructure, an economic development strategy, and financial implications for accommodating growth within the existing city boundary.

**City Strategic Plan (to 2025):** The Strategic Plan sets Hamilton's vision, the City's mission (as an organization), and priorities to guide City work, including this Park Master Plan.

**Recreation Master Plan:** This plan evaluates a range of indoor and outdoor recreational services and facilities to identify Hamilton's recreational needs and priorities for the next 10 to 20 years. It focuses on parks and recreation facilities owned and/or operated by the City of Hamilton, guiding their development, enhancement, and management.

**Transportation Master Plan:** This plan provides a framework to guide future transportation-related studies, projects, initiatives, and decisions. It includes active and higher-order transportation modes and networks, including the cycling master plan, which connect to and through parks.

**Community Safety and Well-Being Plan:** This plan aims to create safe and inclusive communities that meet residents' needs for education, healthcare, food, housing, income, and social and cultural expression. It prioritizes addressing hate incidents, substance use, and housing and homelessness, which impact park safety (as identified in the Parks Master Plan engagement).

**Community Energy and Emissions Plan (CEEP):** The Community Energy and Emissions Plan is a long-term plan to meet Hamilton's future energy needs while improving energy efficiency, reducing greenhouse gas (GHG) emissions and fostering local sustainable and community-supported energy solutions. The plan includes every aspect of city-wide energy use and GHG emissions, from homes to transportation to industry to waste.

**Climate Change Impact Adaptation Plan:** This plan aims to enhance Hamilton's resilience to climate change impacts by preparing for extreme weather events, flooding, droughts, and rain and ice storms, among others. The City is preparing to improve resiliency through the design of public spaces, including road rights-of-way, parks, and utilities.

**Urban Forest Strategy:** The Urban Forest Strategy guides the protection, care and planting of the City's trees and forests on public and privately-owned land in the urban area.

**Biodiversity Action Plan:** This draft plan helps coordinate efforts between the City of Hamilton and local environmental partners to protect, enhance, and restore biodiversity in Hamilton.

**Urban and Rural Hamilton Official Plans:** These plans identify where and how land can be developed or used and guide the built, social, economic and open space components of Hamilton's urban and rural areas. These plans include policies that guide Hamilton's park types, standards, access and dedication.

**Secondary Plans:** Secondary plans are a component of the Urban Hamilton Official Plan and provide specific land use designations and policies for neighbourhoods across the City. They determine park locations, sizes, proximity to schools and natural open spaces, as well as other park characteristics.

**Parkland By-law No. 18-126:** This By-law implements cash-in-lieu or land dedication (or conveyance) requirements for parks in land development, redevelopment, or subdivision. It sets dedication rates for different types of development (rural, urban, downtown) and cash-in-lieu unit rates and caps.

### **Hamilton Urban Indigenous & Implementation**

**Strategy:** This strategy aims to strengthen the City's relationship with the Indigenous community and promote an understanding of Indigenous histories, cultures, experiences, and contributions among all residents. To integrate Indigenous perspectives and experiences, this strategy includes park-focused actions such as education and awareness programming, ecological and cultural heritage celebration, naming, and public art, among others.



# Existing Conditions

## Population

The demographic profile of Hamilton offers insights into the community's current and, potential, future park needs by identifying broad user groups to guide parks provision, services, and programming. Specifically, The Parks Master Plan needs to account for Hamilton's:

- Growing population by understanding the anticipated space needs
- Younger Population by considering the needs of young families and young adults
- Higher proportion of low-income households by considering the value parks in areas with a concentration of these households

Hamilton is a growing city. The city's population grew by 6% between 2016 and 2021, which is higher than both the province and the country (Statistics Canada, 2022). This trend continues, with a projected population growth of 236,000 in the next decades.

YEAR	POPULATION
2001	510,140
2011	535,000
2021	584,000
2031	652,000
2041	733,000
2051	820,000

Source: Hemson Consulting Ltd. based on Statistics Canada Census data and Growth Plan Schedule 3 forecasts for 2051.



Population  
6% Increase from 2016 to 2021, Outpacing Province and Country



Slightly Younger Population (41.5 years) compared to the province (41.8) and Higher Number of Individuals Under 14 Years Old



Income disparities  
lower median individual and household income in Hamilton compared to the province

## Demographics

The city currently has a slightly younger population (41.5 years) than the rest of the province (41.8 years) (Statistics Canada, 2022). In particular, Hamilton has more people under the age of 14. This has several implications for parks planning. Park design should consider amenities for young families and opportunities for youth recreation. Looking to the future, residents over 75 years old are anticipated to increase by 43% by 2031 and 114% by 2046. All other age groups – including children, youth, young adults and adults – are forecasted to grow by 26% to 35% between 2021 and 2046 (Ontario Ministry of Finance, Ontario Population Projections (Reference Scenario), 2020).

The median individual income and household income (\$32,917 and \$69,024 respectively) are both lower in Hamilton than the rest of the province (\$33,539 and \$74,287 respectively) (Statistics Canada, 2017). This means that income might serve as a barrier to participation for families in the city. Therefore, the city should make an effort to reduce cost as a barrier by offering low income grants or free programs to level the playing field to accessing recreational amenities.

Hamilton is generally less diverse than Ontario and Canada. In 2016, 19% of Hamilton's population identified as a visible minority compared to 29.3% in Ontario or 22.3% in Canada (Statistics Canada, 2017). Parks should be welcoming spaces for everyone. In order to help attract a more diverse population, it is essential to consider the different cultural needs and preferences of newcomers such as spaces to practice cultural activities and celebrations, specific sports, and different types of leisure. Potential barriers to recreation or park use include unfamiliarity with the climate, lack of specialized equipment, or language barriers.



Gage Park



## Parkland Classes

City-owned parkland and other open spaces provide a variety of functions and important values to the City and its residents. Classes of parkland and open space are identified and defined in the Official Plan, which sets specific provision targets around the distribution and amount per person that shall be provided by the City. While open spaces are part of the municipally owned recreation land network, the Official Plan considers them separately from parkland, and these lands do not contribute to provision targets. This report therefore focuses on the distribution and acquisition of municipal parkland (however it is important to recognize that from the public perspective other open spaces may serve some of the same functions of parkland). The Urban Hamilton Official Plan states that “parkland classifications and standards shall be used to determine the amount and type of parkland required for the community” (Section C.3.3 of Volume 1). Classifying parks by type allows for equitable distribution throughout the city. Each park and open space classification also provides guidance on the appropriate functions and use of the lands, where they might best be located and accessed, and considerations for design quality and operational levels of service. An overview of the distribution of park classes and other open spaces throughout the City is shown in Figure 2 (citywide), and Figure 3 (for the urban area).

Although the current typical sizes and number of existing parks by class type generally aligns with the park classification description and guidance outlined in the Urban and Rural Hamilton Official Plans, there remains significant variety within each park class. This is not surprising, given the diversity of Hamilton neighbourhoods, and changes to the city through continuous urban development and redevelopment over the last 175 years.



Bayfront Park

## Municipal Parkland

Hamilton's park system is currently comprised of four classes of parks - City Wide, Community, Neighbourhood, and Parkette - collectively referred to as Municipal Parkland. These lands provide active and passive space for the City's communities to recreate, gather, play, and relax. City Wide and Community parks serve a large area of the city, typically centred on a unique historical feature or other attractive amenity. The Neighbourhood class the primary focus of this report as these lands are funded through the Parkland Dedication By-law and form the basis for provisioning standards throughout the city. Hamilton's current provision target for municipal parkland is 2.1 hectares / 1000 people (0.7 hectare / 1000 for Neighbourhood Parks, 0.7 hectare / 1000 for Community parks, and 0.7 hectare / 1000 for City-wide Parks, as identified in the City's Official Plans). Parkettes do not have a specified provision target and are found throughout the city in response to historical and practical constraints on parkland supply, typically used to provide park space where no other option is available.

### City Wide Parks

City Wide parks are generally larger park sites that typically contain many park functions, and major recreational and cultural facilities and are considered municipally, regionally, provincially, and/or nationally significant park destinations. They are often associated with unique natural, historic, or cultural features that spurred their acquisition and guided their development. Their size and shape vary substantially, as does the nature of their contributions to parkland within the city. They are zoned with the City Wide (P3) Zone, which permits a wide range of community leisure, recreation, and commercial uses (e.g. marina, farmers market, commercial recreation, etc.). The attractions and events found within these parks draw residents together from across the City, and act as tourism destinations for visitors. Their size and attractive draw requires greater transportation infrastructure and maintenance to support greater amount and density of use.

### Community Parks

Community Parks are typically four to seven hectares in size and are located near higher-order streets and roadways. They are intended to serve multiple neighbourhoods or approximately 20,000 residents but may also serve as Neighbourhood Park space to nearby residents and workers. They often provide enhanced recreational amenities, such as sports fields, spray pads, community gardens and support amenities such as parking and washrooms. They should have multi-modal transportation access, including transit options in urban areas, and be adjacent to arterial or collector roads. They are zoned with the Community Park (P2) Zone, which includes uses such as recreation and urban farmer's markets.

### Neighbourhood Parks

Neighbourhood Parks provide smaller, well-distributed park space throughout the city, ensuring that all residents have access to the park system within walking distance of their home. They are intended to serve the local neighbourhood, or approximately 5,000 people. The typical size of a Neighbourhood Park is two hectares and they provide a wide array of local park functions, including passive space for gathering and relaxation, playgrounds, sport courts, and pathway systems. They should be accessible by active transportation modes such as walking and cycling, sited within a neighbourhood along collector or local roads. They are zoned with the Neighbourhood Park (P1) Zone, which permits recreational and community garden uses, but prohibits larger facilities such as arenas, indoor pools, and tennis courts.

### Parkettes

The size and location of Parkettes across the city varies, but they are typically under one hectare. They are often located within long established areas where larger blocks of parkland are challenging to provide. These small spaces offer limited recreational facilities or infrastructure, with a general focus on passive use such as seating. They occur within multiple zones, particularly Neighbourhood Park (P1) and Open Space (P4) Zones, that allow for recreational and natural

open space uses. Hamilton's Official Plan does not set a provision target for this park type. The small size of these spaces preclude many recreational uses traditionally associated with parkland, and they are not included in subsequent assessments of parkland provision to meet municipal provision targets.

## Other Publicly Accessible Lands

Other publicly accessible lands include School Sites, Natural Open Space, and other General Open Space such as public golf courses and museums. These lands provide benefit to the community, but are not considered active municipal parkland, are not acquired nor funded through the same mechanisms, and do not contribute to overall provision rates in this report.

### School Sites

School sites are lands that unofficially supplement local park provision by providing communities with additional green spaces, sports fields, and playgrounds. School sites are outside of municipal control and, therefore, are not a substitute for true municipal parks.

### Natural Open Space

Natural Open Space includes public lands that contain significant ecological and natural landscapes and features. This includes the Niagara Escarpment lands which are a significant landform within the city, as well as creeks and ravines, steep slopes and wetlands, and woodlots. Their location is determined by where the ecological core areas, corridors, and habitat patches are located, especially along the Escarpment. While they may provide some passive recreational opportunities, such as trails, seating, and lookouts, they are not considered municipal parkland and are not included in the provision analyses in this report.

These lands are zoned with the Conservation/Hazard Land (P5) Zone in urban areas, where permitted uses are in line with the zone's title and functions. In rural Hamilton, the Rural Conservation/Hazard Lands (P6-P8) Zones apply, which extend permitted uses to agricultural (and services supporting agricultural) as well as to single-detached dwellings.

## General Open Space

This broad class includes other publicly accessible open space, which may require an entry fee or charge, that are not City parks but provide community gathering and recreational uses. Examples include golf courses, trails and multi-use pathways, urban plazas and squares, picnic areas and beaches. This class also includes City-designated and owned museum and heritage spaces which are primarily open space (as opposed to indoor facilities only). General Open Space are scattered throughout the city. These lands are zoned with the Open Space (P4) Zone, which permits recreational, natural, and special open space uses, including golf courses, cemeteries, and botanical gardens, among others.

## Current Supply of Parks and Open Space

Further to the above descriptions and functional guidance, Table 1 summarizes the current number, total area, median, and maximum sizes of each park class.

Across the entire municipality, there are currently 1.98 hectares of total Municipal Parkland per 1000 people (19.8 m<sup>2</sup> per person), but only 0.51 hectares of Neighbourhood Parkland per 1000 people (5.1m<sup>2</sup> per person). This is below the Official Plan targets of 2.1 hectares per 1000 (21m<sup>2</sup> per person) for municipal parkland, and 0.7 hectare per 1000 (7m<sup>2</sup> per person) of neighbourhood parks. A graphical example of these amounts is provided in Figure 3. The City of Hamilton currently has 2804 hectares of parkland and publicly accessible open space, 1155 hectares of Municipal Parkland (including City Wide, Community, and Neighbourhood Parks), of which 298 hectares is Neighbourhood Parkland. Figure 4 shows the distribution of these parks across the entire municipality, while Figure 5 provides an inset on Hamilton's urban area.

An additional 18 hectares of community parkland, and 39 hectares of neighbourhood parkland has been planned to date, which will bring the grand total of municipal parkland to 1242 hectares and thereby meeting the targets when averaged across the urban area. However, portions of the City remain deficient in



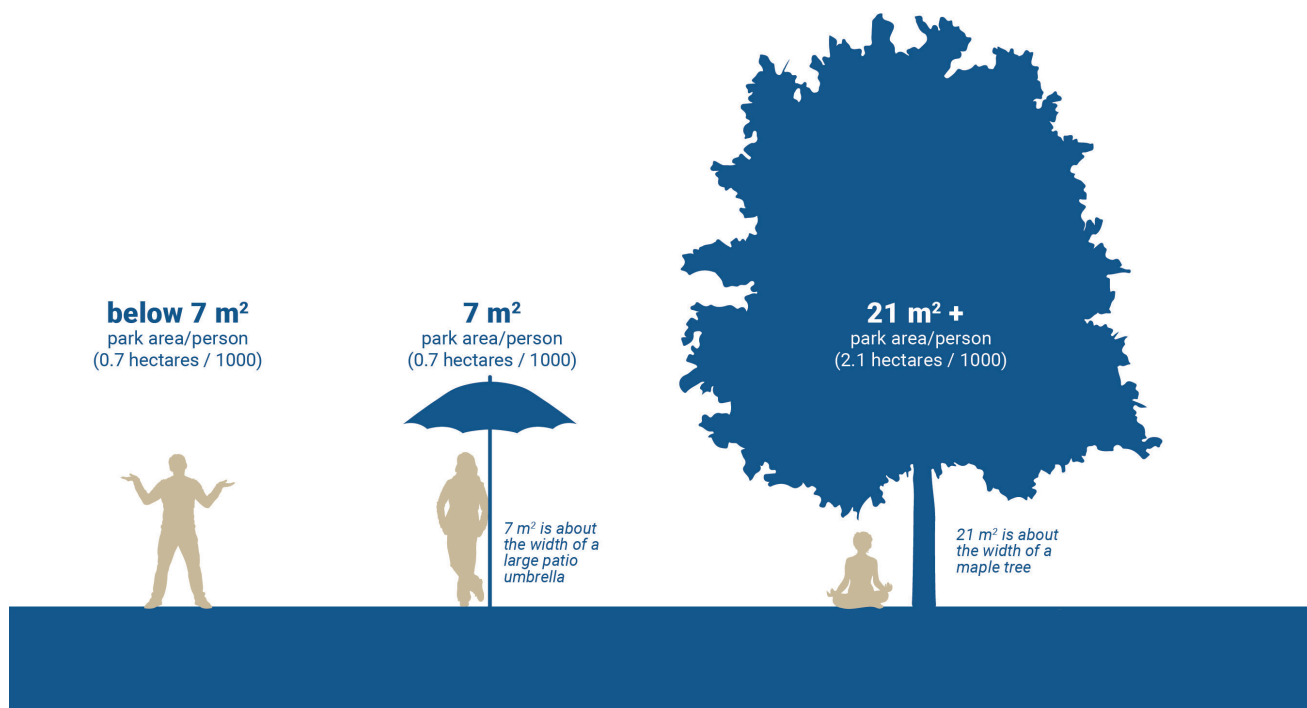
parkland provision, and this will be further compounded by ongoing planned intensification and growth.

Per capita parkland area values calculated across the entire city do not address the distribution of parks across the city, or the degree to which they are accessible, and equitably distributed. The Official Plan sets an 800m walkable target for Neighbourhood

Parks, and it is essential to assess parkland provision with this in mind. As Hamilton grows and intensifies, it is anticipated that there will be greater use and demand for existing parks, as well as greater challenges in acquiring and developing new parks, particularly in existing urban areas. A targeted approach to park provision must provide focus on high density areas lacking park access and prioritize the acquisition of new parkland in an equitable manner.

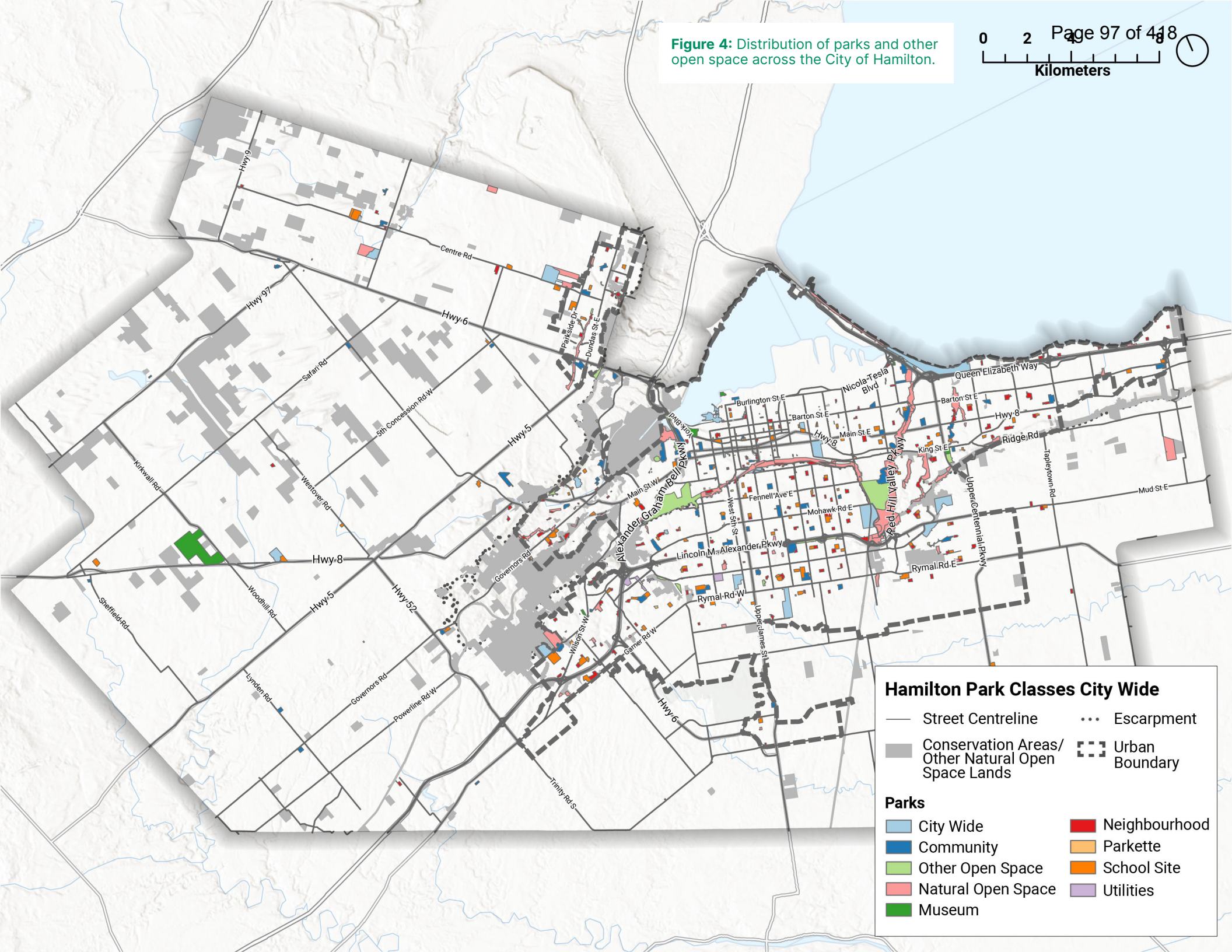
**Table 1: Park Classification System Summary Statistics**

CLASS	# EXISTING (+PLANNED)	TOTAL AREA (HECTARES)	MEDIAN SIZE (HECTARES)	MAX SIZE (HECTARES)
City Wide	24	470.52	17.41	96.44
Community	72(+3)	357.58	3.98	21.95
Neighbourhood	172(+24)	298.53	1.44	7.08
Parkette	109(+11)	28.64	0.21	1.42
School Site	114	315.32	2.14	17.30
Natural Open Space	88(+2)	815.39	3.42	100.92
General Open Space	49(+4)	518.08	2.14	145.58



**Figure 3: Relative amounts of parkland provided per person.**

**Figure 4: Distribution of parks and other open space across the City of Hamilton.**



**Hamilton Park Classes City Wide**

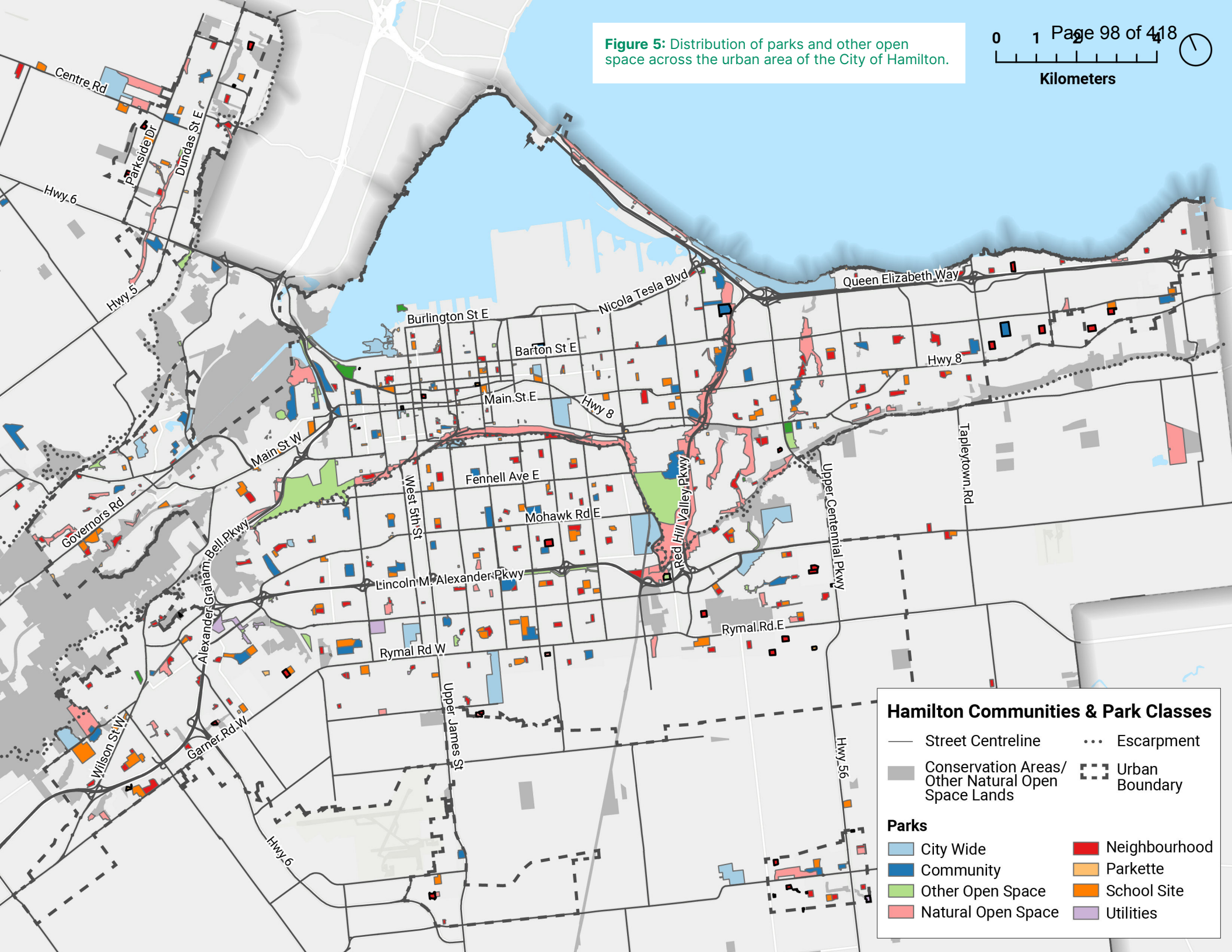
— Street Centreline	... Escarpment
■ Conservation Areas/Other Natural Open Space Lands	□ Urban Boundary

**Parks**

■ City Wide	■ Neighbourhood
■ Community	■ Parkette
■ Other Open Space	■ School Site
■ Natural Open Space	■ Utilities
■ Museum	



**Figure 5: Distribution of parks and other open space across the urban area of the City of Hamilton.**



**Hamilton Communities & Park Classes**

— Street Centreline	... Escarpment
■ Conservation Areas/ Other Natural Open Space Lands	--- Urban Boundary
<b>Parks</b>	
■ City Wide	■ Neighbourhood
■ Community	■ Parkette
■ Other Open Space	■ School Site
■ Natural Open Space	■ Utilities



## Indigenous Peoples and Parks

Historically parks in Hamilton have prioritized settler colonial history and aesthetics and not considered Indigenous history or cultural practices. Some cultural practices have been historically banned in city parks. Fortunately, this is changing. Hamilton now allows the incorporation of Indigenous artwork, signage, and symbols in parks to reflect Indigenous culture and heritage. The City also permitted the hosting of Indigenous cultural events, ceremonies, and gatherings in designated park areas (City of Hamilton, 2021). A recent change has allowed for ceremonial fires to take place within City parks. Hamilton's Urban Indigenous Strategy is working to create more opportunities for Indigenous stories and cultural practices in parks across Hamilton.

Indigenous peoples today face violence and discrimination in public spaces. Research shows that Indigenous people, particularly Indigenous youth, face greater barriers to accessing and participating in recreation, including organized sports, due to increased social, cultural, and economic barriers (Department of Canadian Heritage, n.d.) Active partnerships and relationships with Indigenous communities and organizations is essential to create inclusive spaces that respect Indigenous history, traditional uses, and contemporary cultural expression as well as foster Truth and Reconciliation between Indigenous and non-Indigenous peoples.



Gore Park

# Trends and Best Practices

## Municipal Benchmarking for Park Provision

There are several methods to measure park provision (for a list of the different methods refer to Table 2 below). However, most commonly municipalities measure park provision in two ways: park supply (total area of city-owned parkland per 1000 residents) or park distribution and access (amount or presence of a park within a walkable distance).

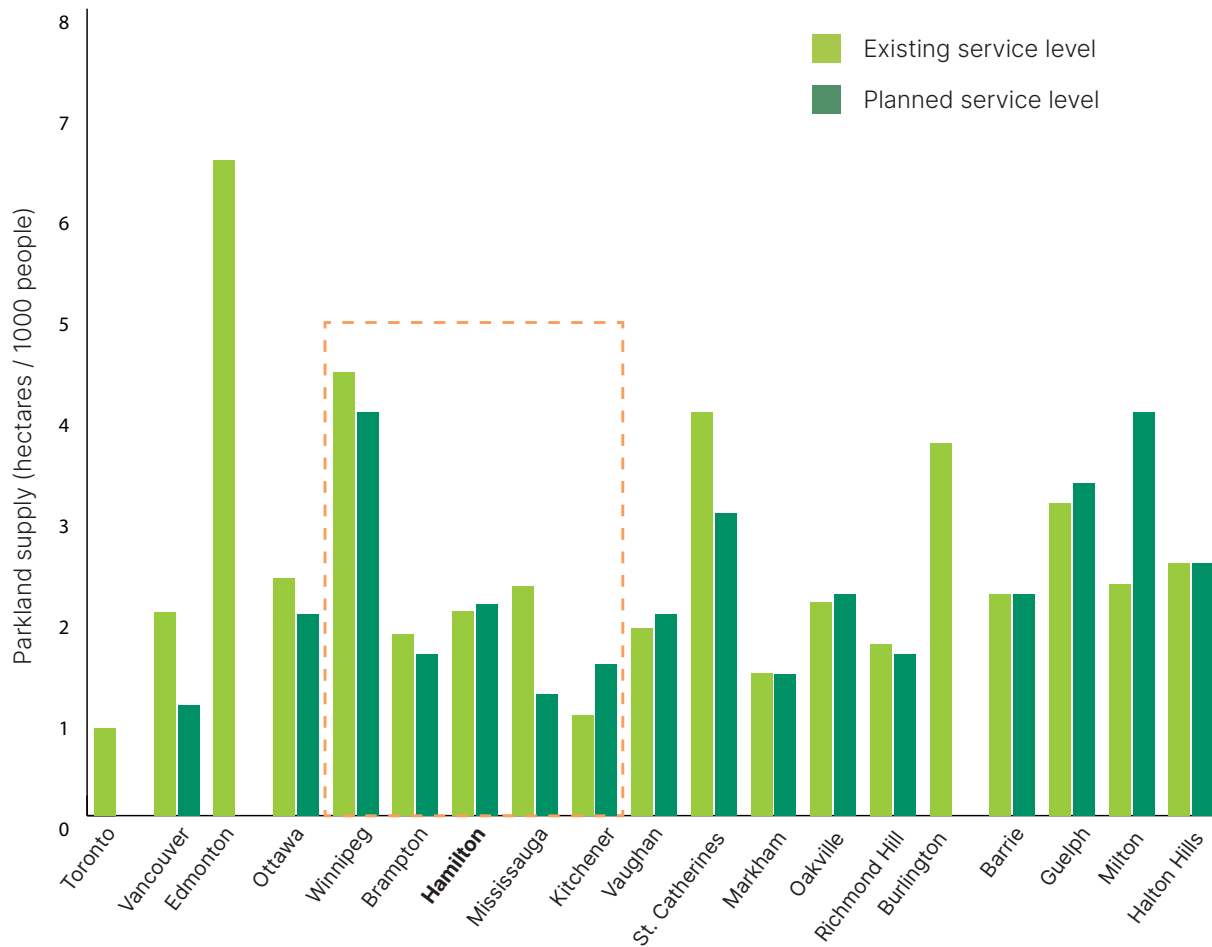
For a more in-depth look at park supply per 1000 residents, refer to Figure 6 on the next page to see how Hamilton compares to cities across Canada. When reviewing this data, please note that cities may

define and classify parks differently. However, despite the challenges with this data (described below), this remains the most popular park measure and the best method to compare municipal performance with each other.

Measuring parks per population does not indicate where parks are located within a city, whether they are accessible or if they are equitably distributed. However, measuring park distribution and access accounts for these characteristics. An increasing number of municipalities are identifying distribution and access targets with the intent that certain classes of parks are accessible to residents within a maximum prescribed distance.

**Table 2: Park Provision Measures Currently Used by Comparable Municipalities**  
(source: Park People <https://ccpr.parkpeople.ca/2022/data/cities> )

PARK PROVISION MEASURES CURRENTLY USED	EXAMPLE MUNICIPALITIES
<b>Supply:</b> total area of city-owned parkland per 1,000 residents	(not an exhaustive list) City of Hamilton, City of Burlington, City of Ottawa, plus many others
<b>Distribution and access:</b> amount, or presence, of park within a walkable distance (usually 400 to 800 metres, or 5 to 10 minute walk)	City of Toronto, City of Mississauga, City of Markham, City of Winnipeg, City of Edmonton
<b>Quality:</b> functionality of park program or service, condition of park infrastructure	City of Edmonton, City of Winnipeg, City of Vaughan
<b>Diversity:</b> different types of parks and open spaces, multi-functionality	City of Edmonton
<b>Park access to priority populations:</b> existing low park supply, prevalence of low income, high growth areas	City of Toronto



**Figure 6: Park Provision Measures Currently Used by Comparable Municipalities**  
 (source: Park People <https://ccpr.parkpeople.ca/2022/data/cities> )

### MUNICIPAL BENCHMARKS

All the municipalities reviewed measured their existing park supply as a measurement of total parks area per population. They either measure ‘hectares of parks per 1,000 residents’, or ‘square metres per individual’. This measure provides a quick, high-level summary of the amount of parkland provided for a particular population across a geography, such as a city or planning area.

To help contextualize Hamilton’s park provisioning, the most comparable municipalities are highlighted in orange in the bar graph below. These municipalities have a comparable population, similar urban/rural structures, or equivalent growth pressures.

Additionally, the municipal provisioning comparison below includes other communities in the Greater Toronto and Hamilton Area, with a Niagara Escarpment Plan (or similar conservation plan) or who are located within the inner or outer ring of the Greater Golden Horseshoe.

The figure above presents Parkland Supply showing existing, and planned targets (where available) per one thousand residents. The data is measured based on population numbers and the area in hectares for each municipality.

## Park Trends

Two-thirds of Canadians visit parks weekly, using them for socializing, playing, and exercising (Park People, 2020; Volenec et al., 2021; Collins et al., 2020). Understanding current and emerging park trends within Hamilton and across Canada can help indicate potential spatial, programmatic and design needs to consider in park planning, design, and provision. As preferences shift over time, there is a need to create adaptable parks to evolve as the population does. Figure 7 highlights recent recreational trends for the City.

## ROAD CONVERSIONS TO PARKS

Park visitation has surged by around 55%, with over half of Canadian cities reporting an increased use of parks. Non-traditional techniques, specifically closing streets to convert to parkland, could help expand park space, particularly in areas with a deficit. The City has converted road segments into parks already (Honourable Bob Mackenzie Park). Also, King Street East was recently closed for a Sunday as part of an Open Streets pilot project. This strategy can aid in the equitable supply of parkland for existing neighbourhoods where land acquisition is difficult due to cost, supply, or other constraints (Coleman, 2022).

## DIVERSE SPORTING FACILITIES

There is an increasing demand for a more diverse range of sports (e.g. cricket, disc sports and swimming opportunities for all ages) to adapt to changing demographics, preferences, and needs (City of Windsor, 2015). Free recreational amenities, such as outdoor tennis courts, basketball courts, play features, and spray pads, also have high rates of participation and appeal to a range of demographics.

## ACTIVE ADULT PROGRAMS

Despite the general increase in self-directed recreation, residents are interested in more adult-oriented programming, such as Zumba, yoga, or cross-training opportunities. Demand for shorter and more flexible programs can help accommodate residents' busy schedules and support greater participation.

## PUBLIC ART

Parks provide the setting for public art spaces, including local mural installations and formal graffiti walls, as well as more permanent art installations such as sculptures.

## COMMUNITY GARDENS

There is substantial value in providing community gardens throughout the City, allowing local residents to contribute to affordable food options while building community, enhancing the environment, and contributing to personal wellness.

## SENIORS PROGRAMS

Retirement-age adults are also in need of more leisure activities and amenities, such as pickleball or spaces to enjoy nature (City of Windsor, 2015). This growing demand reflects their desire for fulfilling and engaging experiences that enhance their overall well-being during retirement.

## CASUAL AND UNSTRUCTURED PARK USE

Across Canada, the popularity of casual and unstructured opportunities is increasing compared to more programmed recreation (Department of Canadian Heritage, n.d.; City of London, 2019). This results in increased demand for more flexible, multi-purpose recreational spaces. Many municipalities have responded to this demand by boosting unstructured activities such as walking, hiking, cycling, and utilizing park spaces to learn new skills in one's own time.

## PARKS TO SUPPORT MENTAL HEALTH

Parks have gained recognition for their significant mental health benefits during the COVID-19 pandemic. Parks offer opportunities for physical activity, socialization, and nature exposure, relieving stress and improving overall well-being (National Recreation and Park Association, 2015; Penbrooke, 2020). Considering parks mental health role can inform design and programming by acknowledging the roles activity, socialization and solitude play in mental well-being.

## FREE RECREATIONAL OPPORTUNITIES

Cost can be a significant barrier to participating in a range of exercise, recreation, and leisure activities (Town of Okotoks, 2017; B.C. Recreation and Parks Association, n.d.). Free amenities in parks can help address this barrier. Examples of free facilities can include outdoor fitness stations, open-space exercise zones (for activities like yoga and tai chi), and water play facilities. By implementing these features, parks can create inclusive recreational experiences accessible and available to all residents (City of Markham, 2019).



## MULTI-USE PARKS

Across Canada, municipalities are moving forward more multi-use parks with flexible spaces (Strathcona County, 2019). Park biodiversity can be enhanced through varied green spaces to facilitate connections with nature as well as a variety of passive and active recreation (Park People, 2022). Design can also help support multiple uses through rectangular sites to support informal field play, open unstructured areas, mixes of shade and sun exposure, and buffering from active and passive uses (City of St Johns , 2014).

## CONNECTIONS WITH NATURE

Parks with green and natural features offer opportunities for individuals to connect with and appreciate the natural world. People of all ages recognize the importance of outdoor connection, with an increased desire to walk, hike, and bike through natural areas (City of Windsor, 2015). Naturalized landscapes have many benefits, including improving the ecological function and biodiversity, reducing long term operational maintenance effort and costs, and improving climate change resiliency. Hamilton's Biodiversity Action Plan will provide additional guidance to support healthy natural areas. However, naturalized spaces require specific considerations including site design, safety and sight lines, and species planting and maintenance, among others.

## Summary

Based on the above survey of trends, the following are major takeaways for Hamilton:

1. Consider multi-generational and multi-cultural needs within parks.
2. Support increased greenery, natural elements, and trail-based recreation to allow people to connect with nature and gain mental health benefits.
3. Design spaces to be multi-use and flexible to adapt to shifting needs and preferences overtime.
4. Increase the amount of parks space and the amenities and facilities within that offer free opportunities for exercise, recreation, and leisure to improve equitable access to parks.

Overall, these takeaways emphasize the importance of considering diverse populations, accessibility, environmental stewardship, and community well-being in the planning and development of parks in Hamilton.



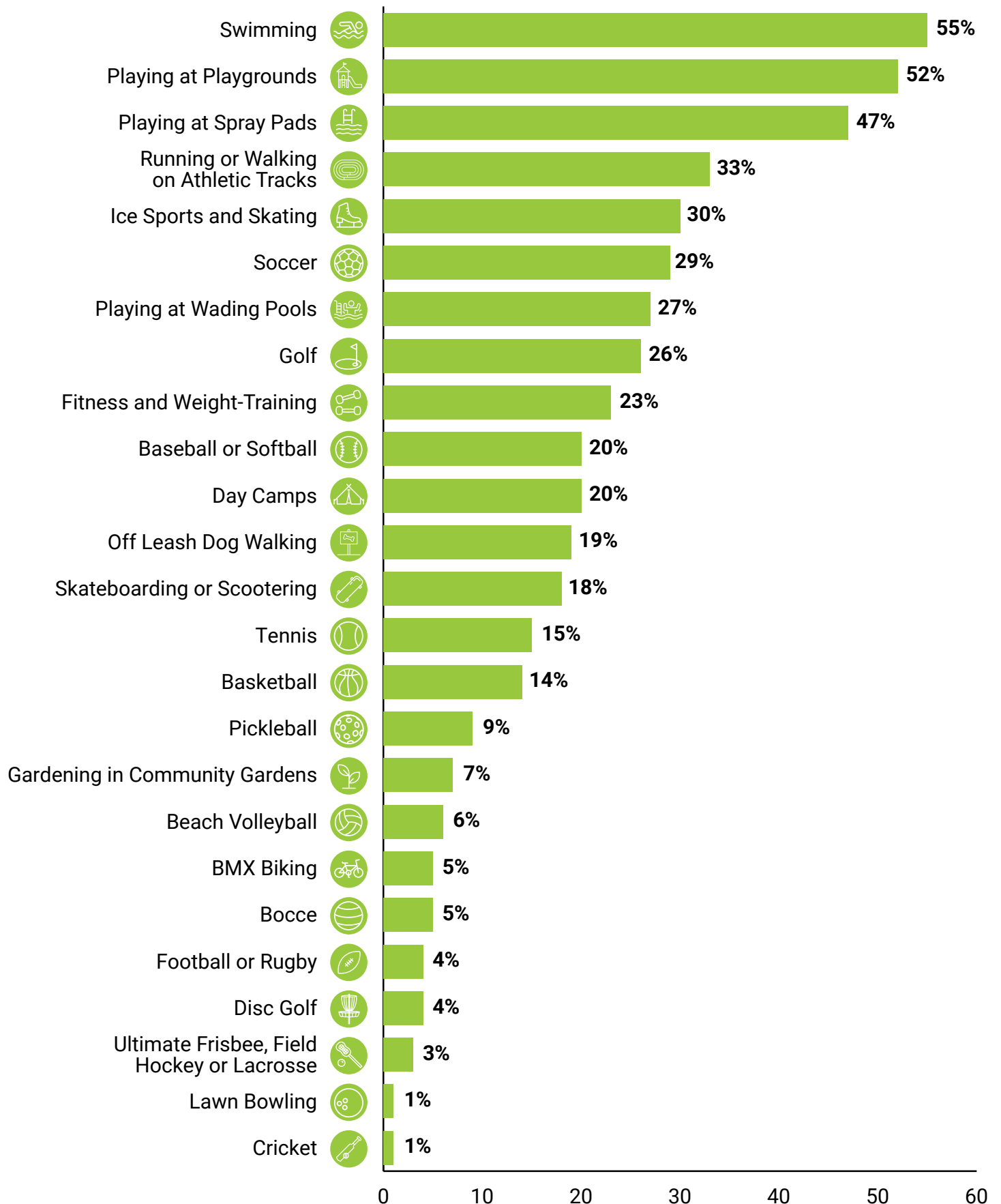
## CLIMATE CHANGE ADAPTATION

The City of Hamilton is not immune to the impacts of climate change, recent years have seen increased rates of ice storms, power outages, waterfront flooding and the accompanying costly infrastructure repairs, increasing escarpment erosion and damage to escarpment access roads, basement flooding, increasing extreme heat events, wind storms, and vector-borne diseases such as Lyme. It is imperative to adapt to and prepare for those climate impacts we can no longer avoid.

Hamilton's Climate Change Impact Adaptation Plan creates evidenced-informed actions to help reduce impacts and protect our most vulnerable to the impacts of climate change. Priority climate impacts to be addressed through action include: Flooding, extreme heat, water quality, health and safety, erosion and infrastructure damage, power outages, and food insecurity. The City's parks can contribute to mitigating many of these impacts.

Climate change will continue to impact parks requiring adaptation to ensure their resilience. One of the immediate impacts is a shift in seasonally dependent activities hampered by a warming climate impacting the facilities needed and their operations and maintenance. Increased hazards, such as flooding or smog, will also impact park function, increasing maintenance costs and impacting usability. Creating adaptable spaces and facilities whose purpose can shift overtime will help with parks adaptation. Park design considering a warming climate to guide planting, water absorption and the need for heat refuges will also help with resilience.

## Household Participation in Outdoor Sports and Activities (since 2019)\*



**Figure 7:** Relative participation in outdoor recreation.  
(source: Hamilton Recreation Master Plan 2022 )

# Partnerships and Opportunities

## Existing Partnerships and Potential Opportunities

The City of Hamilton partners with public organizations and companies to provide services to residents, including parks. The following table outlines existing partnerships with a range of stakeholders, organizations, community groups, and companies. Ongoing collaboration with existing and new partners supports innovation, efficiency, and services provision.

PARTNER	DESCRIPTION OF PARTNERSHIP	OPPORTUNITIES
<b>School Boards</b> <b>(Public, Catholic, French-language public, French-language Catholic)</b>	<p>The City has formal shared use agreements with some school boards for public access to school sites and facilities. These agreements are critical and this model is working well.</p> <p>Additionally, nearby public parks can support school programming and activities.</p> <p>School boards have changing needs and shifts in demographics can make school sites vulnerable.</p>	<ul style="list-style-type: none"> <li>› Increasing outside school hour public access (particularly in areas lower in park provision)</li> <li>› Collaborating on mutually beneficial park amenities (like playgrounds)</li> </ul>
<b>Royal Botanical Gardens</b>	<p>The Royal Botanical Gardens is a partner in the Cootes to Escarpment EcoPark System initiative, which aims to establish a connected ecological park along the Harbour, extending into Burlington and the Halton Region. The Royal Botanical Garden is also the owner of Churchill Park which is a successful park partnership.</p>	<ul style="list-style-type: none"> <li>› Collaborating on natural area conservation and passive recreational opportunities for the public</li> </ul>
<b>Utility and Infrastructure Agencies</b>	<p>The City actively collaborates with Hydro One and other utility and infrastructure agencies to enhance park connections. Through public access agreements, multi-use pathways and greenways can be developed along hydro corridors, improving access to parks, and promoting active transportation connectivity.</p>	<ul style="list-style-type: none"> <li>› Strengthening collaboration to using utility corridors for pathways to facilitate recreational use, mobility, and broader community connectivity.</li> </ul>

PARTNER	DESCRIPTION OF PARTNERSHIP	OPPORTUNITIES
<b>Development Industry</b>	The development industry actively partners with the City to provide land for new park spaces in growing communities. Through parkland conveyance and dedication requirements, the industry supports parks in growing areas.	<ul style="list-style-type: none"> <li>› Coordinating efforts to identify suitable parkland in growing and redeveloping areas.</li> <li>› Exploring alternative means, such as privately-owned public spaces, and improved streetscapes to provide park-like services</li> </ul>
<b>Community, Conservation, and User Groups</b>	Community groups, like Environment Hamilton, Hamilton Naturalists' Club, and sports organizations, provide diverse programming, stewardship, and volunteer opportunities to activate and maintain the city's parks.	<ul style="list-style-type: none"> <li>› Enabling these groups to continue to offer park activities and programming.</li> <li>› Utilizing partnerships to better understand residents' perspectives and identify areas for improvement.</li> <li>› Exploring partnerships with organizations that own land or offer grants to create new parks or improve existing spaces.</li> </ul>
<b>Conservation Authorities &amp; the Niagara Escarpment Commission</b>	Conservation Authorities and the Niagara Escarpment Commission actively protect and manage natural lands and features in and around Hamilton. They play a key role in acquiring and connecting ecological corridors, supporting both residents' passive recreation opportunities and the region's biodiversity. Currently, the City and Hamilton Conservation Authority have active agreements in place, such as Confederation Beach Park and Wild Waterworks	<ul style="list-style-type: none"> <li>› Leveraging expertise and resources on any naturalization efforts in parks whether to identify parks that can play a role in wildlife connectivity or to seek advice about how best to naturalize a portion of a park.</li> </ul>



# Neighbourhood Profiles

## NEIGHBOURHOOD TYPE

## ROLE IN THE OPEN SPACE NETWORK

## OPPORTUNITY

### Development of New Urban Neighbourhoods

Developing areas on the periphery of the urban area play a crucial role in the open space network. These development areas offer more flexibility in parkland development, allowing for long-term adaptability to changing amenity designs and requirements.

Secondary Planning for New Urban Neighbourhoods is instrumental to ensuring that the parkland needs for the anticipated future community are established at the beginning of the land use planning process.

- › Ensure adequate parkland provision: Utilize parkland dedication processes in developing areas to guarantee sufficient open space for the growing population.
- › Design for flexibility: Plan and design park spaces in developing areas with flexibility in mind, enabling future adjustments to meet changing amenity needs as the community ages.
- › Promote connectivity: Connect the periphery and the urban core, creating a well-connected parks system that facilitates movement and access.
- › Preserve natural areas: Protect existing natural areas to maintain connected ecological corridors and support biodiversity throughout the city.

### Redevelopment of Existing Urban Neighbourhoods

Redevelopment, through intensification in Hamilton's Existing Urban Neighbourhoods, plays a significant role in accommodating the City's future population growth. However, these areas face challenges in providing sufficient parkland due to factors such as high land costs, limited availability of unoccupied land, and parcel fragmentation.

Existing neighbourhoods undergoing intensification also have limited accessible parkland compared to newer communities.

As the population increases in these areas, parks must accommodate greater use without a proportional growth in parkland. To address this, park acquisition and provisioning in intensification areas require prioritization, opportunistic purchases, partnerships, and consideration of non-traditional park-like spaces.

- › Opportunistic acquisitions: Prioritize strategic purchases to secure parkland in intensification areas.
- › Non-traditional park-like spaces: Explore innovative approaches such as strata or rooftop parks, privately-owned public spaces, and indoor park facilities.
- › Enhanced transportation routes: Improve accessibility to parks by integrating frequent transit access and active transportation infrastructure.
- › High-quality park design and maintenance: Design urban parks at a robust standard to accommodate the higher anticipated use and reduce maintenance costs over time.
- › Multi-functional and flexible parks: Create multi-functional parks with a range of functions for diverse social and community uses.
- › Expand tree cover and incorporate natural spaces and green infrastructure: This will provide ecological benefits and climate adaptation, including urban heat island reduction and naturalized stormwater runoff management.

**NEIGHBOURHOOD TYPE**    **ROLE IN THE OPEN SPACE NETWORK**
**OPPORTUNITY**
**Transit Oriented Development**

The Province's Growth Plan (2019) directs municipalities to intensify around transit nodes to create vibrant, walkable communities that encourage sustainable transportation options and reduce reliance on private vehicles. Parks are an important component of transit-oriented development given the growing population living in apartment-style housing with limited access to private outdoor space for their recreational, leisure and social needs. This development will occur within existing urban neighbourhoods, and provides a significant opportunity to acquire lands in conjunction with this significant redevelopment.

- › Plan for future development: Take advantage of the Light Rail Transit implementation to strategically plan for future parks alongside development along the corridors, prioritizing Major Transit Station Areas (MTSAs) within a 500m walking distance of transit stops.
- › Acquire and expand parkland: Secure and expand parkland to accommodate the increased population densities, ensuring accessible and sufficient open space resources for new residents' recreational and leisure needs. Where direct acquisition of City-owned parkland is not possible, potential partnership opportunities for publicly-accessible private open spaces should be identified.

**Rural Lands**

Hamilton's rural lands encompass large agricultural areas, scattered population centers, and natural vegetation. While primarily focused on agricultural uses, the rural area of Hamilton also contains some intact, biodiverse areas that are part of the City's Natural Heritage System. These open spaces, most of which are privately-owned, continue to play a significant role in the connectivity of local ecosystems.

- › Enhance active transportation networks: Improve connectivity between parks in the rural landscape to enable easier non-motorized travel.
- › Expand municipal park presence: Identify and develop additional municipal parks for the dispersed rural population, providing accessible and nearby recreational opportunities.

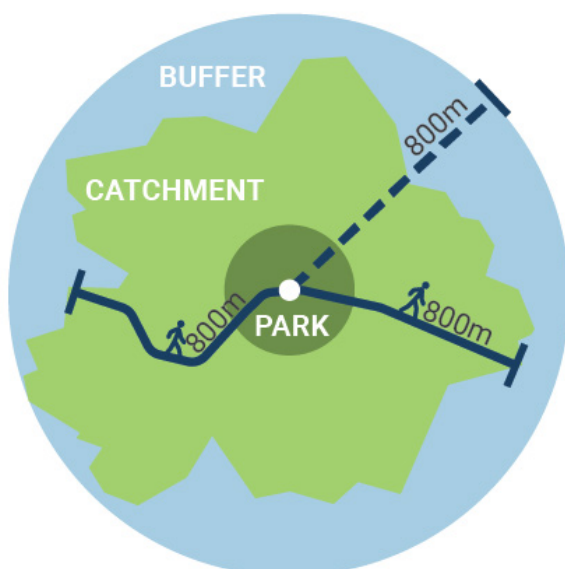
# Parkland Provisioning

## Walkable Catchment Analysis

A catchment analysis uses the network of roads, sidewalks, and trails to calculate walking routes and uses this to determine how far it is to travel from a specific feature or park. This is a more useful analysis than a typical “buffer” or “birds’ eye” catchment, as it considers on the ground pathways and existing terrain barriers to access to create a more accurate assessment of the accessibility of parkland in the city (Figure 8).

For the purposes of this report, a catchment analysis has been used to assess the relative distribution of municipal parkland across the city. The analysis draws on the walkable network of streets and pathways to define 800m catchment areas around each Neighbourhood Park (roughly a 5-10 minute walk, 2 minute cycle, or 1 minute drive). Providing parks that are accessible to residents within these distances is considered good community planning in an urban context.

Using the city’s network of sidewalks and pathways, an 800m walkable catchment has been identified around each Municipal Park (including City Wide, Community, and Neighbourhood Parks). Using these catchments combined with the 2021 census dissemination blocks, an assessment of existing



**Buffer:** An area reflecting an even 800m radius from park centre, ignoring urban form and physical obstacles

**Catchment:** An accessible area following walkable 800m distances along roads and pathways

**Figure 8:** The difference between a buffer and a catchment.

Municipal Parkland and Neighbourhood Parkland Provision identifies the total amount of parkland per person as it varies across the city. Catchment areas are summarized using the 2021 census dissemination blocks to calculate the total park area available to the people within each block.

## Municipal Parkland Provision

Across the entire city, Hamiltonians have access to 1.98 hectares of Municipal Parkland per 1000 people. The overall Municipal Park analysis is presented in Figure 9, highlighting areas above the municipal park provision target (2.1 hectares per 1000) in dark green, areas of sufficient provision in light green, areas below the minimum 0.7 hectare / 1000 (7 m<sup>2</sup>/person) provision target in yellow, and areas without provision in shades of orange to red (identifying high density lands without park access).

## Neighbourhood Parkland Provision

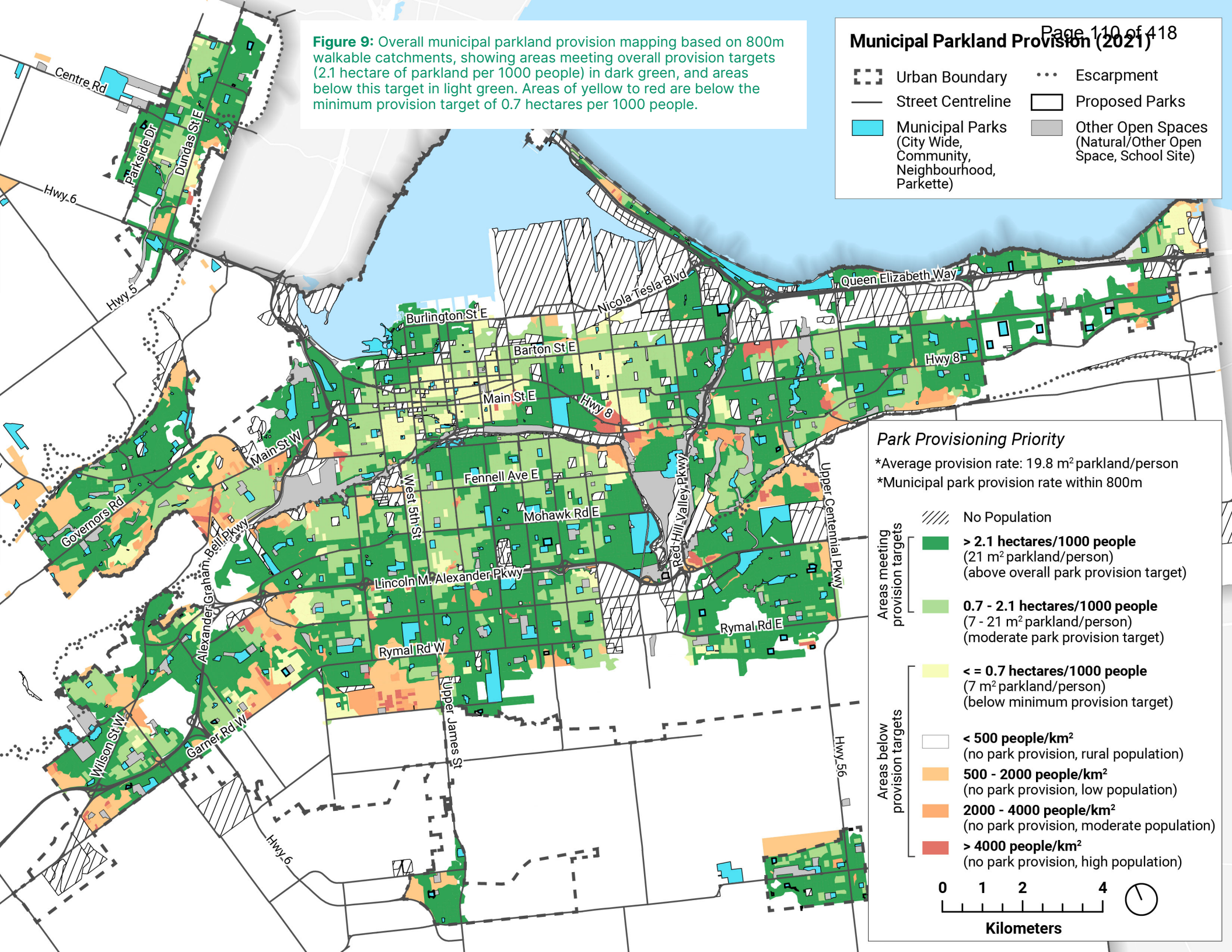
Across the entire city, Hamiltonians have access to 0.51 hectares of Neighbourhood Parkland per 1000 people. The Neighbourhood Park analysis is presented in Figure 10, highlighting areas of high neighbourhood park provision (> 2.1 hectares per 1000) in dark green, areas of sufficient provision in light green, areas below the minimum 0.7 hectare / 1000 (7 m<sup>2</sup>/person) neighbourhood provision target in yellow, and areas without provision in shades of orange to red (identifying high density lands without park access). A neighbourhood level summary is provided in Figure 11, detailing the percentage of neighbourhood residents lacking Neighbourhood Park access within walking distance.



**Figure 9:** Overall municipal parkland provision mapping based on 800m walkable catchments, showing areas meeting overall provision targets (2.1 hectare of parkland per 1000 people) in dark green, and areas below this target in light green. Areas of yellow to red are below the minimum provision target of 0.7 hectares per 1000 people.

### Municipal Parkland Provision (2021)

- Urban Boundary
- Escarpment
- Street Centreline
- Proposed Parks
- Municipal Parks (City Wide, Community, Neighbourhood, Parkette)
- Other Open Spaces (Natural/Other Open Space, School Site)



### Park Provisioning Priority

\*Average provision rate: 19.8 m<sup>2</sup> parkland/person  
 \*Municipal park provision rate within 800m

**Areas meeting provision targets**

- No Population
- > 2.1 hectares/1000 people** (21 m<sup>2</sup> parkland/person) (above overall park provision target)
- 0.7 - 2.1 hectares/1000 people** (7 - 21 m<sup>2</sup> parkland/person) (moderate park provision target)

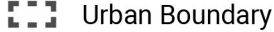


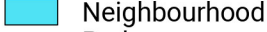



**Areas below provision targets**

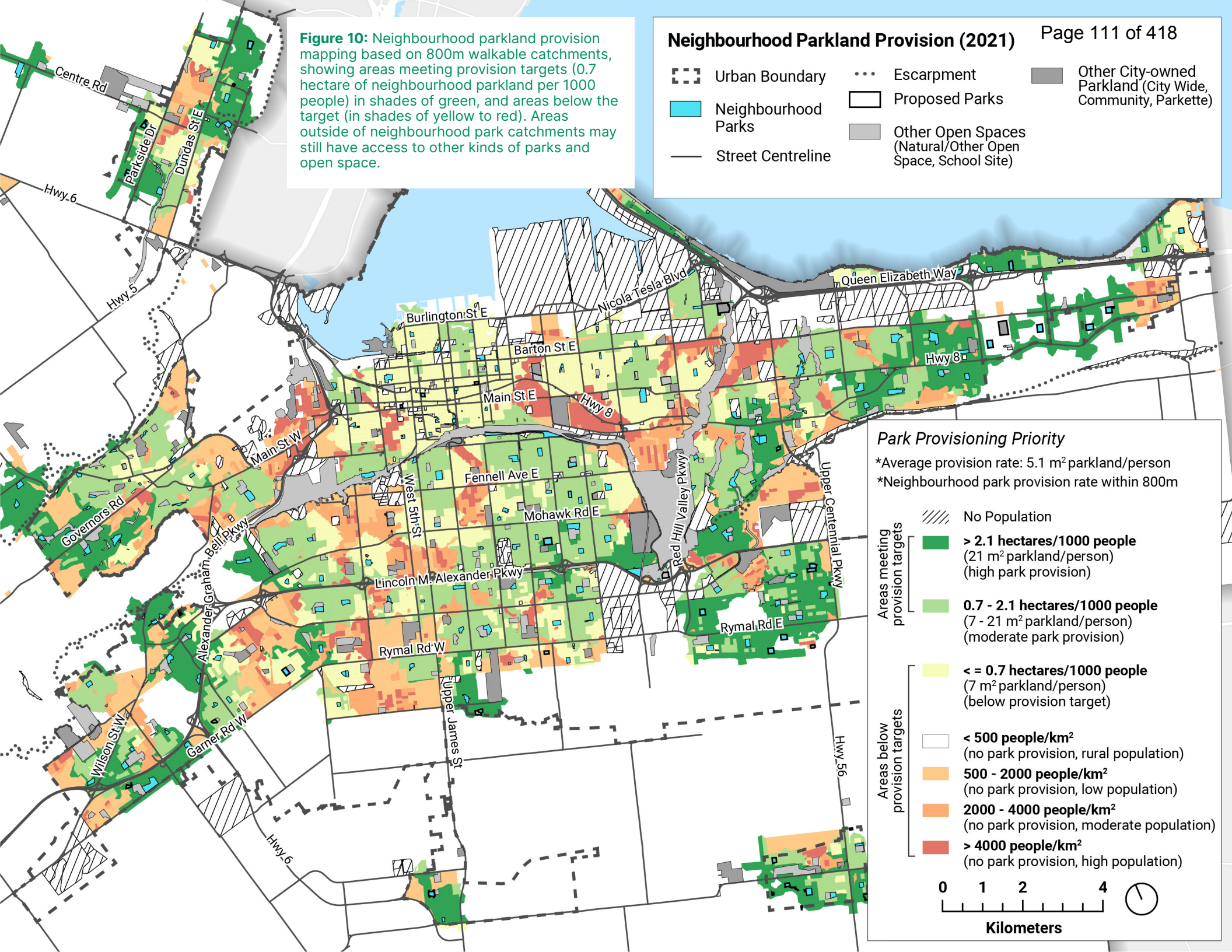
- < 500 people/km<sup>2</sup>** (no park provision, rural population)
- 500 - 2000 people/km<sup>2</sup>** (no park provision, low population)
- 2000 - 4000 people/km<sup>2</sup>** (no park provision, moderate population)
- > 4000 people/km<sup>2</sup>** (no park provision, high population)

0 1 2 4  
 Kilometers




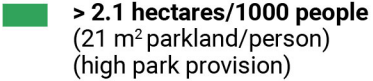
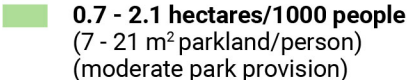
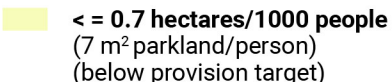


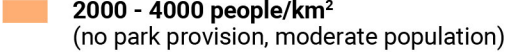

**Figure 10:** Neighbourhood parkland provision mapping based on 800m walkable catchments, showing areas meeting provision targets (0.7 hectare of neighbourhood parkland per 1000 people) in shades of green, and areas below the target (in shades of yellow to red). Areas outside of neighbourhood park catchments may still have access to other kinds of parks and open space.

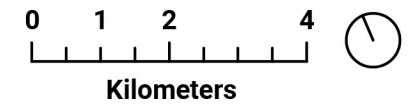
-  Urban Boundary
-  Escarpment
-  Other City-owned Parkland (City Wide, Community, Parkette)
-  Neighbourhood Parks
-  Proposed Parks
-  Other Open Spaces (Natural/Other Open Space, School Site)
-  Street Centreline



**Park Provisioning Priority**

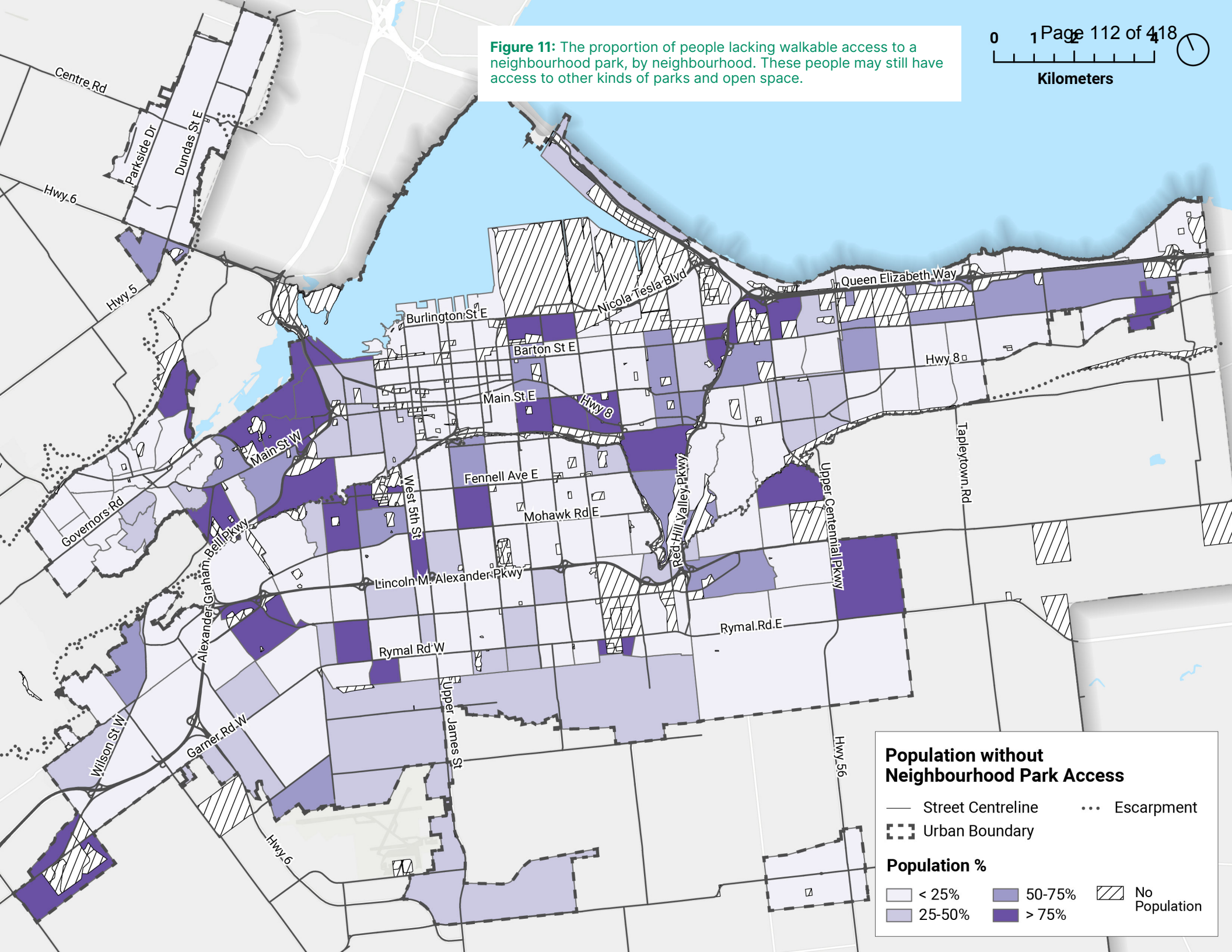
\*Average provision rate: 5.1 m<sup>2</sup> parkland/person  
 \*Neighbourhood park provision rate within 800m

-  No Population
-  **> 2.1 hectares/1000 people**  
(21 m<sup>2</sup> parkland/person)  
(high park provision)
-  **0.7 - 2.1 hectares/1000 people**  
(7 - 21 m<sup>2</sup> parkland/person)  
(moderate park provision)
-  **<= 0.7 hectares/1000 people**  
(7 m<sup>2</sup> parkland/person)  
(below provision target)
-  **< 500 people/km<sup>2</sup>**  
(no park provision, rural population)
-  **500 - 2000 people/km<sup>2</sup>**  
(no park provision, low population)
-  **2000 - 4000 people/km<sup>2</sup>**  
(no park provision, moderate population)
-  **> 4000 people/km<sup>2</sup>**  
(no park provision, high population)





**Figure 11:** The proportion of people lacking walkable access to a neighbourhood park, by neighbourhood. These people may still have access to other kinds of parks and open space.



**Population without Neighbourhood Park Access**

- Street Centreline
- ⋯ Escarpment
- ⌈⌋ Urban Boundary

**Population %**

- < 25%
- 25-50%
- 50-75%
- > 75%
- ▨ No Population

## Decision Making Process

The proposed decision-making framework provides a lens to evaluate and prioritize the parkland acquisition process (Figure 12). This decision-making framework will help guide the strategic acquisition of parks across the City. Drawing on the catchment analysis to identify areas lacking sufficient nearby park access, the framework prioritizes where additional parks are needed using a variety of focus factors. This includes desktop-level assessments of structural, social, and demographic focus factors, as well as site-level characteristics and contexts. This framework for parkland acquisition and (re)development provides clarity by identifying priority areas for new parkland acquisition to facilitate fair, transparent, and consistent decision-making. As with the rest of this Master Plan, this framework must be updated and adjusted as Hamilton and its many communities change and grow over time.

The framework draws on the accessible park provision mapping to identify gaps in the park system across the city. Gaps are prioritized based on a desktop-level assessment of key focus factors, then potential sites for acquisition are identified using the lenses of site suitability, the population and site context a new park location would service, alignment with existing plans, and partnership opportunities. In priority gap areas where suitable sites are not able to be acquired, alternative public realm options should be explored (including pedestrianizing streets, developing shared Strata spaces, or Privately-Owned Public Spaces).

Where sufficient parkland is already in place, the decision-making framework can be used to assess whether ongoing need for municipal parkland exists (drawing on the focus factors, and other plans or partnership opportunities), to either renew or bolster existing park spaces, or repurpose them to provide other municipal benefits to the neighbourhood (as and where such opportunities are identified).

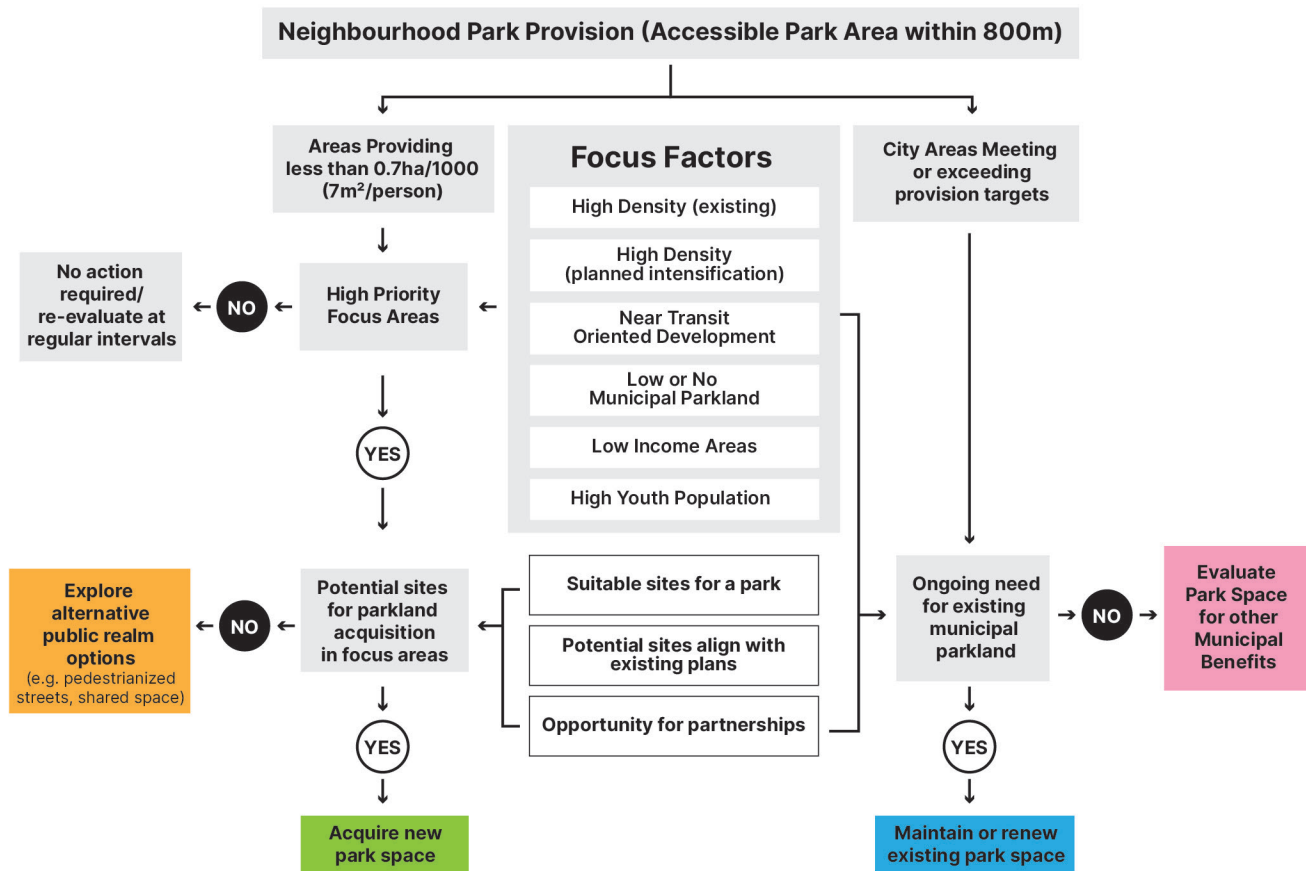


Figure 12: Proposed decision-making framework to guide subsequent parkland acquisition and renewal.



## Parkland Gaps and Priority Focus Areas

There is a pressing need to acquire new parkland to better support the city's growing population. Existing gaps in the provision of Neighbourhood Parks, and of municipal parkland in general, exist throughout the city today. As the city continues to develop, these gaps will become more significant. While new growth area communities have more options when it comes to the development of parkland, the existing neighbourhoods of the city are more constrained by land availability and other issues related to urban structure. As redevelopment projects increase the population density in these urban areas, existing parks will experience greater demand, and the social impacts of gaps in park provision will become more pronounced.

There are numerous factors that lead to the prioritization of parkland acquisition in one area over another, even if one area may be more deficient than another. These factors may include anticipated and realized population growth, area demographics, City strategic investment areas, opportunistic acquisition timing, and funding priorities to name a few.

As parkland acquisition can be a costly and time-consuming process, a strategic approach is necessary to help target areas most in need of additional parkland. To ensure broad support, this process must be transparent and equitable. This section presents an adaptable approach, drawing on a catchment-based assessment of park provision and access to understand the per capita supply of parkland throughout the city. Focusing on the Neighbourhood Park class, the distribution of these parks is assessed with reference to the 2021 census population using a 800m walkable catchment. This highlights areas of the city with good supply of neighbourhood parks, and those where parks are not locally accessible.

These existing gaps in Neighbourhood Park access then serve to define the Focus Areas where the acquisition of new parks is most necessary. Within

these Focus Areas, a variety of Focus Factors are used to help prioritize where acquisition should occur next. This provides a useful triage to focus attention on the areas of greatest overall need. This desktop-level assessment should not be seen as the sole approach to prioritizing acquisition, but rather as the first step in the broader process of parkland acquisition and redevelopment. The city should be prepared to acquire lands in these focus areas as they become available and explore opportunities to provide alternatives to municipal parkland (through pedestrianized streets, Privately-Owned Public Spaces (POPS), strata parks or other shared spaces, and other alternative provision methods, described in a subsequent section) where opportunities for the City to formally purchase parkland are few and far between.

Areas lacking walkable access to neighbourhood parkland are prioritized using a variety of overlapping focus factors. Areas with greater overlap take higher priority for acquisition. These focus factors include the following (described in greater detail in a subsequent section):

- Low or No Other Municipal Parkland: Areas with access to less than 7m<sup>2</sup>/person (0.7 hectare / 1000) of any significant municipal parkland (including all Neighbourhood, Community, or Citywide parkland)
- High Density (Existing): Areas with a population density greater than 4000 people/km<sup>2</sup>
- High Density (Planned Intensification): Greenfield or redevelopment areas with a planned increase in population greater than 75% of current population by 2051
- Transit Oriented Development Corridors: Areas nearby to key transportation corridors which will experience targeted redevelopment and densification
- Low Income: Areas with >25% low-income residents
- High Child and Youth Population: Areas with >25% residents less than 19 years old

## Focus Factors

The following set of Focus Factors are used to help prioritize the acquisition of new parkland in areas currently lacking nearby access to Neighbourhood Parks. The focus factors are determined by using a threshold to identify lands where provision gaps are a significant concern. By overlapping these factors, areas of highest priority can be identified, where multiple factors make the absence of parkland more pressing.

### Low or No Other Municipal Parkland

While the focus remains on areas lacking nearby access to Neighbourhood Parks, those areas without access to any other parkland are a high priority. Some residents may not have access to a nearby Neighbourhood Park, but live close to a Community or City Wide Park that can serve the same function. This focus factor is defined as any area with access to less than 7m<sup>2</sup>/person of any municipal parkland (including all Neighbourhood, Community, or City Wide parkland (Figure 13).

### High Density (Existing)

High density areas typically achieve this density through multi-family residences which typically lack private backyards or shared open spaces. This focus factor is defined as any areas with a population density greater than 4000 people/km<sup>2</sup> (Figure 14).

### High Density (Planned Intensification)

Looking forward, Hamilton is expected to become more densely populated over time, with more people living in apartments and townhouses. Multi-unit buildings provide fewer private backyards, creating a greater reliance on public parks for a wide range of uses. Parks in these areas are expected to be more intensely used by residents and visitors to the surrounding urban area. This focus factor is defined as any areas with a planned increase in population greater than 75% of the current population (Figure 15).

## Transit-Oriented Development Corridors

Transit-oriented development will see increased density of residents, and the presence of key transportation infrastructure will lead to increased visitation and foot travel as people include these lands as part of their travel experience. Development intensification will see these lands increasingly the focus of commercial and community activity, drawing the focus of people throughout the city. Parkland in this area provides gathering space for inclusive events, relaxation, and opportunities for recreation to improve livability. This focus factor is defined as any areas within 500m of the City's defined transportation corridors (Figure 16). These routes depict Primary and Secondary Corridors of the City of Hamilton's Urban Structure, as shown on Schedule E of the Urban Hamilton Official Plan.

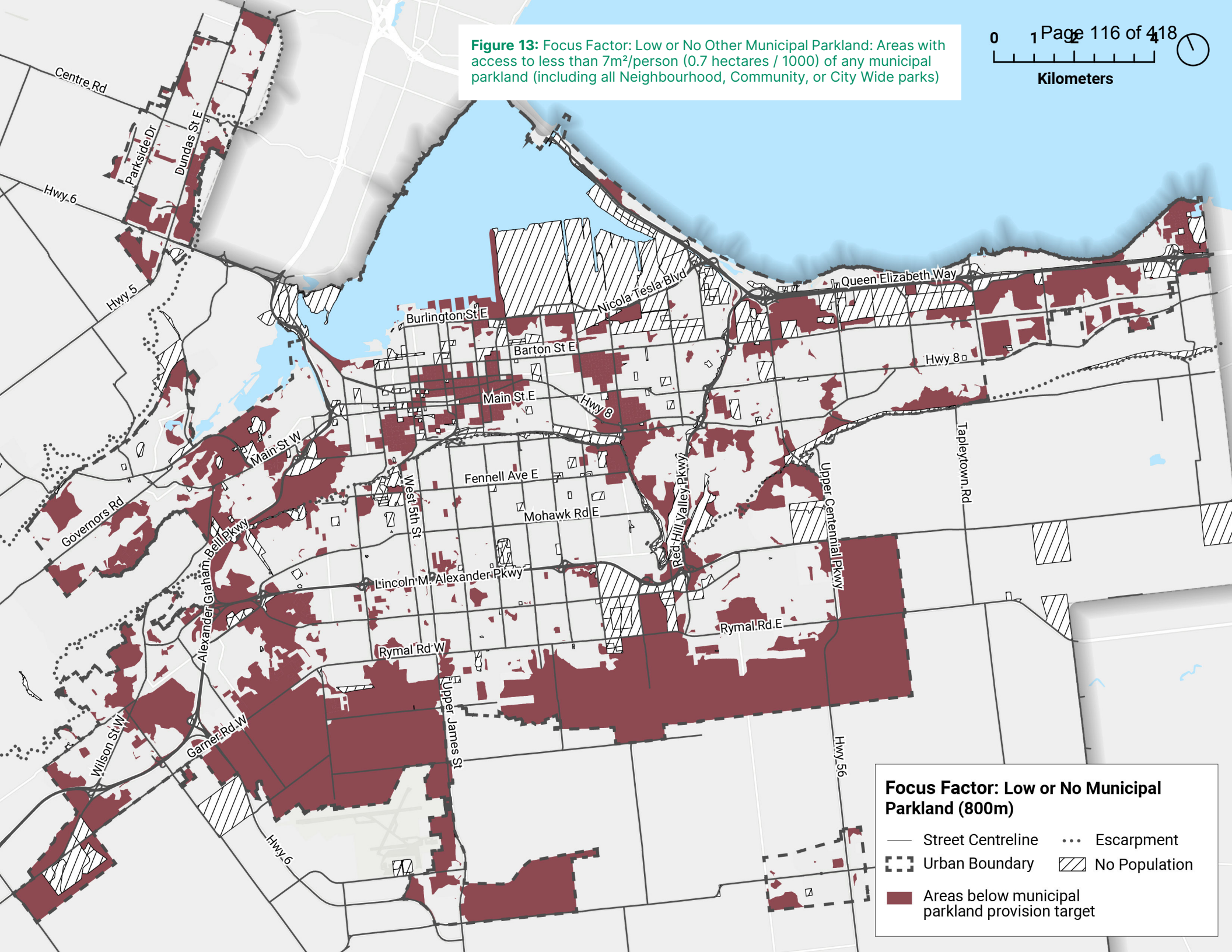
### Low Income

Neighbourhoods with a significant proportion of low-income households rely on local parks to provide essential recreation and social functions. Lower-cost rental properties often lack backyards, making park spaces important to ensure access to active recreation, natural experiences, and community gatherings. These households have reduced opportunities to access private open space or to travel to escape the hot summer months, making access to park spaces important ways to experience shade and relaxation. This focus factor is defined as the percentage of population of low-income residents within each neighbourhood (Figure 17), as identified by StatsCanada's Low Income Cut-Off assessment.

### High Child and Youth Population

Parks provide essential play spaces for youth, encouraging active lifestyles and providing low-cost opportunities for community gatherings. Parks also provide areas for educational programs and all-ages events. Park provision in neighbourhoods with many children is essential. This focus factor is defined as the percentage of population of residents aged less than 19 years old within a census block.(Figure 18).

**Figure 13: Focus Factor: Low or No Other Municipal Parkland:** Areas with access to less than 7m<sup>2</sup>/person (0.7 hectares / 1000) of any municipal parkland (including all Neighbourhood, Community, or City Wide parks)

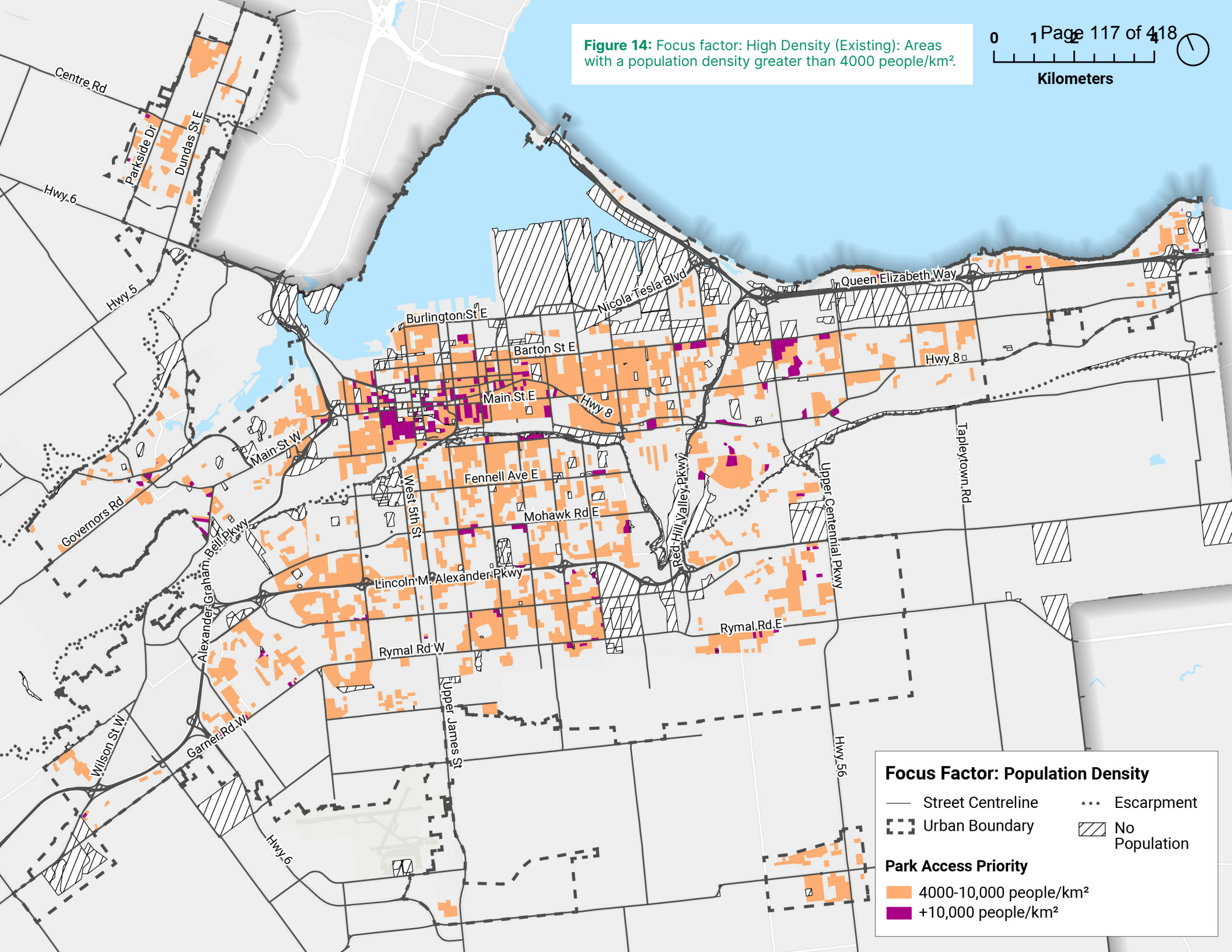


**Focus Factor: Low or No Municipal Parkland (800m)**

- Street Centreline
- ⋯ Escarpment
- - - Urban Boundary
- ▨ No Population
- Areas below municipal parkland provision target



**Figure 14:** Focus factor: High Density (Existing): Areas with a population density greater than 4000 people/km<sup>2</sup>.



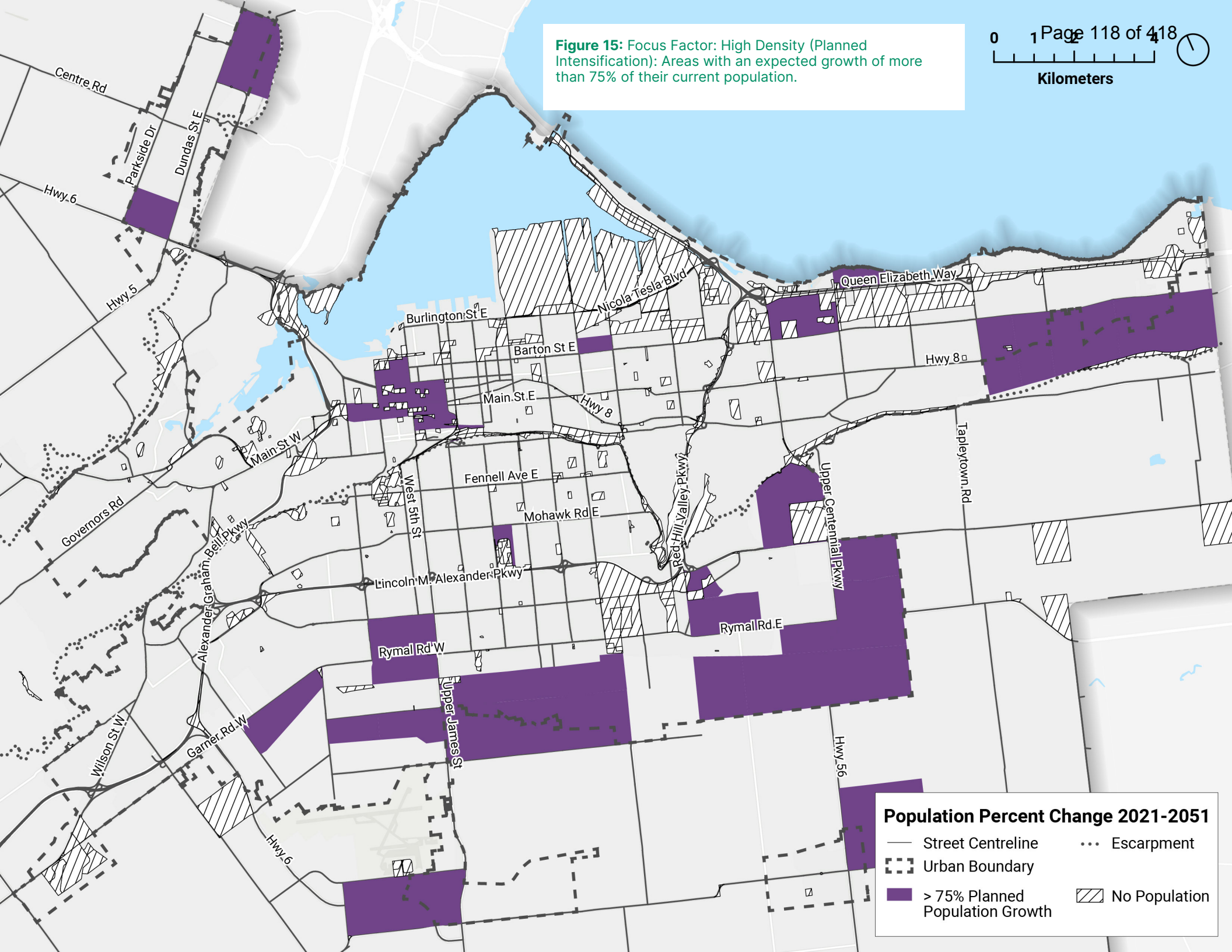
**Focus Factor: Population Density**

— Street Centreline	... Escarpment
- - - Urban Boundary	▨ No Population

**Park Access Priority**

Orange	4000-10,000 people/km <sup>2</sup>
Purple	+10,000 people/km <sup>2</sup>

**Figure 15: Focus Factor: High Density (Planned Intensification):** Areas with an expected growth of more than 75% of their current population.

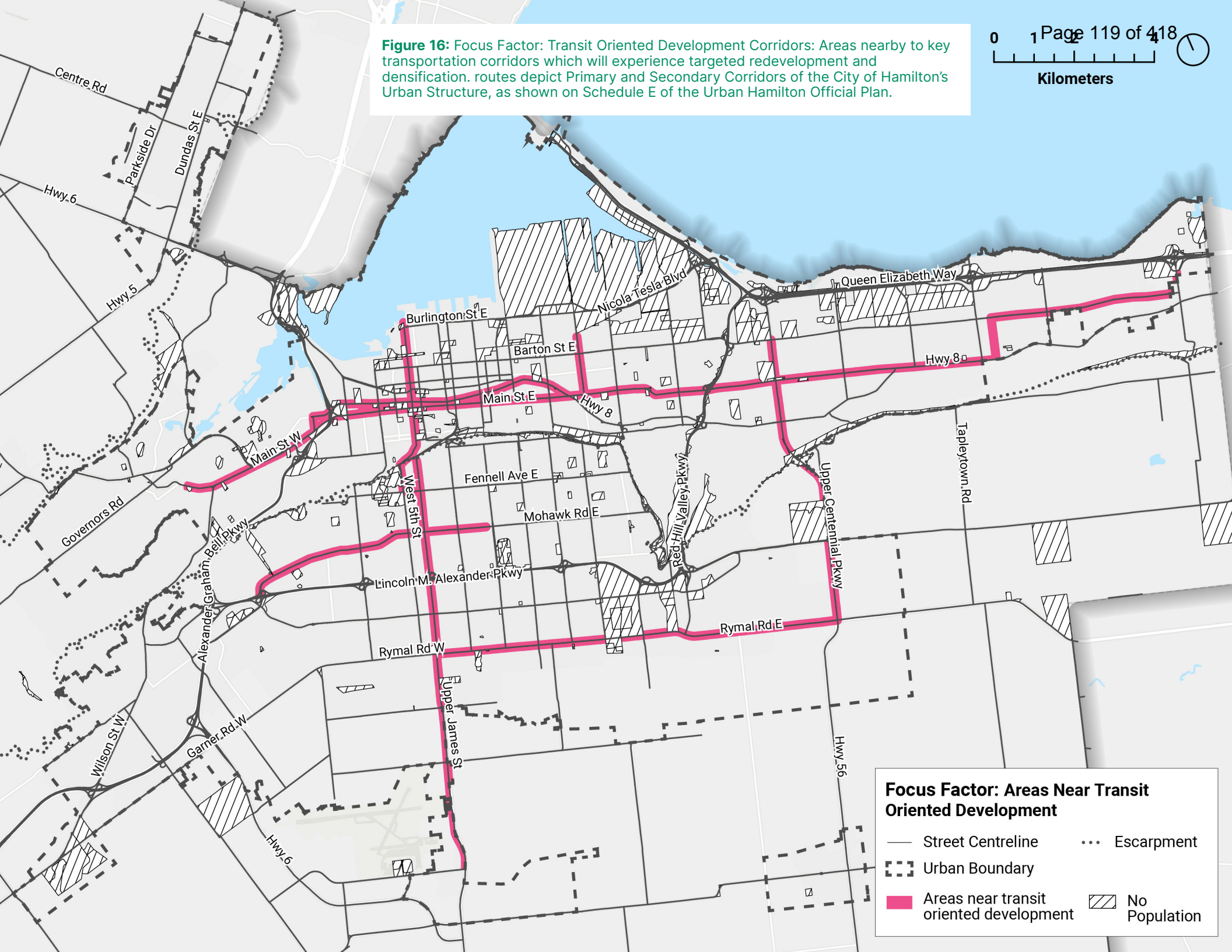


**Population Percent Change 2021-2051**

— Street Centreline	... Escarpment
- - - Urban Boundary	▨ No Population
■ > 75% Planned Population Growth	



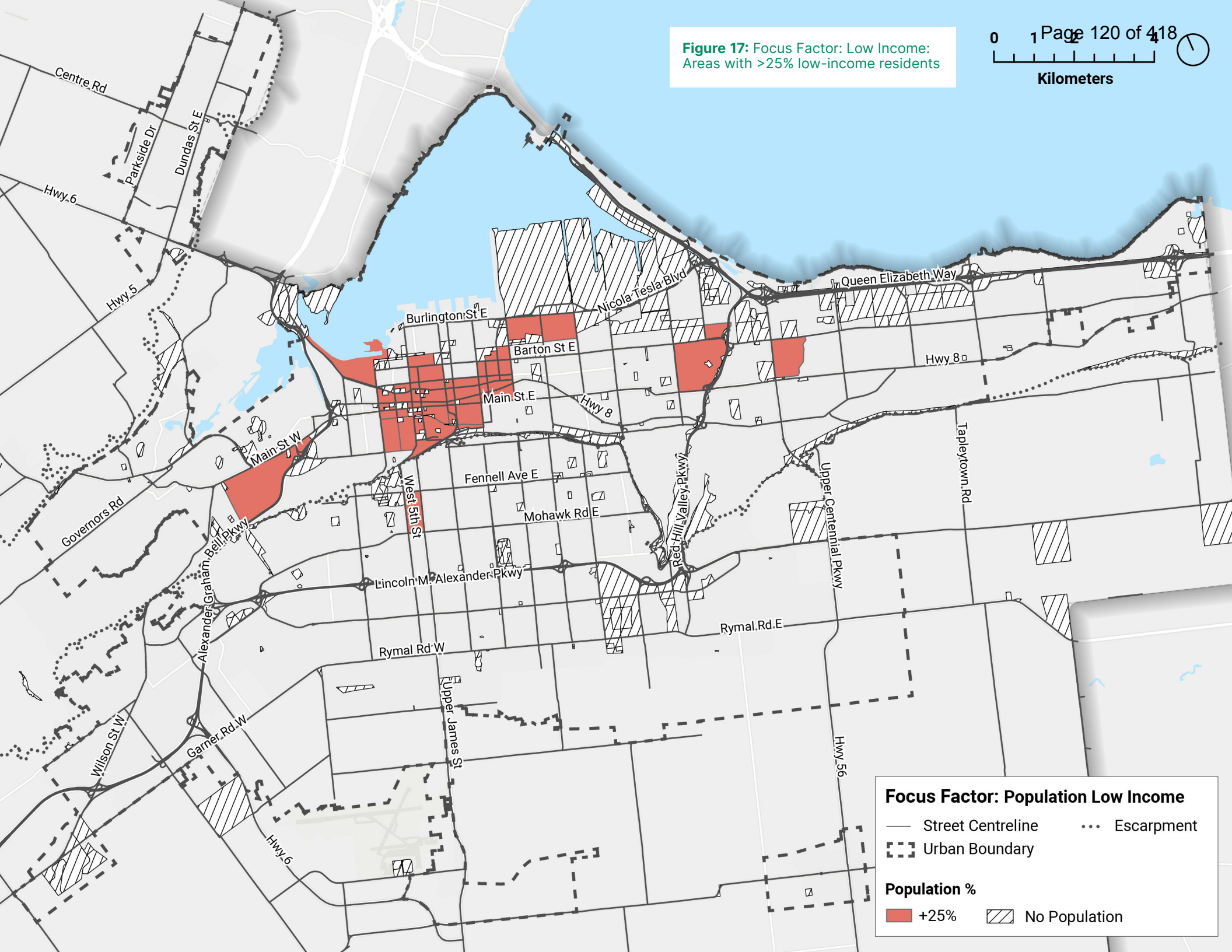
**Figure 16:** Focus Factor: Transit Oriented Development Corridors: Areas nearby to key transportation corridors which will experience targeted redevelopment and densification. routes depict Primary and Secondary Corridors of the City of Hamilton's Urban Structure, as shown on Schedule E of the Urban Hamilton Official Plan.



**Focus Factor: Areas Near Transit Oriented Development**

— Street Centreline	... Escarpment
- - - Urban Boundary	▨ No Population
█ Areas near transit oriented development	

**Figure 17: Focus Factor: Low Income:**  
 Areas with >25% low-income residents



**Focus Factor: Population Low Income**

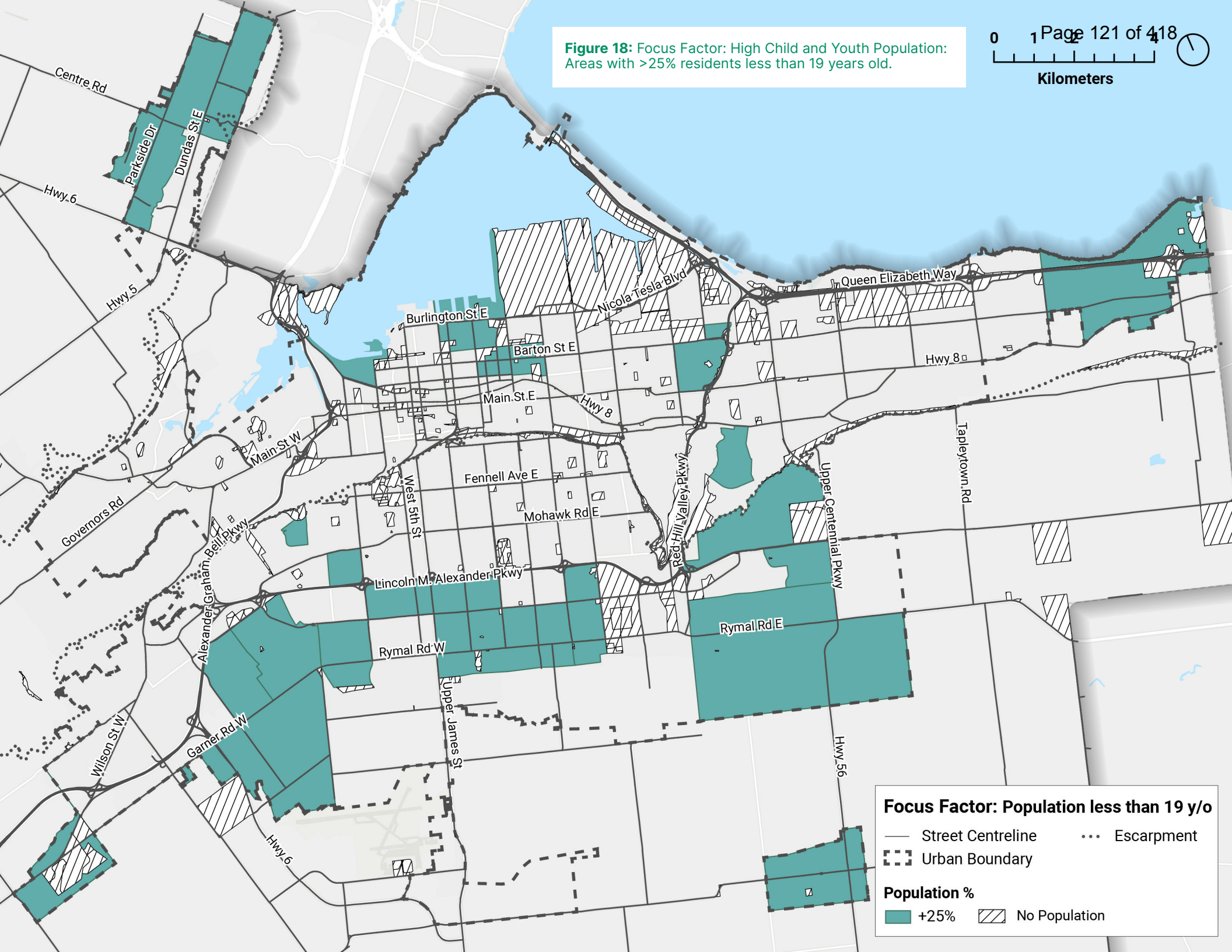
- Street Centreline
- ⋯ Escarpment
- ⌈⌋ Urban Boundary

**Population %**

- +25%
- ▨ No Population



**Figure 18:** Focus Factor: High Child and Youth Population:  
 Areas with >25% residents less than 19 years old.



**Focus Factor: Population less than 19 y/o**

- Street Centreline
- Escarpment
- Urban Boundary

**Population %**

- +25%
- ▨ No Population

## Priority Focus Areas

### Focus Area Counts

The outer boundary of the identified Focus Areas is defined by the existing gaps in the cover of Neighbourhood Park Provisioning (using the 800m catchments). Within these gap areas, Focus Factors are overlaid, and the total count provides a straightforward assessment of where the greatest need for new parkland exists. Figure 19 details the specific location of overlapping focus factors, highlighting Lower Hamilton as of the highest priority for increased parkland supply.

### Parkland Provision Priorities By Neighbourhood

A high-level parkland acquisition priority can be created by summarizing the average focus factor count across each city neighbourhood and weighting these scores by the total neighbourhood population (Figure 20), and classifying them into 'Very High', 'High', 'Medium', and 'Low' priority classes using natural breaks. The highest scoring neighbourhoods contain numerous overlapping focus factors, and high populations lacking sufficient parkland provision, making parkland acquisition in these areas more urgent. Table 3 provides a summary of these focus

areas by neighbourhood, sorted by the total population which falls within these focus areas. The complete list of neighbourhoods, ranked by priority, is found in Appendix C.

### Parkland Acquisition Priority by Neighbourhood

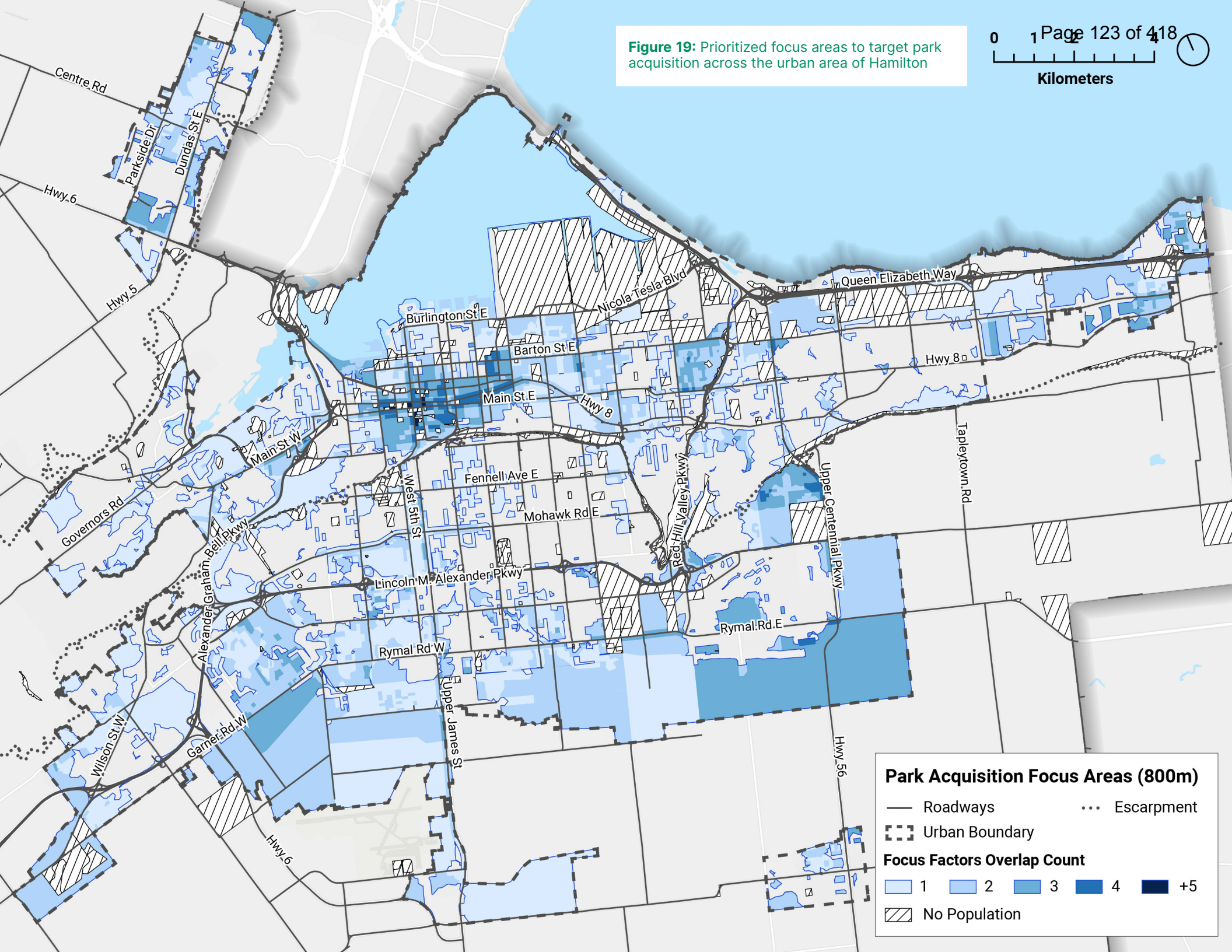
'Very High' priority neighbourhoods include the Lower Hamilton areas of Durand, Gibson, Beasley, Landsdale, and Corktown. Today, over 40000 people within these five neighbourhoods have Neighbourhood Park provision below 0.7 hectare per 1000 (7m<sup>2</sup> per person), with planned growth taking this to an estimated 69000 people by 2051. Five neighbourhoods fall into the 'High' priority class, containing over 21000 people without sufficient nearby access (49000 in 2051), and four neighbourhoods fall within the 'Medium' class, comprising 23000 people (32000 in 2051). While other neighbourhoods also lack sufficient park provision, these neighbourhoods overlap significantly with equity factors, making the provision of parkland in these areas more pressing. However, it should be noted that parkland planning in urban expansion neighbourhoods will be completed during the Secondary Plan stage, and will not likely be developed before 2041. Acquisition of parkland prior to subdivision may be more cost effective.

Planning Area	Neighbourhood	% of People Below Minimum 0.7ha / 1000 Target (only Nbhd Parks)	# of People Below Minimum 0.7ha / 1000 Target (only Nbhd Parks)	% of People Below Minimum 0.7ha / 1000 Target (Any Municipal Park)	# of People (2021) Below Minimum 0.7ha / 1000 Target (Any Municipal Park)	Average Focus Factor Score	Focus Factor Score x # People Below Minimum 0.7ha / 1000 Target (Any Municipal Park)	Parkland Acquisition Priority
Lower Hamilton	Durand	97%	12,109	78%	9,742	2.72	26453	Very High
Lower Hamilton	Gibson	96%	7,298	74%	5,611	3.20	17934	Very High
Lower Hamilton	Beasley	92%	6,574	63%	4,458	3.02	13458	Very High
Lower Hamilton	Landsdale	85%	6,540	65%	5,010	2.59	12951	Very High
Lower Hamilton	Corktown	100%	7,736	54%	4,183	2.97	12444	Very High
Glanbrook	4100	50%	6,225	43%	5,420	1.60	8691	High
Glanbrook	4200	26%	5,894	15%	3,324	2.31	7671	High
Lower Hamilton	Crown Point	85%	4,447	69%	3,584	2.11	7545	High
Lower Stoney	Fifty Point	73%	2,595	73%	2,593	2.57	6675	High
Lower Hamilton	St. Clair	73%	2,345	72%	2,300	2.85	6558	High
Ancaster	Lampman	85%	3,580	59%	2,495	2.23	5561	Medium
Lower Hamilton	Stinson	92%	4,042	47%	2,077	2.67	5546	Medium
Upper Stoney	Nash North	99%	3,444	49%	1,691	3.04	5135	Medium
Flamborough	1400	52%	12,312	11%	2,633	1.92	5056	Medium

**Table 3:** Summary of Hamilton's neighbourhoods, detailing the number of people with nearby access to Neighbourhood Parks, summarizing the total municipal parkland area, the average neighbourhood focus factor score, and flagging those with the highest priority for parkland acquisition.

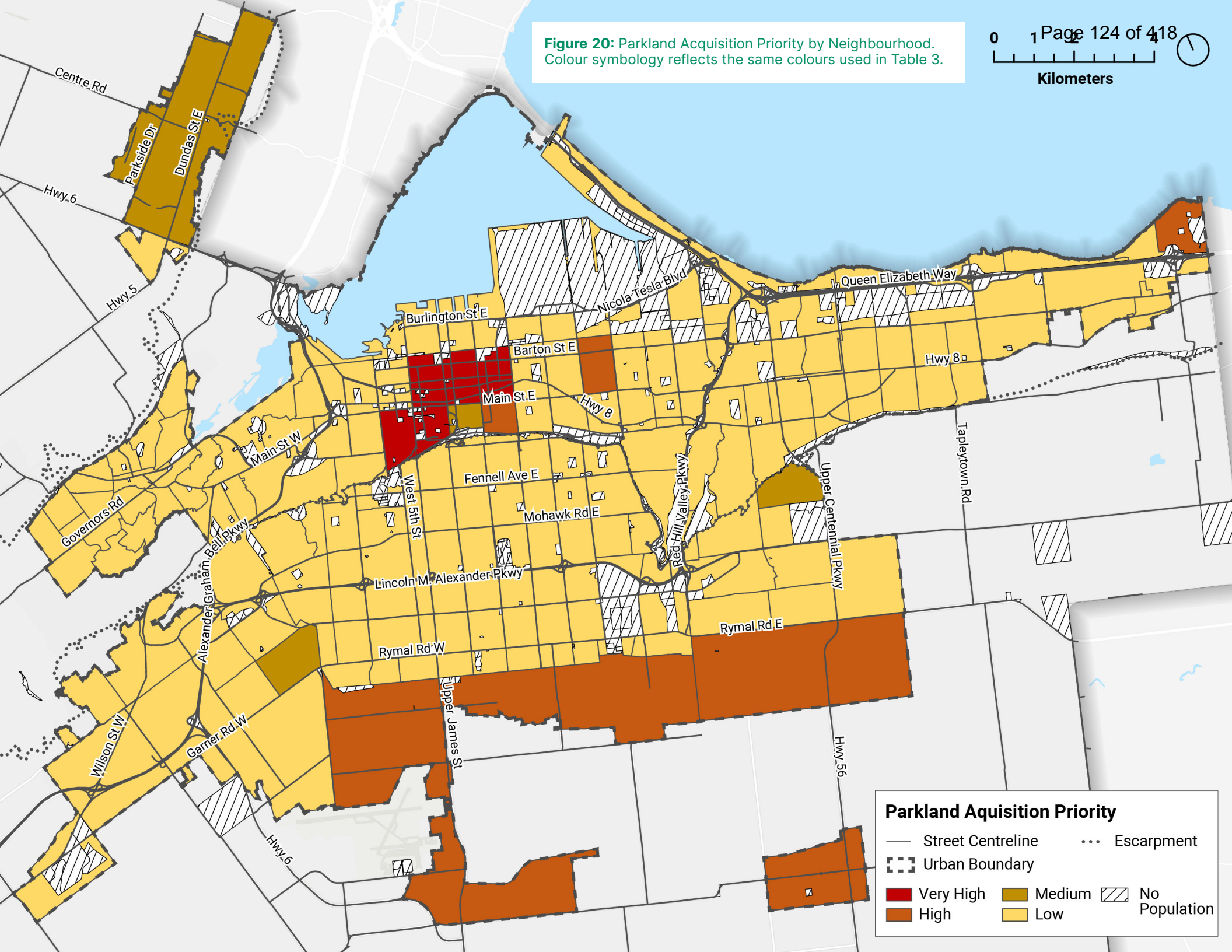


Figure 19: Prioritized focus areas to target park acquisition across the urban area of Hamilton





**Figure 20: Parkland Acquisition Priority by Neighbourhood.**  
 Colour symbology reflects the same colours used in Table 3.



**Parkland Aquisition Priority**

— Street Centreline	... Escarpment
- - - Urban Boundary	▨ No Population
■ Very High	■ Medium
■ High	■ Low

# Parkland Acquisition

Once gaps in the existing park system have been identified, and prioritized, the City is faced with the challenge of acquiring, developing, and programming these new lands. While the latter phases are beyond the scope of this report, the following section describes existing and potential parkland acquisition tools for the city to achieve its goals of parkland provision.

## Existing Parkland Acquisition Tools Used by the City of Hamilton

Currently the City uses two primary methods to acquire parkland. The first is through the dedication of land at the time of development by developers and the second is by the City purchasing parkland. As the City focuses on accommodating more population growth in the existing urban area rather than the greenfield area, it will become more challenging to acquire parkland in these areas through the dedication of land. Smaller land parcels in the urban area will make it difficult to achieve a suitable amount of land dedication in one location. Additionally, high property values in urban areas will limit the City's ability to purchase land for park purposes. Greenfield development urban expansion areas this is less challenging, as detailed planning for parks is conducted as part of Secondary Planning exercises.

There are many tools that Hamilton currently uses under the two methods of parkland acquisition. Existing tools that have typically been used to support parkland provision include:

### **PARKLAND DEDICATION THROUGH THE DEVELOPMENT PROCESS. (E.G. NEW ACTIVE PARKLAND)**

The City requires as a condition of development or redevelopment, the conveyance of land for a park or other public recreational purpose, or cash-in-lieu thereof, or a combination of land and cash. Parkland

dedication or cash-in-lieu of parkland is one mechanism that provides the City with sufficient land or funds to acquire lands, to ensure adequate public recreational development and green space is provided throughout the City. Cash-in-lieu is maintained in a reserve fund until appropriate land may be purchased. This tool works well in new greenfield areas but is difficult to use in existing urban areas due to small amounts of parkland owing on individual parcels.

### **PURCHASE NEW LAND**

Land purchases can be funded through the parkland cash-in-lieu reserve, grants, or more commonly through taxes. These purchases are made to supplement parkland dedication, in response to identified provision gaps or other identified needs for more parkland.

### **RECIPROCAL AGREEMENTS (E.G. SCHOOL SITES)**

Reciprocal agreements between the City and school boards benefit both parties by allowing the use of each other's parks and recreation facilities during off-peak times. This tool requires coordination between the parties and limits flexibility. However, this tool has the potential to create long term capital and operating cost savings compared to the City constructing and providing the equivalent amenities by itself. There is a risk of loss of existing recreation space if non-City owned lands are surplussed and sold.

### **EXPROPRIATION**

Expropriation is the taking of land expropriating authority in the exercise of its statutory powers. The expropriating authority (the Crown or any person empowered by statute to expropriate land) must pay compensation to the owner for the land taken. Expropriation if contested can be a time-consuming process and it requires the City to identify the public benefit served. The same challenge of finding the necessary funding also exists as it does with a regular land purchase.



## LICENSE AGREEMENTS

License agreements are currently used by the City to allow for the construction of trails within utility rights-of-way and corridors. Trails offer passive recreation opportunities and improve the connectivity of communities through a continuous pathway system. Since the primary function of these lands is for utility purposes, no additional parkland uses are permitted.

## OPEN SPACE REDEVELOPMENT / INTENSIFICATION

In priority areas where parkland acquisition is prohibitively expensive or otherwise infeasible, there may be opportunities to repurpose or redevelop existing parkland, rights-of-way, or other publicly accessible open space to support the surrounding community. Redevelopment of existing parkland may provide more flexible spaces for public use. Temporary or permanent road closures may provide space for community events, and naturalization of these spaces may provide climate mitigation in hotter areas of the city. Road closures have the benefit of occurring on lands already owned by the City. Other city-owned open spaces could likewise be repurposed to provide more park-oriented functions, although it will be important to maintain existing natural areas to ensure that their contributions are not impacted by recreational use



Sam Lawrence Park

## Parkland Provision Practices from Comparable Municipalities

This section outlines parkland acquisition tools and alternative public realm options that can supplement the City's existing toolkit. While some of these tools may work better than others, the City will likely have to become more reliant on using property taxes for the acquisition of parkland in the existing urban area if it wants to maintain parkland service levels as the City grows. Hamilton's Official Plan does not currently include policies about privately-owned public space, strata parks or other types outlined in the table below.

PROVISIONING/ ACQUISITION TOOL	SUMMARY	EXAMPLE MUNICIPALITIES THAT USE THIS TOOL (not exhaustive)
<b>Shared Use Agreements &amp; Easements</b>	<p><b>Definition:</b> An agreement with a landowner to allow public access to an existing open space (that is not owned by the municipality) for recreational or mobility purposes.</p> <p><b>Application:</b> Typically, these agreements and easements are applied to other forms of 'open space' to increase use and access, like schoolyards use outside of school hours and pathways along hydro and utility corridors.</p> <p><b>What is needed to implement this in Hamilton:</b> Specific legal agreements will need to be executed with landowners to allow the use of their land for public open space purposes, especially if there is public infrastructure to be located on site.</p>	<ul style="list-style-type: none"> <li>› <b>City of Hamilton</b></li> <li>› City of Burlington</li> <li>› Town of Milton</li> <li>› City of Guelph</li> </ul>
<b>Community Improvement Plans (CIP)</b>	<p><b>Definition:</b> CIPs allow municipalities to direct funds and implement policy initiatives toward a specifically defined project area (authority is given under S.28 of the Planning Act).</p> <p><b>Application:</b> CIPs facilitate zoning changes, tax assistance, grants, or loans to support the revitalization of the Community Improvement Project Area. CIPs increase development desirability, potentially trigger parkland dedication, result in increased amenities, and promote POPS (see below) through incentives and site plan control.</p> <p><b>What is needed to implement this in Hamilton:</b> Hamilton already uses Community Improvement Plans, but not for parkland acquisition. Community Improvement Plans that specify parkland dedication requirements would be needed while excluding the CIP areas from the parkland dedication by-law.</p> <p><i>Community Improvement Plans are generally not used for the acquisition of parkland. A municipality may only acquire parkland through a Parkland Dedication By-law in accordance with Section 42 of the Planning Act or through a Community Improvement Plan. A municipality may not acquire parkland through both means for the same area.</i></p>	<ul style="list-style-type: none"> <li>› <b>City of Hamilton</b></li> <li>› City of Barrie</li> </ul>

**PROVISIONING/  
ACQUISITION  
TOOL**
**SUMMARY**
**EXAMPLE MUNICIPALITIES  
THAT USE THIS TOOL**

(not exhaustive)

**Privately-Owned  
Public Space  
(POPS).**

**Definition:** POPS are publicly accessible spaces (like plazas) on private land.

**Application:** POPS emerge through the development process, often via density bonusing and may provide an open space function when land acquisition for parks is challenging and in areas undersupplied with parks. In practice, POPS can be a useful tool in providing smaller, urban style, spaces. There are, however, limitations to using POPS as a tool to acquire parkland. The two challenges with POPS are:

The lack of City ownership and control of the land over the long term.

Developers may provide land that is more beneficial to the development itself rather than providing appropriate parkland to service the needs of the neighbourhood / wider community.

**What is needed to implement this in Hamilton:** An amendment to the parkland dedication by-law 22-218 and an amendment to section 3.5.3, Chapter B of the City's Urban Official Plan will be required to address POPS. The City will need to establish design and operations guidelines to support this class of open space. Legal agreements will also be required between the landowner and the City to ensure public access and maintenance are maintained during the life of the development.

*Bill 23, More Homes Built Faster Act, indicates that developers may provide parkland in the form of POPS. If cities are not willing to accept the POPS proposed for a development, a municipality will have to appeal to the Ontario Land Tribunal (OLT). Regulations around the use of POPS are required to provide more clarity around rules and requirements.*

- › City of Burlington
- › City of Toronto
- › City of Mississauga
- › City of Vancouver

**Strata Parks**

**Definition:** Strata Parks involve the acquisition of a park through a strata ownership agreement (a vertical division of land ownership). This typically involves a park above underground parking.

**Application:** Strata Parks involve complexities with underground facilities and maintenance of supporting structures while providing discounted dedication credits as City parkland. Strata parks and subdivisions require legal agreements between different landowners because they will own space above and below each other. Strata parks are similar to POPS in their limitations however, in the case of a strata park, the City owns the park. There are examples where this type of tool could be effectively used if the right partnership is formed, and risks are managed to all parties that own below grade, at grade and above grade. An example of how this tool may work is providing a park above a parking structure.

**What is needed to implement this in Hamilton:** An amendment to the parkland dedication by-law 22-218 and an amendment to section 3.5.3, Chapter B of the City's Urban Official Plan will be required to address strata parks similar to POPS. Legal agreements will also be required between landowners to ensure maintenance agreements are in place should one landowner's structure negatively affect the use of the other landowner.

*Strata parks are similar to POPS; however, the City will own the strata park*

- › City of Vaughan
- › Town of Oakville
- › City of Vancouver



PROVISIONING/ ACQUISITION TOOL	SUMMARY	EXAMPLE MUNICIPALITIES THAT USE THIS TOOL
<p><b>Targeted / Priority Acquisition</b></p> <ul style="list-style-type: none"> <li>› Real Estate Strategy</li> <li>› Based on Provision, City Goals</li> <li>› Assessment Tools &amp; Decision-Making Framework</li> </ul>	<p><b>Definition:</b> A real estate strategy that prioritizes park acquisition based on specific criteria aligned with city goals and provisions.</p> <p><b>Application:</b> City-wide land acquisition is prioritized every year allowing the proactive acquisition of parcels that may be used as parkland or that may be used by other services to free up existing land for parks.</p> <p><b>What is needed to implement this in Hamilton:</b> A corporate strategy that establishes criteria for land acquisition prioritization. The prioritization matrix and focus factors identified in the previous section could help to guide this acquisition process.</p>	<p>(not exhaustive)</p> <ul style="list-style-type: none"> <li>› City of Toronto</li> <li>› City of Ottawa</li> <li>› City of Winnipeg</li> </ul>
<p><b>Repurpose Surplus Municipal Lands</b></p>	<p><b>Definition:</b> Repurpose surplus municipal lands by assessing City-owned properties for parkland conversion.</p> <p><b>Application:</b> The optimization of municipal lands to increase parkland availability. In areas with a substantial parkland deficit existing municipal lands such as Municipal Golf Courses may provide greater net benefit following conversion to parkland. Golf courses offer potential for the provision of more passive recreational space while, at the same time, enhancing urban forest canopy cover through reforestation of open golf course greens.</p> <p><b>What is needed to implement this in Hamilton:</b> An assessment of City owned underutilized lands to address parkland provision gaps. Zoning changes may be required to accommodate activities on the repurposed lands.</p>	<ul style="list-style-type: none"> <li>› City of Ottawa</li> <li>› City of Guelph</li> <li>› Town of Milton</li> </ul>
<p><b>Off-Site Park Conveyance</b></p>	<p><b>Definition:</b> Off-Site Park Conveyance enables developers to provide required parkland by dedicating land at another location owned by the developer.</p> <p><b>Application:</b> Due to incompatible surrounding uses and area constraints, onsite parkland dedication may not be feasible at some locations and rather than provide cash-in-lieu, a developer may be able to provide parkland dedication from other land that they own. This could be a benefit to all parties as long as the alternative location is determined suitable by the City. The risk to the City is that there still may be a strong need to acquire parkland within the community of the proposed development, and so ideally this new dedication should not be located in a wholly different part of town.</p> <p><b>What is needed to implement this in Hamilton:</b> An amendment to the parkland dedication by-law 22-218 to explicitly allow off-site dedication would be required. Additionally, an amendment to section 3.5.3, Chapter B of the City's Urban Official Plan and the City's Rural Official Plan would be required.</p>	<ul style="list-style-type: none"> <li>› Town of Milton</li> <li>› City of Vaughan</li> </ul>

**PROVISIONING/  
ACQUISITION  
TOOL**
**SUMMARY**
**EXAMPLE MUNICIPALITIES  
THAT USE THIS TOOL**

(not exhaustive)

**Tax Increment  
Equivalent Grant  
& Tax Increment  
Financing**

**Definition:** Financial incentive programs for property redevelopment in association with Community Improvement Plans.

**Application:** A municipality uses the incremental tax increase expected from redevelopment to provide a grant to developers to incentivize redevelopment. The use of this tool does not directly lead to the acquisition of parkland without the use of other dedication tools however, it could encourage additional open space provision or improvements through redevelopment.

**What is needed to implement this in Hamilton:** The City would need to establish a Community Improvement Area and identify these financial tools as available options. The City would need to set up and establish the grant and incentive programs.

- › City of Toronto (contemplated)
- › City of Vaughan
- › City of Mississauga
- › City of Sault Ste. Marie
- › Government of Alberta (Edmonton and Calgary)
- › USA (e.g. Chicago)

**Community  
Benefits Charges**

**Definition:** Funding mechanism where municipalities designate an area of the municipality where high density developments are charged a fee.

**Application:** Through a Community Benefits Charges By-Law a fee is imposed on higher density development to pay for capital improvements not covered by development charges or for parkland in excess of parkland covered under the parkland dedication by-law.

**What is needed to implement this in Hamilton:** The City has a Community Benefits Charges By-law 22-158 in place. The list of capital improvements would require adjusting to include specific parkland acquisition locations.

- › City of Ottawa
- › City of Mississauga
- › City of Toronto
- › City of Vancouver (using equivalent tools to Ontario)

**Voluntary  
Expropriation**

**Definition:** The City works with developers in a certain area to reach an agreement where the area developers agree to fund the buyout of one of the developers to provide a site for parkland.

**Application:** Developers in an area agree to fund the acquisition of parkland by having the City purchase land from one or more of the developers.

**What is needed to implement this in Hamilton:** The City would need to work with developers to establish a front-ending agreement for the purchase of land for park.

**Community  
Planning Permit  
System**

**Definition:** A type of community improvement area with specific design standards.

**Application:** The design and conditions of development are imposed for an area of the City in exchange for a faster development approval process. A downside to this process is significant up front work is required by the City and developers may appeal the Community Planning Permit By-Law.

**What is needed to implement this in Hamilton:** An amendment to the Official Plan identifying the planning permit area and a Community Planning Permit By-Law would be required.

# Financial Implications & Implementation

This section includes a summary of total parkland needs, how much can be expected to be provided through dedications derived from development, and what the cost to the City would be to acquire the remaining shortfall.

## Current Pressures

At present, Hamilton funds the majority of its new parkland acquisitions through the 5% cash-in-lieu of parkland provision. The City's Parkland Dedication Reserve has an uncommitted balance of approximately \$71.6 million (as of December 31, 2022) taking into account approximately \$16.6 million in outstanding developer credits for over dedication of parkland. Over the past ten years (2013 to 2022), the City has received about \$9.9 million on average annually in cash-in-lieu payments. In the same period, a total of about \$3.1 million has been spent on purchasing 'over-dedicated' land from developers (this land is dedicated at the City's request and is typically funded at 'serviced' land values). In Hamilton, the Parkland Dedication Reserve is generally designed to secure parkland in growing areas, not areas with existing deficiencies. It can also be used to supplement the Landscape Architectural Services' annual capital budget.

Recent legislative changes to the Parkland Dedication regime include:

- A requirement to exempt non-profit housing and inclusionary zoning units.
- A requirement to exempt affordable and attainable units (not yet proclaimed into force).
- A requirement to exempt up to two secondary dwelling units, one of which may be detached.
- A requirement to provide credit for existing gross floor area.
- Locking in the land value rate to be used at the date of the related site-plan or zoning specific site plan amendment application date, if applicable, for two years after the approval of that application.
- Reducing the alternative requirement of one hectare (ha) per 300 dwelling units to one hectare per 600 dwelling units where land is being conveyed. Where the municipality imposes payment-in-lieu requirements, reducing the amount from one hectare per 500 dwelling units to one hectare per 1,000 net residential units.
- Capping the alternative requirement at 10% of the land area or land value where the land proposed for development or redevelopment is five hectares or less and 15% of the land area or land value where the land proposed for development or redevelopment is greater than five hectares.

The updates to the Parkland Dedication regime results in an estimated reduction in parkland revenues (dedicated land value and cash-in-lieu of land) of \$23 million annually .

Like most community services, parks are heavily subsidized municipal assets. A significant portion of their acquisition and construction costs are provided by developers (through parkland dedication and Development Charges). However, as identified in the Recreation Master Plan, there remains a funding shortfall for park development and maintenance in the City of Hamilton. Revenues generated by field and facility rentals do not fully cover the costs for maintenance or administration. Because parks have little opportunity for revenue generation, they are often targets for budget reductions in many communities.



The amount of discretionary funding available for parkland purchases and development is severely limited in the capital budgets and, to exacerbate the situation, Recent Development Charge legislative changes have placed increasing pressure on DC revenues. These funds are used for most capital development and improvement projects within parks. As a result, the current 10-year Capital Plan is likely to take much longer to be implemented. Therefore, even if the City is able to acquire more parkland, it may not have the ability to develop this parkland in a timely manner.

Furthermore, the cost of park development is rising with the use of harder materials, more urban parks (with more hardscape surfaces), new features (e.g., artificial turf), new specifications (to reduce the impact of the pesticide ban), and growing expectations from the public and developers (the latter is designing/developing parks, some of which have unique features). As pressure mounts to do more with each square inch of parkland, the per unit cost to develop parks may increase.



Gage Park



## Financial Implications of this Strategy

The following section provides a high-level estimate of the potential financial implications of addressing the parkland deficits identified in this report.

### Future Parkland Dedication Amounts

To assess the financial costs of addressing parkland shortfalls, the amount of parkland to be dedicated to the City must be calculated and then subtracted from current and future parkland needs.

Parkland dedication (including cash-in-lieu), as directed through the policies of the City's Official Plans, will contribute the majority of future parkland requirements, but will not be enough to meet the City's target of 2.1 hectares / 1000 residents. Unfortunately, the City's current park dedication rates do not allow the City to meet its existing park standards, particularly in areas of high density construction. Even in greenfield areas, the 5% standard rate used for lower density residential developments is falling short of meeting needs.

A high-level assessment of future parkland dedication amounts can be conducted using existing data and a set of reasonable assumptions. The density of development that is proposed and its location both play a large part in determining future parkland dedication amounts.

In calculating future parkland dedication amounts, the following assumptions were made:

- There are approximately 2.5 persons per private occupied dwelling in the City (2021 Census). This average is decreasing very slowly over time (2.62 in 1996, 2.59 in 2006, and 2.55 in 2011) and is likely to continue to decline. Multi-unit developments such as apartments and condominiums tend to have a lower persons per unit average (closer to 2 persons/unit), while single detached dwellings tend to have a higher persons per unit average (closer to 3 persons/unit). For the purposes of this analysis, an average of 2.5 persons per unit will be used.

- The average population density across the entire City of Hamilton is approximately 5 persons per hectare (or 2 units per hectare); however, this figure is skewed by Hamilton's vast rural area. The average density in a typical urban area in Hamilton is 23 persons per hectare (or 9.2 units per hectare). Municipal planning policies are encouraging higher densities through intensification, suggesting that this average density is likely to increase. There will be a very strong focus on intensification in the built-up area through to 2041, however the City has a large amount of greenfield lands within the expanded urban settlement area boundary that will likely see development by 2051. For the purposes of this analysis, an average of 15 units per hectare for future development has been used.
- The City also collects a parkland amount for commercial and non-exempt institutional development. Future dedications in these areas are not included in this assessment.

Based on an average density of 13.7 units per hectare and 2.5 persons per unit for future developments and redevelopments (representing 34.2 persons per hectare), an average of approximately 1.46 hectares of new parkland per 1,000 persons will be received through future 5% parkland dedications (including cash-in-lieu). With a projected population increase of nearly 236,000 between 2021 and 2051, this will result in approximately 205 hectares of new parkland dedication using the estimated average. If densities increase above this average, the amount of parkland dedicated to the City may be reduced.

Note: This average will vary widely and is highly dependent upon the density of development and the location of development (at present, an alternative rate of 1 hectare / 600 units applies for densities greater than 20 units per hectare, up to a max of 10% of land value for less than 5 hectares, and 15% for sites greater than 5 hectares., and parkland dedication for applications in the downtown core is not maximized). For higher density developments, the alternative rate results in more money than a 5% dedication on those sites, so it is more beneficial to have in place.

Notwithstanding this, Section 5 of the Parkland By-law has fixed rate caps for townhouse units and multiple dwelling units, and a further reduced cap for



downtown, which may result in a dedication amount lower than what the City could ask for. If the City continues to discount high density developments (those exceeding 75 units per hectare) and proposals in the downtown core, then the amount of dedicated parkland will be less than this average.

## Total Parkland Needs

The following formula is used in determining the long-term (to 2051) parkland shortfall:

$$A - B - C + D = E$$

Where:

- A = Future Parkland Needs, 2021-2051 (current City target of 2.1 hectares / 1000; applied to new growth)
- B = Anticipated Future Parkland Dedication (1.46 hectares / 1000; applied to new growth)
- C = Current Neighbourhood-Specific Parkland Surplus (current City target of 2.1 hectares / 1000; applied to existing population and with reference to accessible parkland within 800m of each neighbourhood)
- D = Current Neighbourhood-Specific Parkland Deficits ((current City target of 2.1 hectares / 1000; applied to existing population and with reference to accessible parkland within 800m of each neighbourhood)
- E = Minimum Long-term Parkland Shortfall

This formula encapsulates the needs of new population growth and current deficiencies. It also discounts for communities with current parkland supplies above the 2.1 hectares / 1000 target under the assumption that some existing parks may be able to accommodate a portion (but not all) of the needs generated by future growth. The long-term shortfall is a 'minimum' because it assumes that the full amount of current parkland surpluses can be subtracted from future needs.

With estimated population growth of 236,000 by 2051, this will translate into a need for an approximate additional 496 hectares of parkland based upon the target of 2.1 hectares / 1000 persons. As established previously, parkland dedication is anticipated to contribute approximately 1.46 hectares / 1000 persons for future growth, which translates into 205 hectares

(representing 58.6% of future needs), leaving a shortfall of 291 hectares. Taking into account park access, across the City there is an effective existing parkland deficit of 48 hectares, of which 30 hectares occur within Very High, High, or Medium acquisition priority neighbourhoods.

Lastly, this model acknowledges current surpluses for areas that have park supplies exceeding

2.1 hectares / 1000 and subtracts these supplies from the total long-term needs on a neighbourhood-specific basis (not a City-wide basis). By adding the parkland dedication shortfall and current deficiencies, and then subtracting current surpluses on a neighbourhood-specific basis, this approach yields a minimum long-term parkland shortfall of 98 hectares that will not be provided through parkland dedication or cash-in-lieu. This results in a need to acquire an average of 4.5 hectares of parkland annually in the 20 years between 2031 and 2051.

It should be noted that this additional 98 hectares is an absolute minimum. It will allow the City to maintain a long-term target of 2.1 hectares / 1000 residents across the entire City and the nine communities identified in this report, but it will not allow for new growth to be served at the same level. The degree to which the current 'surplus' in some areas can accommodate a portion of the needs generated by future growth (which will first and foremost be served by parkland dedicated through the development process) is difficult to determine, as these existing park spaces may not be appropriately sited around higher density developments, and existing uses and designs may not meet the needs of these changing communities.

**In summary, 205 hectares of parkland are projected to be provided through parkland dedication, while a minimum of 98 hectares will have to be made up through municipal acquisition and other alternatives. In total 304 hectares of parkland will be required by 2051 to address the needs of future growth as well as existing deficiencies within priority areas. Of the 304 hectares needed by 2051, a minimum of 100 hectares (33%) should be provided as Community Parks and a minimum of 128 hectares (42%) should be as Neighbourhood Parks. This will ensure the provision of highly functional park spaces to support continued growth.**

The remaining 76 hectares (25%) could take various forms (Pedestrianized streets, POPs, Strata Parks, Parkettes, Neighbourhood, Community, and/or City-wide Parks) depending on the specific circumstances of the development or area, recognizing that most of the parkland enhancements in established areas will occur through the expansion of existing parks or the development of smaller public spaces.

All growing communities are expected to generate additional parkland dedication or cash-in-lieu between now and 2051. Cash-in-lieu is not tied to a specific area but is available for City-wide use. In terms of the parkland shortfall (i.e., needs that will not be provided for through dedication), the greatest shortfalls are expected in the 4200 Neighbourhood of Glanbrook (29.04 ha), the Lower Hamilton neighbourhoods of Durand, Landsdale, and Gibson (26.09 hectares in total), Upper Stony Creek's East Mountain Area (8.95 ha), and the West Hamilton Dundas neighbourhood of Ainslie Wood West (7.67 ha).

As the Province has recently modified the Urban Official Plan to remove previous targets around residential intensification, The City needs to work now to determine what the intensification target will be in consideration of the Urban Expansion Areas and their anticipated development. The residential intensification target shall be established through future Amendments to the Urban Official Plan as part.

## Financial Implications – Parkland Acquisition

The following land values have been provided by the City of Hamilton's Real Estate Division for the purposes of this report, based on acquisitions of 11.4 acres of parkland over the past five years, with parcel sizes that have ranged from 0.05 to 4.91 acres.

### Parkland Acquisition (rates per acre)

#### GREENFIELD LAND

Greenfield land at or near draft plan approval (with urban services at the lot) is estimated at approximately \$2,965,265 per hectare (\$1,200,000 per acre). This represents a 3x increase over land costs a decade earlier. This will be higher if the proposed

subdivision has a good proportion of medium or high-density residential lands (i.e., \$4,612,634 per hectare -- \$ 1,866,667 per acre – or more).

#### ASSEMBLED LAND (IN MATURE AREAS)

Assembled land in an older, mature area of the City is estimated at \$6,520,008 per hectare (\$2,638,553 per acre). This represents a 5.8x increase over land costs a decade earlier.

#### UNASSEMBLED IMPROVED RESIDENTIAL PROPERTIES

Unassembled improved residential properties in the existing urban area are estimated at up to \$34.8 million per hectare (\$14.1 million per acre). This represents a 2.9x increase over land costs a decade earlier.

Note: These estimates are “ballpark” land values as of January 2023, to be used for planning purposes only. Many factors could affect land values throughout the City, such as location, parcel size and shape, accessibility, land use designations /zoning, presence of a hazard or environmentally sensitive land, topography, incompatible adjacent land uses (industry, highway, railway, etc.), presence of contamination, motivation of the parties, etc. Therefore, these value estimates should not be applied to any specific property. All costs assume acquisition at market values based on the willing seller/buyer; costs would be higher if expropriation were required. Demolition and remediation costs would be extra.

#### CITY PARKLAND HISTORY

- Average rate per acre spent on parkland acquisition in last 5-years: \$1,000,113
- Total spent on parkland acquisition in last 5-years: \$11,753,600

Past spending on land acquired for park purchases in the City of Hamilton has averaged \$2,471,329 per hectare. As noted above, this rate can increase depending on the specific circumstances of the parkland to be acquired. In acquiring lands outside of its cash- in-lieu funding, a portion of these would be to meet deficiencies in existing neighbourhoods, most of which are in densely populated areas within Lower Hamilton. Improved residential properties within the

urban area are even more costly, and their acquisition is not recommended unless a reasonable cost opportunity arises in a priority area without other more feasible options. As identified previously, in addition to the 205 hectares expected by way of parkland dedication, at least 98 hectares need to be secured to address deficiencies in under-served areas and to address the shortfall between the provision target and parkland dedication requirements through the Planning Act. These 98 hectares will need to be secured through means other than parkland dedication, such as direct acquisition, funded outside of its Parkland Dedication Reserve.

For the purposes of this analysis a value of \$2,471,329 / hectare (\$1,000,113/acre) is used, which applies to assembled lands in older, mature areas of the City. The estimated cost of acquiring 98 hectares of parkland between now and 2051 is at least \$242 million (solely for the purchase of new parkland, leaving aside additional costs of development and operations), which averages out to \$8.6 million per year (3.5 ha) over the next twenty-eight years (note: these costs are in current year dollars and have not been escalated for inflation; they also exclude demolition and remediation costs, where applicable). An estimated \$69 million will be needed to acquire 28 hectares before 2031, and \$86 million per decade

thereafter. The City does not currently have a dedicated fund in place to cover these costs. In addition to this amount, increased funding is required for park development and maintenance which must be considered hand-in-hand with funding for land acquisition.

Because land is a finite resource, timing of acquisition is key – the City must be poised to purchase strategic properties when the opportunity arises, which may not always align with the availability of funding. To ensure that funds are available when purchases are required, the establishment of a dedicated Strategic Parkland Acquisition Reserve Fund is recommended. This would enhance opportunities for the City to buy land for Community Parks earlier in the development process at a lower cost and allow the City to address parkland deficits in priority neighbourhoods. This Reserve Fund would provide for annual contributions from the general tax levy and operating budget and/or capital reserves and would be for new acquisitions over and above what can be achieved through parkland dedications. There may be opportunities to gradually phase in funding to a dedicated Strategic Parkland Acquisition Reserve, however, the longer the City waits in doing so, the larger the park deficit will become.



*Augustus Jones Fountain (cc: Joey Coleman)*



# Recommended Actions

To achieve the City's parkland goals, parkland acquisition and improvements will be required. To ensure these parkland goals are being met, the City will need to continuously monitor and assess the parkland service targets to determine if any course changes are required. This section lists strategic actions over the short, medium, and long term that can help the City achieve its parkland goals.

Short term is defined as actions that should be implemented immediately to over the next four years. Aligning the short term with Council's four-year term allows for continuity in decision making over the short term.

Medium term is defined as actions that could be implemented over the next 5-10 years. These actions usually take longer to plan and implement. Long term is defined as actions that look beyond 10 years and plan for long term success.

Achieving the City's goals for the equitable provision of municipal parks throughout the city requires improvements to existing funding, acquisition, and maintenance approaches. This includes changes to the City's approach to investment, internal coordination, and external cooperation to capitalize on opportunities to acquire parkland in high priority neighbourhoods.

Key short (<5 years), medium (5-10 years), and long term (>10 years) strategic actions include:

## Short Term Actions

1. Develop a proactive strategy to communicate priority parkland acquisition focus areas across different business units with the City (including parks, planning, funding, and financing business units). This will help identify opportunities for land acquisition through partnerships, land trades, or infrastructure development projects.
2. Adopt the following parkland service level through a City-Initiated Official Plan Amendment to table B.3.5.3.1 - Parkland Standards:
  - e. All residents should have access to a Neighbourhood or other park with equivalent functions, within a 500 metre walking distance of their dwelling.
3. Complete amendments to align the Official Plan and the Parkland Dedication By-law with this Master Plan by:
  - a. Amend the Official Plan B 3.3.2.10 to allow for temporary and permanent road closures to support public gathering and open space programming.
  - a. Amend the Official Plan B 3.5.3.16 to explicitly incorporate social equity factors into the determination of parkland amount and type
  - a. Develop land specifications and rules around the use of privately owned public spaces.
  - b. Revise the Community Planning Permit System as a tool to aid in the acquisition of infrastructure, parkland, or monetary contributions, in exchange for offering a more streamlined and transparent approval process for high priority areas.

- c. Revise Section 5 of the Parkland By-law to ensure that townhouse units, multi-unit dwellings, and downtown redevelopments are supported by sufficient parkland.
  - d. Exploring the potential to eliminate discretionary discounts and require parkland dedication for lands that are currently exempt (such as institutional) to reduce the financial shortfall.
4. Use the parkland priority acquisition mapping in this plan for land acquisition prioritization and develop a priority location list with the following information: location, ideal parkland size, associated acquisition cost.
  5. Work with other departments to align with initiatives such as the Transportation Master Plan: City in Motion to improve the connectivity of parkland within the city.
  6. Where land for parks is not available, explore repurposing existing public space for inclusive open space and park use.
  7. Regularly present a short annual monitoring report to Council overviews changes in parkland service levels and near-term acquisition priorities.
  8. As part of a regular City property portfolio review, consider park use and needs, where underused city-owned land could be repurposed to fund new parks in areas of high need.
  9. Update the Park and Open Space Development Guide to facilitate multifunctional design and flexible use.
  10. Seek funding opportunities from other levels of government to improve park access and connectivity (e.g. bundle park acquisition into land purchases for rail-lines or other infrastructure projects).
  11. Identify parkland priorities that can be achieved in conjunction with the recommendations set out in the City's Recreation Master Plan.
  12. Develop land specifications and rules around the use of privately-owned public spaces.
  13. Where possible, complete comprehensive block planning in high growth urban areas, in alignment with approved plans and studies, by working with landowners to ensure parks are properly sited within redevelopment areas, and land dedication is coordinated to support and connect functional park space.
  14. Build on existing partnerships with Hamilton school boards and institutions by establishing a formal funding, acquisition, and programming partnership model to advance further opportunities to jointly use schools, campuses, and parks.
  15. Continue to partner with the school boards to understand potential school closure criteria and potential closure locations, to assess possible future purchases for park and City use, in advance of closures.
  16. Engage Real Estate staff for any negotiations on the sale of surplus lands to help ensure that parks-related interests are a priority.
  17. Establish a funding, acquisition and programming partnership model with community agencies, user groups, and advocacy organizations to creatively find ways to increase park provision, naturalization, stewardship, and programming
  18. Continue to capitalize on the City's right of first refusal to acquire excess school sites when the opportunity arises to secure expanded parkland without developer competition, or to hold in reserve as a land bank to swap with developers for parkland.

## Medium Term Actions

1. Increase contributions to the Parkland Acquisition Reserve to ensure that the City has the resources to acquire sufficient parkland in response to growth.
2. Streamline parkland acquisition processes so the City can act when new opportunities for parkland acquisition become available. Work to acquire parkland earlier in the development process at a lower cost.
3. Prioritize multi-use, inclusive and accessible park designs. Multifunctional park space should be prioritized in areas where acquisition is challenging, or high use is expected. Adopt flexible approaches to park programming to allow parks to pivot to meet the needs of residents.



4. Seek out philanthropic contributions to help increase parkland and open space. This may be accomplished through outreach and communication to interested donors about potential land dedication opportunities (i.e. dialogue with foundations and Conservation Authorities).
5. Improve connectivity by extending the pathway and cycling network on utility rights-of-way through expanded or new partnerships.
6. Investigate opportunities to acquire underutilized properties to convert to parkland in the urban area, prioritizing high need areas.
7. Create a standard process to proactively pursue land purchases of parks in undeveloped areas once a secondary planning process has been completed.
8. Create and update plans for individual parks to identify opportunities to repurpose underused park spaces in alignment with current trends and needs.
9. Expand partnerships with the Hamilton Conservation Authority, Conservation Halton, the Niagara Peninsula Conservation Authority, the Grand River Conservation Authority, and the Bruce Trail Conservancy to link parkland through regional connections to other open spaces and align with future land acquisition strategies.
10. Conduct a review and revision of the Park Master Plan to update acquisition priority mapping and report on the current state of parkland provision and funding.

## Long Term Actions

1. Identify opportunities to acquire lands in advance of significant development pressure to hold in reserve as a land bank to swap with developers for parkland in other areas of the city.
2. Form partnerships with aggregate site owners and operators to explore the viability of quarry rehabilitation to public parkland.



# Appendices

# Appendix A: Bill 23

## Bill 23 Overview & Municipal Responses

### What is Bill 23?

The Province of Ontario passed Bill 23, the More Homes Built Faster Act in the fall of 2022. It seeks to increase housing supply in Ontario through a wide-reaching slate of legislative and regulatory changes across Ontario. Bill 23 amends the Planning Act, Municipal Act, Development Charges Act, Ontario Land Tribunal Act, Conservation Authorities Act, and to a lesser extent several other acts and regulations that relate to the approval and provision of housing. Most relevant to Hamilton's Parks Master Plan are the changes to the Planning Act that impact how parkland dedication can and is employed to secure the provision of park space or cash-in-lieu for parks improvements and expansion.

What are Bill 23's Impacts on Parks?

Bill 23 will diminish park budgets and reduce the amount of parkland created to support new growth due to a variety of changes to the ways parkland dedication is calculated and in what amounts and ways it can be provided to municipalities.

Today, developers in Ontario are required to invest in public services in the communities where they build. Municipal tools to do so include Development Charges, Parkland Dedication Fees, and Community Benefit Charges. However, under Bill 23 there are several changes to the mechanisms:

- The maximum amount of Parkland Dedication has been capped at 10% of the land or its value for sites under 5 hectare and 15% of the land or its value for site greater than 5 hectares.
- The maximum alternative Parkland Dedication rate is now one hectare for every 600 units, down from one hectare per 300 units. Privately-owned public

spaces (POPS) and encumbered parkland/strata parks can count towards Parkland Dedication requirements. This change impacts park experience, standards, and programming opportunities. Owners can appeal if a municipality refuses conveyed parkland at the OLT (Ontario Land Tribunal).

- The maximum alternative Parkland Dedication cash-in-lieu rate is reduced by 50% to a value of 1 hectare per 1000 units.
- The number of residential units on a property prior to a proposed development or redevelopment is subtracted from the number of units used to calculate Parkland Dedication.
- The parkland dedication amount is calculated on the day a site plan application is made, or a zoning application if there is no site plan application, instead of on the date that a building permit is issued. This approach also has an impact on the valuation process.
- Cities are required to allocate or spend 60 percent of cash-in-lieu money every year.
- Development Charges, Parkland Dedication, and Community Benefit charges no longer apply to affordable housing units, attainable housing units, non-profit housing, and inclusionary zoning units.

### How are other municipalities addressing Bill 23?

Municipalities across Ontario have responded to Bill 23 in diverse ways, categorized into several overarching themes. Municipalities broadly have sought to:

1. Quantify & Explain Impacts on Residents.
2. Quantify Costs to Residents
3. Request Compensation from the Province
4. Express Discontent to the Province



Through all of these approaches, municipalities have primarily shown an initial reaction by highlighting the perceived harms caused by the new Act. While many municipalities have expressed their protests against the bill, it is important to note that they are unable to initiate legal action or directly address the impacts of the new act. Most focus on the impacts to local governance, though many also highlight the environmental damage potentially set in motion by Bill 23, which weakens or eliminates wetland protections, expert oversight of watersheds and protection of species-at-risk habitat, among other measures aimed at accelerating development.

Below, a summary of several select municipalities' responses to Bill 23 are highlighted. The municipalities noted below were selected to provide a breadth of geographic and political perspectives, representing a range of urban, suburban, and more rural communities, as well as a range of differing tactics and approaches in responding to Bill 23. While each municipality in Ontario did (or did not) respond to Bill 23 in its own unique way, upon a broader environmental scan, it was found that these responses can largely be distilled into 6 overarching themes. These themes are:

1. Development charges and infrastructure funding
2. Unbuilt housing and meeting targets
3. Revenue reduction and tax implications
4. Environmental conservation and heritage protection
5. Infrastructure upgrades and funding
6. Impacts on parkland provision

Representative examples of each are provided over the following pages.

## Guelph

The City of Guelph has adopted a suite of actions in response to Bill 23's adoption. These include an increase in staff, approving a new development fee structure, and advocating for development charges to be maintained.

## ADDITIONAL CITY STAFF

The costs associated with these additional approved staff will be included in the 2023 budget update which will be presented to Council for confirmation on January 25. Additional requests to support Bill 109 and Bill 23 may be brought back to Council through the 2024-2027 multi-year budget process.

## NEW DEVELOPMENT APPROVAL FEES

Council also approved staff's proposed changes to the fee structure for pre-submission review meetings to ensure the additional costs associated with the application review process are not borne by Guelph's residents. The updated fee structure is based on a benchmarking review of fees charged by surrounding municipalities and Council directed staff to undertake a full fee study with an objective of full cost recovery in 2023.

## ADVOCACY FOR DEVELOPMENT CHARGES

Lastly, Council will call on the Province to fund financial gaps resulting from the proposed legislation within Bill 23. Currently about 80 per cent of development growth is funded through development charges and 20 per cent is funded through property taxes. Should the Province pass the proposed Bill 23 legislation as is, it will significantly reduce development charges, parkland dedication fees and community benefit charges which are important revenue sources to support growth related infrastructure. This would increase the portion of growth-related costs funded through taxes and significantly impact existing property taxpayers.

In addition, Council supported staff's request for the Province to review policies and penalties related to approved, yet unbuilt, housing in Guelph. Data shows there are thousands of approved, unbuilt units, which jeopardizes the City's ability to meet the Province's target of 18,000 new homes by 2032.

## Northumberland County

Northumberland County has explicitly called on the province to pause implementation of Bill 23, and has created a webpage dedicated to highlighting the potential negative impacts that Bill 23 could have on the County. These impacts include reduced municipal

revenue, environmental impacts, canceling affordable housing projects, and contributing to the loss of heritage assets.

### REVENUE REDUCTION

Northumberland County stands to lose \$17.4 million in revenue from development charges - money that is ear-marked for local affordable and attainable housing projects. A \$17.4 million shortfall could result in a potential increase to the County portion of property tax bills of about 27% over the next 2-7 years—or about \$360 for the average homeowner. Lower-tier municipalities in Northumberland are also in the process of calculating financial impacts to their operations resulting from Bill 23.

### RISK TO AFFORDABLE HOUSING PROJECTS

Without the planned revenue from development charges, the County estimates that over 250 new affordable housing units may be at risk of not being built over the next 2-7 years without significant increased funding from the provincial and federal governments.

### ENVIRONMENTAL IMPACTS

Local conservation authorities have been assisting the County and our municipalities with development reviews and guidance for many years. We rely on their expertise and local knowledge to ensure responsible and sustainable development does not impact our unique environmental features. Under Bill 23, our conservation authority partners will now have a diminished role as it relates to conservation of land, protection of significant environmental features and matters of pollution.

### LOSS OF HERITAGE

Bill 23 proposes to remove barriers to housing by updating how heritage properties are identified and conserved by municipalities. Lower tier municipalities with such registries will have two years to review heritage properties to determine if they should be designated or removed from the registry. Only properties on the current registry can be reviewed—no new properties can be added.

This will make it much harder to keep listed heritage properties on the registry and increases the threat of removing the listed properties from the heritage register, leaving them with no heritage status or protection.

### St. Catharines

The City of St. Catharines's Council adopted a formal resolution requesting substantial Provincial investment be provided to support municipalities to fund anticipated infrastructure upgrades to accommodate new intensification goals and compensate for the decrease of development charge funding opportunities.

### Mississauga

The City of Mississauga has produced one of the most comprehensive overviews of the impacts of Bill 23, and provides specific, calculated examples of how the bill will influence the provision of parkland over the coming years. Specifically, the City outlines how Bill 23 caps the amount developers are required to pay for new parkland, how developers would be able to choose where to locate new parkland, and how developers would get credit for building privately-owned public spaces that aren't City parks.

### Hamilton

The City supports the Province's goal of building 1.5 million homes over the next 10 years and tackling the affordability crisis affecting every Ontarian. The City has concerns that the changes proposed to the DC Act through Bill 23 will not effectively support these goals. There are drastic cuts proposed to the funding municipalities use to install the infrastructure required to service growth; this would drastically impact the provision of green spaces. Without funding from the Province or Federal Government, municipalities will need to raise taxes and water rates across the board, impacting every resident and business across the Province (City of Hamilton, 2022).



## What are options for Hamilton ?

Moving forward there are three broad areas of action the City should investigate:

### 1. Provincial-Facing Actions

These include actions that seek to engage the Province in dialogue around reducing or eliminating the negative impacts from Bill 23, and investigating alternative approaches for providing services and funding resulting in shortfalls impacted by the Bill. The funding inherently impacts public services such as the provision of parks and green spaces.

### 2. Parks-Related Actions

These include specific actions related to how the City procures and plans for the procurement of park space and cash-in-lieu, how the City funds parks and open space operations and capital investments, and how the City positions its requests for Provincial funding to support large-scale parks projects.

### 3. City-Wide Actions

Includes new approaches to planning and managing city land and assets. These strategies aim to optimize the use of existing assets, promote collaborative sharing of spaces, and align parks and open space objectives with the goals of future development and city planning.

# Appendix B: What We Heard Reports

# PARKS

MASTER PLAN



## Phase 1 Public Engagement Summary

April 2022



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# About the Project

*Parks are important to our community. The Hamilton Parks Master Plan will guide the long-term planning of new parks and the expansion and improved access to existing parks across the city.*

A Parks Master Plan is a guiding document that helps municipalities plan for and provide parks for residents. It is an important step in considering the development and enhancement of parkland over the short, medium and long term. It also aids in decision-making and helps prioritize investment in parkland across the city.

The Master Plan will focus on:

- All existing parkland within the City of Hamilton.
- City-owned properties that currently serve other uses but could serve as potential candidates for future parkland.
- Future growth areas, as identified by the City's [Growth Related Integrated Development Strategy \(GRIDS\)](#) currently underway.
- Public open spaces in Hamilton that are not owned by the City but are used by the public, such as school board properties, and utility corridor lands.

With the help of Hamilton residents, user groups, and other key stakeholders, this Master Plan will develop a shared vision for the future provision of parkland in Hamilton by listening and learning about what matters to the community. By aligning these values to policy and budget frameworks, the Master Plan will be a flexible working document that can adapt to changing values and emerging trends, recognize new opportunities, and identify new priorities for parkland provision.

The Parks Master Plan considers public and stakeholder input, demographic data and growth forecasts, park usage levels, parkland trends and best practices, ongoing planning initiatives, and more. In this way, the priorities and recommendations advanced in the Plan will be evidenced-based and respond to dynamic needs across the entire city.

# Engagement Approach

The aim of the Hamilton Parks Master Plan public and stakeholder engagement is to develop a shared vision for the future provision of public park space in Hamilton by listening and learning about what matters to the community. We want to understand how residents currently use Hamilton's parks and open spaces, the needs and wishes of park visitors, and the barriers people face to access parkland. The input and insights will be essential in the development of the Master Plan to ensure the principles, policies, and recommendations reflect the lives of Hamiltonians.

## Engagement & Project Timeline

The “Background Review & Information Gathering” phase of public engagement ran from **February 15 to March 20, 2022**. The insights gathered through this engagement will be used along with other inputs to develop the vision, goals, guiding principles and other strategic direction within the draft Parks Master Plan.

- Phase 1: Background Review/Information Gathering | January to March 2022**  
 Review trends and best practices; analyze parkland supply, gaps and needs; prepare preliminary report and analysis. Collecting community input.
- Phase 2: Strategic Direction | March to April 2022**  
 Develop and refine vision, goals and guiding principles. Provide the community with a progress update.
- Phase 3: Recommendations and Taking Action | April to May 2022**  
 Develop parkland acquisition solutions; develop policy framework, recommendations and actions. Collecting further community input.
- Phase 4: Report and Recommendations | June to July 2022**  
 Develop a final report to guide long term planning, prioritization and investment in parkland across the city.

Additional opportunities for public engagement will be available in upcoming phases of the project. Up-to-date engagement details are available at [engage.hamilton.ca/parksmasterplan](https://engage.hamilton.ca/parksmasterplan)



## Who We Engaged

Parks are for everyone, so involving a diverse range of Hamiltonians is essential to ensure a broad range of perspectives and experiences are represented. Targeted outreach to specific user groups, local experts, and potential partners also provides a depth of knowledge that will be essential to the success of the plan.

- Hamilton general public (including residents, park user groups, and equity-seeking populations)
- Community organizations (including environmental organizations, community groups, and business associations)
- Industry and agencies (including environmental authorities, development associations, and education institutions)
- The Project Team reached out to Hamilton's Indigenous groups (Mississaugas of the Credit First Nation, Haudenosaunee Development Institute, Six Nations of the Grand River, Huron-Wendat Nation), notifying each group about the project and sending a workbook with questions to review with any comments.



# 4730

PUBLIC SURVEY  
PARTICIPANTS

## How We Engaged

### Engagement Tools

To encourage meaningful participation, the engagement opportunities aimed to be accessible and easy to participate for everyone on their own time:

- **Public Survey:** An online survey acted as the primary tool to collect feedback in Phase 1. A printed version was available to those that could not participate online.
- **Stakeholder Workshops & Discussion Guides:** Community organizations were invited to attend workshops and/or submit a discussion guide to share their interests and perspectives with the project team.



# 3

STAKEHOLDER  
MEETINGS

### Communications Tactics

Several communications and outreach tactics were used to reach as many Hamiltonians as possible:

- **Park Signage:** Signs were placed in major city parks and along commercial shopping streets to reach existing park users and residents of underserved neighbourhoods.
- **Mailout Flyer:** A project flyer was mailed to 230,050 Hamilton residences.
- **Social Media:** Ads and posts were shared on the City's social media accounts..
- **Print Ads:** Project advertisements were placed in The Hamilton Spectator (5 ads placed), Hamilton Community News (2 ads placed), and The Bay Observer (1 ad placed)
- **Digital Ads:** Project advertisements were placed on The Weather Network (3 ads placed).
- **Email Invitations:** Stakeholder were invited to participate through targeted email invites.



# 9

STAKEHOLDER  
SUBMISSIONS

# Public Engagement Summary

The general public was invited to participate in an online survey to gather insights about current use of parks, potential park needs, and a vision for the future of parks in Hamilton. Through widespread communications, the survey received feedback from 4730 participants.

The summaries on the following pages highlight the findings from the survey questions below:

## Vision & Values

- Are parks important to you?
- Why are parks important? Is anything missing?
- What is your parks vision? What 3 words would you use to describe your vision for the future of parks in Hamilton?

## Frequency of Park Use

- How often do you visit parks in Hamilton?
- What park(s) do you visit most often?
- Has the COVID-19 pandemic changed how frequently you use parks?

## Access & Barriers

- Are your needs being served by local parks?
- How far do you typically travel to visit a city park?
- Does anything prevent or limit you from using city parks?

## Demographics

- What is your age?
- What is your gender?
- Do you have access to outdoor space at home?

## KEY TAKEAWAYS

Strong agreement that **parks are important**.

Particular importance focused on **community health, well-being** and the **environment**.

Desire for **park improvements** (including maintenance, accessibility and safety) of existing parks to support greater use.

Desire for **more parks** in areas currently lacking park access.

Need for **safe access** through multiple modes of transportation (including cycling connections and parking challenges).

## Vision & Values

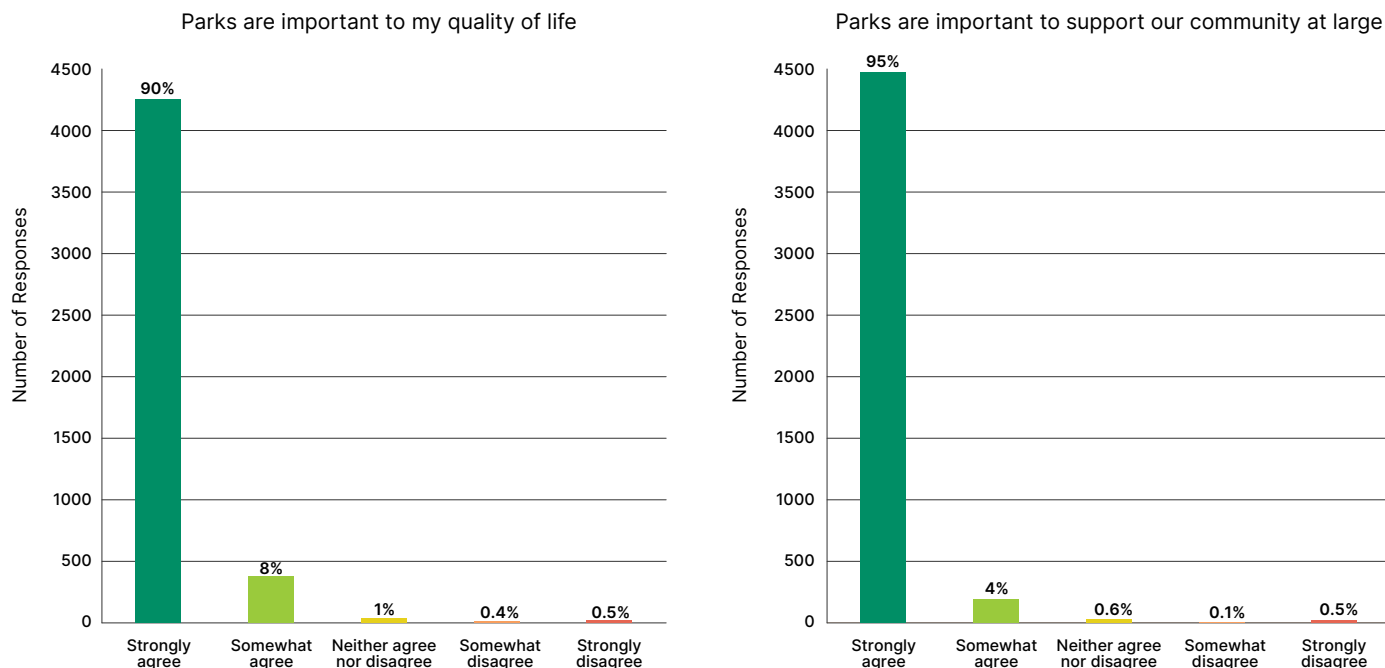
### The Importance of Parks

Parks are highly valued and very important to Hamiltonians. Over 98% of all survey participants indicated that they agree that parks are both important to their quality of life and support the community at large.

When asked why parks are important (see page 6), most participants strongly agreed that Community Health & Wellbeing (92%) and Environment (86%) were key benefits of parks, followed closely by Culture & Arts (66%) and Economy (65%). All four factors were supported by the majority of participants.

Participants also provided additional insights to the importance of parks, including how they enhance quality of life, provide community/multi-generational space, support equitable public access to activities, create green space, support peace and well-being, and generally provide things to do. (These comments are summarized in more detail on page 7).

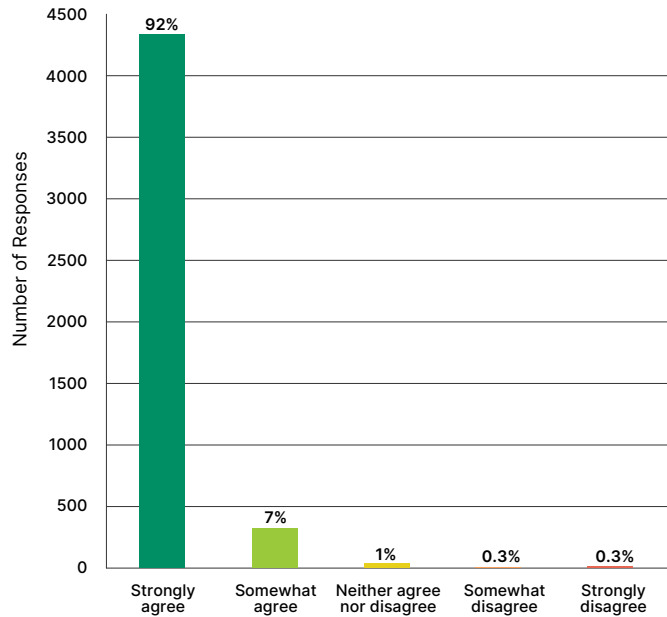
### Are parks important to you?



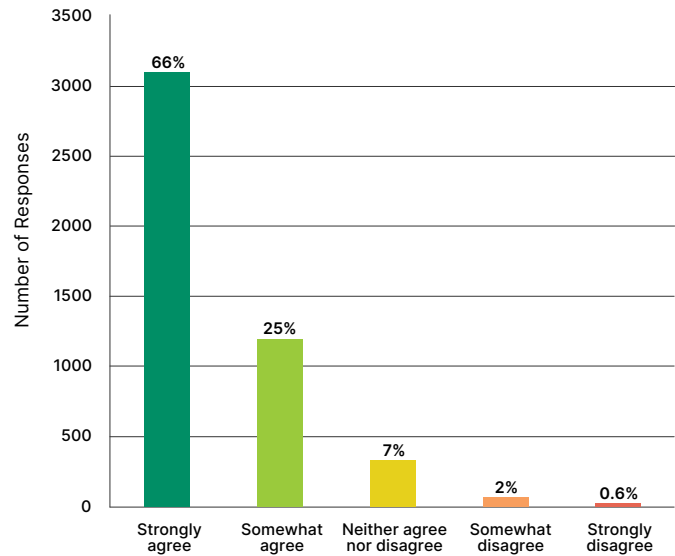


## Why are parks important?

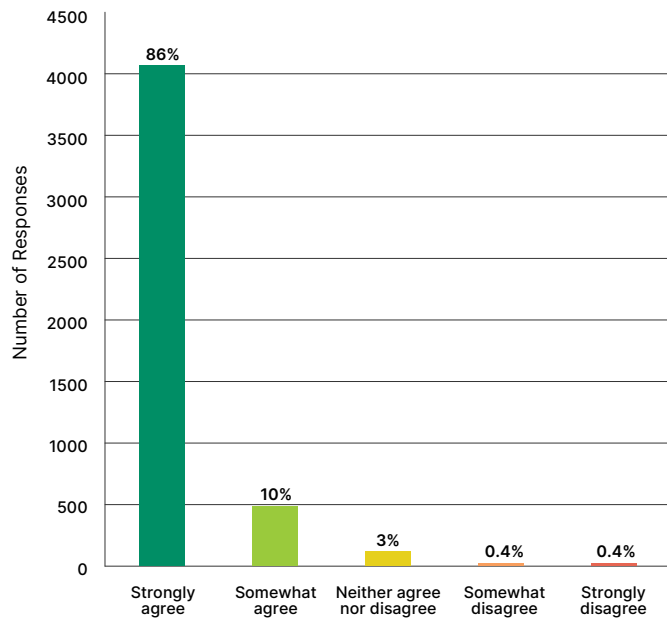
Community Health and Wellbeing



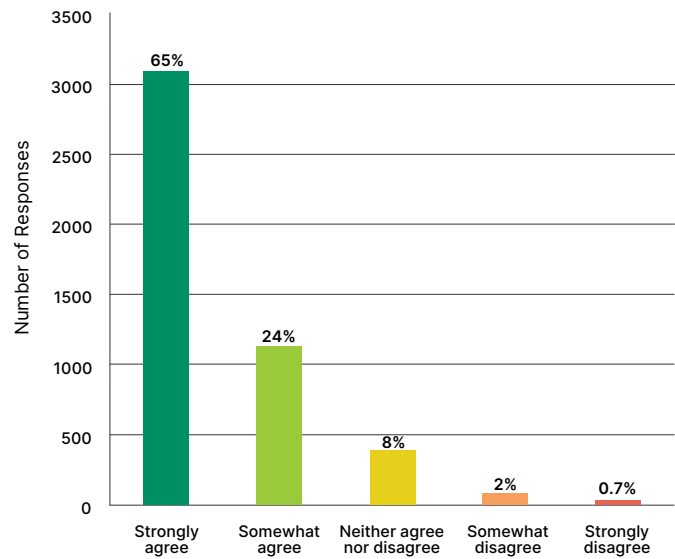
Culture and Arts



Environment



Economy



## Other Comments

Survey participants added a wide variety of additional and insightful reasons why parks are important for Hamilton, with 2,143 open ended comments shared. Comments represented a wide variety of themes and subjects, which are briefly summarized below.

### Essential for Quality of Life

Nearly one-half of respondents to this question commented on the importance of parks as necessary places for quality of life. Many commented on the need to preserve and protect the existing park network in Hamilton, and to expand the network with more parks where possible. Given the overall importance of parks to Hamiltonians, several participants noted the need to focus investment and energy in updating or improving the design and functionality of existing parks, to ensure they continue to meet various social, recreational, and ecological needs into the future.

A significant number of comments were shared that relayed the importance of parks to physical, mental and spiritual health, as well as general well-being. The wide variety of activities, uses, and functions of Hamilton parks were noted as being beneficial to personal and community well-being. For instance, comments noted improvements to mental health by having safe spaces in parks to rest and relax near nature, accessing outdoor spaces to gather and meet up with friends, as well as to attend and participate in social events and festivals. Several participants noted the importance of Hamilton's parks have increased since the beginning of the COVID-19 pandemic, as parks provide local, accessible outdoor places to socialize safely, given public health measures and restrictions. The fact that parks provide recreational, play, and sport opportunities, typically for free or at a low-cost, was also highlighted by respondents as providing physical health benefits. Many commented on the inclusion of pathways, trails, and scenic natural areas as providing important well-being benefits to parks users as well.

*“It should be a safe place for people to congregate, both young and old. It is a place to enjoy fresh air, for kids and adults to play sports and other games, to walk your pet. It should have garbage cans and recycling bins that are easily accessible.”*

*“Interact with people we normally wouldn’t.”*

### Community and Multi-Generational Space

The parks system's ability to facilitate community gatherings, from family barbeques to large city-wide festivals and events, was highlighted by many respondents. Other participants added to these themes by noting that many parks provide spaces and activities that allow for multigenerational gatherings and enjoyment, from young children to older adults. Some commented on the possibility of spontaneous social interactions and connecting with different people from different walks of life as being the primary reason parks are important to Hamilton. Examples shared included meeting new friends and families at a playground or a soccer tournament, sharing a picnic table with another group, or running into neighbours while walking or biking on a public trail.

### **Public Space, Equitable Access to Activities**

Some participants specifically identified that the most important aspect of parks is that they are public and open to anyone. Other respondents added that they felt parks are important because they are equitable and inclusive. Reasons for this shared with the project team include the low or no cost to access, variety of types of parks spaces available, and relatively good distribution across Hamilton. Some noted that free access to certain amenities and park activities, from playgrounds, to dog parks, to community programs, was the most important aspect of parks being equitable.

### **Green Space, Trees, and the Environment**

Nearly a thousand comments were shared that spoke to parks being important because of the natural, green space, environmental and ecological benefits they provide. Respondents spoke to the importance of natural systems in their own right, with parks providing vital habitat for local flora and fauna, and ecological corridors for wildlife. Others identified various ecosystem services, such as naturalized stormwater management, flood mitigation and protection, and reducing the heat island effect as the main reasons why parks within the city are essential. For many other participants, parks that provide treed and shaded areas and primarily green or planted land cover were seen as most important, functioning as green and natural oases within more urban and busy areas.

### **Peaceful and Restorative**

Building off of themes regarding human well-being and the greenness of parks above, many residents commented on the primary importance of parks as peaceful places for quiet contemplation, rest and relaxation, and other passive uses. Some commented on parks being important for providing safe public spaces to be alone, noting that parks provide important open space for people who live in apartments and for those with low incomes or limited ability to travel long distances to other amenities. Some respondents commented on park importance in relation to housing development and urban intensification, where private open space access may be limited. Therefore, for many Hamiltonians, parks act as the backyard of the city.

### **Things to Do: Amenities, Sports, and Play**

For others, the most important role parks provide is places and amenities for play, active recreation, and organized and informal sports. Of these respondents, a large number commented on how much they enjoyed park amenities and infrastructure generally, ranging from playground equipment, spray and splash pads, sportsfields and courts, as well as more passive items such as seating, benches, and picnic areas. Many participants took this opportunity share that more and higher-quality amenities, such as tennis courts, disc golf courses, bicycle single-track trails, and water play features would improve the importance and their use of the parks system.

*“Builds respect for our resources and pride that motivates stewardship of our community. A place to learn about the natural environment and what grows around us all the time. Plants, insects, animals, weather etc. a place of peace and security.”*

*“Parks are valuable for the mental & physical health of individuals and families, across generations. Even a short walk in nature/ parks has measurable effects on the body and mind such as lowering blood pressure and improving mood.”*

For many dog owners, parks were identified as being most important for the opportunity to exercise with their pets and attend dog-friendly outdoor gatherings. Some commenters asked the City to add more off-leash or dog specific park areas, particularly for those without private backyards or open spaces to allow their dogs to run free. A few other respondents noted park benefits for other types of pets too, such as cats.

Other comments highlighted the ability to enjoy and learn about both cultural and natural heritage through parks, and associated commemorative and interpretive features, as being an important function of city parks.

**Other Themes: All-Season Use, Climate, Economy, Safety and Maintenance Feedback**

Several other themes arose from the comments provided to this question. Additional entries identifying reasons parks are important include winter activities and the ability to use parks year-round, the ability for parks to contain ecological functions that mitigate climate change (such as carbon sequestration and flood protection), and their benefits to the local economy through tourism, benefits to property values for land owners, and providing attractive amenities to workers. A small number of respondents identified concern for the impact park development and operations have to the tax rate relative to their perceived importance.

Some participants submitted comments regarding parks maintenance and upkeep, as well as safety and security. However, the sentiment of these comments were mixed. Some respondents noted that the cleanliness and feelings of safety and security within Hamilton's parks were a reason why they are important to the city. Others felt that park upkeep, improvements, and availability of waste and recycling bins needs to be improved in order for parks to live up to their potential. Similar sentiments were shared regarding safety and security, noting that lighting and patrols could be increased for those who felt parks were not already safe. On this note, a few respondents expressed concern for the safety and wellbeing of persons experiencing homelessness in parks, while others were concerned about the impact to other parks users.

Remaining respondents noted they had nothing additional to add based on the selectable items provided in Question 2.

*“Parks are extremely important now more than ever due to pandemic and people using parks a lot more to meet up in and plan social gatherings. Parks are especially important to children who create so many fun memories with loved ones while playing.”*

## Hamilton Parks Vision

### What 3 words would you use to describe your vision for the future of parks in Hamilton?

Many Hamiltonians submitted responses regarding their vision for the future of the city's parks, with 4,720 comments received through the survey. A wide range of three word combinations that made up respondents' parks vision were received. Some three word submissions worked together as a theme or short sentence, such as "nature activates community." Others were a collection of key words that best represented what the participant felt was most important for parks' vision (e.g. "abundant, recreational, inviting").

Participants' vision for the future of Hamilton parks were across a wide range of subjects and themes, which are summarized on the following page along with frequent keywords used.





## COMMENT SUMMARY

**ACCESSIBLE AND INCLUSIVE**

- Access
- Parking
- Welcoming
- Inviting
- Diverse
- Free
- Freedom
- Affordable
- Equitable
- Diverse
- Engagement

**COMMUNITY**

- Social
- Socialize
- Events
- Camaraderie
- Gathering
- Neighbour
- Friendly
- Together
- Community-Building

**SAFE**

- Safety
- Light and Lighting
- Enforcement

**CONNECTED AND MORE PARKS**

- Connected
- Network
- More Parks
- Space
- Spacious
- Generous
- Everywhere
- Plentiful
- Necessary
- Treasured
- Bigger
- Expanded

**CLEANLINESS, MAINTENANCE AND IMPROVEMENT**

- Clean(er)
- Remediate
- Maintain
- Well Maintained
- Upkeep
- Enhance
- Protect
- Improve
- Update
- Better
- Innovative
- Design
- Modern
- More Trash/Garbage Bins

**AMENITIES AND ACTIVITIES**

- More of them! (e.g. tennis courts, disc golf, playgrounds)
- Sport
- Sportsfields
- Ball Diamonds
- Cycling
- Biking
- Walking
- Dog Parks
- Off-Leash
- Multi-Purpose
- Multi-Use
- Washrooms
- Outdoor Rinks
- Sit
- Seating
- Benches
- Barbeques
- Picnics
- Trails
- Paths
- Playgrounds
- Exercise Equipment

**HEALTH AND WELL-BEING**

- Healthy
- Wellness
- Exercise
- Fitness
- Mental Health
- Human Health
- Health Promoting

**GREEN AND NATURE**

- Greenspace
- Natural
- Environment
- Ecology
- Trees
- More Trees
- Sustain
- Sustainable
- Wildlife
- Animals
- Garden
- Water
- Lake and Lakefront
- Preserve
- Environmental Health
- Biodiversity
- Ecosystems

**CHILD AND FAMILY FRIENDLY**

- Child-Friendly
- Family
- Youth
- Teen
- All Ages
- Seniors
- Age Appropriate

**ENJOYMENT AND FUN**

- Peaceful
- Beautiful
- Play
- Playful
- Interactive
- Vibrant
- Engaging
- Entertainment
- Recreation
- Escape
- Livable
- Oasis
- Scenic
- Pretty
- Relaxation
- Restore
- Happiness
- Culture
- History
- Art
- Cool
- Food

**OTHER**

Other ideas shared by a relatively small portion of the total comments:

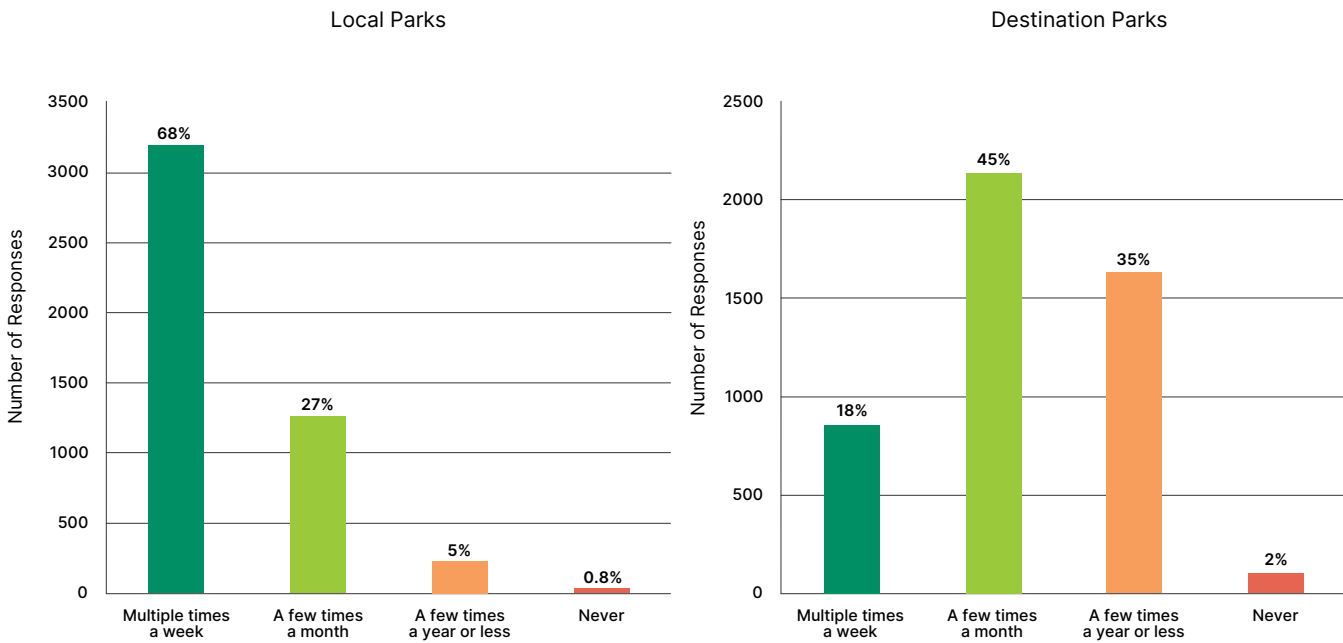
- Taxes and Cost
- Housing
- COVID-19 Pandemic

# Frequency of Park Use

## Park Visitation

Local parks are used more frequently, with 68% of participants indicating they visit their local park(s) multiple times a week. Less than 1% of participants never visit their local parks. Destination parks, on the other hand, are visited less frequently, with the majority of participants indicating that they visit those specialty parks only a few times a month (45%) or a few times a year or less (35%). It is important to note that 'local parks' refer to the closest park in walking distance to the home. This, in some cases, might include 'destination' or 'community' parks.

### How often do you visit parks in Hamilton?



## Top Park Visitation

### What park(s) do you visit most often?

Survey participants were asked to rank their three favourite parks throughout the city. Participants mentioned roughly 179 different parks in their responses. The 20 most frequently-mentioned parks are listed on the right. These parks were generally spread out throughout Hamilton, with some of the larger parks located in more central locations.

Gage Park was the most popular park that participants mentioned. Dundas Open Space, Bayfront Park, and Dundas Driving Park were also quite popular. Within the most common parks, six were city-wide parks and five were community parks. This was well balanced with more local neighbourhood parks, of which there were five in the top 20.

Neighbourhood parks were generally well represented throughout the survey, with participants including many different neighbourhood parks as one of their favourites. Given that they serve less people, many popular neighbourhood parks were not ranked as highly as community and city parks that serve more people, despite being highly valued by participants.

The most popular parks were generally sports parks, with some passive and active park spaces as well. The major exceptions to this were Bayfront Park (a waterfront park) and Dundurn Park (a historic park), as well as Dundas Open Space, William Connell Park, and Binbrook Park.

The most popular parks also ranged in size. Seven of the most popular parks were quite large (over 10 hectares), with Gage Park and Bayfront Park being the largest of these. Most of the top 20 parks were between two and 10 hectares, but there were a few smaller parks that were also quite popular, including High Park and Chedoke Tot Lot. However, the most popular of these were generally larger and offered a range of different amenities to cater to different users. They also contained a number of destinations to draw people to the park, such as the Gage Park Greenhouse or the Dundurn Castle.

### TOP 20 PARKS

1. Gage Park
2. Dundas Valley Conservation Area \*
3. Bayfront Park
4. Dundas Driving Park
5. Churchill Park
6. Valley Park
7. Memorial Park
8. Victoria Park
9. Bruce Park
10. Dundurn Park
11. Sam Lawrence Park
12. Parkdale Park
13. Montgomery Park
14. Chedoke Tot Lot
15. Dundas Valley Secondary
16. Inch Park
17. William Connell Park
18. High Park
19. Sanctuary
20. Binbrook Park

\* NB: not a City-owned municipal park



## Pandemic Impacts

### Has the COVID-19 pandemic changed how frequently you use parks?

When asked about the impact of the COVID-19 pandemic on their use of park spaces, most survey participants mentioned that their park use had changed over the course of the pandemic. Comments generally indicated either an increase or decrease in parks usage during the pandemic.

#### Increase in Visitation

Most survey participants that saw a change in their park use revealed that they visited parks more frequently during the pandemic. One of the main reasons for this was an increase in free time. Many participants mentioned that they were spending less time commuting. This meant that they had more free time in the evenings to visit parks. Others mentioned that since they were working from home, they used parks as an opportunity to get outside their home. A number of participants mentioned that they replaced their daily commute with daily walks at their local park. Participants also mentioned that they went to parks to walk their dogs or take their kids outside. Others mentioned that they went to parks because they had nothing else to do.

A number of participants stated that their park use increased for mental and physical health reasons. During lockdowns, parks provided an escape from the stresses of the pandemic and were key to many participants' mental health. Parks were also used as an alternative space for exercising, since gym spaces were closed. These benefits heightened the importance of parks, particularly for renters who often do not have access to private greenspace.

#### Decrease in Visitation

On the other hand, a number of survey participants revealed that their park use decreased over the course of the pandemic. One of the main reasons for this were COVID-19 public health measures. During the pandemic, many facilities were closed, including parks. This was particularly a concern for parents with young kids, who were unable to access playground equipment during the periods of restriction. The lack of organized sports also resulted in decreased park use for many participants. The closure of washroom facilities was also a major concern for participants, as many seniors and families need to have washroom facilities nearby. This was an issue throughout the pandemic, not just during the lockdowns. Masks and social distancing policies were another reason for reduced park use for many participants. Some participants felt uncomfortable with these policies while others were concerned that these policies were not being adequately enforced in parks.

*“Yes, more frequent use by both adults & children. Parks were lifesavers for parents & kids during lockdowns.”*

*“My use of parks had increased during COVID. Working from home had me trapped in my house and I needed an escape. I normally use the parks a lot but during COVID it increased.”*

*“Aside from the time we weren't permitted to use the parks, no it hasn't changed our park habits at all.”*

Another reason for decreased use of parks was for health reasons. Many participants voiced feelings of fear or apprehension at going out into public. This was particularly a concern for older people who wanted to stay home to avoid getting sick or were encouraged by their family members to stay at home. There were also increased concerns about the cleanliness of park amenities and playground equipment. Participants also mentioned that they reduced their park visitation due to other users' behaviour. This included people who chose to ignore masking requirements or who poorly treated those who were wearing masks and following health guidelines.

*“Use a little less frequently as the pandemic has made it such that it is not as peaceful. Sometimes too crowded to enjoy.”*

A lack of park space was also a factor for decreased park usage for some participants. These participants mentioned that they wanted to use the city's parks, but none were available within walking distance. Due to pandemic restrictions, it was difficult for many users, particularly lower income users, to access parks that were further away.

### **Other COVID-19 Park Trends**

Survey participants mentioned several other trends related to their use of parks during the COVID-19 pandemic. Many participants mentioned that they were less likely to travel to parks that were located further away. Instead, they used more local and neighbourhood parks that were located closer to their homes rather than larger city-wide parks. Many participants also mentioned that they used conservation areas more during the pandemic. Others mentioned that they tried to go to parks where there was less people or at off-peak times.

*“We use the smaller parks closest to us more frequently, but the parks that are located near the waterfront we go to less frequently now.”*

A number of participants were also concerned about perceived increases in people experiencing homelessness and illicit behaviour in local parks. They mentioned that they were concerned for their children and their own safety, which often discouraged them from visiting certain park spaces.



## Access & Barriers

### Park Service & Location

Overall, the majority of participants feel that their core needs are being served by Hamilton parks. However, it is important to take note of the areas that could be improved to ensure parks are accessible and serve the needs of all residents.

**Quantity:** Most participants (74%) feel they have enough, or nearly enough, local parks near where they live. A combined 19% disagreed, indicating that there may be key gaps in the parks network.

**Access:** 88% of participants indicated that they strongly or somewhat agree that they can easily get to their local parks. Conversely, 8% indicated that they strongly or somewhat disagree and cannot easily access their local parks.

**Crowding:** Again, the majority of participants (69%) indicated that their local parks do not feel crowded, but 15% noted that they are over-crowded.

**Needs:** While 65% of participants indicated that local parks currently meet their needs, this question had the highest percentage of disagreement at a combined 25%.

### Are your needs being served by local parks?

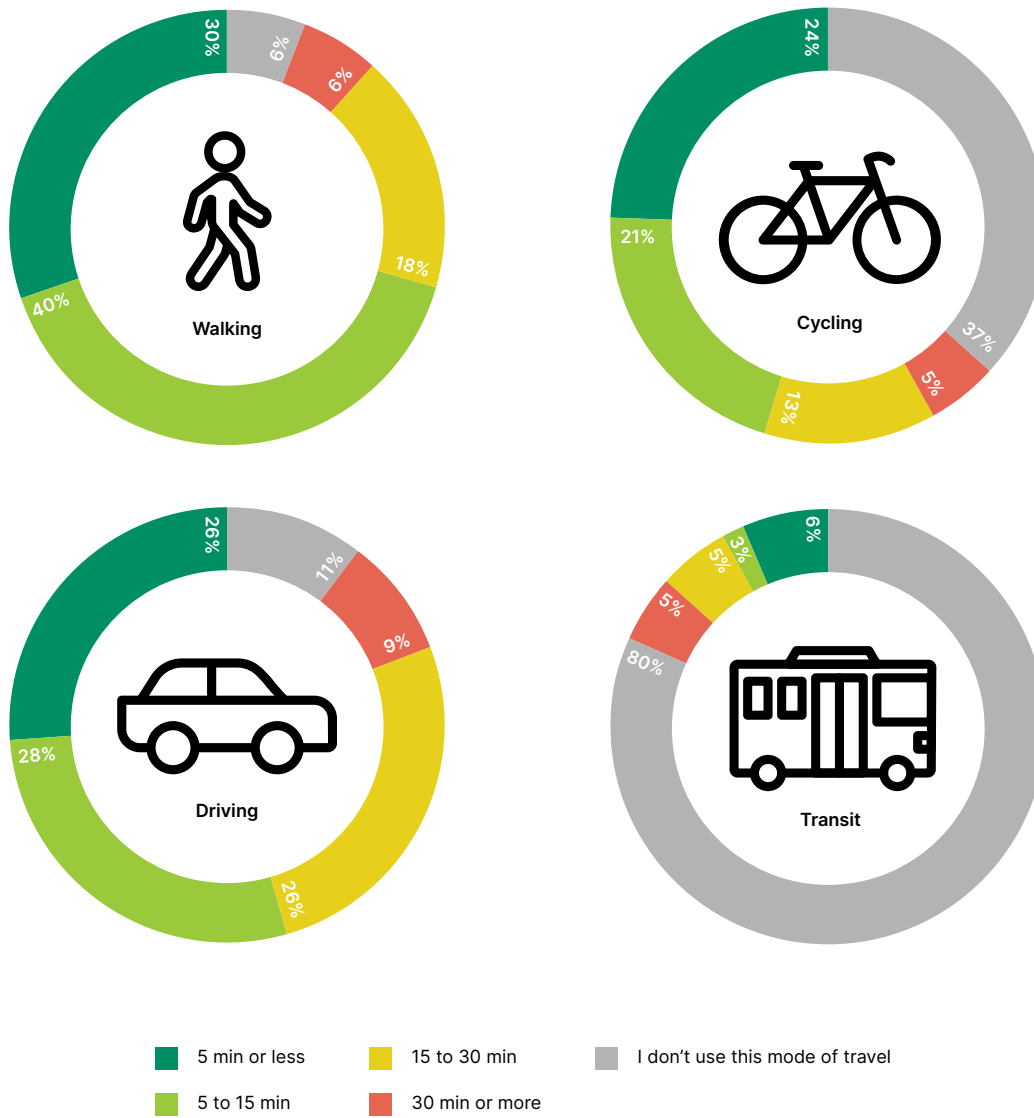


## Travel to Parks

Most participants travel to parks by walking (94%), following closely by driving (89%). Only 20% of participants indicated they access parks on public transit.

Trips by walking, cycling, and driving are most often under 15 minutes in length. However, at least 5% of participants of every mode indicated that it typically takes 30 minutes or more to travel to a park.

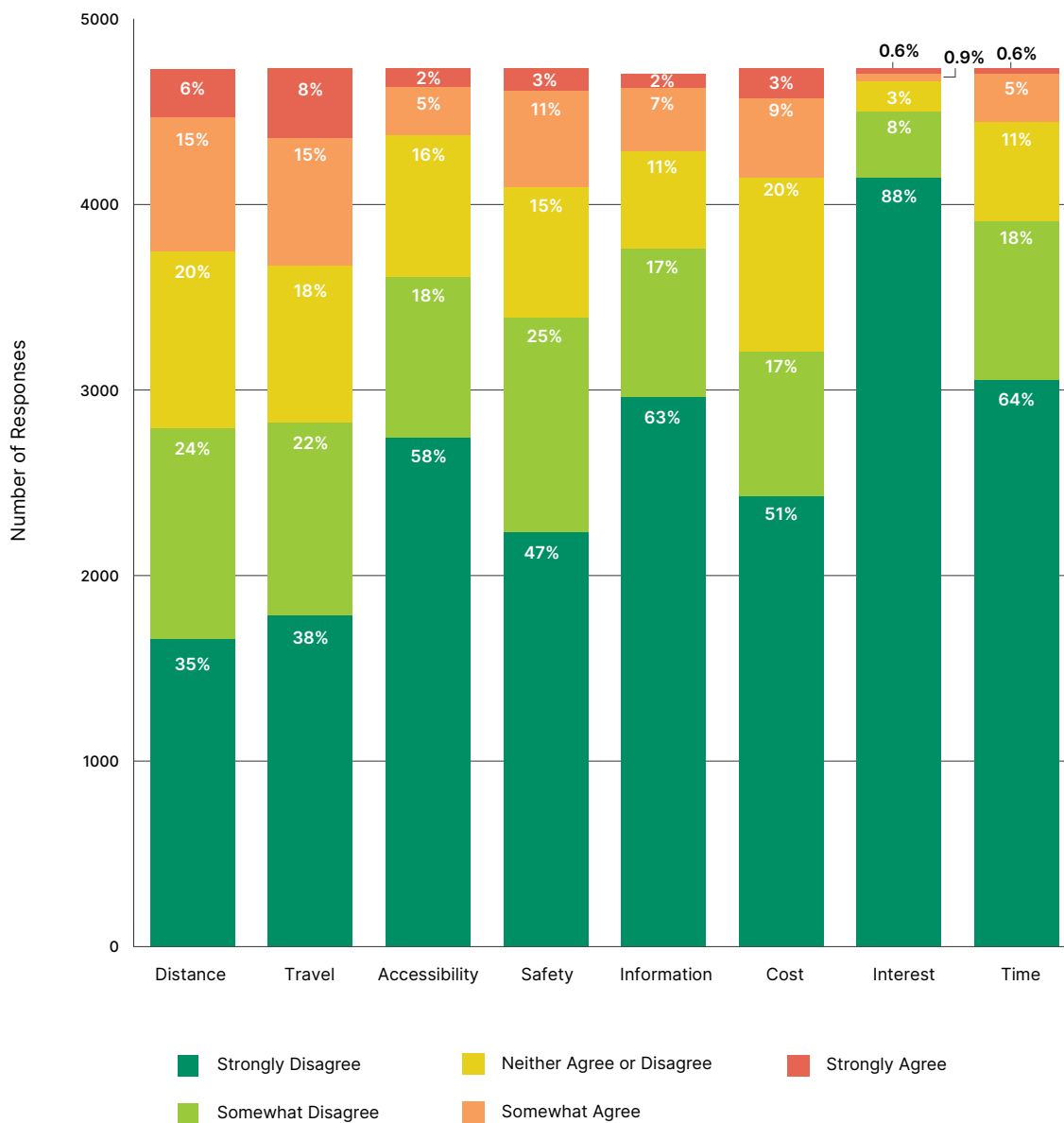
### How far do you typically travel to visit a city park(s)?



## Barriers to Access

To garner a more complete picture of the reasons people are, or are not, accessing parks in Hamilton, participants were asked about any barriers that they face that may be preventing or limiting their use of parks. Overall, the majority of participants indicated that they do not face significant barriers to accessing parks. Travel and distance were the highest barriers, with over 21% of participants noting they strongly or somewhat agree. Safety and cost were also key barriers.

Does anything prevent or limit you from using city parks?



## A Snapshot of Other Comments

Through open-ended comments, several additional themes emerged, including concerns over crowding, a lack of access and amenities, and safety.

### Crowding

Many participants mentioned that they did not visit parks because they were too crowded. This was particularly an issue during the COVID-19 pandemic, as many participants were concerned about the lack of social distancing. These participants also mentioned the need for more park spaces that are better distributed.

### Access

Another major barrier to park use was a lack of access. Participants mentioned that many of their local parks lacked sidewalks, which made them difficult to access by walking or other active transportation modes. Distance to amenities was also a barrier, as many participants mentioned that there were no parks nearby. This was a particular concern in lower income neighbourhoods. Finally, participants mentioned that they wanted to be able to access parks without a car. They revealed their desire for better transit connections to parks.

### Safety

Safety concerns were another barrier to use that participants identified. Many participants mentioned avoiding certain parks due to the perceived presence of people experiencing homelessness and drug use in the park. A number of participants also revealed that, as a woman, they often feel unsafe in parks. They mentioned that improving the lighting in parks or adding emergency buttons might help alleviate some of their concerns.

Participants also mentioned safety issues regarding off-leash dogs in parks. They revealed that they often avoided parks with off-leash dogs because their children were scared of the dogs or dog owners were acting inappropriately. Several participants also mentioned that they were concerned with the amount of dog and animal waste present in park spaces. Participants with young children were particularly concerned about the effect of this on their children's health, as they would sometimes pick the waste up while playing.

Participants also mentioned that a lack of safety for pedestrians and cyclists was another barrier to their use of parks. In particular, a lack of sidewalks and pathways made it difficult to access parks by walking or cycling. Maintenance issues with pathways, such as uneven surfaces and erosion, also made it difficult to safely walk or cycle on these paths. There is also a lack of winter maintenance that makes pathways and other amenities difficult to use for fear of slipping.

*“Local Parks are much too crowded in peak periods due to out of district visitors to enjoy ”*

*“In Spring and Fall it is hard to use some of the pathways, because of the mud. They are not always very accessible. Parking can be a problem, especially during the pandemic.”*

*“As a woman, safety sometimes prevents me from feeling like I can (safely) access parks.”*

*“Safety is my only concern that is why I don't use parks at night or early in the morning.”*

## Amenities

Survey participants mentioned that a lack of certain amenities posed a barrier to park use. Parking issues were raised by a number of participants. They mentioned that they often have difficulty finding parking at parks, which restricts their ability to use these spaces.

Survey participants also voiced concern over the lack of amenities addressing the needs of seniors. They pointed to the lack of seating and even paths, and washrooms in many parks. Several participants were also concerned with the absence of shaded areas to provide relief from hot weather. This was an issue for both parents with young children and older people who find it difficult to be outside in the heat for long periods.

Several participants also mentioned that parks needed to include more amenities targeted as youths and adults rather than just children. These participants mentioned that they do not frequent parks as much as they would like because there are no amenities targeted at them.

## Other

Other barriers that participants identified include:

- Online directories can be confusing when trying to find information about parks
- A general lack of information on parks – need more maps and accessible information
- Belligerent youth frequent parks and make users uncomfortable
- Flooding often prevents park spaces and amenities from being used
- Parks in lower income neighbourhoods are not well maintained

*“A lot of the parks will have areas that I can’t reach in my wheelchair. There won’t be paths between amenities.”*

*“Restricted or paid parking usually created by neighbours who do not want hikers or parking near there homes is very distressing. Parkland should not just be the province of the local neighbours.”*

*“More benches required, more lighting, more garbages/cleaning, more bathrooms”*

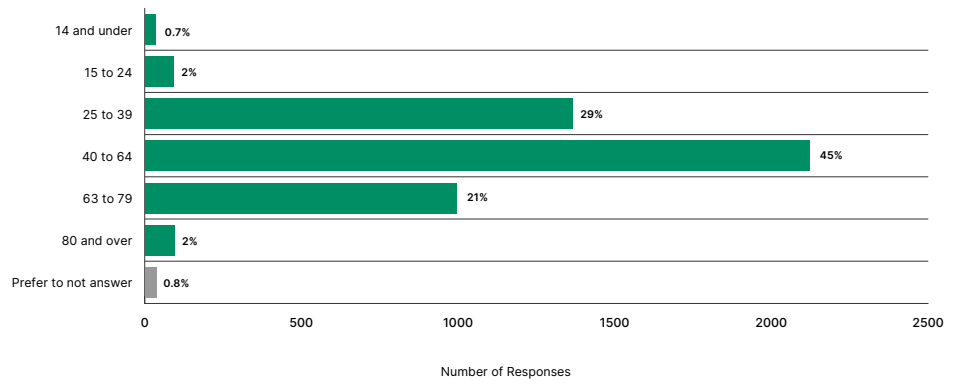
*“There are no parks that are close by enough that can be easily visited on a daily basis.”*



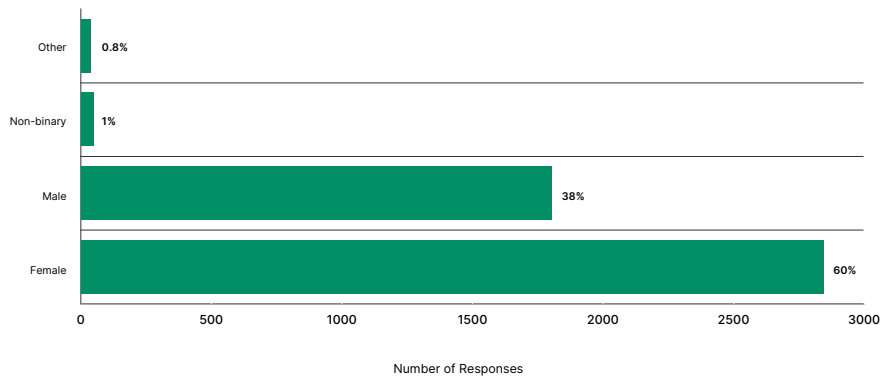
## Demographics

To better understand who is—and is not—participating in the public engagement process, this page highlights the demographics shared by participants. All questions were optional.

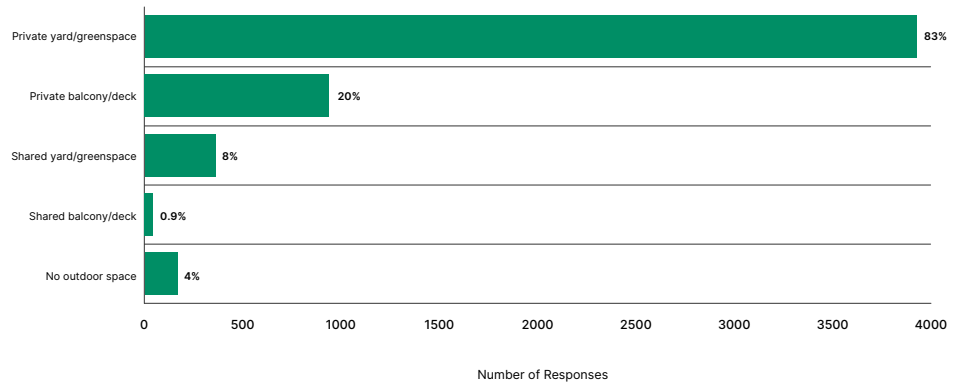
What is your age?



What is your gender?



Do you have access to outdoor space at home?



# Stakeholder Engagement Summary

A total of nine submissions from key stakeholder organizations were received in response to the request for feedback to inform Phase 1 of the Hamilton Parks Master Plan. The submissions took the form of completed workbooks, which were created and shared by the Project Team to facilitate ease of response by stakeholders, as well as e-mails and letters. A wide range of organizations provided feedback, including:

- Hamilton Naturalists' Club
- Bruce Trail Conservancy
- West End Home Builders' Association
- Hamilton Conservation Authority
- Hamilton-Wentworth Catholic District School Board
- Cycle Hamilton
- Environment Hamilton
- Social Planning Research Council
- Conservation Halton

The following pages summarize the feedback received from stakeholder organizations.

## Vision for the Parks System

- Resilient with climate change
- Biodiverse and prioritize native planting
- Connects people with nature and natural systems
- Accessible and equitable distribution of parks across the city
- Parks are inclusive and barrier-free
- Creativity and innovation drive high quality parks
- Parks are loved and used by all residents
- Made up of an integrated network of parks and trails that allow for safe and sustainable access to parks
- Meets the needs of current and future residents
- Fully accessible by bicycle and other modes of active transportation
- Parks system is well maintained and feels safe
- Parks are diverse in character and offerings

## Parks Opportunities & Challenges

- Increase access to nature, improve ecological connections, and promote naturalization and biodiversity
- Look at park-like spaces to convert to parks or provide public park functions (e.g. school sites, golf courses, underused City lots)
- Land acquisition and availability for parks is limited due to development pressures
- Improve safe access and connected routes to and within parks that promote active transportation and healthy living
- Impacts of municipal development charges and requirements, including for parkland, on housing affordability
- Park system design that allows for use by all ages and abilities, maximizes effectiveness and efficient use of the land, and provides high quality amenities and infrastructure
- Continued collaboration and partnership with other public agencies and organizations to acquire and program parkland

## Recommended Park Improvements

### Community Health & Wellbeing

- Access to nature to improve community health
- Fully connected active transportation and trail system that provides public access to all open spaces
- Safe access to outdoors for both physical and mental health benefits
- Safety and sound/noise considerations for both people and wildlife
- Growing medicines in these spaces and having more planting learning opportunities
- Connection to nature, truth and reconciliation, urban agriculture, in collaboration with other organizations' programming

### Economy

- Quality parks will attract businesses and investment
- Infrastructure investments would lead to safer and greater use
- Natural and park spaces contribute to the local economy
- Provide opportunities for small mobile vendors (e.g. food trucks) in more parks
- Ensure parks are multifunctional and provide green infrastructure services to improve value

## Environment

- Increased tree canopy and green-ness to reduce the urban heat island effect
- Enhance & grow natural heritage areas
- Naturalization and restoration opportunities
- More natural and park lands that contribute to a sustainable environment and decrease emissions
- Improved ecological connectivity
- Provide residents access to nature through safe and active transportation options

## Culture & Arts

- Provide more gathering and celebration spaces in parks
- Spaces for performances by the arts community
- Educational opportunities to help people connect with the outdoors
- Providing cycling and protected bike lanes allows Hamiltonians to access public art around the city

## Other Comments

- Neighbourhood consultation is important for creating new parks and redeveloping existing ones
- Equity considerations: natural assets and distribution should be considered along with other amenities like playgrounds and splashpads

## Parkland Provision & Dedication

A wide range of current concerns or challenges were shared by stakeholder organizations regarding how the City currently acquires and provides parkland throughout the City. A similarly broad range of perspectives were shared on proposed changes, as well as some comments on the aspects of the current process that is working well. The following lists illustrate the range of comments received.

### Concerns & Challenges

- Ensure all developments have land dedicated, not just cash in lieu, as people need the park space
- Land that is dedicated needs to be accessible and provide opportunities to enhance biodiversity
- Ensure the City is able to adequately manage and maintain all existing and future parkland, and not acquired at a rate higher than is manageable
- School sites should be exempt from parkland dedication and cash-in-lieu fees, due to the recreational and other public services they provide
- Increase the amount of parkland necessary for dedication

### Proposed Changes & Improvements

- Use priorities to determine acquisition of parkland, based on lenses such as equity, green infrastructure, and natural area protection
- Prioritize acquisition in areas with little amount of private open space, such as backyards
- Acquire parkland early and more proactively
- Expand definition of parkland to include active and passive parkland
- Active parkland should include all forms including squares, plazas, pathways, pocket parks, and Privately Owned Public Spaces
- Consider the opportunity for off-site parkland dedication
- Implement green or sustainable development standards and provide associated incentives
- Acquire parkland to support all life within the region for the benefit of people and the environment

## Parkland Level of Service

### Identification of Particular Areas in Short Supply of Parks

- The urban and industrial areas north of Main Street are in need of improved quality of existing parks, more parks, and increased biodiversity and vegetation
- Strachan Street area has newly acquired land – underused, good spot for increased biodiversity
- Parks system should connect natural areas across the city, as per the Natural Heritage System
- Flamborough at this time seems to be deficient in community and neighbourhood park space
- Conservation areas provide passive recreational opportunities to nearby residents

### Unique Approaches to Meet Parkland Demand

- Develop and use a metric to evaluate community accessibility to natural open spaces
- Include a list of different types of spaces that provide some nature benefit
- Consult with Trails and Transportation Departments to improve active transportation connections to parks that don't have them
- Look at available private space (i.e. backyards) when determining where investment should be made in developing parks
- Areas identified in low supply should be priority
- Consider using existing underutilized City properties as parkland
- Consider passive spaces that include recreational opportunities as parkland, including within the Greenbelt
- Look at other forms of parkland ownership, such as Strata and Privately Owned Public Spaces
- Greater collaboration with other public agencies to provide recreational and park access opportunities

## Other Feedback & Knowledge Sharing

Other feedback and parks-specific knowledge shared by participating stakeholder organizations included concern for how people experiencing homelessness in parks are treated generally, noting a housing-first approach should be supported. Stakeholders also supported continued collaboration with organizations to deliver parks services across Hamilton and continued engagement in the Master Plan project. Specific opportunities were noted by school boards, conservation authorities, and environmental non-profits. Some noted that there exists further opportunities to have volunteers steward certain aspects of the parks system, such as community and pollinator gardens, and that both the City and volunteer groups can work together to improve access to such programs.

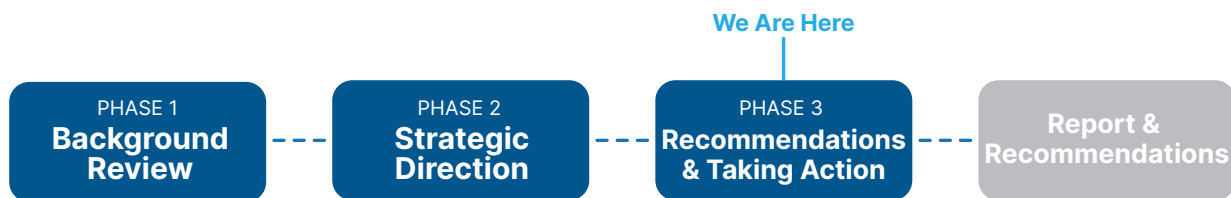


# Next Steps

## Thank you to everyone who participated!

The insights gathered through this first phase of engagement will help guide the next steps of development of the draft Parks Master Plan as we develop guiding principles and strategic directions to guide further recommendations and actions. Stay tuned for the next phase of engagement in the coming months to stay involved and share your voice.

Visit [engage.hamilton.ca/parksmasterplan](https://engage.hamilton.ca/parksmasterplan) for more information about the project and to sign-up for project updates.



# PARKS

MASTER PLAN



## Phase 2 Public Engagement Summary

August 2022



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# About the Project

*Parks are important to our community. The Hamilton Parks Master Plan will guide the long-term planning of new parks and the expansion and improved access to existing parks across the city.*

A Parks Master Plan is a guiding document that helps municipalities plan for and provide parks for residents. It is an important step in considering the development and enhancement of parkland over the short, medium and long term. It also aids in decision-making and helps prioritize investment in parkland across the city.

The Master Plan will focus on:

- All existing parkland within the City of Hamilton.
- City-owned properties that currently serve other uses but could serve as potential candidates for future parkland.
- Future growth areas, as identified by the City's [Growth Related Integrated Development Strategy \(GRIDS\)](#) currently underway.
- Public open spaces in Hamilton that are not owned by the City but are used by the public, such as school board properties, and utility corridor lands.

With the help of Hamilton residents, user groups, and other key stakeholders, this Master Plan will develop a shared vision for the future provision of parkland in Hamilton by listening and learning about what matters to the community. By aligning these values to policy and budget frameworks, the Master Plan will be a flexible working document that can adapt to changing values and emerging trends, recognize new opportunities, and identify new priorities for parkland provision.

The Parks Master Plan considers public and stakeholder input, demographic data and growth forecasts, park usage levels, parkland trends and best practices, ongoing planning initiatives, and more. In this way, the priorities and recommendations advanced in the Plan will be evidenced-based and respond to dynamic needs across the entire city.

# Engagement Approach

The aim of the Hamilton Parks Master Plan public and stakeholder engagement is to develop a shared vision for the future provision of public park space in Hamilton by listening and learning about what matters to the community. In this phase, we wanted to learn if the public and stakeholders support the draft vision, strategic direction, and recommendations to improve the parks system. We also wanted to know if anything was missed that people feel is important.

## Engagement & Project Timeline

The “Recommendations and Taking Action” phase of public engagement ran from **June 16 to July 11, 2022**. The input gathered will be used to further refine the draft strategic direction and finalize the Master Plan.

- **Phase 1: Background Review/Information Gathering | January to March 2022**  
Review trends and best practices; analyze parkland supply, gaps and needs; prepare preliminary report and analysis. Collecting community input.
- **Phase 2: Strategic Direction | March to April 2022**  
Develop and refine vision, goals and guiding principles. Provide the community with a progress update.
- **Phase 3: Recommendations and Taking Action | April to May 2022**  
Develop parkland acquisition solutions; develop policy framework, recommendations and actions. Collecting further community input.
- **Phase 4: Report and Recommendations | June to September 2022**  
Develop a final report to guide long term planning, prioritization and investment in parkland across the city.

Additional opportunities for public engagement will be available in upcoming phases of the project. Up-to-date engagement details are available at [engage.hamilton.ca/parksmasterplan](https://engage.hamilton.ca/parksmasterplan)



## Who We Engaged

Parks are for everyone, so involving a diverse range of Hamiltonians is essential to ensure a broad range of perspectives and experiences are represented. Targeted outreach to specific user groups, local experts, and potential partners also provides a depth of knowledge that will be essential to the success of the plan.

- Hamilton general public (including residents, park user groups, and equity-seeking populations)
- Community organizations (including environmental organizations, community groups, and business associations)
- Industry and agencies (including environmental authorities, development associations, and education institutions)
- The Project Team reached out to Hamilton's Indigenous groups (Mississaugas of the Credit First Nation, Haudenosaunee Development Institute, Six Nations of the Grand River, Huron-Wendat Nation), notifying each group about the project and sending a workbook with questions to review with any comments.



# 67

## PUBLIC SURVEY PARTICIPANTS

## How We Engaged

### Engagement Tools

To encourage meaningful participation, the engagement opportunities aimed to be accessible and easy to participate for everyone on their own time:

- **Public Survey:** An online survey acted as the primary tool to collect feedback in this phase. A printed version was available to those that could not participate online.
- **Stakeholder Discussion Guides:** Community organizations were invited to submit a discussion guide to share their feedback with the project team.



# 2

## STAKEHOLDER SUBMISSIONS

### Communications Tactics

Several communications and outreach tactics were used to reach as many Hamiltonians as possible:

- **Social Media:** Seven advertisements and one post were shared on the City's Instagram and Twitter social media accounts.
- **Engage Hamilton:** A project-specific webpage was provided on the Engage Hamilton platform.
- **City Website:** A project-specific webpage for the Master Plan advertised engagement opportunities.
- **Email Invitations:** Stakeholder were invited to participate through targeted email invites.



# Public Engagement Summary

The general public was invited to participate in an online survey to review and gather feedback on the draft plan directions. This survey received comments from 67 respondents.

The summaries on the following pages highlight the findings from the survey questions below:

## **Vision, Guiding Principles, and Goals**

- Overall, does the Master Plan's proposed vision capture the future you imagine for Hamilton's parks?
- Overall, to what extent do you feel the Master Plan's proposed Principles and Goals represent the main priorities for Hamilton's parks?
- Is anything missing from the vision, guiding principles, and goals?

## **Recommendations and Big Moves**

- How supportive are you of each Area of Focus?
- What's missing? What could be improved?

## **Demographics**

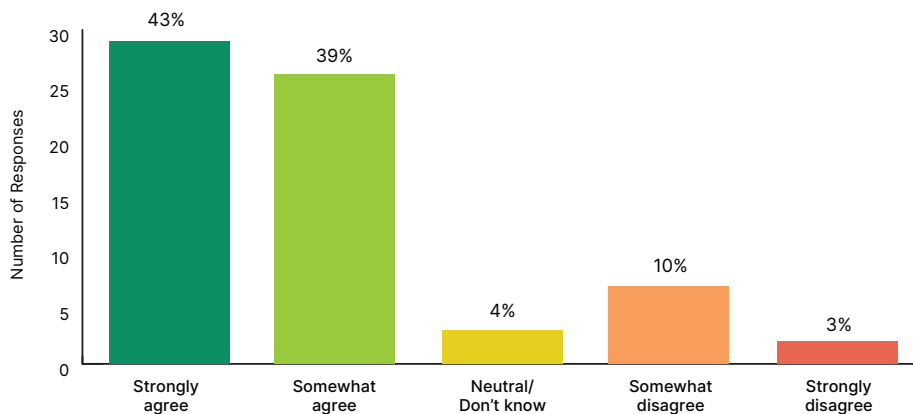
- Where do you live?
- Do you have access to outdoor space at home?
- What is your gender?
- How old are you?

## Vision, Guiding Principles, and Goals

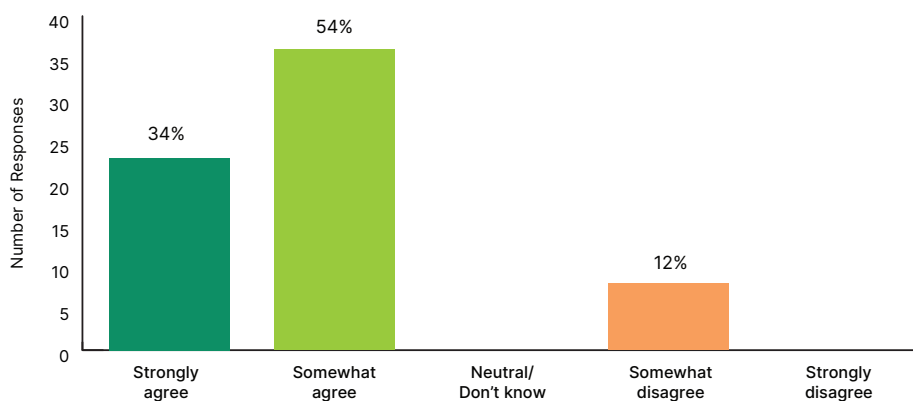
Overall, respondents strongly and somewhat agreed with the proposed vision, principles, and goals presented, as shown in the graphs below.

To help guide revisions to the draft plan, respondents provided comments on what was missing and how these guiding statements could be improved. These recommendations included improving maintenance and safety of existing parks, adding language about accessibility, and emphasizing the need for green space to improve health and wellbeing. These comments are summarized to the right.

Overall, does the Master Plan's proposed vision capture the future you imagine for Hamilton's parks?



Overall, to what extent do you feel the Master Plan's proposed Principles and Goals represent the main priorities for Hamilton's parks?



### Comment Summary

(67 comments)

#### Main takeaways:

- Improve **maintenance** and management processes of existing parks to ensure clean and safe spaces for everyone
- Strengthen commitment to more **green space**, trees, naturalization, access to nature, and green infrastructure
- Include specific direction about barrier-free **accessibility** in parks
- Emphasize the importance of parks for **health**, wellbeing, and quality of life for all
- Simplify language for clearer intent/direction

#### Other considerations:

- Location-specific issues
- More/less emphasis on sports
- Variety of play opportunities for kids and teens
- Wifi
- Community input and activation
- Walkability, cycling, and creative movement
- Account for the difference between communities
  - Less affluent neighbourhoods have high reliance on parks
  - Older neighbourhoods have less green space
  - More outlying and rural neighbourhoods pay taxes for parks that are far from them

## Recommendations and Big Moves

The recommendations proposed for each area of focus also received a high level of support from respondents, with all areas of focus receiving at least 78% strong or somewhat support. “Building, Connecting and Celebrating Communities” and “Funding the Parks Systems received the lowest amount of support, as seen in the graph below.

These insights are consistent with the comments shared in the following question, where respondents were invited to share what they felt was missing or could be improved. Some respondents indicated a desire to address maintenance issues in existing parks and strengthen commitments to taking action and building relationships. Comments are summarized to the right.

### Comment Summary

(40 comments)

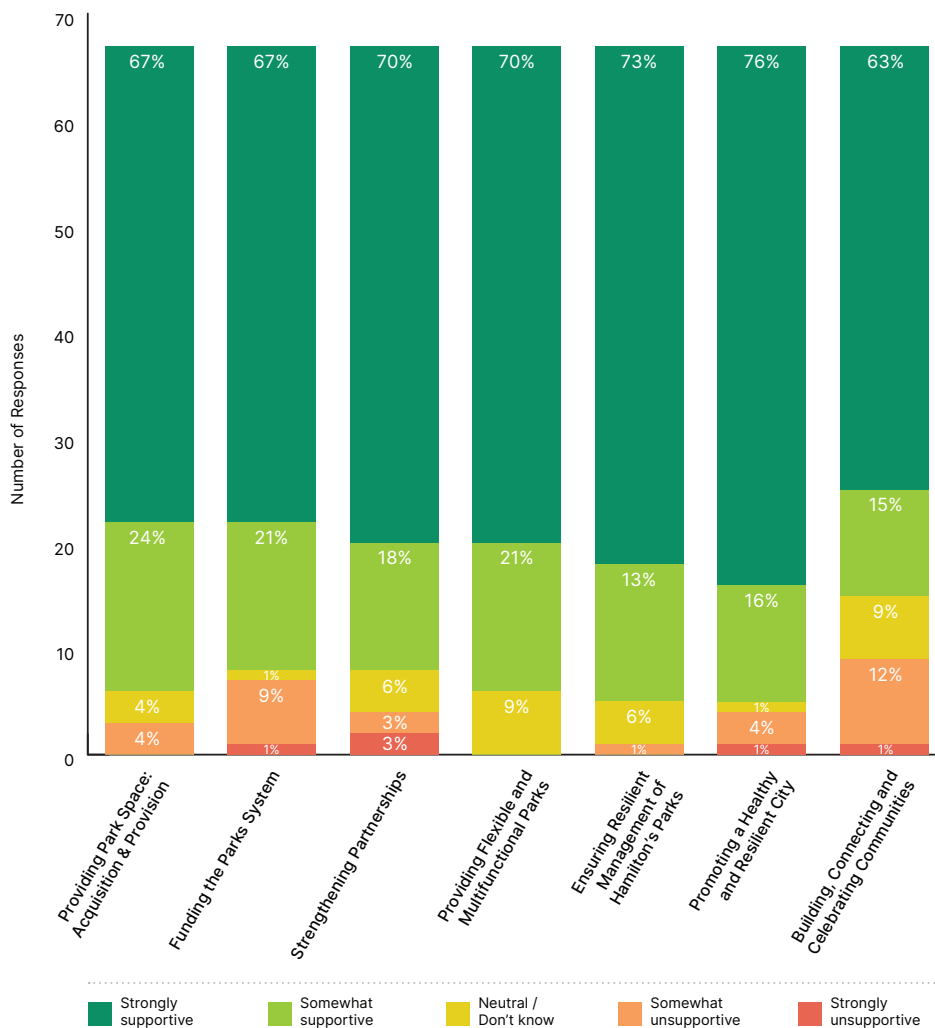
#### Main takeaways:

- Move beyond planning and take action
- Improve maintenance and self-sustainability of existing parks
- Strengthen direction to address homelessness in parks
- Emphasize commitment to engaging with communities and stakeholders
- Consider relationship with/ between different types of partners (e.g. schools, communities, conservation authorities, developers, industry)

#### Other considerations:

- Accessibility, diversity, and equitable use
- Provide basic functionality and less programming
- Strategy for the escarpment as a unique environmental and culture feature
- Temporary use of unused spaces
- Funding for green school spaces
- Budget implications
- Cold season park resources
- Bike amenities
- Simplify language and improve readability of park plans, signage and materials

How supportive are you of the following areas of focus:

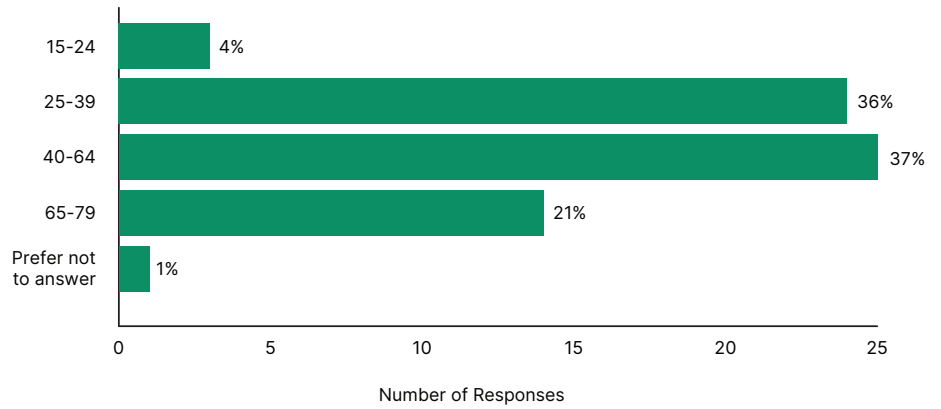


## Demographics

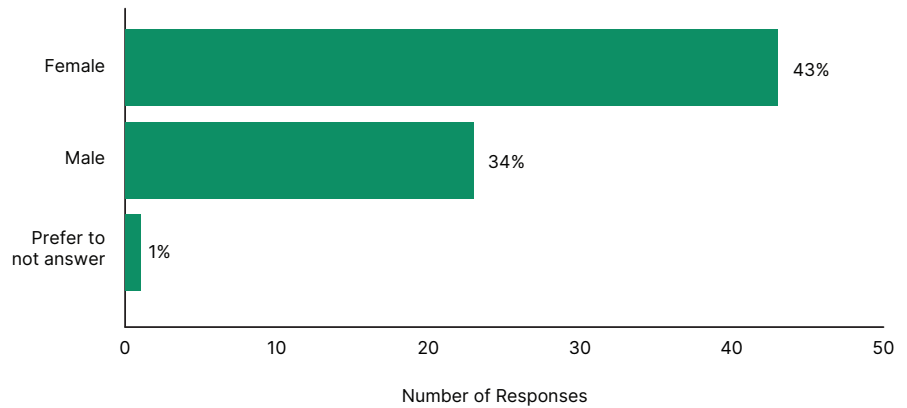
To better understand who is—and is not—participating in the public engagement process, this page highlights the demographics shared by respondents.

All questions were optional.

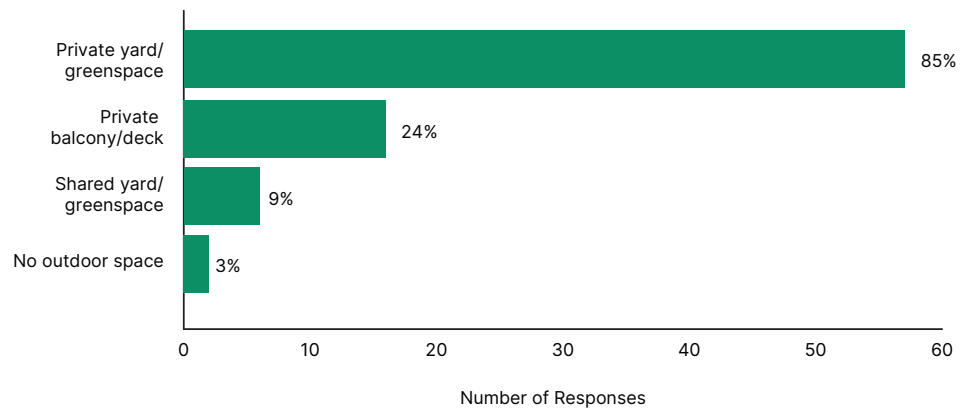
What is your age?



What's your gender?



Do you have access to outdoor space at home?  
(check all that apply)





# Stakeholder Engagement Summary

In follow-up to the first phase of engagement, stakeholder organizations were invited to complete a workbook to share their input and perspectives on the draft strategic direction, recommendations and actions with the project team.

Two stakeholder organizations completed a workbook during this phase of engagement:

- Environment Hamilton
- Hamilton Naturalists' Club

The following pages summarize the feedback received from stakeholder organizations.

## Draft Vision

- Feel strongly that there should be direct reference to climate change adaptation and biodiversity
- Incorporate role of parks in support climate resilience/ adaptation and supporting habitat and biodiversity

## Draft Guiding Principles & Goals

- Place even more emphasis on the climate emergency and biodiversity elements
- Reference the City's Climate Change Action Strategy
- More emphasis on how parks play an integral part in the emerging Biodiversity Action Plan and urban tree canopy, through reference to the Urban Forest Strategy

## Draft Recommendations, Big Moves & Actions

### Providing Park Space

- Add specific reference to 'repurposing' of existing uses in our parks to shift to more inclusive, universal uses
- General concern about issue of encroachment of private landowners onto public park property
- Suggest making the criteria and acquisition goals public as much as possible
- Have a range of park types in each neighbourhood where possible
- Linear corridors should be looked at to add natural features (e.g. like the Meadowway in Toronto)

### Funding the Parks System

- Challenge to City to strike a good balance between prioritization of land acquisition for parks and the urgent need to provide more affordable housing
- Use of charges will need to be carefully considered to ensure it doesn't create a barrier
- Look at financial or tax incentives to promote donations for parks and park features (e.g. basketball court sponsorship)

### Strengthening Partnerships

- Partnerships are essential to providing natural areas and parks for Hamiltonians to enjoy
- Exploring ways to effectively amplify these partnerships makes a huge amount of sense
- Ensure lands owned by school boards but effectively used as park space are not lost with school closures
- Consider an adopt-a-park type program for volunteerism and stewardship

### Flexible and Multifunctional Parks

- Hope there is potential for extensive application of this recommendation
- Does the City need more input from stakeholders on how to implement this?
- How will this principle be applied to address current challenges with 'exclusivity'?
- Having parks easily be multifunctional helps to meet the needs of all
- Helps encourage creativity in the use of park spaces

### Resilient Management

- Have on-going concerns about current maintenance practices in our parks and tree health
- Rapidly changing climate is forcing us to look at parks and open spaces differently, and could allow more functionality to be brought into parks as needed (e.g. stormwater management)

### Healthy and Resilient City

- Opportunity to ensure that natural area remnants are preserved and enhanced in urban greenfield sites
- Potential to implement this approach through the creation of streetscape parkettes and depaving/greening efforts
- Organizations such as Hamilton Naturalists' Club would like to play a role, where possible, in the implementation

### Building, Connecting, Celebrating Communities

- Supportive, but caution that this must be done in a balanced manner where physical facilities are concerned. City needs to consider the 'capacity' of these spaces
- Continue to be concerned about the city's practice of clearing out encampments in city parks and other community locations
- Storytelling through parks would also be a good way to help celebrate and maybe help to educate about Hamilton's biodiversity – opportunity for partnerships

### Park Need Focus Areas

- Prioritize locations where the expectation is that urban growth will be accommodated at higher densities.
- In high growth areas, additional effort needs to be focused on ensuring that there is adequate greenspace/park space for people to enjoy
- Quality park space and natural areas are key for many important reasons (e.g. health and wellbeing)
- Greening as an adaptation/mitigation tool - build a climate resilient community that is able to cope with extreme heat (urban heat island, etc.) extreme storm events, extreme cold events
- Important City gets amount and location of park space along the east-west LRT route from Eastgate to McMaster University
- Map already illustrates areas where city does need more parks/green. Support the need to prioritize these locations

# Next Steps

## Thank you to everyone who participated!

The insights gathered through this phase of engagement will help guide the final revisions to the proposed plan. Stay tuned to view the final Parks Master Plan in the coming months.

Visit [engage.hamilton.ca/parksmasterplan](https://engage.hamilton.ca/parksmasterplan) for more information.



# Appendix C: Parkland Dedication Calculations

Planning Area	Nbhd	Total Nbhd Population 2021	Existing Municipal Parkland Within Nbhd (ha)	Accessible Amount outside Nbhd	Fraction of Total Accessible Municipal Parkland Found Within Nbhd	Total Municipal Parkland (ha) Accessible Within 800m	Target Amount of Municipal Parkland (2021)	Effective Existing Deficit (Accessible Amount - Target Amount)	Effective Existing Surplus (Accessible Amount - Target Amount)	Target Amount of Municipal Parkland (2051)	Additional Parkland Requirements 2051 (@2.1 ha/1000)	Effective Additional Parkland 2051 (Required + Deficit - Surplus)	Expected Parkland Dedication Amounts 2051 (@1.46 ha/1000, or Cash Equivalent)	Dedication Shortfall
Glanbrook	4200	22503	46.50	12.50	0.96	48.29	47.3	-	1.04	145.9	98.69	97.65	68.61	29.04
Lower Hamilton	Durand	12423	2.56	8.38	0.17	15.06	26.1	11.03	-	39.4	13.27	24.29	9.22	15.07
Upper Stoney Creek	East Mountair	2215	4.65	21.71	0.65	7.16	4.65	-	2.51	42.26	37.61	35.09	26.14	8.95
West Hamilton Dundas	Ainslie Wood	4464	-	11.36	-	1.73	9.4	7.64	-	9.4	0.07	7.71	0.05	7.66
Lower Hamilton	Landsdale	7681	1.55	15.99	0.12	12.91	16.1	3.22	-	24.1	7.99	11.21	5.56	5.65
Lower Hamilton	Gibson	7577	3.45	23.17	0.29	11.83	15.9	4.08	-	20.1	4.19	8.28	2.91	5.36
West Hamilton Dundas	Ainslie Wood	2900	-	1.80	-	3.08	6.09	3.01	-	12.05	5.96	8.97	4.14	4.83
Lower Stoney Creek	Riverdale West	6785	4.79	11.63	0.44	10.87	14.25	3.38	-	14.91	0.66	4.04	0.46	3.58
Lower Stoney Creek	Fifty Point	3565	2.09	1.39	0.60	3.48	7.5	4.00	-	6.8	0.72	3.28	-	3.28
Lower Stoney Creek	Vincent	7621	5.33	6.53	0.44	11.99	16.00	4.01	-	14.45	1.56	2.45	-	2.45
Hamilton Mountain	Kennedy East	1043	1.19	11.08	0.89	1.33	2.19	0.86	-	6.80	4.61	5.47	3.21	2.27
Hamilton Mountain	Gilbert	3203	6.42	13.72	0.58	11.13	6.73	-	4.40	6.05	0.68	1.65	-	1.65
Hamilton Mountain	Gurnett	4478	2.49	9.40	0.35	7.13	9.40	2.27	-	8.51	0.90	1.37	-	1.37
Lower Stoney Creek	Winona North	1203	1.39	2.13	0.94	1.49	2.53	1.04	-	2.65	0.12	1.16	0.09	1.08
Lower Hamilton	Corktown	7743	3.34	1.73	0.17	19.32	16.3	-	3.06	29.7	13.47	10.41	9.37	1.04
Ancaster	Sulphur Springs	549	0.41	24.48	0.27	1.54	1.15	-	0.38	5.80	4.65	4.26	3.23	1.03
Lower Hamilton	Bartonville	3998	5.07	2.72	0.65	7.79	8.40	0.61	-	9.15	0.76	1.36	0.53	0.84
Hamilton Mountain	Kennedy West	826	-	4.65	-	1.98	1.73	-	0.25	5.05	3.32	3.08	2.31	0.77
Glanbrook	Carluk	484	0.41	9.80	1.00	0.41	1.02	0.60	-	1.04	0.02	0.62	0.01	0.61
West Hamilton Dundas	Cramer	177	-	27.13	27.13	-	0.37	0.37	-	0.51	0.14	0.51	-	0.51
Glanbrook	Duff's Corner	106	-	5.18	-	0.00	0.22	0.22	-	0.34	0.12	0.34	0.08	0.26
West Hamilton Dundas	Patterson	139	-	10.97	10.97	-	0.29	0.29	-	0.24	0.05	0.24	-	0.24
West Hamilton Dundas	Binkley	43	-	4.52	4.52	-	0.09	0.09	-	0.41	0.32	0.41	0.22	0.19
West Hamilton Dundas	Simcoe	43	-	14.17	14.17	-	0.09	0.09	-	0.16	0.07	0.16	-	0.16
Lower Hamilton	Crown Point East	5219	0.85	29.62	0.07	12.49	11.0	-	1.53	16.5	5.51	3.98	3.83	0.15
Lower Hamilton	Beasley	7128	2.71	38.30	0.11	24.42	15.0	-	9.45	39.9	24.97	15.52	17.36	-
Glanbrook	4100	12565	35.30	12.52	0.60	58.48	26.4	-	32.09	82.5	56.16	24.07	39.04	-
Lower Hamilton	St. Clair	3206	2.30	8.19	0.26	8.82	6.73	-	2.09	7.31	0.57	-	0.40	-
Ancaster	Lampman	4223	2.05	3.08	0.16	13.13	8.9	-	4.26	11.1	2.20	-	1.53	-
Lower Hamilton	Stinson	4391	3.39	9.98	0.20	17.11	9.2	-	7.89	13.0	3.83	-	2.66	-
Upper Stoney Creek	Nash North	3472	-	6.05	-	9.40	7.3	-	2.10	7.5	0.20	-	0.14	-
Flamborough	1400	23901	71.71	22.53	0.97	73.84	50.2	-	23.65	75.3	25.11	1.46	17.46	-
Lower Hamilton	Delta East	4153	-	15.48	-	24.48	8.7	-	15.76	9.7	0.94	-	0.66	-
Ancaster	Marritt	3251	1.24	2.10	0.11	11.05	6.83	-	4.22	9.04	2.22	-	1.54	-
Lower Hamilton	Stipeley	6567	10.05	19.43	0.27	37.17	13.8	-	23.38	15.1	1.31	-	0.91	-
Hamilton Mountain	Quinndale	3585	2.46	14.16	0.32	7.65	7.53	-	0.12	7.03	0.50	-	-	-
Hamilton Mountain	Gourley	4319	0.99	4.73	0.08	11.96	9.1	-	2.89	7.8	1.23	-	-	-
West Hamilton Dundas	University Gardens	1406	0.79	11.61	0.15	5.31	2.95	-	2.36	2.68	0.27	-	-	-
Lower Hamilton	Kirkendall North	5687	4.24	5.21	0.23	18.41	11.94	-	6.47	17.27	5.33	-	3.71	-
Lower Hamilton	Central	4542	3.25	13.09	0.10	32.87	9.5	-	23.33	48.5	38.98	15.65	27.10	-
Lower Hamilton	Crown Point West	6134	0.81	0.12	0.02	39.12	12.9	-	26.24	15.5	2.64	-	1.83	-
Lower Hamilton	Homeside	6008	1.97	45.35	0.14	14.49	12.62	-	1.88	15.94	3.32	1.45	2.31	-
Hamilton Mountain	Sherwood	2561	-	6.08	-	8.19	5.38	-	2.82	5.17	0.20	-	-	-
Ancaster	Horning	3343	-	7.60	-	9.98	7.0	-	2.96	8.5	1.53	-	1.06	-
Hamilton Mountain	Jerome	2784	2.36	8.66	0.28	8.40	5.85	-	2.56	4.78	1.07	-	-	-
Hamilton Mountain	Crerar	2867	-	17.51	-	22.53	6.02	-	16.51	6.57	0.55	-	0.38	-
Lower Stoney Creek	Kentley	4021	6.09	8.03	0.28	21.57	8.44	-	13.13	14.67	6.22	-	4.33	-
Ancaster	Shaver	3021	7.08	26.92	0.77	9.17	6.34	-	2.83	7.53	1.19	-	0.83	-



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Upper Stoney Creek	Highland	6303	5.89	6.02	0.34	17.50	13.24	-	4.27	10.77	-	2.46	-	-
Hamilton Mountain	Greeningdon	3334	2.55	10.67	0.33	7.76	7.00	-	0.76	7.85	0.85	0.09	0.59	-
Lower Stoney Creek	Fruitland	2490	17.33	33.09	0.57	30.42	5.23	-	25.19	32.01	26.78	1.59	18.62	-
Lower Hamilton	Industrial Sec	788	0.74	14.87	0.86	0.86	1.66	0.80	-	0.68	-	0.97	-	-
Hamilton Mountain	Huntington	4935	4.18	6.66	0.08	49.53	10.36	-	39.17	10.59	0.23	-	0.16	-
Hamilton Mountain	Bonnington	1812	0.61	0.78	0.07	8.21	3.80	-	4.41	3.98	0.17	-	0.12	-
Hamilton Mountain	Allison	1423	0.94	6.99	0.10	9.60	2.99	-	6.61	4.01	1.02	-	0.71	-
Upper Stoney Creek	Valley Park	5423	23.51	7.55	0.57	41.02	11.39	-	29.63	13.06	1.67	-	1.16	-
Ancaster	Garner	3226	3.86	15.98	0.32	11.89	6.77	-	5.11	8.07	1.29	-	0.90	-
Upper Stoney Creek	Felker	4939	10.95	4.98	0.29	37.87	10.37	-	27.50	13.72	3.35	-	2.33	-
Hamilton Mountain	Sheldon	1711	19.66	8.29	0.66	29.91	3.59	-	26.31	15.04	11.45	-	7.96	-
West Hamilton Dundas	Pleasant Valle	1216	3.69	6.14	0.58	6.38	2.55	-	3.83	3.09	0.54	-	0.37	-
Glanbrook	Trinity	2499	1.95	8.70	0.15	13.00	5.25	-	7.75	8.74	3.49	-	2.43	-
Lower Stoney Creek	Corman	6556	6.94	2.81	0.23	29.77	13.77	-	16.01	14.17	0.40	-	0.28	-
Lower Hamilton	Industrial Sec	325	-	2.29	-	6.02	0.68	-	5.34	1.82	1.14	-	0.79	-
Ancaster	Spring Valley	4089	9.11	36.16	0.46	19.78	8.59	-	11.19	8.32	-	0.27	-	-
Lower Stoney Creek	Industrial	1803	-	3.10	-	33.09	3.79	-	29.30	3.84	0.05	-	0.04	-
Ancaster	Scenic Woods	1731	3.06	3.64	0.17	17.92	3.64	-	14.29	4.00	0.37	-	0.26	-
Lower Stoney Creek	Winona South	1223	5.81	2.49	0.88	6.59	2.57	-	4.02	1.42	-	1.15	-	-
Hamilton Mountain	Templemead	3923	1.69	8.64	0.19	8.68	8.24	-	0.44	7.56	-	0.68	-	-
Hamilton Mountain	Westcliffe We	1644	0.96	2.51	0.11	8.51	3.45	-	5.06	3.85	0.39	-	0.27	-
Lower Stoney Creek	Lakeshore	3109	1.40	9.48	0.08	17.38	6.53	-	10.85	15.61	9.08	-	6.31	-
West Hamilton Dundas	Golf Course	566	-	3.53	-	4.98	1.19	-	3.79	2.39	1.20	-	0.83	-
Lower Stoney Creek	Westmeria	2646	9.97	8.23	0.55	18.26	5.56	-	12.71	4.92	-	0.64	-	-
Hamilton Mountain	Broughton We	1389	1.17	14.35	0.16	7.31	2.92	-	4.39	3.62	0.71	-	0.49	-
Lower Stoney Creek	Highway Valle	2256	2.14	5.02	0.20	10.84	4.74	-	6.11	4.97	0.24	-	0.16	-
West Hamilton Dundas	Ainslie Wood	754	-	8.77	-	2.81	1.58	-	1.23	1.22	-	0.37	-	-
Lower Hamilton	Industrial Sec	203	-	20.35	-	2.29	0.43	-	1.87	0.28	-	0.15	-	-
Hamilton Mountain	Albion Falls	861	-	58.95	-	36.16	1.81	-	34.36	1.71	-	0.10	-	-
Hamilton Mountain	Mountview	5067	15.30	1.64	0.83	18.40	10.64	-	7.76	16.11	5.47	-	3.80	-
Glanbrook	Bowman	189	-	22.57	-	3.64	0.40	-	3.24	5.97	5.57	2.33	3.87	-
Ancaster	St. John's	2382	4.76	1.98	0.66	7.24	5.00	-	2.24	5.32	0.32	-	0.22	-
Ancaster	Leeming	2850	2.97	8.57	0.26	11.61	5.98	-	5.62	6.33	0.34	-	0.24	-
Hamilton Mountain	Gilkson	2938	2.09	11.19	0.18	11.57	6.17	-	5.40	6.13	-	0.04	-	-
Ancaster	Lime Kiln	1765	2.06	6.60	0.37	5.59	3.71	-	1.89	2.28	-	1.43	-	-
West Hamilton Dundas	York Road	1097	-	10.53	-	8.23	2.30	-	5.93	2.77	-	0.47	-	0.32
West Hamilton Dundas	Cootes Parad	547	19.46	3.45	0.58	33.82	1.15	-	32.67	7.34	6.19	-	4.30	-
West Hamilton Dundas	Pleasant Valle	1054	0.21	15.91	0.04	5.22	2.21	-	3.01	2.61	0.40	-	0.28	-
Hamilton Mountain	Ryckmans	2042	5.46	15.65	0.38	14.23	4.29	-	9.94	6.52	2.24	-	1.55	-
Hamilton Mountain	Chappel East	1021	0.75	12.42	0.04	21.11	2.14	-	18.96	4.25	2.10	-	1.46	-
Lower Hamilton	Lower King's F	422	9.95	2.40	0.14	68.90	0.89	-	68.01	3.96	3.07	-	2.13	-
West Hamilton Dundas	Dundana East	665	0.32	11.25	0.16	1.96	1.40	-	0.56	1.66	0.26	-	0.18	-
Hamilton Mountain	Barnstown	4556	3.01	4.05	0.12	25.58	9.57	-	16.01	5.83	-	3.74	-	-
Hamilton Mountain	Eleanor	3473	2.22	7.20	0.21	10.79	7.29	-	3.50	7.53	0.24	-	0.17	-
Lower Hamilton	Industrial Sec	1365	0.60	10.15	0.05	11.79	2.87	-	8.92	2.22	-	0.64	-	-
West Hamilton Dundas	Highland Hills	856	-	7.68	-	6.60	1.80	-	4.80	1.90	0.10	-	0.07	-
Hamilton Mountain	Rolston	4939	8.86	8.23	0.46	19.39	10.37	-	9.01	9.91	-	0.47	-	-
Hamilton Mountain	Southam	930	1.03	7.97	0.23	4.48	1.95	-	2.53	2.62	0.67	-	0.46	-
Hamilton Mountain	Falkirk West	1591	1.61	17.13	0.09	17.52	3.34	-	14.18	3.66	0.32	-	0.22	-
West Hamilton Dundas	Westdale Sou	3797	0.11	7.71	0.01	15.76	7.97	-	7.79	7.54	-	0.44	-	-

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Hamilton Mountain	Centremount	3098	5.55	9.95	0.33	16.80	6.51	-	10.29	6.89	0.38	-	0.26	-
Hamilton Mountain	West Hannon	122	-	4.14	-	4.05	0.26	-	3.79	1.54	1.29	-	0.89	-
West Hamilton Dundas	Turnball	1609	2.49	9.85	0.26	9.69	3.38	-	6.31	2.68	0.70	-	-	-
Hamilton Mountain	Carpenter	2963	2.06	5.95	0.17	12.21	6.22	-	5.99	5.37	0.86	-	-	-
Hamilton Mountain	Balfour	2362	1.40	8.65	0.15	9.07	4.96	-	4.11	5.52	0.56	-	0.39	-
Glanbrook	Book	111	-	3.14	-	8.23	0.23	-	7.99	0.29	0.06	-	0.04	-
Lower Stoney Creek	Gersholme	2370	6.15	8.56	0.44	14.12	4.98	-	9.14	9.42	4.44	-	3.09	-
Hamilton Mountain	Eastmount	4494	3.96	17.58	0.19	21.09	9.44	-	11.65	10.98	1.54	-	1.07	-
Lower Hamilton	Industrial Sec	247	-	3.01	-	7.71	0.52	-	7.19	1.08	0.56	-	0.39	-
Upper Stoney Creek	Albion	3884	5.69	17.43	0.12	48.88	8.16	-	40.73	9.45	1.30	-	0.90	-
Lower Hamilton	Industrial Sec	687	-	1.98	-	6.60	1.44	-	5.16	1.01	0.44	-	-	-
Lower Hamilton	Industrial Sec	55	-	0.15	-	7.83	0.12	-	7.71	0.30	0.18	-	0.13	-
Lower Hamilton	Hamilton Bea	1378	1.39	5.79	0.12	11.34	2.89	-	8.45	3.72	0.83	-	0.58	-
Ancaster	Old Mill	675	-	0.00	-	4.14	1.42	-	2.73	1.10	0.32	-	-	-
Hamilton Mountain	Sunninghill	2352	4.24	14.18	0.30	14.09	4.94	-	9.15	5.38	0.45	-	0.31	-
Hamilton Mountain	Buchanan	2469	2.75	0.86	0.32	8.70	5.19	-	3.52	5.72	0.53	-	0.37	-
Hamilton Mountain	Kernighan	935	0.45	0.00	0.05	9.10	1.96	-	7.14	2.43	0.47	-	0.33	-
Ancaster	Clearview	2310	21.33	9.86	0.87	24.48	4.85	-	19.63	1.97	2.88	-	-	-
West Hamilton Dundas	Hunter	977	9.26	29.10	0.52	17.82	2.05	-	15.76	3.25	1.20	-	0.83	-
Hamilton Mountain	Randall	2521	2.06	5.41	0.10	19.64	5.29	-	14.34	4.80	0.49	-	-	-
Lower Stoney Creek	Trillium	2866	3.09	16.68	0.51	6.10	6.02	-	0.08	5.35	0.67	-	-	-
West Hamilton Dundas	Central Busin	2999	3.81	5.60	0.18	21.25	6.30	-	14.95	4.55	1.75	-	-	-
Hamilton Mountain	North Hannon	107	-	15.02	-	1.98	0.23	-	1.76	0.01	0.21	-	-	-
Hamilton Mountain	South Hannon	41	-	9.37	-	0.15	0.09	-	0.07	0.10	0.01	-	0.01	-
Lower Stoney Creek	Dewitt	1543	1.56	37.26	0.21	7.35	3.24	-	4.11	3.79	0.55	-	0.38	-
Hamilton Mountain	Yeoville	1200	-	25.85	-	14.18	2.52	-	11.66	3.65	1.13	-	0.79	-
Lower Hamilton	Industrial Sec	40	-	0.09	-	0.86	0.08	-	0.77	0.66	0.57	-	0.40	-
West Hamilton Dundas	Highland Hills	636	-	3.97	-	9.86	1.34	-	8.52	2.07	0.74	-	0.51	-
Hamilton Mountain	Chappel West	864	12.18	18.38	0.29	41.28	1.81	-	39.47	3.46	1.65	-	1.14	-
Beverly	1500	5184	29.97	7.10	0.85	35.38	10.89	-	24.50	11.22	0.33	-	0.23	-
Upper Stoney Creek	Nash South	167	32.55	2.78	0.66	49.23	0.35	-	48.88	8.86	8.51	-	5.92	-
West Hamilton Dundas	Creighton Eas	1196	-	16.56	-	5.60	2.51	-	3.09	2.21	0.30	-	-	-
Lower Hamilton	Strathcona	6969	18.57	4.71	0.55	33.58	14.6	-	18.95	20.9	6.27	-	4.36	-
Hamilton Mountain	Mohawk	528	-	12.20	-	9.37	1.11	-	8.26	1.10	0.01	-	-	-
Hamilton Mountain	Trenholme	1200	4.49	4.46	0.11	41.75	2.52	-	39.23	2.36	0.16	-	-	-
Lower Stoney Creek	Stoney Creek	4037	-	14.69	-	25.85	8.48	-	17.37	9.46	0.98	-	0.68	-
Ancaster	Oakes	4050	9.50	0.00	0.71	13.47	8.50	-	4.96	6.47	2.04	-	-	-
Hamilton Mountain	Bruleville	4299	0.70	5.73	0.04	19.07	9.03	-	10.04	9.71	0.69	-	0.48	-
Hamilton Mountain	Mewburn	348	-	2.15	-	7.10	0.73	-	6.37	4.48	3.75	-	2.61	-
West Hamilton Dundas	Dundana Wes	664	0.85	10.59	0.23	3.63	1.39	-	2.24	1.84	0.45	-	0.31	-
Hamilton Mountain	Fessenden	3616	2.34	5.76	0.12	18.89	7.59	-	11.30	8.33	0.74	-	0.51	-
Hamilton Mountain	Westcliffe Eas	2813	3.96	4.68	0.25	16.17	5.91	-	10.26	6.20	0.30	-	0.21	-
West Hamilton Dundas	Sobel	911	3.30	14.03	0.43	7.76	1.91	-	5.84	1.68	0.23	-	-	-
Lower Hamilton	North End Eas	3939	8.66	20.89	0.37	23.35	8.27	-	15.08	11.32	3.04	-	2.12	-
West Hamilton Dundas	Ainslie Wood	930	4.20	-	1.00	4.20	1.95	-	2.25	6.28	4.33	2.08	3.01	-
Lower Hamilton	Kirkendall Sol	2667	3.52	5.43	0.38	9.25	5.60	-	3.65	5.08	0.53	-	-	-
Lower Stoney Creek	Bayview	1177	4.00	1.13	0.65	6.15	2.47	-	3.68	5.58	3.11	-	2.16	-
Lower Hamilton	Normanhurst	3260	7.99	5.96	0.43	18.58	6.85	-	11.73	8.66	1.82	-	1.26	-
West Hamilton Dundas	Spencer Cree	886	1.19	12.44	0.17	6.95	1.86	-	5.09	2.25	0.39	-	0.27	-
Hamilton Mountain	Rymal	6	-	1.52	-	4.68	0.01	-	4.66	0.00	0.01	-	-	-
Lower Stoney Creek	Grayside	10	-	27.81	-	14.03	0.02	-	14.01	1.28	1.26	-	0.88	-
Lower Stoney Creek	Lakeley	5	-	41.35	-	20.89	0.01	-	20.88	1.05	1.04	-	0.73	-

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West Hamilton Dundas	Creighton We	1174	1.95	22.10	0.22	9.06	2.47	-	6.59	2.84	0.38	-	0.26	-
West Hamilton Dundas	Morden	1475	1.51	5.85	0.22	6.94	3.10	-	3.84	1.67	1.43	-	-	-
West Hamilton Dundas	York Heights	1472	11.35	9.93	0.66	17.30	3.09	-	14.21	2.75	0.34	-	-	-
Lower Hamilton	North End We	932	22.72	0.00	0.65	35.16	1.96	-	33.21	5.86	3.90	-	2.71	-
West Hamilton Dundas	Hrca_B	169	-	7.08	-	1.52	0.35	-	1.16	1.92	1.57	0.40	1.09	-
Lower Hamilton	Parkview East	599	19.23	1.31	0.41	47.04	1.26	-	45.79	2.99	1.73	-	1.20	-
Lower Hamilton	Blakeley	3153	1.49	0.93	0.03	42.84	6.62	-	36.22	7.18	0.56	-	0.39	-
Lower Stoney Creek	Nashdale	14	-	-	-	35.85	0.03	-	35.82	1.35	1.32	-	0.92	-
Lower Hamilton	Dundurn	154	1.26	2.96	0.05	23.36	0.32	-	23.04	0.96	0.64	-	0.44	-
Lower Stoney Creek	South Meado	2016	4.09	2.52	0.41	9.94	4.23	-	5.71	4.47	0.23	-	0.16	-
Beverly	Skunk's Miser	230	0.00	0.00	0.00	9.93	0.48	-	9.45	1.47	0.99	-	0.69	-
Glanbrook	Alberton Sout	252	1.62	0.00	1.00	1.62	0.53	-	1.09	0.46	0.07	-	0.03	-
Glanbrook	Kelly	223	-	0.00	-	7.08	0.47	-	6.61	0.36	0.10	-	-	-
Beverly	Copetown Ea	368	-	36.89	-	1.31	0.77	-	0.54	0.58	0.19	-	-	-
Beverly	Jerseyville Ea	269	-	0.72	-	0.93	0.56	-	0.36	0.48	0.09	-	-	-
Beverly	Summit	103	-	6.13	-	-	0.22	0.22	-	0.53	0.31	0.53	0.53	-
Beverly	1100	8051	27.08	14.44	0.90	30.04	16.91	-	13.13	17.89	0.98	-	0.07	-
Beverly	1200	2759	7.37	13.06	0.75	9.88	5.79	-	4.09	5.64	0.15	-	0.06	-
Beverly	Copetown	273	3.26	10.68	1.00	3.26	0.57	-	2.69	0.35	0.23	-	-	-
Beverly	Jerseyville We	364	2.01	1.28	1.00	2.01	0.77	-	1.24	0.52	0.24	-	0.22	-
Beverly	Lynden	530	3.77	24.04	1.00	3.77	1.11	-	2.66	1.15	0.03	-	0.26	-
Flamborough	1300	7155	32.20	4.30	0.47	69.09	15.03	-	54.07	14.42	0.60	-	-	-
Glanbrook	Alberton Nort	81	-	47.48	-	0.72	0.17	-	0.55	0.21	0.04	-	0.10	-
Hamilton Mountain	Falkirk East	3404	10.81	0.14	0.64	16.94	7.15	-	9.79	7.31	0.16	-	0.11	-
Hamilton Mountain	Butler	3256	8.89	17.38	0.38	23.32	6.84	-	16.48	7.30	0.46	-	0.32	-
Hamilton Mountain	Inch Park	4009	7.92	13.44	0.38	20.98	8.42	-	12.56	9.51	1.09	-	0.76	-
Hamilton Mountain	Hill Park	3263	8.26	35.05	0.44	18.95	6.85	-	12.09	7.66	0.80	-	0.56	-
Hamilton Mountain	Broughton Ea	1321	3.83	5.29	0.75	5.11	2.77	-	2.34	2.35	0.43	-	-	-
Hamilton Mountain	Burkholme	3580	1.79	13.42	0.07	25.83	7.52	-	18.32	7.66	0.14	-	0.10	-
Hamilton Mountain	Rushdale	2619	14.46	18.07	0.77	18.76	5.50	-	13.25	4.73	0.77	-	-	-
Hamilton Mountain	Lisgar	3944	2.30	4.48	0.05	49.78	8.28	-	41.50	7.56	0.72	-	-	-
Hamilton Mountain	Lawfield	3620	7.08	27.46	0.29	24.46	7.60	-	16.86	7.74	0.14	-	0.10	-
Hamilton Mountain	Macassa	2586	7.94	12.50	0.37	21.38	5.43	-	15.95	5.80	0.37	-	0.26	-
Hamilton Mountain	Thorner	2434	1.80	6.20	0.05	36.85	5.11	-	31.74	8.54	3.43	-	2.39	-
Hamilton Mountain	Upper King's F	97	56.80	13.04	0.91	62.09	0.20	-	61.89	0.71	0.50	-	0.35	-
Hamilton Mountain	Raleigh	4757	3.43	3.77	0.20	16.84	9.99	-	6.85	11.59	1.60	-	1.11	-
Hamilton Mountain	Hampton Heig	3496	2.22	21.99	0.11	20.29	7.34	-	12.95	10.13	2.78	-	0.05	-
Lower Hamilton	Industrial Sec	-	-	12.52	-	4.48	-	-	4.48	0.76	0.76	-	-	-
Lower Hamilton	Mcquesten W	4975	1.45	11.76	0.05	28.91	10.4	-	18.46	12.7	2.28	-	1.59	-
Lower Hamilton	Mcquesten Ea	1351	11.46	18.13	0.48	23.97	2.84	-	21.13	4.96	2.12	-	1.47	-
Lower Hamilton	Delta West	2040	28.83	9.09	0.82	35.03	4.28	-	30.74	4.61	0.33	-	0.23	-
Lower Hamilton	Glenview Wes	2214	-	11.48	-	13.04	4.65	-	8.39	5.00	0.35	-	0.24	-
Lower Hamilton	Glenview East	1006	5.11	14.70	0.58	8.88	2.11	-	6.76	2.87	0.76	-	0.53	-
Lower Hamilton	Parkview Wes	1570	2.96	11.66	0.12	24.95	3.30	-	21.65	2.65	0.65	-	-	-
Lower Hamilton	Industrial Sec	-	-	7.86	-	12.52	-	-	12.52	0.01	0.01	-	0.01	-
Lower Stoney Creek	Battlefield	4518	12.78	25.32	0.52	24.54	9.49	-	15.05	11.79	2.30	-	1.60	-
Lower Stoney Creek	Greenford	1877	1.37	14.63	0.07	19.50	3.94	-	15.56	5.99	2.05	-	1.42	-
Lower Stoney Creek	Poplar Park	3030	4.30	0.01	0.32	13.39	6.36	-	7.03	6.65	0.29	-	0.20	-
Lower Stoney Creek	Eastdale	2692	4.28	-	0.27	15.76	5.65	-	10.10	6.30	0.64	-	0.45	-
Lower Stoney Creek	Riverdale East	3370	4.48	-	0.23	19.18	7.08	-	12.10	7.73	0.65	-	0.45	-
Lower Stoney Creek	Confederatior	80	96.44	-	0.89	108.10	0.17	-	107.93	0.72	0.55	-	0.38	-
Lower Stoney Creek	Guernsey	3803	5.25	-	0.40	13.11	7.99	-	5.13	7.40	0.59	-	-	-
West Hamilton Dundas	Westdale Nor	2434	2.42	-	0.09	27.74	5.11	-	22.63	4.34	0.77	-	-	-
West Hamilton Dundas	Sydenham	1083	0.93	6.55	0.06	15.55	2.27	-	13.28	3.51	1.24	-	0.86	-
West Hamilton Dundas	Pleasant View	256	4.04	2.13	1.00	4.05	0.54	-	3.51	0.35	0.18	-	-	-
West Hamilton Dundas	Wier	48	-	2.40	2.40	-	0.10	0.10	-	0.48	0.38	0.48	0.68	-
West Hamilton Dundas	Colborne	822	-	-	-	6.55	1.73	-	4.83	1.54	0.19	-	1.94	-





Hamilton

# PARKS MASTER PLAN

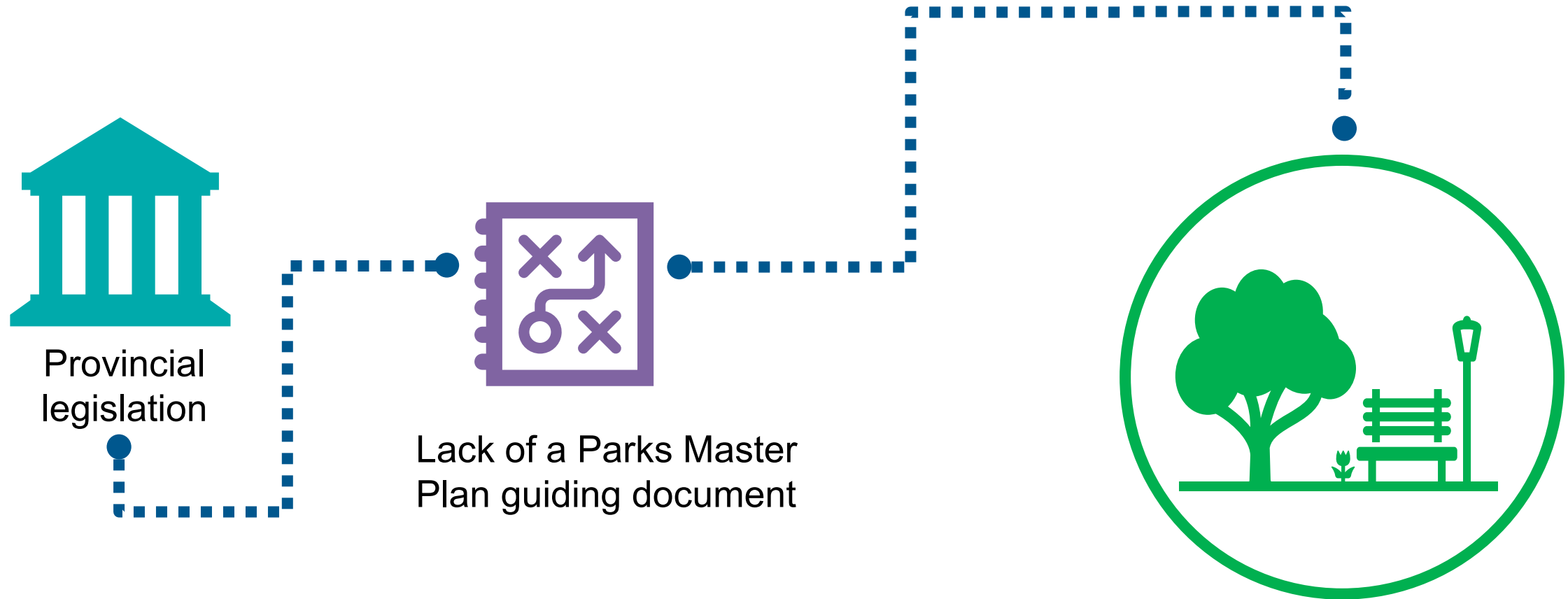
GENERAL ISSUES COMMITTEE

October 4<sup>th</sup>, 2023





# PROJECT DRIVERS



# PURPOSE OF THE PARKS MASTER PLAN

- Articulate a long term vision for Hamilton's park system
- Assess / identify:
  - How much parkland we should provide
  - Where parkland should be located, and
  - How investment should be prioritized
- Provide direction on the future development / enhancement of parkland
- Ensure that we're responsive to current and future parkland needs





# PROJECT OBJECTIVES



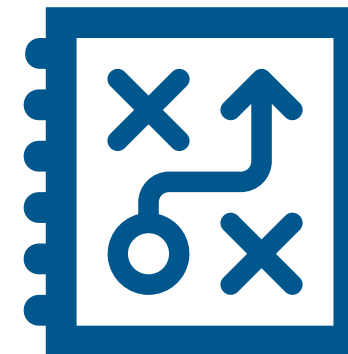
## Identify & Assess

the current state of parkland and where gaps exist



## Incorporate

feedback and precedence of comparable municipalities and build buy-in through stakeholder engagement



## Plan & Articulate

the City's vision of a parks system that connects, supports, and celebrates Hamilton's communities through a sustainable, accessible and inclusive network of green spaces

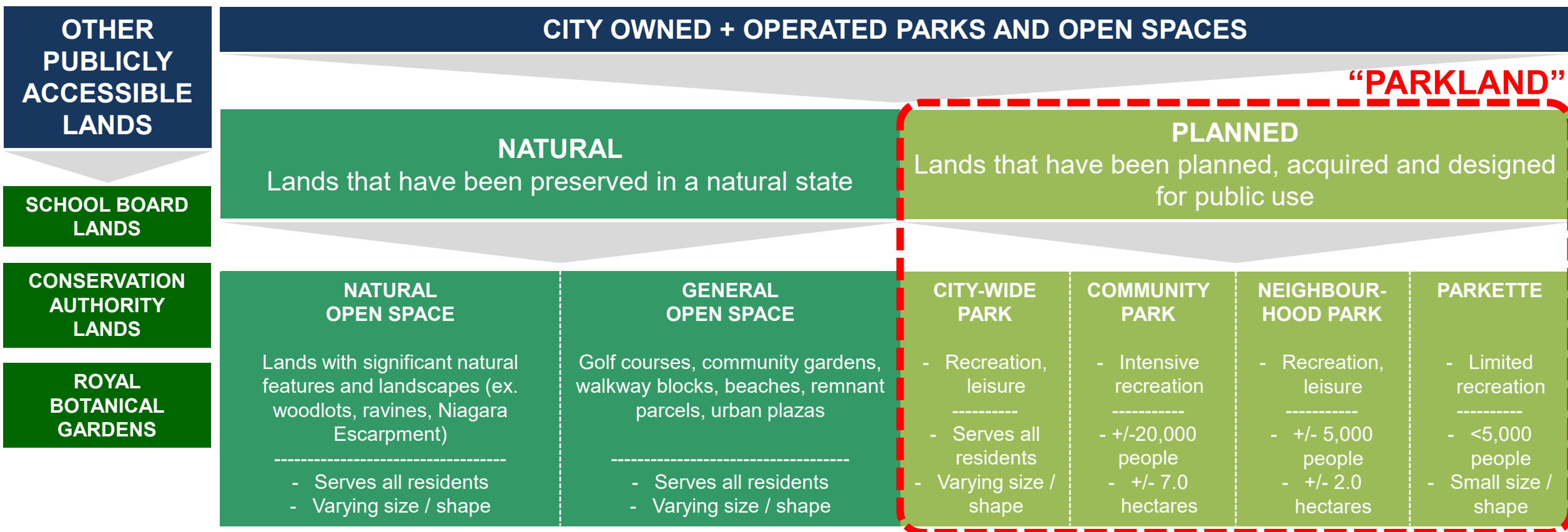
# WHAT IS PARKLAND?

Classifying parks for the purposes of the Parks Master Plan:



# WHAT IS PARKLAND?

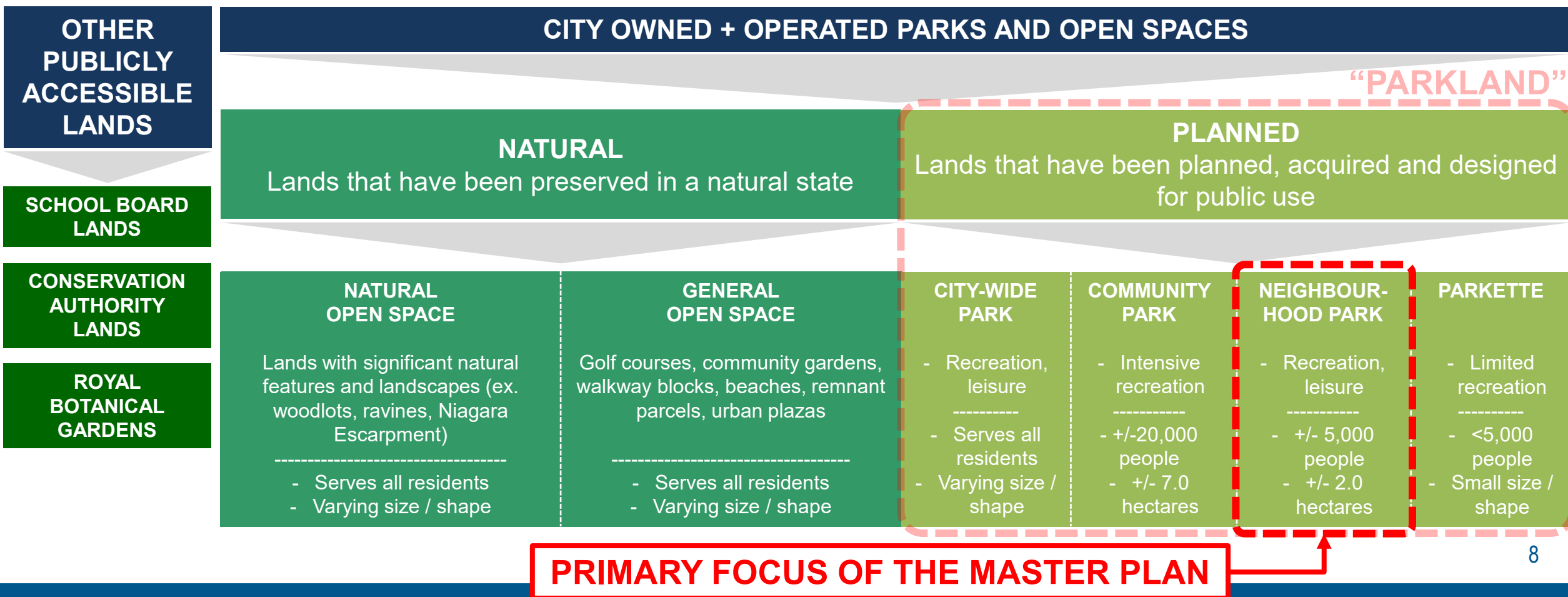
Classifying parks for the purposes of the Parks Master Plan:





# WHAT IS PARKLAND?

Classifying parks for the purposes of the Parks Master Plan:



# THE STATE OF PARKLAND IN HAMILTON

## Current statistics:

**Total Municipal Parkland:** 1.98 hectares / 1000 people

**Neighbourhood Parkland:** 0.51 hectares / 1000 people

**Municipal Parkland:** 1,155 hectares

**Neighbourhood Parkland:** 298 hectares



**below 7 m<sup>2</sup>**  
park area/person  
(0.7 hectares / 1000)



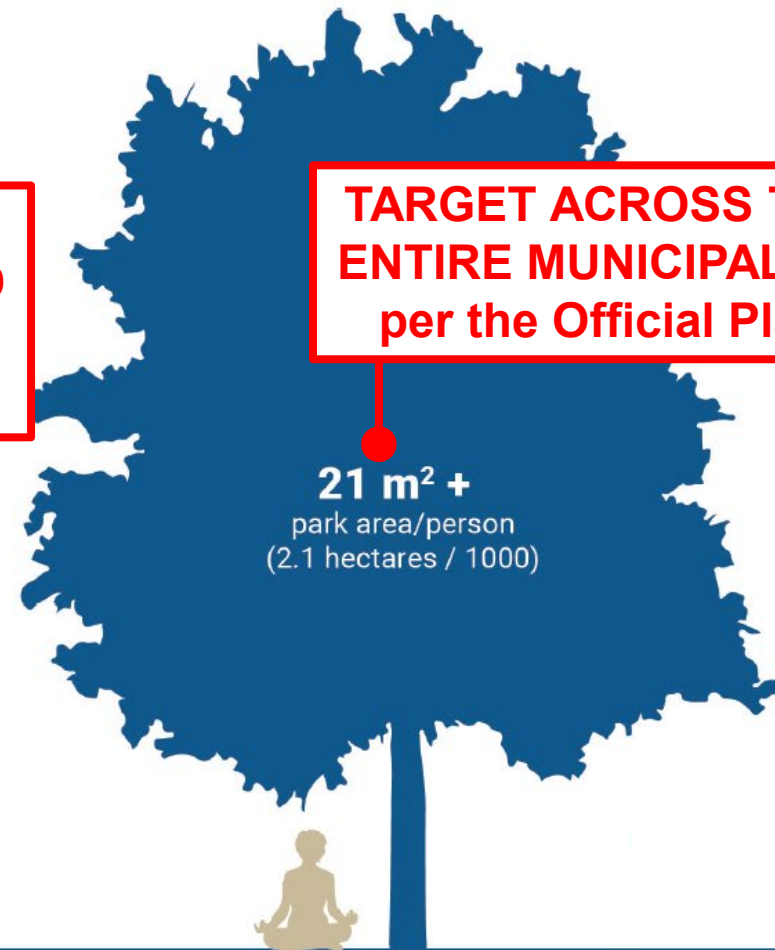
**TARGET FOR NEIGHBOURHOOD PARKLAND, per the Official Plan**

**7 m<sup>2</sup>**  
park area/person  
(0.7 hectares / 1000)

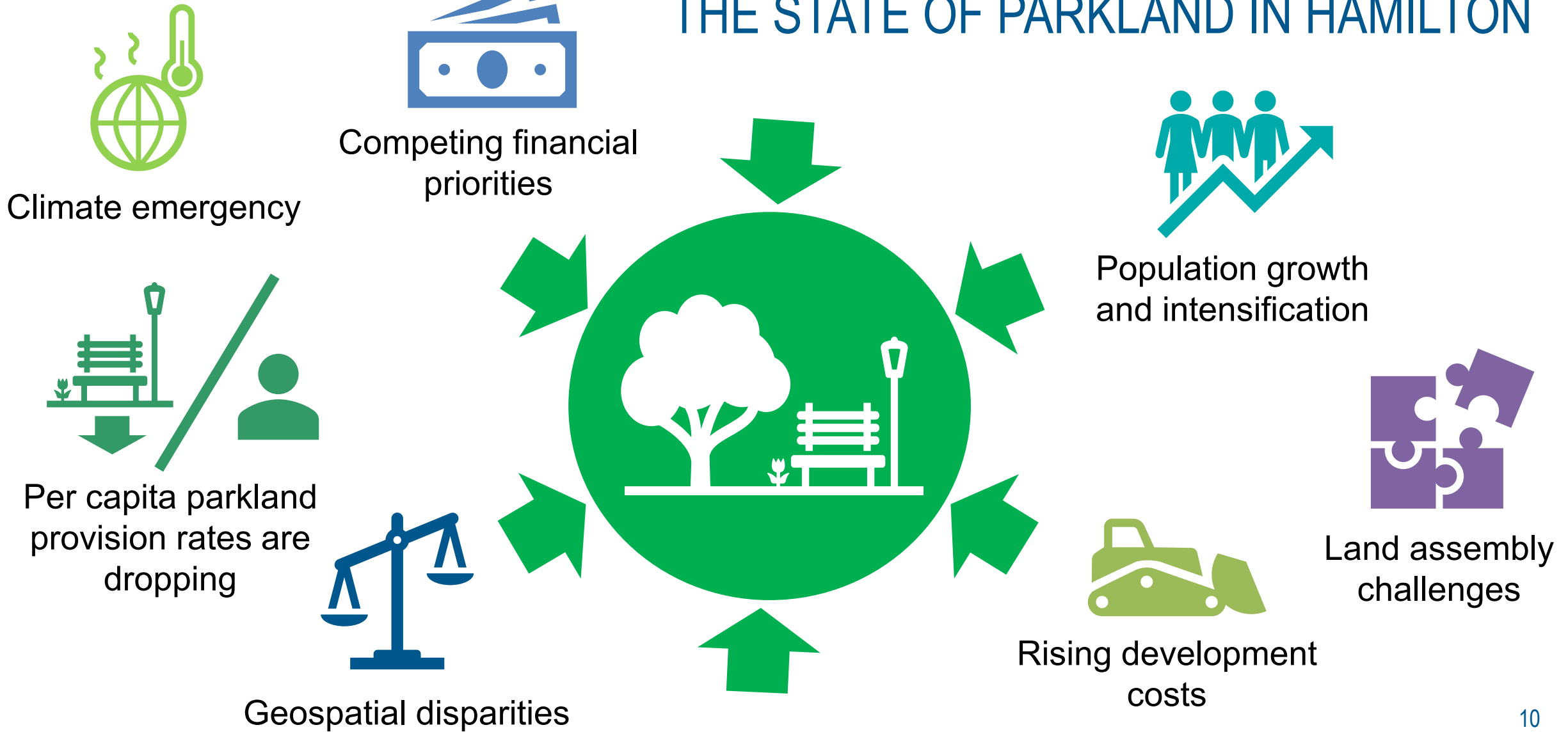


**TARGET ACROSS THE ENTIRE MUNICIPALITY, per the Official Plan**

**21 m<sup>2</sup> +**  
park area/person  
(2.1 hectares / 1000)



# THE STATE OF PARKLAND IN HAMILTON





### Who We Engaged:

- Staff
- Key stakeholders
- The wider community

### How We Engaged:

- Public facing web page and Engage Hamilton web page
- Meetings and workshops
- Workbooks
- Signs in parks
- Social media posts
- Online surveys
- Mail-outs
- Email address: [ParksMasterPlan@hamilton.ca](mailto:ParksMasterPlan@hamilton.ca)



# TRENDS AND BEST PRACTICES

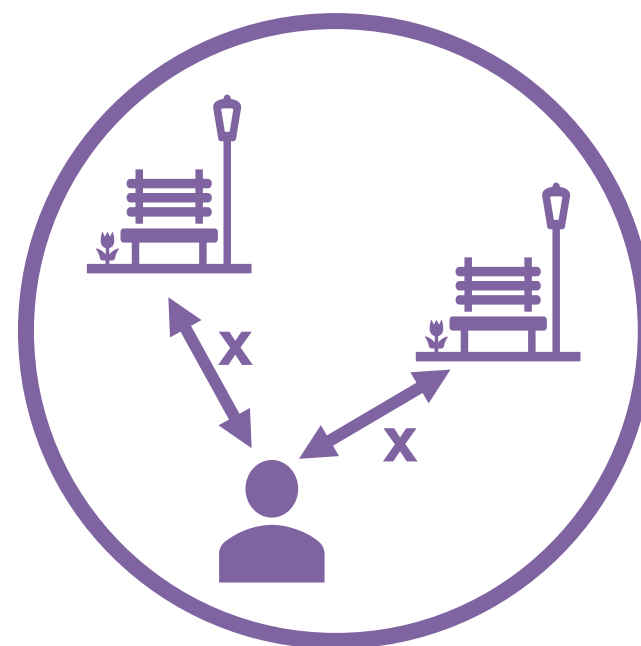
Identify **common themes**, **best practices**, and **principles** that can inform the Parks Master Plan.

Most commonly, municipalities measure parkland in two ways:



Park supply

OR



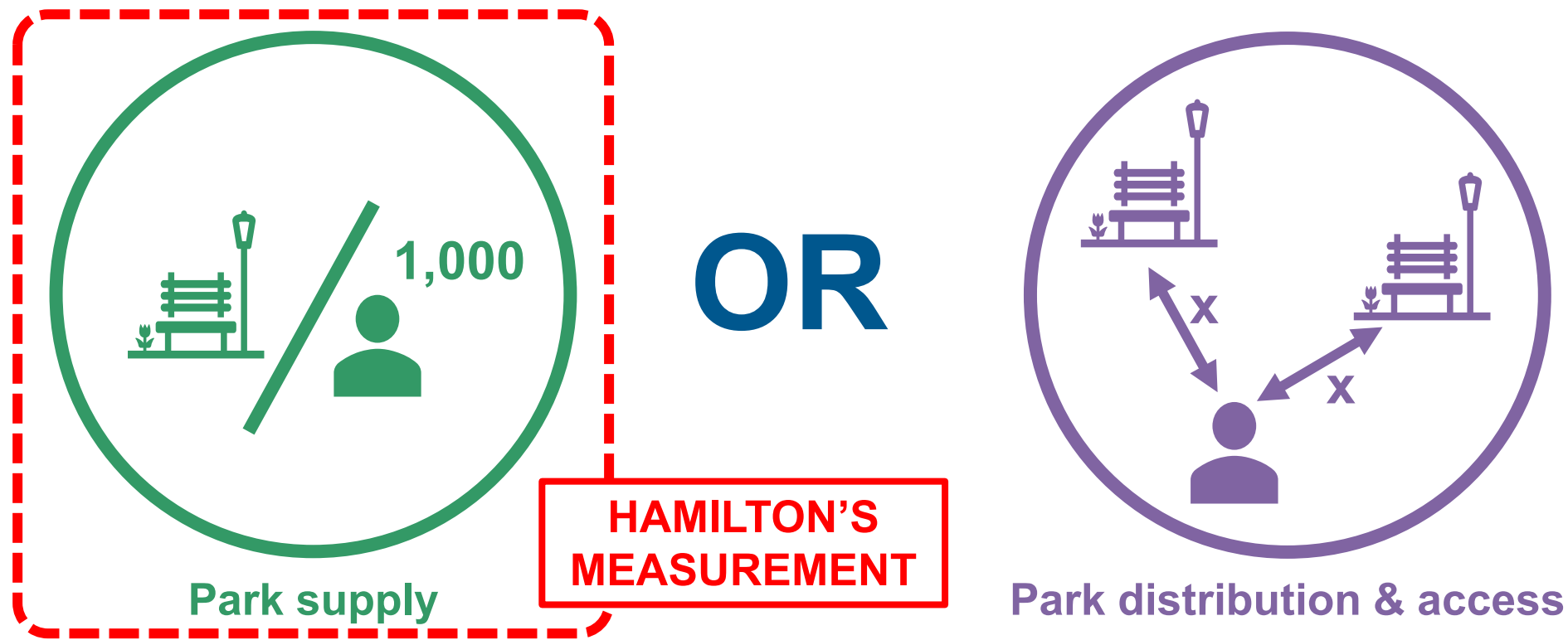
Park distribution & access



# TRENDS AND BEST PRACTICES

Identify **common themes**, **best practices**, and **principles** that can inform the Parks Master Plan.

Most commonly, municipalities measure parkland in two ways:



# TRENDS AND BEST PRACTICES

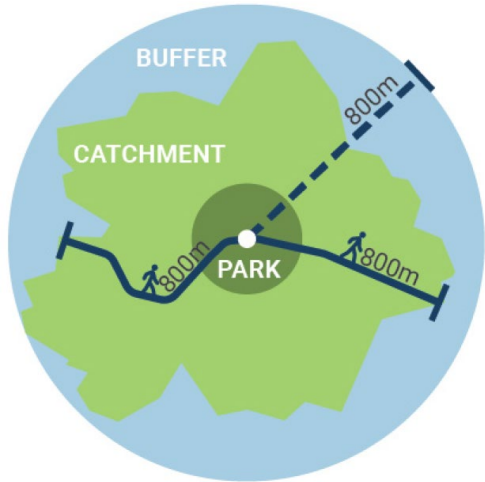
Park planning has shifted away from a focus on simple per capita measures of park area, to more nuanced assessments of parkland distribution, functionality and access.

Hamilton's urban fabric varies substantially, and so too do the parkland needs and requirements of its neighbourhoods.

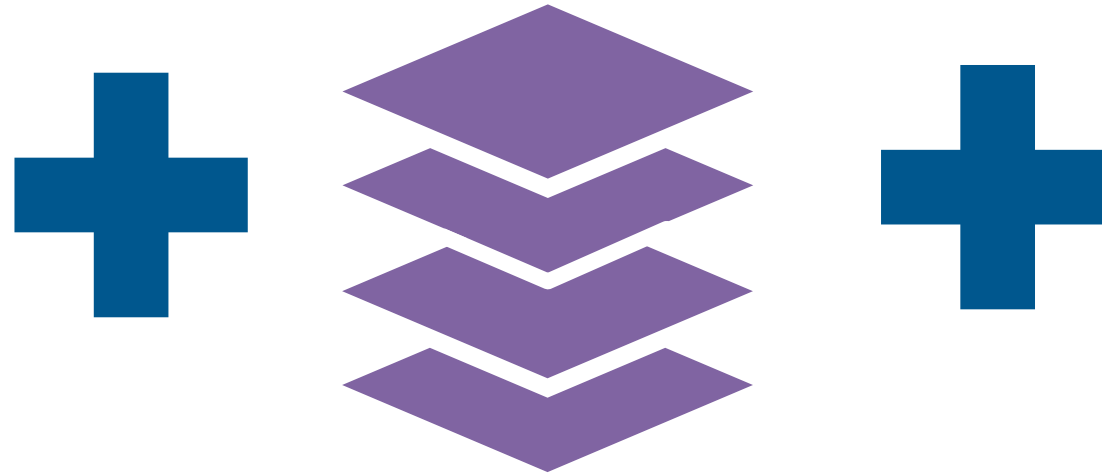


# PARKLAND PROVISIONING ANALYSIS

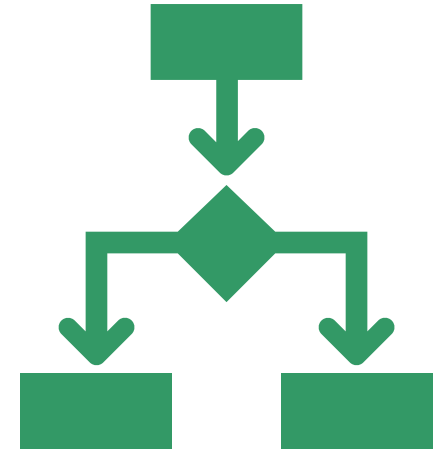
Catchment area analysis



Focus factor overlay

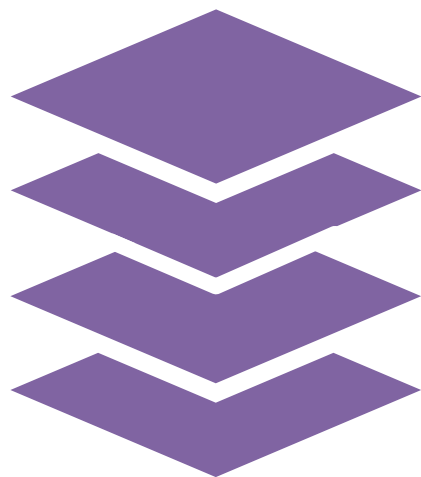


Decision making process



# PARKLAND PROVISIONING ANALYSIS

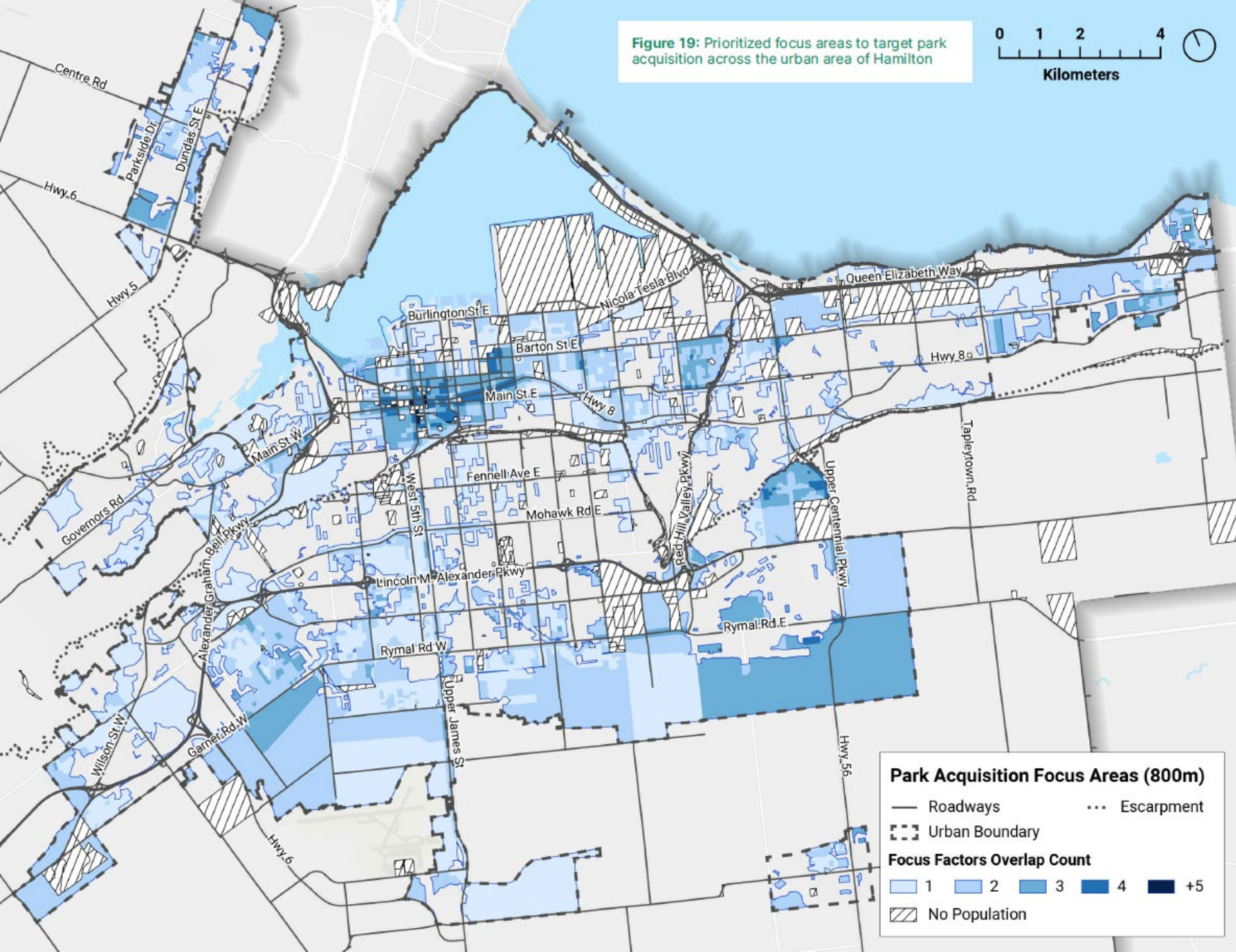
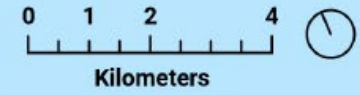
Focus factor overlay



- 1 Low or no municipal parkland
- 2 High density (Existing)
- 3 High density (Planned intensification)
- 4 Transit oriented development corridors
- 5 Low income (>25% low-income residents)
- 6 Child and youth population (>25% less than 19 yrs old)

# ACQUISITION FOCUS AREAS

Figure 19: Prioritized focus areas to target park acquisition across the urban area of Hamilton



**Park Acquisition Focus Areas (800m)**

- Roadways
- ... Escarpment
- - - Urban Boundary

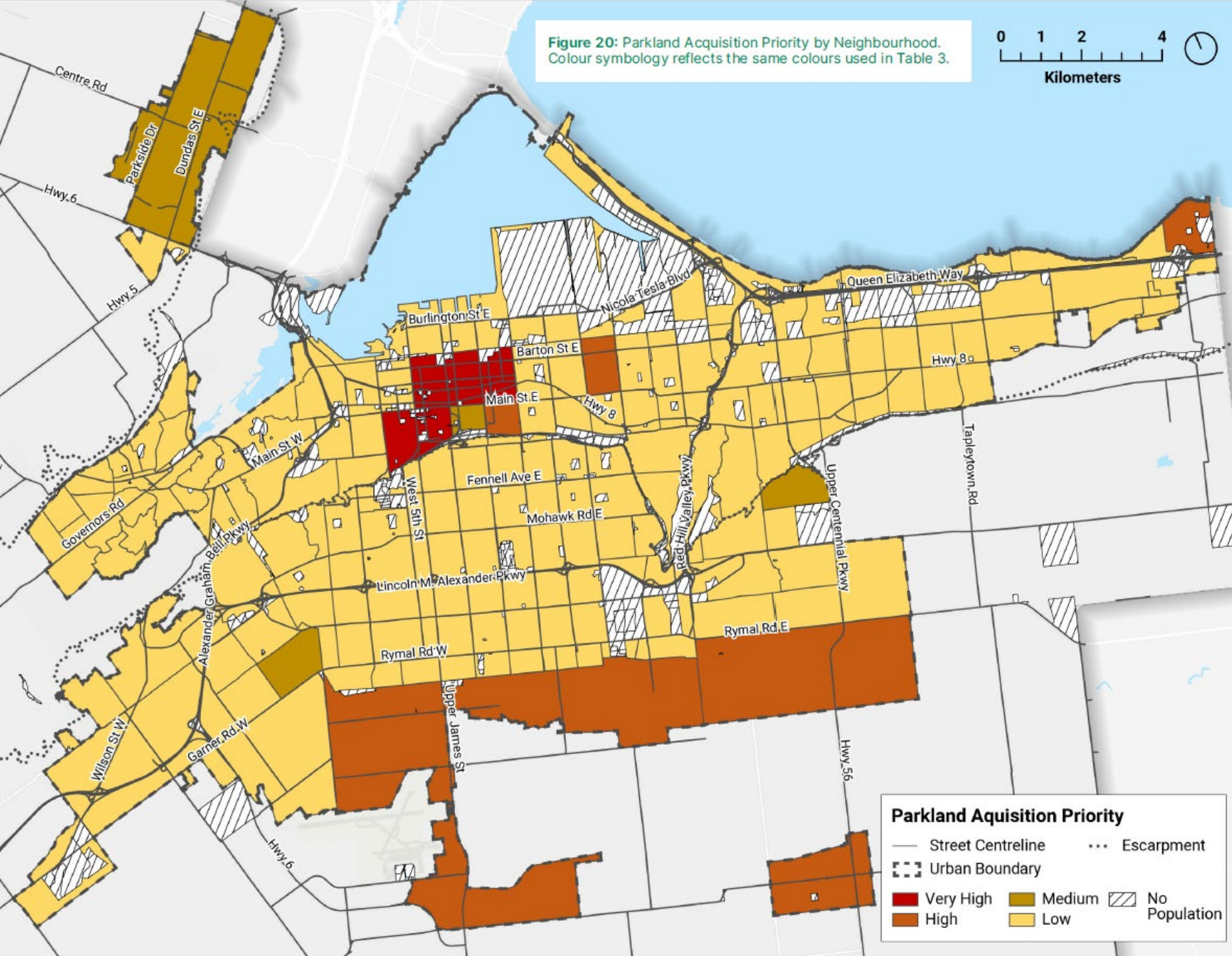
**Focus Factors Overlap Count**

- 1 (lightest blue)
- 2 (light blue)
- 3 (medium blue)
- 4 (dark blue)
- +5 (darkest blue)
- Diagonal hatching: No Population



# ACQUISITION FOCUS AREAS (BY NEIGHBOURHOOD)

Figure 20: Parkland Acquisition Priority by Neighbourhood.  
Colour symbology reflects the same colours used in Table 3.



# PARKLAND ACQUISITION

## Existing parkland acquisition tools:

### Parkland Dedication

- Conveyance of land for park / recreational use; or
- Cash-in-lieu of parkland

### Land Purchase

- Funded through parkland cash-in-lieu reserve, grants, or more commonly, through taxes

### Reciprocal Agreements

- Between the City and school boards, allowing the use of each other's facilities during off-peak times

### Expropriation

- Taking of land in the exercise of the authority's statutory powers

### License Agreements

- Construction of trails within utility rights-of-way

### Open Space Redevelopment / Intensification

- Repurposing of land to support the surrounding community (street closures, parking lot to park conversion, etc.)

# PARKLAND ACQUISITION

Explore **new** tools to acquire parkland:

## Proactive Parkland Acquisition Strategy

- Strategy to communicate priority parkland acquisition focus areas to identify opportunities for land acquisition

## Privately Owned Public Spaces (POPS)

- Working with private landowners / developers to incorporate publicly accessible lands into the urban fabric

## Strata Parks

- City-owned lands that overlap with shared infrastructure such as parking structures

## Repurposing of Municipal Lands

- Parking lots / underutilized lots to parks

## Partnership Models with Agencies, Community Groups

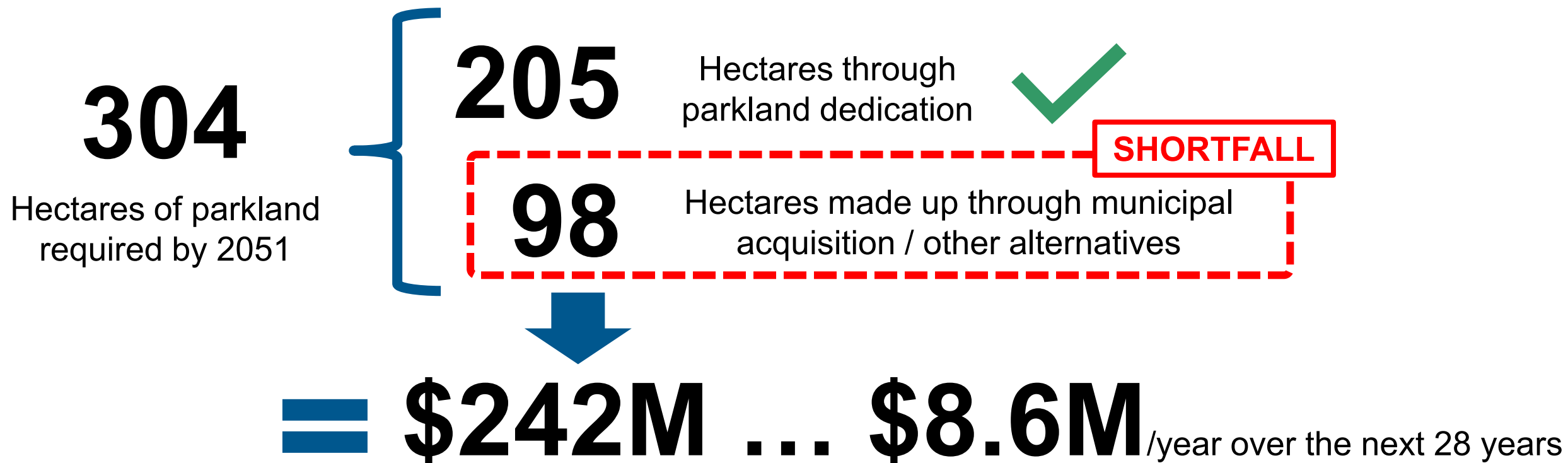
- Establish funding, acquisition and programming partnership model to find ways to increase park provision

20

# FINANCIAL IMPLICATIONS AND IMPLEMENTATION

## Looking forward – summary of parkland needs to 2051:

In order to meet the City’s target of 2.1 hectares of parkland per 1,000 residents ...



# MASTER PLAN RECOMMENDED ACTIONS

- The Plan provides recommendations to assist decision makers in setting priorities to maximize opportunities for parkland acquisition:
  - Short term (within 4 years) – ex. Official Plan amendments to align current policies with the Parks Master Plan and with the Parkland Dedication Bylaw
  - Medium term (5 to 10 years) – ex. Investigate opportunities to acquire surface parking to convert to parkland.
  - Long term (10+ years) – ex. Form partnerships with aggregate site owners and operators the viability of quarry rehabilitation to public parkland.



- Begin implementing the Master Plan recommended actions.
- Utilize the decision-making framework (as part of the Master Plan) to identify specific priority areas for parkland acquisition at the neighbourhood level.
- Parkland Advisory Review Committee to continue to provide technical review of sites for potential parkland use

# REPORT RECOMMENDATIONS

- a) That Appendix "A" attached to Report PW23064 respecting (Parks Master Plan, prepared by O2 Planning + Design Inc.) be approved as the basis for the planning of parkland.
- b) That staff be directed to update the City's Parkland Dedication policies and By-law in accordance with the approved Parks Master Plan.
- c) That staff be directed to develop parkland acquisition strategies (including funding) for priority focus areas identified as being 'High', 'Very High' or 'Medium' in the Parks Master Plan, and to submit capital and/or operating budget requirements, to support the Parks Master Plan to the appropriate budget process(es) for consideration, as required.
- d) That staff be directed to develop a strategy to communicate priority parkland acquisition focus areas at the neighbourhood level (including parks, planning, funding and financing), as identified in the Parks Master Plan.
- e) That the matter respecting OBL Item E, regarding the Parkland Acquisition Strategy (PW Report 18-008, Item 9) be identified as complete and removed from the Public Works Committee Outstanding Business List.




Hamilton

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>	October 4, 2023
<b>SUBJECT/REPORT NO:</b>	2023 Economic Development Workforce Strategy (PED23194) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Adam Durrant (905) 546-2424 Ext. 4486
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That Council receive the Workforce Strategy attached as Appendix “A” to Report PED23194;
- (b) That the strategy and the actions contained therein be used to guide the work and to inform future workplans of the Economic Development Division.

### EXECUTIVE SUMMARY

In Q4 2022, Deloitte Economic Advisory Practice (Deloitte), an international consulting firm that recently acquired MDB Insight Ltd. – previously one of Canada’s leading economic and workforce development consulting firms – was awarded the contract to produce the City of Hamilton’s Workforce Strategy.

The purpose of this strategy is to identify the role and function of the City of Hamilton’s Economic Development Division within Hamilton’s broader, and well-established, workforce development and training ecosystem. This strategy includes a comprehensive qualitative and quantitative overview of labour force trends and opportunities in Hamilton, included both in the strategy (Appendix “A” to Report PED23194) and as a standalone research document (Appendix “C” to Report PED23194). The combination of secondary source data, primary data – as gathered

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**SUBJECT: 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - Page 2 of 7**

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through a survey of Hamilton's labour force, delivered in Q2-Q3 of 2023 and existing employer survey data gathered in Q1 2023 – and extensive consultations with local employers, service providers, educational institutions, and other interested and affected parties culminated in an action plan encompassing of 40 action items.

The strategy articulates where the Economic Development Division is positioned to lead on workforce development where it can best support the existing ecosystem.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

There are no Financial/Staffing impacts associated with the adoption of this Report. Any financial/staffing implications associated with advancing actions contained within the Workforce Strategy would be subject to future approvals as part of future reports.

**HISTORICAL BACKGROUND**

Economic Development undertook this study as part of the Council-approved action items to the 2021-2025 Economic Development Action Plan. Specifically, Action Item No. 5 from the Economic Development Action Plan states: In collaboration with the workforce development community, create and implement a Workforce Attraction, Retention and Development (Talent) Strategy.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

The 2021-2025 Economic Development Action Plan, 2020 Mayor's Task Force on Economic Recovery, the 2021 and 2023 Just Recovery for Hamilton Report, and all of Economic Development's sector strategies recognize that workforce development is integral to a sustained economic recovery from the COVID-19 pandemic. Furthermore, Economic Development's existing sector strategies speak to workforce development as a key enabler for both attracting and retaining business investment into Hamilton. These sentiments are closely aligned to those noted in the extensive consultation and engagement process which involved over 270 interactions with a range of stakeholders across five priority sectors, employers, jobseekers, community organizations, municipal leaders, and business associations. Specific examples of the consultation include:

- An online labour force survey was launched on May 15, 2023 and ran until July 10, 2023. The survey sought input from individuals working in the City of Hamilton or

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**SUBJECT: 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - Page 3 of 7**

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looking for work in the city. The survey was designed to better understand workforce related challenges and needed supports. The survey received a total of 133 responses and primarily captured input from individuals aged 25 to 54 with post-secondary degrees, or certificates;

- A total of 42 stakeholders were interviewed, including secondary and post-secondary partners, adult education and literacy providers, employment and training services, Hamilton Street Railway, Chambers of Commerce, members of the Hamilton Immigration Partnership Council, Housing Hamilton, Workforce Planning Hamilton, and major employers. These discussions provided input into the availability and readiness of Hamilton's workforce, labour force gaps and challenges, the role of the Economic Development Division in supporting talent recruitment and retention, and insights to advance a strong, resilient, and aligned labour market environment in Hamilton;
- Workforce partners were also engaged through a roundtable discussion in May 2023 to further inform the workforce development review within the Hamilton region. A total of 25 stakeholders participated in the two-hour online session, validating findings to date, and offering a deeper dive into the current workforce ecosystem, including gaps in services and related systems and solutions to strengthen labour supply and demand alignment;
- Five sector-specific workshops were also hosted between May and June 2023, seeking input from businesses in target sectors including Manufacturing and Goods Movement, Agri-food and Food and Beverage Processing, Life Sciences, Finance, Insurance, and Real Estate, Information and Communications Technology, Creative Industries, and Mainstreet/Retail/Tourism/Small Business. A total of 70 businesses and support organizations provided input into regional assets, sector-specific workforce challenges, the role of the workforce ecosystem in supporting labour force needs and solutions to overcome recruitment and retention barriers; and,
- Further informing the employer input, Economic Development and Workforce Planning Hamilton shared insights emerging through the joint annual EmployerONE Survey, which collected responses from 630 employers across Hamilton.

The engagement results were aggregated and thematically analysed into the Strengths, Opportunities, Aspirations, Risks and Results Framework. This framework serves as the pivot point from asking "What has been learned?" to asking, "What needs to happen?". This approach guided the overall direction and strategic priorities for Hamilton's Workforce Strategy. This document is attached to this Report as Appendix "B" to Report PED23194 - Hamilton's Workforce Strategy: Engagement Summary.

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**SUBJECT: 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - Page 4 of 7**

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**ANALYSIS AND RATIONALE FOR RECOMMENDATION****The Need for A Workforce Strategy**

With the need for a workforce-focused strategy clearly articulated and validated through consultation, Economic Development sought to undertake the role of convenor, facilitator, and collaborator to advance Hamilton's position as a workforce hub and city of choice to live and work.

The resulting strategy offers a series of evidence-based areas of focus and objectives, and a tailored action plan. These areas of focus state the aspirational outcomes for Hamilton's future labour market. An Action Plan will be delivered over the life of the strategy through the collaborative efforts of Hamilton's workforce ecosystem. The ultimate strategy outcome is for local industries and employers to have access to a skilled and resilient talent pool that fuels the city's competitive position to attract and retain businesses and talent.

**The Workforce Strategy's Vision**

The Hamilton Workforce Development Strategy is grounded in a vision that reflects Hamilton as an inter-connected workforce hub, where economic development and workforce development efforts contribute to the city's competitiveness and prosperity. The labour market is aligned, businesses have access to a ready and skilled talent pool to fill job vacancies, labour force participation reflects an active and engaged labour force, and the community is recognized as a great place to live and work.

**Vision Statement:** Hamilton is recognized and celebrated for its workforce excellence where talent thrives, businesses succeed, and society prospers.

We know we have achieved our vision when:

- Hamilton has an active and goal-directed workforce ecosystem that fosters collaboration among industry and business, education, labour force participants, and community intermediaries;
- The workforce is empowered and responsive to shifting employer demands in an evolving economy;
- Where decision making is grounded in relevant, reliable data and labour market analysis;

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**SUBJECT: 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - Page 5 of 7**

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- Hamilton is an inclusive and celebrated destination known for its diverse talent pool and equitable access to opportunity for all;
- Performance indicators validate the outcomes and the impact emerging from strategy implementation; and,
- Strong partnerships across public, private, and the voluntary sector collaboratively advance talent development, and leverage evidence-based insights to position the labour market for today and tomorrow.

### **Strategic Areas of Focus**

The strategy highlights five areas of focus that are highly interrelated and work collectively to strengthen workforce collaboration within the ecosystem. They support talent development initiatives and leverage evidence-based insights to position Hamilton's labour market to meet the needs of today and tomorrow. The areas of focus and objectives of this strategy begin with and are grounded in local strengths. They aim to bridge skills gaps, strengthen partnerships, and promote diversity, equity, and inclusion. Additionally, the strategy emphasizes marketing and advocacy efforts to enable talent attraction, retention, and talent development.

### **Five Areas of Focus:**

1. Partnerships and Collaboration;
2. Skills Development and Training;
3. Ongoing Data Utilization;
4. Marketing and Promotion; and,
5. Policy Creation and Advocacy.

### **The Workforce Strategy's Objectives**

The areas of focus are underpinned by a total of 13 objectives that anchor the broader Action Plan. These objectives were shaped to build on local strengths, mitigate areas of challenge, and convey outcomes articulated through primary and secondary research, that was subsequently validated through engagement with local employers and workforce partners.

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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: 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - Page 6 of 7**

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1. Foster a collective leadership approach to support workforce development and labour market planning;
2. Activate and foster collaboration within Hamilton's workforce ecosystem (Government, Institutions, Employers, and Local Employment Support Organizations);
3. Strengthen partnerships to demonstrate Hamilton's ability to support investments and economic growth;
4. Work with education institutions and industry partners to identify and respond in a timely manner to market needs;
5. Encourage entrepreneurship and innovation among Hamilton's local labour force;
6. Disseminate reliable resources that inform on in-demand occupations and skills, and the broader future of work considerations;
7. Continue to promote new and existing training and employment programs and supports;
8. Ensure that the labour force has access to learning and tools that consider employers needs today and in the future;
9. Develop and share common marketing communications and tools to be used by the Hamilton workforce ecosystem, and across Hamilton's business community to increase familiarity and consistency in the message;
10. Increase awareness through promotion of local initiatives that influence workforce development and labour market planning;
11. Advocate for addressing core labour force wraparound supports for Hamilton's diverse communities;
12. Undertake concerted efforts to achieve the immigration Stretch Target identified in the Economic Development Action Plan 2021-2025; and,
13. Advocate for leadership on the wider range of issues impacting the labour force and the workplace.

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**SUBJECT: 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - Page 7 of 7**

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**Action Plan**

A list of 40 actions comprises the Workforce Strategy's Action Plan. These actions reflect the five key areas of focus and their related objectives. Each Area focus also lists Key Performance Indicators to track success.

The list of actions is a starting point (although not presented in any priority sequence) based on input and research at a point in time. It is by no means an exhaustive or comprehensive list of all the potential actions, and it is recognized that new actions will emerge over time, based on influencing factors at a local, national, and international level.

Each action identifies a selected lead and internal/external supports, partners, or those that can make connections to advance implementation. Each Action is also provided an estimated timeline for implementation. See Appendix "A" to Report PED23194 – Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success.

With the recommendation that Council receive the Workforce Strategy and that Economic Development staff be directed to monitor and implement its Action Plan, staff have now completed Action Item No. 5 of the Council-approved 2021-2025 Economic Development Action Plan.

**ALTERNATIVES FOR CONSIDERATION**

N/A

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report PED23194 – Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success

Appendix "B" to Report PED23194 – Hamilton's Workforce Strategy: Engagement Summary

Appendix "C" to Report PED23194 – Hamilton's Workforce Strategy: Data and Desktop Research





## Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success

September 2023



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A strong partnership between government, employers and workers is an essential feature of an effective and enduring bond between the world of learning and the world of work.

# Executive Summary

Communities across Canada, and indeed globally, are facing significant labour market challenges, driven in part by the accelerated impact of an aging population, advancements in technology, global competition for talent, and workplace transformation. A shift in thinking among many in the labour force is evidenced in an evolving approach to job search and career decisions. Workers that experienced more freedom and flexibility in their work during the COVID-19 pandemic, are now actively negotiating to reflect this in their employment agreements. Beyond their workplaces, businesses are having to adapt their operations and strategies to tackle and report on the technological, environmental, social and governance impact of their policies. These are the dynamics that are changing the world of work, and leaders are being called upon to address them.<sup>1</sup> Many of these challenges require a collective response across industry, organizations, levels of governments, and communities. They cannot be ignored and require considerable thought and strategic action. Now.

*Canada's future labour market will depend on the ability to broaden labour force participation, support for immigration integration into the Canadian labour market, and opportunities to further strengthen alignment between labour supply and demand to meet employer skills needs.*

In 2022, almost 100% of Canada's labour force growth was accounted for through immigration to Canada; looking ahead to 2032, it is projected that 100% of Canada's population growth will be driven by immigration. Simply stated, Canada's future labour market will depend on the ability to broaden labour force participation, support newcomer integration into the Canadian labour market, and create opportunities to further strengthen alignment between labour supply and demand to meet employer skills needs. With the worker-to-retiree ratio expected to shift from 7 to 1 (50 years ago) to 2 to 1 by 2035<sup>2</sup>, the challenge is clear. It is upon us, and it requires a targeted and tailored approach to help communities win the battle for talent. Adding further complication, communities are also looking for solutions to proactively respond to Equity, Diversity, Inclusion (EDI), housing affordability and availability, transportation and mobility constraints, and health and wellness, among others.

## The city of Hamilton is not immune to the shifting workplace pressures.

The city of Hamilton has one of the most diversified economies in Canada – a product of the city's rich history of innovation, the quality of its labour force, its numerous geographic advantages and the efforts of Hamilton's business community and institutions. Situated at the western end of Ontario's Golden Horseshoe region, the city is centrally located in Canada, and Ontario's manufacturing heartland. The city has seen significant growth and transformation over the past decade.

With a diverse economy, the rise in Hamilton's arts scene, and projects like the West Harbour waterfront redevelopment and Hamilton Light Rail Transit, the city has further enhanced its economic prosperity and vitality indices. Hamilton's position as a multi-modal transportation hub and its proximity to United States border crossings align to support the city as a major distribution hub of goods in Southern Ontario. Its competitive positioning is further advanced through its world-class universities, colleges, and research-intensive companies, influencing its capacity for human capital development and talent opportunities.

<sup>1</sup> <https://www.weforum.org/agenda/2021/12/how-to-adapt-post-pandemic-workplace-young-global-leaders/>

<sup>2</sup> <https://www.canada.ca/en/immigration-refugees-citizenship/news/2022/11/an-immigration-plan-to-grow-the-economy.html>

Hamilton is home to approximately 569,353 people, 16,348 business with employees<sup>3</sup>, and 37,111 businesses being self-employed/zero employees. In 2022, Hamilton's economic base provided an estimated GDP of \$34.62billion.<sup>4</sup> The city accounted for 274,296 jobs after-COVID-19 employment gains (2021-2023) in sectors such as accommodation and food services, healthcare and social assistance and educational services.

However, a primary concern voiced by Hamilton business leaders is the presence of a growing skills gap, in which the skills of the labour force do not align with job requirements. Industries and occupations that have previously experienced robust growth are now facing a shortage of workers. Labour shortages continue in industries and occupations that experienced large declines during the pandemic and are struggling to replace workers during the recovery. Barriers to success facing underutilized domestic pools of labour, including Indigenous and First Nations Peoples, members of racialized communities, women, people with disabilities, and others, emphasize the need for opportunity for all who choose to be active in the labour market.

## Hamilton recognizes these challenges and responds to drive impact.

A report titled "Women out of Work"<sup>5</sup> highlights how women in Hamilton's workforce were disproportionately impacted due to the challenges surrounding the pandemic. Hamilton's Youth Strategy 2022-2027 addresses the accessibility of employment and training opportunities for this segment of the population and sets a positive direction in addressing overall labour challenges within Hamilton. Further, Hamilton's Economic Development has undertaken the role of convenor, facilitator, and collaborator to advance Hamilton's position as a workforce hub and the city of choice to live and work.

Global research suggests that recent trends in the economy have led workforce capabilities to be one of the most fundamental drivers of regional economic development.<sup>6</sup> This further emphasizes the importance for economic developers to inform and support skills development of the labour force, seek investment that drives good quality jobs, and strengthen alignment with the needs of the economy that maximizes the potential of the workforce.

## Hamilton's Workforce Strategy

Positioning Hamilton as a location of choice, and Hamilton businesses as progressive and responsive employers, contributes to the storyline of the city.

Hamilton's Workforce Strategy combines research and analysis of Hamilton's workforce ecosystem, its current economic target sectors and their workforce context with a comprehensive consultation and engagement process. The consultation and engagement involved over 270 interactions with a range of stakeholders across priority sectors, employers, jobseekers, community organizations, municipal leaders, and business associations. Additionally, insights and perspectives were garnered from the Employer One survey, carried out by Workforce Planning Hamilton and the Hamilton Economic Development Office earlier this year, resulting in input from over 650 Hamilton businesses.

Hamilton's Workforce Strategy positions a vision that ***Hamilton is recognized and celebrated for its workforce excellence where talent thrives, businesses succeed, and the community prospers.*** The strategy offers a series of evidence-based areas of focus and objectives, and a tailored action plan. These areas of focus state the aspirational outcomes for Hamilton's future labour market and are supported by a series of objectives, that clearly define how the areas of focus will be achieved. Each objective is guided by actions that will be delivered over the life of the strategy through the collaborative efforts of Hamilton's Workforce Ecosystem. The ultimate strategy outcome is

<sup>3</sup> Based on December 2022 Canadian Business Counts

<sup>4</sup>Conference Board of Canada, Major City Insights Report. 2022 data are forecast values. Data cover Hamilton Census Metropolitan Area

<sup>5</sup> Women Out of Work Report, Assessing Hamilton's Employment Disparities During COVID-19.

<sup>6</sup> Talent-driven economic development: a new vision and agenda for regional and state economies. Brookings. Available at: Talent-driven economic development: A new vision and agenda for regional and state economies (brookings.edu)



for local industries and employers to have access to a skilled and resilient talent pool that fuels the city’s competitive position to attract and retain businesses and talent.

Figure 1 showcases the core elements of the strategy. Foundation to the strategy is a vision for the future of Hamilton as a workforce hub. Five areas of focus set the direction for action, supported by 13 objectives, and a total of 42 relevant actions to advance Hamilton towards its workforce vision. The action plan offers direction on who may lead, support, or serve as a connector that creates opportunity for the workforce ecosystem over the short, medium, and longer-term.

Figure 1: Strategy at a Glance



Hamilton’s Workforce Strategy Areas of Focus are detailed below:

### Partnerships

**Focus Statement:** A shared commitment and efforts align to the needs of businesses and the labour force, demonstrating a seamless workforce ecosystem, and celebrating the shared strategic vision for Hamilton as a workforce hub.

- ❖ Objective 1.1: Foster a collective leadership approach to support workforce development and labour market planning
- ❖ Objective 1.2: Activate and foster collaboration within Hamilton’s workforce ecosystem (Government, Institutions, Employers, and Local Employment Support Organizations)
- ❖ Objective 1.3: Strengthen partnerships to demonstrate Hamilton’s ability to support investments and economic growth

### Skills Development

**Focus Statement:** Enhanced education, training, and skills development offerings strengthen the availability of relevant programming, leading to an activated talent pool with the skills, motivation, and capabilities to meet labour demand needs and drive productivity.

- ❖ Objective 2.1: Work with educational institutions and industry partners to identify and respond in a timely manner to market needs
- ❖ Objective 2.2: Encourage entrepreneurship and innovation among Hamilton's local labour force

### Ongoing Data Utilization

**Focus Statement: Ongoing data collection, analysis, and dissemination informs evidence-based decision making and shares insights on Hamilton's labour market, talent gaps, hiring trends, future labour market needs, and education and skills gaps.**

- ❖ Objective 3.1: Disseminate reliable resources that inform about in-demand occupations and skills, and the broader future of work considerations
- ❖ Objective 3.2: Continue to promote new and existing training and employment programs and supports
- ❖ Objective 3.3: Ensure that the labour force has access to learning and tools that consider employers needs today and, in the future

### Marketing

**Focus Statement: Hamilton is recognized as a destination of choice for talent, offering a diverse labour market that respects and promotes an inclusive and equitable work environment where all individuals are motivated to thrive and contribute.**

- ❖ Objective 4.1: Develop and share common marketing and communication messages and tools to be used by the Hamilton Workforce Ecosystem, and across Hamilton's business community to increase familiarity and consistency in the city's value propositions
- ❖ Objective 4.2: Increase awareness through promotion of local initiatives that influence workforce attraction and development and labour market planning

### Advocacy

**Focus Statement: Decision makers advocate to all levels of government and other relevant bodies on behalf of Hamilton's residents, businesses, and organizations to advance policies, by-laws, programs, and resources that enable progress and address barriers to employment for all.**

- ❖ Objective 5.1: Advocate for addressing core labour force wraparound supports for Hamilton's diverse communities
- ❖ Objective 5.2: Undertake concerted efforts to increase immigration to Hamilton
- ❖ Objective 5.3: Advocate for leadership on the wider range of issues impacting the labour force and the workplace

## Report Structure

Hamilton's Workforce Strategy is presented as follows:

Framing Hamilton's Workforce Strategy introduces the reader to the context and background for the strategy. The development process, informed by Hamilton City Council's priorities for 2022-2026 and the 2021-2025 Economic Development Action Plan (EDAP), was designed by Deloitte LLP as a four-phase interconnected process that began in January 2023. The strategy is informed by extensive research and analysis together with input from stakeholders including Hamilton residents, labour force participants, education and training providers, employers and businesses, industry organizations, and workforce intermediaries. The data and research analysis are grounded in quantitative and qualitative input, further informed through primary and secondary research.

Hamilton's Workforce Ecosystem puts forth a shared vision through partnerships and collaboration. Presenting an overview of the existing ecosystem in Hamilton, this section highlights the need for strategically integrated collaboration and the role for the Hamilton Economic Development Office, the city, its partners, and workforce ecosystem stakeholders. The strategy recognizes that no single element of Hamilton's Workforce Ecosystem can function without the other.

The Strategy: Areas of Focus and Objectives reflects the key areas of focus to increase Hamilton's talent attractiveness and position the city as "the best place to raise a child and age successfully". Hamilton's Workforce Strategy is grounded in a vision that reflects Hamilton as an interconnected workforce hub, where economic development and workforce development efforts contribute to the city's competitiveness and prosperity.

The Action Plan presents actions that emerged through comprehensive research of primary and secondary data and an expansive consultation process. The actions are further informed by recent work of Hamilton's Economic Development Office and the Hamilton Workforce Ecosystem. Relevant recommendations from the 2021-2025 Economic Development Action Plan (EDAP), Workforce Planning Hamilton – Local Labour Market Plan, sector-specific strategies, Mayor's Taskforce for Economic Recovery, Hamilton Immigration Partnership Council Annual Report, City of Hamilton Housing & Homelessness Action Plan, and the 2022-2027 City of Hamilton Youth Strategy Report, among others have been incorporated. The Action Plan is supported by an implementation plan to advance execution and monitor strategic outcomes and impacts over time.

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# Acknowledgments

The City of Hamilton's Economic Development Office gratefully acknowledges the insight and support of the organizations and individuals who contributed to this strategy and recognized that this is the beginning of a broader conversation.

## **Hamilton Economic Development Team**

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# Preface

Deloitte LLP was commissioned by the City of Hamilton to support the Hamilton Economic Development Office with a Workforce Strategy Review. This review was carried out from January 2023 through to August 2023. It is grounded in extensive industry consultation, community and stakeholder engagement, and comprehensive research and analysis. Consultation with workforce development partners, labour force participants, and industry was carried out from February to June 2023.

## How to Read and Use this Document

Presented as Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success, this document reflects a series of areas of focus, objectives, and strategic actions to advance sector priorities and address Hamilton's recruitment, retention, and labour training and development needs. As a tactical document, it will guide the Hamilton Economic Development Office, along with Hamilton's Workforce Ecosystem, towards an aligned labour market. The actions have been validated based on community input and research at a point in time. This strategy is a fluid document to be adapted as changing environments, and emerging challenges and opportunities arise.

## Notes for the Reader

Insight gathered from the engagement and consultation activities are marked within sections of this report. Conclusions drawn from these activities reflect the responses given at engagement sessions and should not be taken as generalizations about all employers within the target industry sectors.

If you have any further questions on the context of economic development within Hamilton, please contact the Hamilton Economic Development Office at [economicdevelopment@hamilton.ca](mailto:economicdevelopment@hamilton.ca)

## Deloitte Disclaimer

This report was provided to inform and assist the City of Hamilton's Economic Development Office with a Workforce Strategy Review. Deloitte does not assume any responsibility or liability for losses incurred by any party because of the circulation, publication, reproduction, or use of this report contrary to its intended purpose. This report has been made only for the purpose stated and shall not be used for any other purpose. Neither this report (including references to it) nor any portions thereof (including without limitation the identity of Deloitte or any individuals signing or associated with this report, or the professional associations or organizations with which they are affiliated) shall be disseminated to third parties by any means or included in any document without the prior written consent and approval of Deloitte.

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Observations are made based on economic, industrial, competitive, and general business conditions prevailing as at the date hereof. In the analyses, we may have made assumptions with respect to the industry performance, general business, and economic conditions and other matters, many of which are beyond our control, including government and industry regulation. No opinion, counsel, or interpretation is intended in matters that require legal or other appropriate professional advice. It is assumed that such opinion, counsel, or interpretations have been, or will be, obtained from the appropriate professional sources. To the extent that there are legal issues relating to compliance with applicable laws, regulations, and policies, we assume no responsibility, therefore. We believe that our analyses must be considered as a whole and that selecting portions of the analyses, or the factors considered by it, without considering all factors and analyses together, could create a misleading view of the issues related to the report. Amendment of any of the assumptions identified throughout this report could have a material impact on our analysis contained herein. Should any of the major assumptions not be accurate or should any of the information provided to us not be factual or correct, our analyses, as expressed in this report, could be significantly different.

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# Glossary of Terms

- ❖ **Apprenticeship:** An apprenticeship is a combination of on-the-job training and classroom learning. This form of training results in a skilled certification qualification. An apprenticeship relationship is usually administered by an employer. Employees are hired and trained through in-house on-the-job learning that are traditionally specific to a skilled trade, with periods of in-class training held throughout the apprenticeship.
- ❖ **Co-op:** A Cooperative program (Co-op) combines' classroom education with practical, structured work experience. It differs from the apprenticeship as it is usually provided by an educational institution. A student can complete several co-op placements throughout the period of academic study and receive academic credit for each. A co-op can be either paid or unpaid depending on the type of program.
- ❖ **Employability Skills:** The skills you need to enter, stay in, and progress in the world of work—whether you work on your own or as a part of a team. Examples of Employability Skills include fundamental skills such as communication, personal management skills and teamwork skills.
- ❖ **Internship:** Traditionally, an intern receives on-the-job training in the workplace. Internships are usually completed as part of coursework and students receive credit towards final program completion. They can be completed full time or part time and can be paid or unpaid.
- ❖ **Job shadowing:** Job shadowing may be completed over a few hours to a few weeks and involves observing an employee in their workplace. Students interact and network with practitioners while gaining industry exposure to inform their career pathway decisions.
- ❖ **Labour Market Transfer Agreements:** Federal government agreements with provinces and territory for the purpose of designing and delivering employment programming, with the goal of helping unemployed Canadians find and return to work. <sup>7</sup>
- ❖ **Lower-skill jobs:** Low-skill jobs are a segment of the workforce associated with a limited skill set or minimal economic value for the work performed. It is characterized by a lower educational attainment, such as a high school diploma, GED, or lack thereof, and typically results in smaller wages.
- ❖ **Micro-credential:** A Micro-credential is a certification that recognizes specific skills, learning outcomes or competencies that are valued by industry and employers. They are gained in a flexible, fast, and affordable way.
- ❖ **Middle-Skill Jobs:** those that require more education and training than a high school diploma but less than a four-year university degree.
- ❖ **NAICS:** The North American Industry Classification System (NAICS) is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the Canadian business economy.
- ❖ **NOC:** The National Occupational Classification (NOC) is the standard used by Federal statistical agencies in classifying occupations establishments for the purpose of collecting, analyzing, and publishing statistical data related to the Canadian business economy.
- ❖ **Target Sector:** Target sectors best match the unique competitive advantages in the area, as well as the needs of industry sectors. The ten industry target sectors in this strategy are Advanced Manufacturing, Agribusiness and Food Processing, Creative Industries, Finance, Insurance and Real Estate, Goods Movement, Information, Communications and Technology, Life Sciences and Tourism.

<sup>7</sup> [Backgrounder: Labour Market Transfer Agreements - Canada.ca](#)

- ❖ **Workforce Development Agreements:** Through these agreements, financial support is provided to support the design and delivery of programs and services to provide participants with training, skills, and work experience they need to obtain meaningful employment.<sup>8</sup>

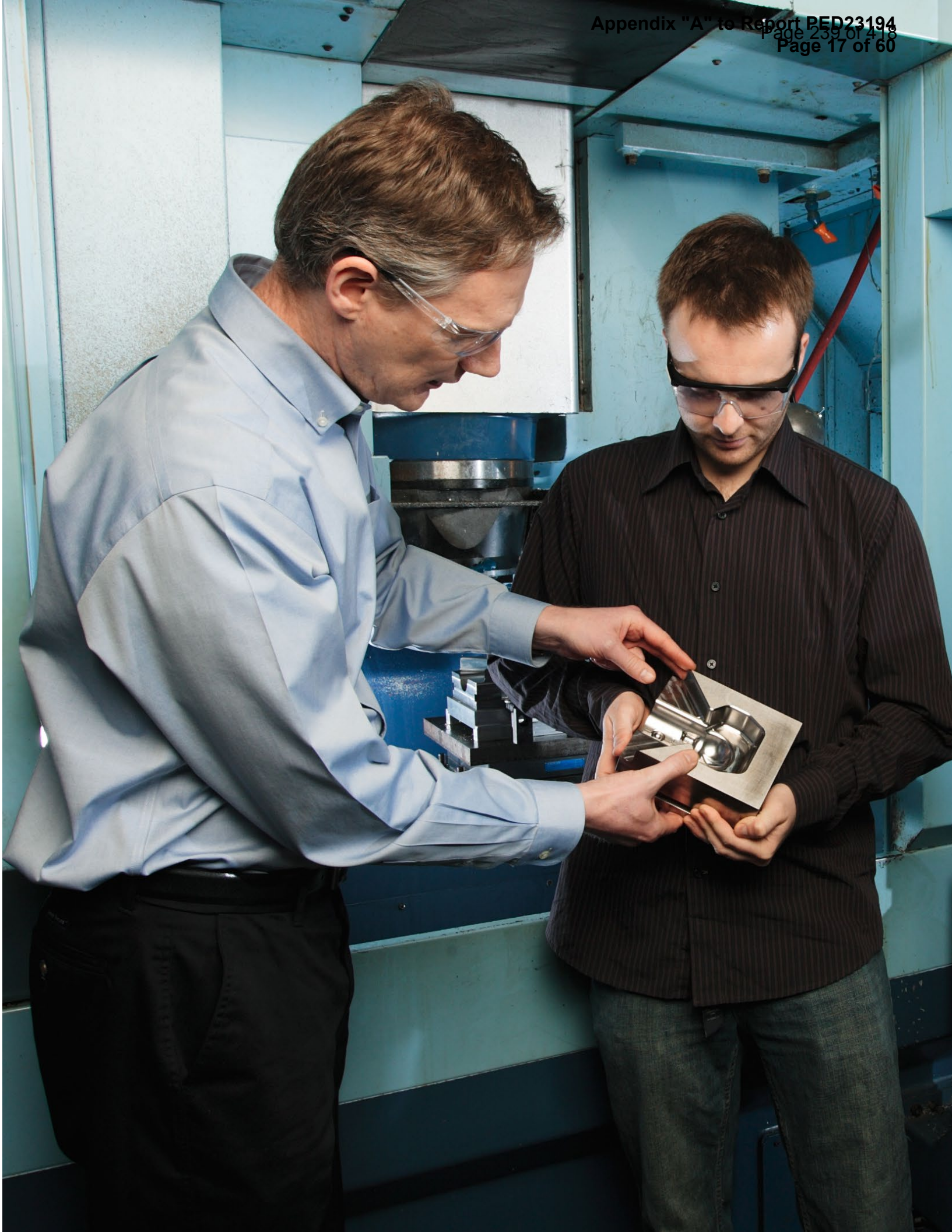
<sup>8</sup> [Evaluation of the Workforce Development Agreements - Canada.ca](#)

# Glossary of Acronyms

Acronym	Description
ABEA	Adult Basic Education Association
AI	Artificial Intelligence
COPS	Canadian Occupational Projection System
CoCs	Chambers of Commerce
CCSS	Children's and Community Services
CLH	Community Living Hamilton
EDAP	Economic Development Action Plan
ESDC	Employment and Social Development Canada
EDI	Equity, Diversity & Inclusion
FIRE	Finance, Insurance and Real Estate
FDI	Foreign Direct Investment
FTE	Full Time Equivalents
GDP	Gross Domestic Product
GTA	Greater Toronto Area
HARRC	Hamilton Anti-Racism Resource Centre
HBC	Hamilton Business Centre
HCCI	Hamilton Centre For Civic Inclusion
HCLC	Hamilton Community Legal Clinic
HED	Hamilton Economic Development Office
HIPC	Hamilton Immigration Partnership Council
HLC	Hamilton Literacy Council
HOPA	Hamilton Oshawa Port Authority
HDGs	Historically Disadvantaged Groups
HR	Human Resources
IWC	Immigrants Working Centre
IEC	Industry Education Council
IT	Information Technology
IF	Innovation Factory
IHP	Invest in Hamilton Partnership
LiUNA	Laborers' International Union of North America



MEDJCT	Ministry of Economic Development, Job Creation, and Trade
MoE	Ministry of Education
MLITSDO	Ministry of Labour, Immigration, Training and Skills Development of Ontario
NPAAMB	NPAAMB Indigenous Youth Employment and Training
OMAES	Ontario Ministry of Advanced Education and Skills Development
OTEC	Ontario Tourism Education Corporation
OYAP	Ontario Youth Apprenticeship
PATH	PATH Employment Services
PSEs	Post-Secondary Education/Institutions
SDF	Skills Development Flagship
SMEs	Small Medium Enterprises
SHSM	Specialist High Skills Major
SOARR	Strengths, Opportunities, Aspirations, Risks, Results
WIL	Work Integrated Learning
WC	Workforce Collective (Niagara)
WPB Grand Erie	Workforce Planning Board of Grand Erie
WPH	Workforce Planning Hamilton



# Framing Hamilton's Workforce Strategy

This section of the strategy introduces the reader to the context and background for the strategy. Ever mindful of the Hamilton Economic Development Action Plan call for '*facilitating a skilled and adaptable workforce*'<sup>9</sup>, Deloitte LLP developed this workforce strategy through an interconnected process that began in January 2023 (Figure 2).

The severe economic downturn caused by the coronavirus pandemic made economic recovery an urgent priority in Hamilton. The COVID-19 pandemic and its impact on people, service delivery, and the economy have forced policy makers, community leaders, intermediaries, and businesses to rethink and respond to talent readiness and availability to sustain economic competitiveness. This was evidenced in the recommendations from the 2020 Mayor's Task Force on Economic Recovery. That work identified workforce training, employment, and ensuring work provisions as integral to economic recovery.

The Hamilton Economic Development Office, and its partners, have developed this first workforce strategy to support and advance a harmonized approach to workforce development and labour market planning in the city for the next five years. The strategy is timely and necessary, as evidence points to the need for a more intentional approach to workforce efforts.

## Methodology

The workforce strategy is informed by extensive research and analysis together with input from those contributing to the workforce ecosystem in the city, including Hamilton residents, labour force participants, education and training providers, major employers and businesses, industry organizations, and workforce intermediaries.

The development phases of the workforce strategy included:

- ❖ **Background review and Labour Market Analysis (January – April 2023):** To inform on the local situation, a literature review and data analysis was completed. This included a review of the broader policy context as it relates to workforce development in Hamilton and insights related to Employment Services Transformation within the Ontario government context. The research also identified key assets in Hamilton that contribute to workforce attraction, development, education and training, employment and wrap around services. A snapshot of labour market trends, including current employment and projected labour needs for Hamilton's target sectors, was also developed. The result of this phase is provided under separate cover as Technical Report 1: Data and Desktop Research.
- ❖ **Stakeholder Engagement (May – July 2023):** Engagement and consultation informed the areas of focus, objectives, and actions of this strategy. The workforce strategy incorporated engagement insights from a broad representation of stakeholders, including approximately 270 participants including Hamilton residents, labour force participants, the business community with representation from target economic sectors, education and post-secondary partners, business intermediaries and associations, Workforce Planning Hamilton, and the Chambers of Commerce, among others that contribute to workforce development, directly and indirectly. Participants offered insights and perspectives pertaining to the local labour market, economic opportunities influenced by access to the right talent, and a defined role for the Hamilton Economic Development Office in the workforce development ecosystem. This phase ensures Hamilton is drawing on its

<sup>9</sup> Workforce development is one of the 6 priorities of the 2021-2025 Economic Development Action Plan



comparative advantages and aspirations, while identifying "gap" areas or constraints to workforce development. The result of this phase is provided under separate cover as Technical Report 2: Engagement Summary Report.

- ❖ **Draft Strategy Validation Session (August 2023):** Deloitte LLP and the Hamilton Economic Development Office hosted a strategy validation session, to gather feedback from workforce partners related to areas of focus, objectives, and actions. Through facilitated breakout sessions, 33 participants were engaged in a fulsome discussion, offering feedback on the emerging actions, potential leads and partners and timing for implementation. Input shared was used to refine the strategy actions and identify potential roles for partners in successful strategy implementation. Upon the completion of the validation session, the strategy was refined, and performance metrics for achieving outcomes were developed.

This report brings together the research and consultation to provide the Hamilton Economic Development Office and its partners with Hamilton’s Workforce Strategy. The strategy recommends five Areas of Focus, namely partnerships, skill building, data collection, marketing, and advocacy. The strategy supports Hamiltonians' participation in the local economy and foster an aligned talent pipeline. The actions span employer supports for finding and retaining talent, student, and job seeker career pathway exploration, strengthening Hamilton’s position as an inclusive and diverse community, and working with post-secondary partners and training providers to contribute to Hamilton's talent pipeline and the attraction and retention of international students.

The Workforce Strategy will elevate Hamilton's profile as a workforce hub that supports increased investment and future growth in the city. This living document sets direction and establishes workforce priorities that will support the labour market today and into the future.

Figure 2: Hamilton’s Workforce Strategy Development Process – Phases of Work



### Alignment with City Plans

Effective workforce development planning requires leadership, commitment, and collective effort. It requires alignment with corporate and economic development efforts to ensure labour supply and demand needs are clearly defined and that there are cross-benefits through implementation of City strategies. This, in turn, leads to sustainable economic growth and competitiveness. For Hamilton’s Workforce Strategy, the development process

was informed by Hamilton City Council’s priorities (2022-2026) and the 2021-2025 Economic Development Action Plan (EDAP).

Council approved 2021-2025 EDAP supports and advances economic development and growth for the city of Hamilton. The strategy focuses on maintaining and sustaining Hamilton’s economy while pursuing opportunities that align with the city’s economic strengths and momentum. Consideration of the current and forecasted global landscape, and insights and feedback leveraged from Hamilton business owners, developers, citizens, anchor institutions and City Council helped ground the strategy. The EDAP identifies six key priorities, as illustrated below:

Figure 2:2021-2025 Economic Development Action Plan Priorities

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

This Workforce Strategy is a direct outcome of the 2021-2025 Economic Development Action Plan, namely action #5, which states: *In collaboration with the workforce development community, create and implement a Workforce Attraction, Retention & Development (Talent) Strategy.* The strategy is driven by Action #3 (*Design and deliver an annual Local Economy and Workforce Needs business survey*) and recognizes Action #1 (*Approve and implement the Hamilton Immigration Partnership Strategy*) as essential to workforce growth. The role of the Hamilton Economic Development Office as the coordinator and convener for workforce development, builds on Action #11 (*Partner with the workforce and business community to identify employment programs, work development opportunities and initiatives in Hamilton focused on equity-seeking groups, groups disadvantaged by discrimination and marginalized communities to recommend future strategies to address existing needs and gaps*).

In addition to the EDAP, the Workforce Strategy sought alignment and leveraged actions from the following reports.

- ❖ 2021 Hamilton Economic Development Highlight Book
- ❖ City of Hamilton Report of the Mayor’s Task Force on Economic Recovery - 2020
- ❖ Hamilton Economic Development Office Manufacturing Sector Strategy
- ❖ City of Hamilton Creative Industries Sector Strategy
- ❖ City of Hamilton FIRE Sector Strategy
- ❖ City of Hamilton Life Sciences FDI Sector Strategy
- ❖ City of Hamilton Information and Communications Technology (ICT) and Digital Media Sector FDI Strategy
- ❖ Business Impact Survey – EmployerOne
- ❖ City of Hamilton Housing and Homelessness Action Plan – 2020
- ❖ Housing for Hamilton Community Improvement Plan 2019
- ❖ Downtown Hamilton Secondary Plan Summary Report - 2017
- ❖ 2022 – 2027 City of Hamilton Youth Strategy Report



- ❖ Our Future Hamilton Final Report – 2017
- ❖ Our Future Hamilton Community Suggested Actions - 2017
- ❖ Our Future Hamilton Progress Report - 2018
- ❖ Hamilton Immigration Partnership Council Strategic Plan, 2021 – 2025
- ❖ Newcomers and Immigrants in the Hamilton Labour Market: Outcomes and Opportunities for Improvement – 2020
- ❖ A Demographic Profile of Immigrants in Hamilton - 2019
- ❖ Migration and Mobility in Hamilton Report - 2022
- ❖ Discrimination Experienced by Immigrants, Visible Minorities, and Indigenous People in Hamilton Report - 2021
- ❖ Workforce Planning Hamilton Local Labour Market Plan - 2021 – 2022

### Key Findings that Inform Areas of Focus, Objectives and Actions

A research-based environmental scan of macro-economic trends and local community consultation, including the voice of Hamiltonians, the business community, and workforce ecosystem partners provides relevant insight into the city's current workforce challenges. These insights set the tone for the practical steps contained in the action plan. Key findings include:

- ❖ Continuing to encourage and support immigration
- ❖ Aligning education and training with employer needs
- ❖ Addressing the 'employer-employee' disconnect
- ❖ Leveraging and strengthening workforce ecosystem partnerships
- ❖ Enabling diversity, equity, and inclusion
- ❖ Fostering Hamilton's value proposition for talent attraction and retention

#### Continuing to encourage and support immigration

Hamilton, like other communities across Canada, is constrained by structural factors of an aging domestic population, barriers to employment facing underutilized domestic pools of labour (e.g., Indigenous and First Nations Peoples, members of racialized communities, women, people with disabilities, etc.), and reliance on immigration for close to 100% of net labour force growth<sup>10</sup>.

If unaddressed, immigrant attraction challenges and the aging population may restrict Hamilton's long-term economic prosperity. Attracting and retaining immigrants that can fill labour force gaps across all skill levels is critical to the city's competitiveness. Canada's Immigration Plan<sup>11</sup> with increased targets post COVID-19, creates opportunity for key sectors to attract the desired talent with the skills and knowledge necessary to fill job vacancies. The Plan projects that by 2032, immigration will account for 100% of Canada's population growth<sup>12</sup>. With Hamilton being home to universities, colleges, and schools, including Mohawk College, Collège Boréal, McMaster University, Redeemer University, Columbia International College, the Hamilton-Wentworth District School Board and Hamilton-Wentworth Catholic School Board, there are opportunities to build on Hamilton's value proposition as an education hub and leverage this strength to attract immigration and new talent to live and work in Hamilton.

<sup>10</sup> Deloitte. September 2022. Understanding Canada's Labour Shortage.

<sup>11</sup> Immigration, Refugees and Citizenship Canada. 2022. An Immigration Plan to Grow the Economy.

<sup>12</sup> Ibid.

The Hamilton Economic Development Office and partners need to undertake targeted measures to attract newcomers to Hamilton. This includes creating a welcoming and inclusive community, supporting measures that address housing limitations, and ensuring a skills-based approach to immigration to narrow the gap between employer needs and labour supply. Advocating to provincial and federal decision makers to address core labour force wraparound supports, including housing will help support a more equitable and inclusive city, where everyone can thrive.

As companies seek talent from around the globe, and individuals are more willing to work across borders, the dependence on digital nomads may continue to increase and be a prominent factor in labour force planning<sup>13</sup>. Hamilton can work with partners including Workforce Planning Hamilton to market the newly implemented Federal initiative, the Digital Nomad Program among its business community as a step towards addressing skills shortages.

### Aligning education and training with employer needs

Community consultations highlight the need for enhanced collaborative efforts with the education and training sector to meet the current and future labour force needs of local businesses. Both the research and engagement point to employers across multiple sectors struggling to address skills shortages in a variety of positions and levels of experience. Businesses in manufacturing and goods movement<sup>14</sup> identify a shortage of skilled tradespeople and technically skilled workers. These occupations are essential to the operations of these businesses and employers face difficulties in finding skilled workers to meet their needs. Businesses in creative industries, FIRE, and ICT mention the need for specialized information technology skills and sector-specific skills. Life sciences stakeholders mentioned the need for specialized roles, such as nursing, youth mental health, social work, and environmental aides, etc. This sector also identified that Hamilton also has a lack of C-suite talent necessary to grow Hamilton as an international destination of choice for life science research and commercialization.

Digital transformation, automation, and the adoption of artificial intelligence (AI) is also expected to impact the labour market, with workforce displacement being the most significant outcome<sup>15</sup>. Advances in automation, including large language models and generative AI, are positioned to potentially reduce demand for both physical or routine roles, as well as professional and creative positions<sup>16</sup>. Current research points to AI's anticipated effects in completing routine tasks in industries such as retail and healthcare, as well as in activities common to legal assistants, researchers, or programmers<sup>17</sup>. Overall, these findings suggest that the adoption of AI may increase labour market disparities between workers who have the skills to use AI effectively and those who do not. Making sure that workers have the right skills to work with new technologies is therefore a key policy challenge.<sup>18</sup>

Business leaders have emphasized the need for flexible and responsive skills development opportunities across all skill levels and priority sectors to address labour force gaps. Enabling individuals to transition from programs such as Ontario Works and Ontario Disability Support Program into skilled trades/apprenticeships, or to utilize micro-credentialing and upskilling, may promote workplace participation through accommodation and inclusion. Additionally, incorporating experiential learning at the high school and post-secondary levels can create opportunities for career exploration and increased sector awareness. Programs such as LIUNA Hamilton Youth in

<sup>13</sup> Immigration, Refugees and Citizenship Canada. June 2023. Canada's Tech Talent Strategy.

<sup>14</sup> Sectors include iron and steel mills and ferro-alloy manufacturing; motor vehicle parts manufacturing; railroad rolling stock manufacturing; general trucking; and couriers among other subsectors.

<sup>15</sup> Deloitte. September 2022. Understanding Canada's Labour Shortage. Brookfield Institute. February 2021. Yesterday's Gone: Exploring possible futures of Canada's labour market in a post-COVID world. McKinsey Global Institute. June 2018. AI, automation, and the future of work: Ten things to solve for.

<sup>16</sup> Brookfield Institute. February 2021. Yesterday's Gone: Exploring possible futures of Canada's labour market in a post-COVID world. McKinsey Global Institute. June 2018. AI, automation, and the future of work: Ten things to solve for.

<sup>17</sup> Brookfield Institute. February 2021. Automation, AI, and Outer Space: Tech and the Future of Work in Canada.

<sup>18</sup> <https://www.oecd.org/future-of-work/reports-and-data/AI-Employment-brief-2021.pdf>

Construction, Secondary Specialist High Skills Major, Foreign Worker Program, E-Compass Ontario, and Ontario Youth Apprenticeship Program could be leveraged to support these initiatives.

Upskilling, reskilling, and education initiatives are crucial for attracting, developing, and retaining talent by addressing skills gaps. By investing in these initiatives, businesses can promote workforce development and ensure that their employees have the skills needed to succeed in their roles.

### Addressing the 'employer-employee' disconnect

Growing the labour force takes more than simply increasing awareness of career options. With an environment of labour scarcity, any disconnect between what job seekers want in jobs and what employers are offering, can impact job vacancies.

Macro trends related to the employer – employee disconnect include shifting expectations due to the rise, and in some cases strong persistence, of remote and flexible work options<sup>19</sup>. This trend may lead to changes in talent recruitment and a decrease in commercial space utilization. In a related area, workforce well-being has gained prominence as a critical factor in talent attraction and retention. Organizations investing in employee wellness programs, flexible work arrangements, and work-life balance initiatives have a competitive edge. There is a need to consider the generational divide in planning for workforce recruitment and retention, as the multi-generational workplace require varying leadership styles, from formal authority to leadership by influence<sup>20</sup>. The rise of technology-based workplaces has also seen age-related discrimination, preventing mature workers from re-entering the workplace<sup>21</sup>.

Stakeholders identified the opportunity to work with youth to improve recruitment outcomes. Suggestions included school field trips and providing tours to connect local employers and students for sector awareness and experiential learning opportunities. There is also a defined need to encourage employers to recognize the value of flexibility in the workplace, where appropriate. Businesses could opt for flexible employment arrangements including the location, schedule, and number of work hours, or consider part-time work, job sharing, or reduced hour position. In sectors where traditional flexibility might be limited, cross-training programs, hiring temporary workers, flexible contracts, task rotation and shared labour pools could be implemented. Other ideas included investing in workplace opportunities, mentorships, internships and facilitating access to training supports and tools.

### Leveraging and strengthening workforce ecosystem partnerships

Consultations on this project have identified the strength of Hamilton's partnerships and collaborations as a unique value proposition. These relationships span businesses, industry associations, post-secondary education and training organizations, employment support networks, intermediaries, and advocacy groups and unions. Ongoing conversations and shared knowledge are needed to ensure that both labour force needs are understood, and employers have access to timely and relevant supports. It is these collaborative efforts that will inform and influence certifications and training programming, professional development, and continued program enhancements. Identifying new data sources and conducting additional data analysis that can inform labour force forecasting, in-demand occupations, talent pool skills gaps, education, and training needs, will help promote evidence-based decision making. Involving workforce partners in new business investment opportunities can strengthen the promotion of an employer-ready labour pool.

Given the strength of the existing ecosystem, the Hamilton Economic Development Office role as a convener, facilitator, and collaborator was widely accepted in stakeholder consultation. The opportunity areas identified

<sup>19</sup> Forbes Advisor. June 2023. Remote Work Statistics and Trends In 2023.

<sup>20</sup> Harvard Business Review. 2014. Managing People from 5 Generations.

<sup>21</sup> Employment and Social Development Canada. 2021. Older workers: Exploring and addressing the stereotypes. Harvard Business Review. 2019. The Case for Hiring Older Workers.

include informing and supporting access to current labour market data, developing a consistent marketing message for Hamilton, and catalyzing partnerships for stronger talent attraction and retention. This further emphasizes the importance for economic developers to inform and support the skills development of the labour force, seek investment that drives good quality jobs, and strengthen alignment with the needs of the economy to maximize workforce potential.

### Enabling Diversity, Equity, and Inclusion

Consultation and research findings suggest the need and opportunity for Hamilton to address the labour market barriers for disadvantaged groups<sup>22</sup>. There is an international discussion happening on the need to acknowledge labour market barriers for equity deserving groups, including youth, women, Indigenous Peoples, visible minorities, and 2SLGBTQIA+ people. The Hamilton business community is engaged in this issue<sup>23</sup>.

Anecdotally, there is a perception that Hamilton is less welcoming, which negatively influences talent attraction and retention. To promote a culture of opportunity for all, targeted approaches are necessary to address inclusivity in the workplace. Improved access to the labour market can be enabled through tailored approaches, such as mentorship programs for youth, addressing language barriers for refugees, and improving international credential recognition for immigrants. Employment services can help qualified job seekers who may be lacking in interview skills and confidence. This is particularly true for historically disadvantaged groups, women in trades or individuals with disabilities. Employment services directed to these specific population groups or those disproportionately impact can help address their barriers to employment.

### Fostering Hamilton's value proposition for talent attraction and retention

Consultations have identified the need to continue promoting Hamilton's quality of life and place as a talent attraction and retention tool. Hamilton's assets, including diverse restaurants, a vibrant arts and culture scene, numerous galleries, museums, festivals, and a variety of parks and green spaces, should be promoted more broadly within the region. Opportunities also exist for Hamilton to showcase its community diversity and support policies and initiatives aimed at promoting social welfare and economic equality. However, some negative perceptions still exist that may discourage people from relocating to the city. Safety, a high level of homelessness in the downtown core, the high cost of living, and housing affordability were identified as barriers for people to relocate or remain in Hamilton. Stakeholders consulted as part of this project mentioned safety concerns affecting their motivation to work downtown. Labour force survey respondents also identified the least satisfaction with public safety and policing, along with the lack of affordable housing, childcare services, and access to public transit. These factors are barriers impacting their quality of life. Housing affordability has an impact on Hamilton's ability to attract talent to the city.

These elements contribute to the ongoing trend of people leaving Canada's biggest cities to move to smaller, more rural communities, i.e., the rural boom<sup>24</sup>. These barriers require thoughtful consideration and a collective effort spanning community organizations, all levels of government, among others, to advance solutions. One concept identified through the stakeholder engagement focused on the importance of a living wage for lower-skilled jobs that often pay minimum wage. While these solutions are beyond the scope of a workforce strategy, they are factors to its success and must remain a priority if Hamilton's vision to become a workforce hub is to be achieved.

Increased awareness and connection to local community support networks across the ecosystem will help those seeking information and assistance. To foster continued growth, Hamilton must ensure that its quality of place and

<sup>22</sup> The Conference Board of Canada. February 2022. Recovery for All, Finding Equities in Education and Employment.

<sup>23</sup> Ibid.

<sup>24</sup> Brookfield Institute. February 2021. Yesterday's Gone: Exploring possible futures of Canada's labour market in a post-COVID world.

quality of life factors into workers decision-making. A high quality of life and quality of place quite simply helps attract and retain workers.<sup>25</sup>

Efforts may include working collaboratively with housing developers to better align development to community needs and leveraging Hamilton's Employer Crawl<sup>26</sup> which offers students the opportunity to meet with potential employers and get a better understanding of Hamilton's job market.

<sup>25</sup> <https://www.linkedin.com/pulse/defining-quality-place-roi-carlotta-ungaro-cce-iom>

<sup>26</sup> <https://dailynews.mcmaster.ca/articles/students-employers-to-connect-at-annual-hamilton-employment-crawl/>





# Hamilton's Workforce Ecosystem – A Shared Vision through Partnerships and Collaboration

This section of the strategy provides a brief overview of the existing workforce ecosystem in Hamilton and highlights how the Hamilton Economic Development Office may support workforce development efforts for the city.

## Defining Workforce and Economic Development

To establish clarity around the definition and practice of economic and workforce development as it relates to the context of this research, this subsection offers a summary of these key terms. This is to ensure that the reader and participants in this project are considering the roles and responsibilities in the same light.

### Workforce Development

Workforce development, as a function area, has evolved from human resource development and workforce planning, and is described as “the coordination of public and private-sector policies and programs that provides individuals with the opportunity for a sustainable livelihood and helps organizations achieve exemplary goals, consistent with the societal context.”<sup>27</sup> In simple terms, workforce development focused on preparing individuals with the skills, knowledge, and capabilities to effectively participate in the workforce. This has expanded workforce development beyond policies in the Canadian context to include activities in economic development, immigration, human capital, social security, education, and training. In practice, this generally translates into the following types of activities in the community:

- ❖ Employment and training services
- ❖ Policy directions for employment and training
- ❖ Labour market research and planning
- ❖ Employer engagement and resourcing
- ❖ Skills development and educational alignment
- ❖ Employment, skills, and training grants/funding

### Economic Development

At its most basic level, Economic development refers to the process whereby a society improves its economic, social, and political well-being by expanding the range of economic activities, increasing the level of productivity

<sup>27</sup> <https://www.stlouisfed.org/publications/bridges/spring-2010/what-is-workforce-development>

and efficiency in those activities, and improving the distribution of the benefits of those activities among the members of society. Economic development involves a range of activities, including investment in physical and human capital, technological innovation, institutional development, and policy reform, among others<sup>28</sup>. In practice, this generally translates into the following types of activities in the community:

- ❖ Support and foster industry and business growth
- ❖ Investment attraction and aftercare
- ❖ Business Retention & Expansion (BR&E)
- ❖ Entrepreneurial support
- ❖ Incubation, acceleration, and technology transfer
- ❖ Tourism development and destination marketing
- ❖ Supporting workforce development efforts

### Aligning Workforce Development and Economic Development

Over the past decade, workforce development has become increasingly intertwined with economic development to support local economies. Communities recognize the need to be proactive in responding to business needs for a skilled and talented labour force. As a result, workforce development and economic development converge where the local labour force can meet industry's skills and knowledge needs.

Communities that can demonstrate the availability of a skilled and talented labour pool, one that meets local labour demands, are better positioned to compete for business investment and large-scale development projects. These investments, in turn, support the attraction and recruitment of people as workers and residents, due to the employment opportunities provided. Challenges arise when a lack of coordination impedes local workforce development, leaving the labour force underprepared to meet employer needs.

Consequently, the coordination of the local support ecosystem can influence decisions for new investments and business expansion, as the ability to support training and overall labour force availability has become a key consideration for site selectors and investors. To support coordination and cohesion of the workforce ecosystem, engagement across the community is necessary; whereby, all organizations commit to adapting to a new way of supporting local business.

### Hamilton's Workforce Ecosystem

Simply defined, a workforce ecosystem refers to the structure and interaction of partners and programs that influence skills development, talent attraction, retention, and labour readiness.

Hamilton has a strong workforce ecosystem base, comprised of the Hamilton Economic Development Office, education and training providers, major industry sectors and industry partners, and support organizations providing employment support, settlement services, youth services and other government services. The ecosystem actively engages in workforce planning, skills development and talent attraction and retention efforts. Hamilton's workforce ecosystem benefits from its geographical positioning near the Greater Toronto Area and the many universities, colleges, and schools across the region. Locally, Hamilton is home to Mohawk College, Collège Boréal, McMaster University and Redeemer University. All these institutions are highly recognized for their contribution to Hamilton's economy and competitive positioning. Columbia International College, the Hamilton-

<sup>28</sup> Farhad Taghizadeh-Hesary, "Economic Development: Definition, Theories, and Policies," *Journal of Economic Structures*, vol. 10, no. 1 (2021): 1-2



Wentworth District School Board and Hamilton-Wentworth Catholic School Board are responsible for elementary to high school levels, which play an important role in providing formative career exploration and awareness. Secondary schools also work closely with employers and industry partners to inform curriculum, enable on-the-job training, and enable work-integrated learning opportunities essential to decision making for the future workforce.

Mohawk College's Challenge 2025 stands as an example of a strong ecosystem effort. This workforce training program was launched by Mohawk College and community partners including Workforce Planning Hamilton and the Adult Basic Education Association of Hamilton to address regional employment gaps and make skills training and retraining more accessible across the city.

Beyond education and training assets, Hamilton is home to a multitude of employment and wrap-around support organizations, which deliver client facing services and supports required to position many in the labour force for transition into the labour force. FedCap as the new Service System Manager for the Hamilton-Niagara region is mandated to ensure a more responsive and reflective labour market, while Workforce Planning Hamilton (WPH), enables solutions to labour market issues through employer and community engagement and collaboration.

The Hamilton Immigration Partnership Council (HIPC) is unique among Ontario's Local Immigration Partnerships as the only LIP that is integrated within a municipal economic development office. This placement enables an extensive level of collaboration and cooperation between HIPC, the immigrant-serving organizations that contribute to HIPC's activities.

Hamilton's business support organizations including the three Chambers of Commerce (Hamilton, Flamborough and Stoney Creek), BLK Owned, in addition to local unions including Laborers' International Union of North America (LiUNA) contribute to information dissemination and help identify and respond to employer and labour needs. The Invest in Hamilton Partnership, including the Hamilton Economic Development Office, the Chambers of Commerce, post-secondary institutions, Hamilton Health Sciences, McMaster Innovation Park, Synapse Life Science Consortium, Hamilton Port Authority, and John C Munro Hamilton International Airport, play an essential role in enabling job creation, supporting business investment, and contributing to professional learning communities.

### Role of the Hamilton Economic Development Office

Hamilton's Economic Development Office serves as the City of Hamilton's primary resource for investment inquiries, financial incentives, investment attraction, and services to support the growth and success of local businesses. The division offers sector specialists to support key industry growth, increase foreign direct investment and trade, and encourage the creation of satellite offices through a Soft-Landing Program. The department also houses the Hamilton Business Center, which provides direct support to entrepreneurs and small businesses operating in Hamilton.

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Research suggests that Hamilton's Economic Development Office undertake targeted initiatives to support Hamilton's labour market. These include:

- ❖ improving access to data and evidence-based decision-making

- ❖ working with service providers to integrate performance measurement systems into program monitoring to support continuous improvement and program outcomes
- ❖ supporting sector-specific working groups to build a shared taxonomy around available skills and advocating for more employer-led training
- ❖ disseminating relevant information in useful and useable format
- ❖ collaborating within the workforce ecosystem
- ❖ contributing to the integration all segments of the immigrant population
- ❖ working with local employers to increase awareness of work integrated learning opportunities

### Role of Workforce Planning Hamilton

Workforce Planning Hamilton is one of 26 workforce planning boards across Ontario mandated to gather intelligence about labour supply and demand. The boards work with employers to identify current and emerging skills, and communicate those needs to the communities they serve. WPH will play a critical role working together to advance the strategy through:

- ❖ increasing labour market data and data accessibility
- ❖ encouraging information exchanges through networking events
- ❖ building out career pathways to promote growth occupations
- ❖ fostering employer-driven curriculum and training
- ❖ building partnerships in Hamilton's key growth sectors
- ❖ developing LMI tools that are made available to the entire workforce ecosystem

### Role of Other Workforce Ecosystem Partners

Workforce development providers and intermediaries bring valuable insights and knowledge on the challenges facing employers and job seekers, as well as opportunities to ensure a stable workforce and growth in Hamilton's economy. Opportunities exist for the Hamilton Economic Development Office and its ecosystem partners to build on existing resources and foster active employer engagement in skills development and training. Facilitated forums for ecosystem collaboration can ensure timely opportunities to discuss workforce barriers and viable solutions. This will, in turn, empower local collaboration, deepen relationships, and build trust and connections across the ecosystem. Other areas of support include:

- ❖ enhancing wrap-around supports that are key attributes for talent attraction and contributing to the development of quality of place and life
- ❖ engaging with underemployed segments of Hamilton's population to promote meaningful work and provide sector-specific, flexible, and accessible skills development and professional programming
- ❖ agreeing on common language to describe programs and processes to make it easier to understand for the client, particularly when a client may use multiple service supports
- ❖ ensuring employer-led training prepares the workforce to respond to the skills demands of the future



- ❖ strengthening immigrant settlement services and other support organizations
- ❖ collaborating on foreign worker programs to aid recruitment efforts in priority sectors
- ❖ enabling more employer-directed curriculum and career pathways, employer-led training, and experiential learning through apprenticeships, co-op programs, work-integrated learning, volunteerism, internships, and entrepreneurship programs
- ❖ focusing on education, training, and skills development initiatives that align with labour demand needs of employers
- ❖ increasing awareness among small and medium-sized businesses (SMEs) on Equity, Diversity, and Inclusion standards
- ❖ strengthening and delivering more targeted population-specific programming (such as that provided by Adult Basic Education Association and Hamilton Literacy Council) including credential assessments, language training for newcomers and Hamilton's diverse populations

### Role of Provincial Government (Employment Ontario)

The Ministry of Labour, Immigration, Training and Skills Development (MLITSD) leads Ontario's effort to be the best jurisdiction in North America to recruit, train, retain, protect, and reward workers for the jobs of today and tomorrow. The Ministry's work on this front creates dynamic and equitable labour markets, safe and harmonious workplaces, and competitive labour and employment regulations.<sup>29</sup> A key area of responsibility is the Employment Ontario (EO) program that aims to address labour market and skills gaps and enhance employment opportunities for all Ontarians. The objective of the program is to support job seekers in connecting with opportunities to find and keep good jobs, ensure employers can hire the skilled workers they need, and make sure the province has the best possible employment services. Employment Ontario aims to achieve this by equipping more people with valuable skills through apprenticeships and transforming employment and training services to improve labour market outcomes for job seekers.<sup>30</sup> MLITSD is currently undertaking an Employment Services Transformation review with the goal of making employment services more efficient, more streamlined, and more outcomes based. The role of the provincial government includes:

- ❖ Leading the Employment Services Transformation and assigning Service System Managers
- ❖ Supporting the provision of funding to support employment readiness, employment access, and barriers to labour force participation including housing, transit, and wrap-around services
- ❖ Coordinating efforts with other Ministries to reduce duplication and promote maximum labour market impact through cross-ministry collaboration

### Role of Federal Government

The Government of Canada has established the Labour Market Development Agreement and the Workforce Development Agreement (WDAs) with provincial and territorial governments for the development and delivery of

<sup>29</sup> <https://www.ontario.ca/page/published-plans-and-annual-reports-2022-2023-ministry-labour-training-and-skills-development>

<sup>30</sup> *ibid*

programs and services that help Canadians get training, develop their skills and gain work experience.<sup>31</sup> The Canada – Ontario Workforce Development Agreement reflects a common vision of supporting the employment and training needs of Ontario’s labour market by building an inclusive, integrated, client-centered, outcomes-driven, employment and training model for Ontario that responds to the evolving needs of individuals, employers, and communities. Employment and Social Development Canada has a mandate to improve the standard of living and quality of life for all Canadians by promoting a labour force that is highly skilled and promoting an efficient and inclusive labour market.<sup>32</sup> Another key federal ministry, Immigration, Refugees, and Citizenship Canada focuses on supporting settlement for immigrants and refugees that includes workforce integration. A leading source for reputable statistical data and insights, Statistics Canada helps Canadians better understand their country's population, resources, economy, society, and culture. StatsCan leads the Canadian Census every five years, along with about 350 active surveys that inform on many aspects of Canadian life.

These federal Ministries/Agencies have a role to play in the Hamilton workforce ecosystem through:

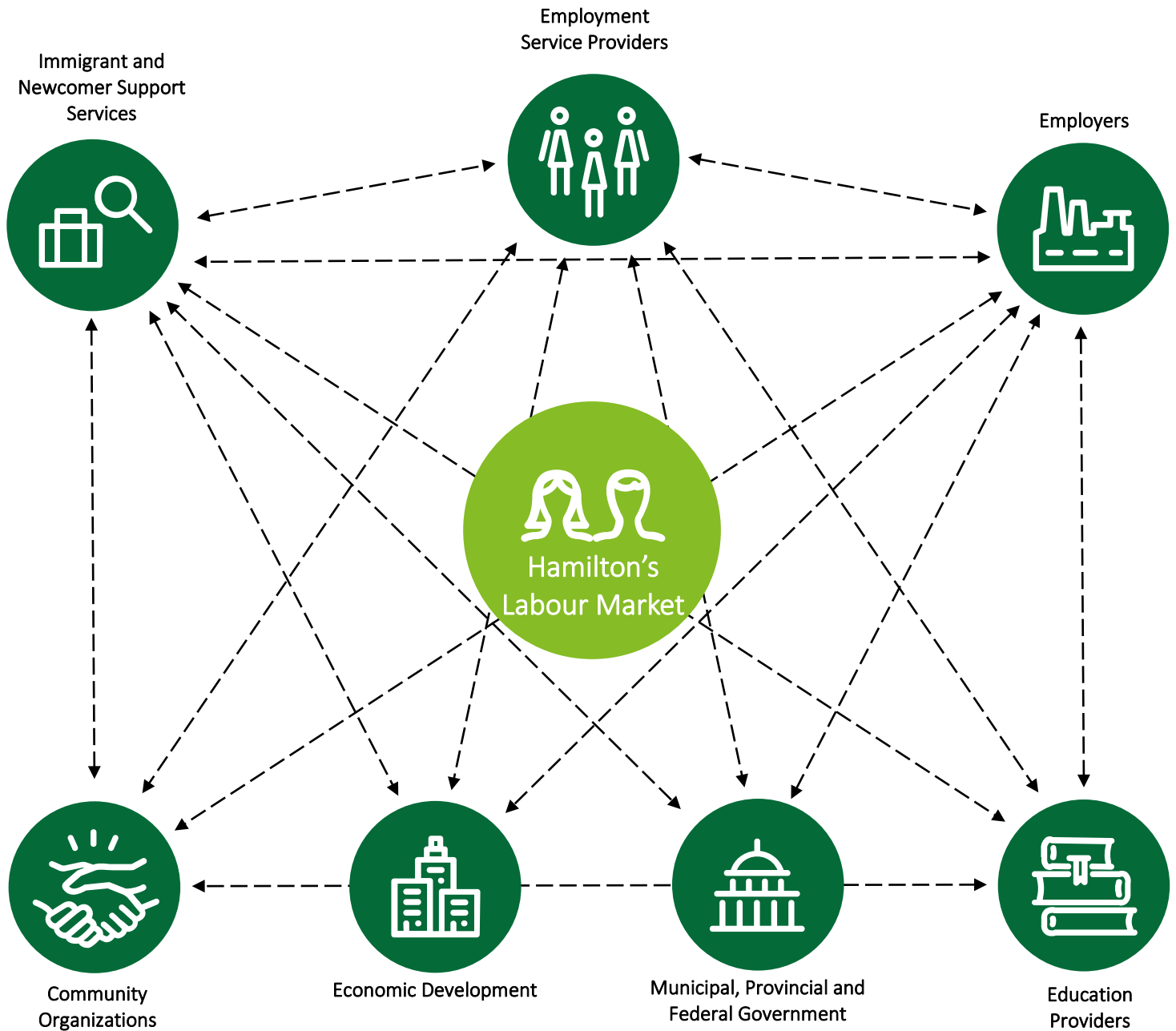
- ❖ participating in the exchange of relevant information, and dissemination of funding opportunities, grant programs, and available services and supports
- ❖ helping ecosystem partners to understand current policy and program requirements
- ❖ accessing relevant LMI to use for policy and program decision making
- ❖ engaging Hamilton’s workforce ecosystem through funded programming opportunities and initiatives
- ❖ Working with Hamilton’s workforce ecosystem partners to understand immigration policies and how to facilitate immigration supports that meets the needs of the newcomers and their families alongside the needs of Hamilton

Following is a visual presentation of Hamilton’s Workforce Ecosystem, reflecting the broad categories of those that contribute.

<sup>31</sup> <https://www.canada.ca/en/employment-social-development/programs/training-agreements/workforce-development-agreements.html>

<sup>32</sup> <https://www.canada.ca/en/employment-social-development.html>

Figure 3: Hamilton's Workforce Ecosystem



Strategically integrated collaboration is at the core of both Hamilton's workforce development ecosystem as well as this strategy. No single element of this ecosystem can function without the other. Likewise, the labour force itself is inclusive of newcomers and immigrants, youth, older workers, people with disabilities, and equity seeking individuals.







# The Strategy Areas of Focus

Hamilton's Workforce Strategy is grounded in a vision that reflects Hamilton as an inter-connected workforce hub, where economic development and workforce development efforts contribute to the city's competitiveness and prosperity. In this vision, the labour market is aligned, businesses have access to a ready and skilled talent pool to fill job vacancies, labour force participation reflects an active and engaged labour force, and the community is recognized as a great place to live and work. This is our vision.

Areas of Focus are designed to move Hamilton towards this vision. These are supported by a series of relevant objectives and tangible actions that identify what needs to be done next, and why it is necessary.

## Vision

***Hamilton is recognized and celebrated for its workforce excellence where talent thrives, businesses succeed, and community prospers.***

We know we have achieved our vision when:

- ❖ Hamilton has an active and goal-directed workforce ecosystem that fosters collaboration among industry and business, education, labour force participants, and community intermediaries
- ❖ The workforce is empowered and responsive to shifting employer demands in an evolving economy
- ❖ When decision making is grounded in relevant, reliable data and labour market analysis
- ❖ Hamilton is an inclusive and celebrated destination known for its diverse talent pool and equitable access to opportunity for all
- ❖ Performance indicators validate the outcomes and impact emerging from strategy implementation
- ❖ Strong partnerships across public, private, and the voluntary sector collaboratively advance talent development, and leverage evidence-based insights to position the labour market for today and tomorrow

## Strategic Areas of Focus

The five areas of focus are highly interrelated and work collectively to strengthen workforce collaboration within the ecosystem, support talent development initiatives, and leverage evidence-based insights to position Hamilton's labour market for needs of today and tomorrow. The Areas of Focus and objectives of this strategy are grounded in local strengths. They aim to bridge skills gaps, strengthen partnerships, and promote diversity, equity, and inclusion. Additionally, this strategy emphasizes marketing and advocacy efforts to enable talent attraction, retention, and talent development.



## Partnerships

**Focus Statement:** A shared commitment and efforts align to the needs of businesses and the labour force, demonstrating a seamless workforce ecosystem, and celebrating the shared strategic vision for Hamilton as a workforce hub.

- ❖ **Objective 1.1:** Foster a collective leadership approach to support workforce development and labour market planning.
- ❖ **Objective 1.2:** Activate and foster collaboration within Hamilton’s workforce ecosystem (Government, Institutions, Employers, and Local Employment Support Organizations).
- ❖ **Objective 1.3:** Strengthen partnerships to demonstrate Hamilton’s ability to support investments and economic growth.

Partnerships among Hamilton’s Workforce Ecosystem are identified as an area of focus to ensure a collaborative workforce planning ecosystem. A shared commitment to aligning the needs of businesses and the labour force will build a seamless integration of talent and skills development and advance a shared strategic vision.

Hamilton is home to a strong workforce ecosystem, with educational institutions, support organizations and an active business community. Continuing to create channels for communication, and enhancing connections among business leaders, academia, and employment support organizations is necessary to address labour market issues in a timely manner. Solutions cannot be achieved in isolation.

Involving employers from Hamilton’s economic target sectors is crucial to planning for current and future labour needs. As of 2023, these sectors (excluding retail) employed more than 91,600 individuals (including self-employed individuals)<sup>33</sup>, representing close to 33% of all jobs in Hamilton. Active and ongoing engagement involving employers from these sectors, along with policy makers, educators, and other intermediaries, will provide valuable insights into the specific skills and knowledge required for the jobs of the future.

The Canadian Occupational Projections System identifies that there is a relationship between the occupations projected to have stronger demand and those facing labour shortages in the coming decade. The increasing demand for these occupations amid falling labour supply further underscores the need to promote emerging career opportunities among students, as well as increase the training programs targeting these occupations. Collaboration with Hamilton’s key industry partners also allows for the identification of emerging trends, technological advancements, and evolving job roles, enabling greater training flexibility and the creation of ‘Made in Hamilton’ solutions to local challenges. Such proactive engagement fosters a symbiotic relationship across the workforce ecosystem, and advances Hamilton’s workforce strategy towards its shared vision.

<sup>33</sup> Lightcast, Data run 2022.3

## Skills Development

**Focus Statement:** Enhanced education, training, and skills development offerings strengthen the availability of relevant programming leading to an activated talent pool with the skills, motivation, and capabilities to meet labour demand needs and drive productivity.

- ❖ **Objective 2.1:** Work with educational institutions and industry partners to identify and respond in a timely manner to market needs.
- ❖ **Objective 2.2:** Encourage entrepreneurship and innovation among Hamilton’s local labour force.

Stakeholders in Hamilton’s life sciences, manufacturing, and information and communications technology sectors shared concerns of a skills gap. While many of these job opportunities seek to hire a workforce with some level of post-secondary education, there is considerable job demand that requires high-school level education or less. Insights and lived experience identified through background research point to opportunities to support a reduction of the skills gap. These opportunities include immigration and newcomer workforce engagement, wrap-around supports, sector-specific and industry-led training and skills development, employer engagement, and workforce inclusion and integration strategies.

As private sector investors explore relocation, reshoring, and business expansion, talent availability has become a key consideration in site selection activities. As such, demonstrating Hamilton’s ability to respond to talent demands through effective strategies targeting talent attraction, retention, and training and development will serve the city well. The presence of a strong post-secondary sector within the city further strengthens the business case for investment in Hamilton.

Business leaders have further expressed a desire for flexible and responsive skills development that can accommodate needs that arise quickly or require targeted skills building. These types of needs will differ depending on the sector and type of worker. For example, some consultations suggested exploring the potential to tap into programs such as Ontario Works as a potential source for skilled trades/apprenticeships. Paths to successful short-term training included micro-credential programs, upskilling programs, and incorporating technical training into workplace learning. Other identified paths to long-term skill development included investing in experiential learning, co-op placements, mentorships, internships. Programs such as LIUNA Hamilton Youth in Construction program, Specialist High Skills Major, Foreign Worker Program, E-Compass Ontario, and Ontario Youth Apprenticeship Program are all examples of programs that could be leveraged.

## Ongoing Data Utilization

**Focus Statement:** Ongoing data collection, analysis, and dissemination informs evidence-based decision making and shares insights on Hamilton's labour market, talent gaps, hiring trends, future labour market needs, and education and skills gaps.

- ❖ **Objective 3.1:** Disseminate reliable resources that inform about in-demand occupations and skills, and the broader future of work considerations.
- ❖ **Objective 3.2:** Continue to promote new and existing training and employment programs and supports.
- ❖ **Objective 3.3:** Ensure that the labour force has access to learning and tools that consider employers needs today and, in the future.

Current labour trends are complex and constantly changing. A deeper understanding of sector specific labour market nuances can guide workplace practices that consider both employer and employee needs and preferences. Ensuring additional and relevant labour market data is available to inform new and existing training opportunities and employment support programming will further guide decisions that strengthen labour supply readiness and alignment with employer needs.

Canadian Occupational Projection System (COPS) data informs the national labour demand, leaving those seeking more local information to find other sources. Most individuals and employers are looking for LMI that is local, timely, granular, and frequent.<sup>34</sup> This is an area where established LMI can fall short. However, the opportunity to seek out additional LMI and examine multiple sources to inform decisions exists. Access to information on local job postings, emerging skill set requirements and labour demand projections would paint a picture of what is happening locally as such data may be examined to assess the occupational growth for Hamilton's CMA.

When considering data acquisition, it is necessary to understand the expected uses and users of that data. Researchers may work well with complex, multi-level data tables, while an individual looking for career direction would likely prefer the data disseminated in a more visual and easier to understand manner. As Hamilton explores where to access local data, there is an opportunity to be creative and serve multiple audiences. Data collected through employment support networks, as well as business retention meetings may be aggregated to create a new local perspective on what is happening across the city and within the labour market.

Tracking labour supply data is an important component that can be completed by connecting with workforce partners and through LinkedIn, online job boards, annual surveys to job seekers, and other online tools. A career laddering and mobility tool could be considered to further understand and support the transition of people from declining occupations into in-demand occupations and those projected to grow. Tracking mobility and spending data can help to understand key transportation nodes to promote and advocate for new transportation routes. Current post-secondary enrollment and graduation data can support the alignment of local demand and supply. Alumni data can inform on where graduates are working, career paths chosen, and potentially support a repatriation strategy for top talent.

<sup>34</sup> <https://imic-cimt.ca/perceptions-of-lmi-feedback-from-the-canadian-ecosystem/#toc4>

## Marketing

**Focus Statement:** Hamilton is recognized as a destination of choice for talent, offering a diverse labour market that respects and promotes an inclusive and equitable work environment where all individuals are motivated to thrive and contribute.

- ❖ **Objective 4.1:** Develop and share common marketing and communication tools to be used by the Hamilton Workforce Ecosystem to increase familiarity and consistency in the city’s value propositions.
- ❖ **Objective 4.2:** Increase awareness through promotion of local initiatives that influence workforce attraction and development and labour market planning.

Feedback received from Hamilton’s workforce development partners and key employers during the creation of this strategy identified a need to improve talent recruitment and retention. Positioning Hamilton as a hub for talent requires increasing the awareness that quality of place and quality of work have on job seeker decisions to accept new job offers, or to relocate to a new community. Helping employers showcase their business and the community in which they operate will expand use of consistent messaging that can be shared across the ecosystem. Examples of such stories can celebrate how Hamilton offers a diverse labour market, good employment opportunities, natural beauty, rich cultural and historical assets, as well as a thriving nightlife and culinary scene.

Fostering Hamilton’s brand as a destination for international talent attraction further requires a combination of tactics including promotion of competitive wages, wellness and mental health supports, and workplace culture and flexibility. It is necessary to demonstrate how EDI is an influencing factor to the city’s workplace and labour market landscape.

Promoting Hamilton’s strong positioning as an education hub through its post-secondary education partners contributes to a positive reputation for the city. Hamilton’s major post-secondary education institutions, including McMaster University, Mohawk College, Redeemer University, and Columbia International College enable a talent pipeline to support local businesses. This includes potential workers from within Canada and internationally. Opportunities exist to promote and build on the existing talent available in the community, and through the international student community choosing Hamilton to continue their studies.

Stakeholder consultation also identified that Hamilton’s reputation may discourage people from relocating to the city. It is important to tackle these perceptions strategically with consistent messaging and build and reflect pride of place within the city. For example, promotional campaigns can focus on Hamilton’s workforce development partners working to ensure there are opportunities that fit all job seekers and that employers have access to the right labour in a timely manner. The daily work of these organizations contributes to dispelling myths surrounding select sectors that carry a negative image, and to showcase Hamilton for all it has to offer.

Along with a negative perception facing select sectors including manufacturing and the skilled trades, stakeholder consultation reported a disconnect between job seeker expectations and employer realities. Proposed solutions repeatedly noted the importance of working with youth to increase awareness and clarity around existing career opportunities and pathways, while also informing on workplace practices and culture.

Youth focused marketing and promotion activities are inclusive of school field trips that allow local employers to showcase the modernization of many workplaces in manufacturing and across the skilled trades.

## Advocacy

**Focus Statement: Decision makers advocate to all levels of government and other relevant bodies on behalf of Hamilton’s residents, businesses, and organizations to advance policies, by-laws, programs, and resources that enable progress and address barriers to employment for all.**

- ❖ **Objective 5.1:** Advocate for addressing core labour force wraparound supports for Hamilton’s diverse communities.
- ❖ **Objective 5.2:** Undertake concerted efforts to increase immigration to Hamilton.
- ❖ **Objective 5.3:** Advocate for leadership on the wider range of issues impacting the labour force and the workplace.

Advocacy efforts can be far reaching and impactful. It is cross-cutting across all Areas of Focus noted in this strategy. Considerations for advocacy roles within Partnerships, Skills Development, Ongoing Data Utilization, and Marketing must remain top of mind to maximize the impact on Hamilton and its labour market. Key advocacy objectives relate to core wrap around services, equity, diversity and inclusion, and support for immigration to strengthen Hamilton’s labour force talent pool.

A welcoming and inclusive community is one where differences are celebrated, seen as assets, a sense of belonging is fostered, and all are respected and included. Celebrating diversity can influence the brand attached to Hamilton, while supporting a more inclusive approach to engagement and active labour market participation from historically excluded populations. This theme can be carried over into all aspects of promotion for Hamilton. Equity, Diversity & Inclusion was a major theme that emerged from project research and stakeholder engagement. Hamilton has a diverse population, and it is important that this diversity be reflected throughout community groups, committees, boards, councils, associations, and beyond. Historically excluded populations must be visible, respected, included, and given an equal voice. These diverse populations will not only be more apt to actively participate in a welcoming environment, but also seek out Hamilton as a place to live and work. Engaging with diverse populations and creating opportunities for inclusion is an important step in the city’s workforce strategy implementation.

Many stakeholders felt that there is still work to be done on meaningful inclusivity in the workforce within certain segments of Hamilton’s population. Disadvantaged groups would benefit from partnerships across academia and businesses to create programs that result in skills development and upskilling. There is also a need to communicate the benefits of hiring a diverse workforce and encouraging more inclusivity in the workplace. For example, when considering the refugee population, there may be language and communications barriers. Employment services organizations mentioned difficulties that women in trades or those with disabilities face when seeking employment. International credential recognition remains a challenge. Workforce partners working with youth identified the need to create such programs as mentoring to showcase workplace culture to youth and inform on workplace skills development and enhancement opportunities. Whether it is a lack of confidence, communication barriers, gaps in interview skills, or credential recognition, connecting these individuals to the appropriate employment support services will foster a more positive outcome.





# The Action Plan

The actions outlined have emerged through comprehensive research of primary and secondary data and an expansive consultation process. They were further informed by existing work of Hamilton's Economic Development Office and the Hamilton Workforce Ecosystem. As such they incorporate relevant recommendations from the 2021-2025 Economic Development Action Plan (EDAP), Workforce Planning Hamilton – Local Labour Market Plan, sector-specific strategies, Mayor's Taskforce for Economic Recovery, Hamilton Immigration Partnership Council Annual Report, City of Hamilton Housing & Homelessness Action Plan and the 2022-2027 City of Hamilton Youth Strategy Report, among others.

The actions are a starting point (and not presented in any priority sequence) based on input and research at a point in time. It is by no means an exhaustive list of all potential actions, as it is recognized that new actions will emerge based on influencing factors within the city, and more broadly.

## Detailed Actions

The direction Economic Development, its partners, and ecosystem stakeholders will undertake to address the essential issues or opportunities that emerged as key areas of focus through the strategy development.

## Potential Role

The identification of leads, supports, partners, or those that can make connections to advance implementation of an action.

## Time frame

The length of time needed to implement each action is designated as:

- Short term (1-2 years)
- Medium term (3-4 years)
- Long term (5 years or beyond)

Following is a detailed action plan that presents each Area of Focus, along with a series of specific actions that support the stated objectives. Timelines and potential lead/partner organizations have been identified. However, it is recognized that further discussion within the Hamilton Workforce Ecosystem is necessary to confirm identified actions align with the potential lead/partner organization mandate and interest. This is seen as an early next step following the strategy adoption.



## Area of Focus #1: Partnerships

**A shared commitment and efforts align to the needs of businesses and the labour force, demonstrating a seamless workforce ecosystem, and celebrating the shared strategic vision for Hamilton as a workforce hub.**

#	Action	Potential Lead/Partner (Lead in Bold)	Timing		
			S	M	L

### Objective 1.1: Foster a collective leadership approach to support workforce development and labour market planning.

1	<p>Facilitate the establishment of a Labour Market Advisory Table as part of the Invest Hamilton Partnership<sup>35</sup>. This cohesive approach will strengthen ongoing dialogue, knowledge exchange, and advance the Hamilton Workforce Strategy.</p> <ul style="list-style-type: none"> <li>❖ The Labour Market Advisory Table will reflect diverse participation that promotes EDI, is inclusive of urban and rural geographies, and offers a system-wide representation of decision makers to drive a pivotal response to emerging issues.</li> <li>❖ This Table would serve as a governance body. The mandate of the Table includes strategy implementation, ensuring continued strategy response and relevance, focusing collective impact through a shared vision, and monitoring of strategy KPI's and impacts.</li> <li>❖ Decision makers from priority sectors, education, employment and business intermediaries, Workforce Planning Hamilton, FedCap, and Economic Development Hamilton would make up this Table.</li> </ul> <p>Early priorities may include:</p> <ul style="list-style-type: none"> <li>❖ Establishing a Terms of Reference</li> <li>❖ Identifying the means to acquire a position (full or part-time) for a Strategic Plan Workforce Coordinator to support the Table and strategy implementation. (This may be a shared position with Invest Hamilton Partnership).</li> </ul>	<p><b>HED, WPH,</b> Workforce Ecosystem partners, IHP</p>			
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<sup>35</sup> The Invest Hamilton Partnership is a collaboration between leading stakeholder groups including McMaster University, Mohawk College, Synapse Life Sciences Consortium, McMaster Innovation Park, Innovation Factory, The Hamilton-Oshawa Port Authority, and Hamilton International Airport.

	<ul style="list-style-type: none"> <li>❖ Establish a memorandum of understanding (or similar) that defines how the workforce ecosystem will work collaboratively, with the best interests of Hamilton’s labour market at the centre, and all working towards the shared workforce vision for the city.</li> </ul>			
2	<p>To inform the Labour Market Advisory Table, establish Sector Response Committees to carry out on-the-ground solutions that address sector specific challenges and opportunities.</p> <ul style="list-style-type: none"> <li>❖ The committees may focus on relevant actions from both the workforce strategy and workforce-related actions identified in the sector-specific strategies (i.e.: Manufacturing Sector Strategy, Life Sciences FDI Sector Strategy, Creative Industries Sector Strategy, and the FIRE Sector Strategy).</li> <li>❖ These committees would provide regular updates to the Labour Market Advisory Table, within information flowing in both directions.</li> <li>❖ Establish mechanisms to engage industry/targeted sector employers to promote conversation and collaboration, strengthen talent recruitment and enable solutions for workforce challenges</li> <li>❖ The Sector Response Committees will create a Terms of Reference to articulate roles and responsibilities and facilitate participation and engagement of all members.</li> <li>❖ Structure must guarantee an equal voice for all members and include representation from minority groups/organizations, Indigenous Peoples, and people with disabilities.</li> </ul>	HED, WPH, IEC		

**Objective 1.2: Activate and foster collaboration within Hamilton’s workforce ecosystem (Government, Institutions, Employers, and Local Employment Support Organizations).**

3	<p>As an add-on to the Connect to Careers Annual Job Fair, explore the opportunity to integrate an Information Exchange that brings workforce ecosystem partners together for an interactive dialogue and sharing of organization updates on services and programming.</p> <ul style="list-style-type: none"> <li>❖ The session will broaden understanding of the services available, how these services support clients and employers, and to identify any areas of challenge or barriers that would benefit from a collective resolution. This event would further strengthen the network and help inform all ecosystem partners on current activities within Hamilton’s labour market.</li> </ul>	<p><b>Workforce Ecosystem partners,</b>                  Chambers of Commerce, business associations</p>		
4	<p>Through data sharing agreements between the City of Hamilton (across related departments) and the Hamilton workforce ecosystem partners, maximize data utilization and dissemination of data products that can be shared and used broadly to support talent retention, recruitment, domestically and internationally. <i>(Data sharing restrictions and costs often restrict access, preventing its use and usability to inform and support workforce planning decision-making.)</i></p>	<p><b>WPH, HED,</b>                  FedCap, Workforce Ecosystem partners</p>		

5	Mitigate barriers resulting from restricted access of job seekers to employers in more remote areas of the city, where high employment opportunities exist for good jobs. This must be cost effective and may require employer and employee contributions to offset costs.	WPH, HED, Hamilton Transit, Hamilton Roundtable for Poverty Reduction, Just Recovery, Housing			
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**Objective 1.3: Strengthen partnerships to demonstrate Hamilton’s ability to support investments and economic growth.**

6	Hamilton Economic Development Office, the Labour Market Advisory Table and the broader Workforce Ecosystem share updates of labour demand needs that evolve from investment opportunities and BR&E. This will enable key labour market needs to be shared with those partners that can support talent readiness and connections. Existing publications (e.g., Hamilton by the Numbers) may be leveraged toward this goal.	HED, IHP, Workforce Ecosystem partners			
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**Key Performance Indicators (KPIs)**

- ❖ # of partnerships committed to developing a top-quality labour force and aligned workforce ecosystem
- ❖ # of Labour Market Advisory Table meetings
- ❖ # of Sector Response Committee information sessions
- ❖ # of workforce information exchange sessions i.e. Connect to Careers Annual Job Fair



## Area of Focus #2: Skills Development

**Enhanced education, training and skills development offerings strengthen the availability of relevant programming leading to an activated talent pool with the skills, motivation, and capabilities to meet labour demand needs and drive productivity.**

#	Action	Potential Lead/Partner (Lead in Bold)	Timing		
			S	M	L
<b>Objective 2.1: Work with educational institutions and industry partners to identify and respond in a timely manner to market needs.</b>					
7	<p>Map detailed career pathways within each of Hamilton’s target growth sectors to demonstrate career progression from entry level to highly skilled occupations that are in demand.</p> <ul style="list-style-type: none"> <li>❖ These pathways should be created in collaboration with employers and focus on education/training requirements, competencies, capabilities, and skills. They should also emphasize the transferable skills that can be applied across distinct roles or industries. Sources for sharing could include <a href="#">Workforce Planning Hamilton’s Career Pathways</a>, <a href="#">Industry Education Council of Hamilton’s Experiential Learning</a> and <a href="#">ABEA’s career ladders</a>.</li> </ul>	<p><b>IEC</b>, WPH, School Boards, Chambers of Commerce, Business Associations, Employers</p>			
8	<p>Partner with government funded programs to advance employment and training services to ensure relevant essential, technical, and employability skills for the unemployed and underemployed labour force. This can help address the labour force shortages in Hamilton’s target sectors. The <a href="#">Elevate Plus</a> program could serve as a best practice example.</p>	<p><b>HED</b>, PSEs, Employers</p>			
9	<p>Capture employer input regarding job requirements and skills needs to best position workforce development organizations to be responsive and timely in curriculum and training program development.</p> <ul style="list-style-type: none"> <li>❖ This can inform on micro-credentials, shorter-term training programs, and higher-education learning needs. This requires a commitment to share aggregated key findings emerging from discussions with the Hamilton Workforce Ecosystem related to skills, competencies, and upskilling needs.</li> </ul>	<p><b>WPH</b>, HED, McMaster University, Mohawk College, Redeemer University</p>			

**Objective 2.2: Encourage entrepreneurship and innovation among Hamilton’s local labour force.**

10	Host a Lion’s Lair series across local high schools in Hamilton to foster creative and innovative thinking among students to promote entrepreneurship and skills building. Better practices may be drawn from <a href="#">LiONS LAIR by Innovation Factory - Startup Pitch Competition &amp; Gala</a>	IEC, IF, School Boards			
11	Support networking and collaboration opportunities for aspiring entrepreneurs/international entrepreneurs through events, industry-specific meetups/coffee chats and forums to promote Hamilton’s entrepreneurial ecosystem and the available services and supports to assist aspiring entrepreneurs to be prepared for operating a business	HBC, IF, HED, PSEs, Employers			

**Key Performance Indicators (KPIs)**

- ❖ # of experiential learning opportunities
- ❖ # of support activities to connect students to business
- ❖ # of support activities to connect employers to employment and other training agencies
- ❖ # of start-ups
- ❖ # of support activities (training & seminars) for SMEs

### Area of Focus #3: Ongoing Data Utilization

Ongoing data collection, analysis, and dissemination informs evidence-based decision making and shares insights on Hamilton’s labour market, talent gaps, hiring trends, future labour market needs, and education and skills gaps.

#	Action	Potential Lead/Partner (Lead in Bold)	Timing		
			S	M	L
<b>Objective 3.1: Disseminate reliable resources that inform about in-demand occupations and skills, and the broader future of work considerations.</b>					
12	Explore a platform to regularly showcase target sector job vacancies to raise awareness of hiring activity within the sector and the types of jobs available in Hamilton.	<b>WPH</b> , Hamilton Workforce Ecosystem partners, Sector Response Committees			
13	<p>Increase awareness and understanding among employers and the labour force of the influencing factors impacting the future of work. This can be facilitated through information sharing resources that:</p> <ul style="list-style-type: none"> <li>❖ Present data on occupations and skills,</li> <li>❖ Communicate how the future of work is changing, areas of importance to focus on, how the labour force can best be prepared and positioned for future career opportunities,</li> <li>❖ How employers can build successful approaches to employee recruitment, retention practices</li> </ul> <p>These resources may be shared through the Workforce Planning Hamilton <a href="#">Job Portal</a>, and through the Workforce Ecosystem partners.</p>	<b>WPH</b> , Future of Work Canada, Hamilton Workforce Ecosystem partners			
14	<p>Develop a Hamilton LMI Data Strategy to identify/validate data needs, data sources, opportunities for data sharing (possible Hamilton LMI dashboard), and data utilization.</p> <ul style="list-style-type: none"> <li>❖ Demonstrate in the strategy the value and return on investment to the workforce ecosystem and the broader community.</li> <li>❖ Provide a focus on data that informs on diverse populations and groups including youth, women etc.</li> <li>❖ The data can promote opportunities to recent graduates and mid-level talent within the target sectors and subsectors</li> </ul>	<b>WPH</b> , HED, PSEs			

15	<p>Examine the feasibility to create an aggregated data repository that captures enrollment and graduation data across participating post-secondary institutions.</p> <ul style="list-style-type: none"> <li>❖ Feasibility report to address such questions as: how is this created? What is its purpose and use? Who is it serving? Access to the repository and data use restricted must be determined.</li> <li>❖ Consideration to utilize AI to conduct, at least in part, the preliminary research to inform on models that may already exist.</li> </ul>	WPH, HED, PSEs			
<b>Objective 3.2: Continue to promote new and existing training and employment programs and supports.</b>					
16	<p>Engage CEWIL partners with post-secondary institutions and community partners to design and deliver <a href="#">sector-specific work-integrated learning (WIL) programs</a> in Hamilton.</p>	WPH, HED, CEWIL, Mohawk College, IEC			
17	<p>Collaborate with Palette Skills to leverage <a href="#">Upskill Canada</a> and promote the partner registration and funding application process among Hamilton employers. The program connects employers to qualified talent, to address their need for workers. It prioritizes job placement as the key performance indicator they will be evaluated on.</p>	FedCap, Hamilton Workforce Ecosystem partners, Palette Skills			
18	<p>Support the Career Laddering Regional Project that looks at entry level jobs in Manufacturing and Healthcare and Social Assistance that has potential for employees to progress through the company. <a href="#">Career Ladders</a>.</p>	WPH, ABEA, WC, WPB Grand Erie			
19	<p>Develop a “Hamilton Way” to promote youth directed programming related to skilled trades and career promotion.</p> <ul style="list-style-type: none"> <li>❖ Leverage existing efforts including the Ontario Youth Apprenticeship Program (OYAP), Specialist High Skills Major, Dual Credit, and Interprovincial Standards Red Seal Program.</li> <li>❖ Options may include engaging high-school youth or college students to build an immersive experience using select Hamilton workplaces, showcasing “a workday as an.... (auto mechanic; chef; welder) Example: <a href="#">“Trade Up! Be Proud, Be Skilled” Virtual Reality Careers Campaign</a></li> </ul>	IEC, WPH, LUINA, School Boards, PSEs, MoE, OMAESD, Employers			
20	<p>Continue to track <a href="#">Employment and Social Development Canada funding programs</a> and promote them among the local labour force and employers to ensure a work-ready labour force is available.</p>	Workforce Ecosystem partners, WPH, FedCap, HED			

**Objective 3.3: Ensure that the labour force has access to learning and tools that consider employers needs today and, in the future.**

21	In partnership with HIPC and immigrant serving organizations, explore the feasibility of monitoring immigrant hiring outcomes. Metrics to be tracked can include hiring and retention results (i.e., those still employed after 3 months, 6 months and 12 months etc.) and the recognition of employee foreign credentials among these hires without the need for additional training.	HIPC, HED, WPH			
22	Create a centralized, online calendar that presents upskilling and professional development training opportunities that employees, labour force and employers can access. This could be presented with links directly to the provider/training opportunity to promote what is available locally. Posts to be validated by host organization, with each participating organization responsible to keep their information current and relevant.	WPH, HED, Local Training and Education Providers			

**Key Performance Indicators (KPIs)**

- ❖ # of visits to Hamilton LMI dashboard, data points collected, analyzed, and shared
- ❖ # of job seekers supported
- ❖ # of businesses provided with LMI information
- ❖ # of College and University admissions/graduates from courses relevant to target sectors



### Area of Focus #4: Marketing

Hamilton is recognized as a destination of choice for talent, offering a diverse labour market that respects and promotes an inclusive and equitable work environment where all individuals are motivated to thrive and contribute.

#	Action	Potential Lead/Partner (Lead in Bold)	Timing		
			S	M	L

**Objective 4.1: Develop and share common marketing and communication messages and tools to be used by the Hamilton Workforce Ecosystem, and across Hamilton’s business community to increase familiarity and consistency in the city’s value propositions.**

23	<p>Develop a marketing profile and communication materials that:</p> <ul style="list-style-type: none"> <li>❖ Promotes Hamilton’s collective commitment to strengthening its labour market through the Workforce Strategy.</li> <li>❖ Demonstrates using multimedia formats (print, digital, video, etc.), Hamilton’s lifestyle, cultural experiences, and quality of life assets. This is to be shared with local employers and community partners to support their recruitment efforts, internally within the city, and externally to the broader region and beyond.</li> <li>❖ Promotes Hamilton as a hub for remote workers.</li> </ul>	HED, WPH, PSEs, Businesses, IWC, NPAMMB, HIPC			
24	<p>As part of the marketing profile,</p> <ul style="list-style-type: none"> <li>❖ Share employee experiences living and/or working in Hamilton via a social media campaign targeting students, parents, post-secondary students, career practitioners, etc. The messaging should address Hamilton’s perceived nature as an older industrial city focused exclusively on heavy industry compared to a reality of high-skill, green, and clean job opportunities.</li> <li>❖ Develop creative messaging utilizing Hamilton’s multicultural events, festivals, and activities that highlight diverse cultures, traditions, and contributions of immigrants choosing Hamilton.</li> <li>❖ Create a “Learn about Hamilton” guide that is available at high traffic pedestrian locations around the city, Hamilton International Airport, Bus/Go Train Depots. Example: <a href="#">Getting started in Calgary</a></li> </ul>	HED, WPH, Post-secondaries, Businesses, IWC, NPAMMB, HIPC			

25	<p>Demonstrate the modernization of the workplace often challenged by negative perception in sectors such as manufacturing (including steel, metal fabrication and clean technology), and agriculture. Other sectors may be identified through the Sector Response Committees.</p> <ul style="list-style-type: none"> <li>❖ Utilize career education and awareness classes with a focus on all skill levels, from entry level occupations to senior management opportunities to demonstrate opportunities.</li> <li>❖ Identify businesses and employers to be 'local champions', speaking to students in the classroom, workplace familiarization tours to showcase the workspace, and sharing employee stories of successful career progression.</li> </ul>	IEC, School Boards, Employers			
26	<p>Market the newly implemented Federal initiative, the Digital Nomad Program among Hamilton's business community to address skills shortages. The program allows remote workers to stay in the country for up to six months without needing a work permit. This program can also serve to attract and retain remote workers by promoting Hamilton's quality of life and place.</p>	HED, WPH, IRCC			

**Objective 4.2: Increase awareness through promotion of local initiatives that influence workforce attraction and development and labour market planning.**

27	<p>Coordinate with community partners to provide authentic and transformative city experiences that attract tourists and potential residents.</p>	Tourism Hamilton, OTEC, HED			
28	<p>Continue to highlight successes such as the Newcomer Week line-up, museum exhibition Stories of Migration and Belonging and Hamilton Employers Hire Immigrants Campaign more broadly in the community through social media and media materials to increase awareness, garner interest and participation.</p>	HIPC, HED, Hamilton Civic Museums			
29	<p>Strengthen promotion of <a href="#">Challenge 2025</a> to broaden initiative awareness and understanding. Focus on encouraging employer participation and collaboration with Mohawk College to deliver rapid, demand-led training that closes workforce gaps, provides employers skilled workers, and supports reduction in the skills gap among Hamilton's labour force.</p>	Mohawk College, WPH, HED			

**Key Performance Indicators (KPIs)**

- ❖ # of views/engagement / reach of marketing activities related to worker attraction and promotion of the city
- ❖ # of initiatives and participation numbers in events
- ❖ # of Challenge 2025 initiatives

### Area of Focus #5: Advocacy

**Decision makers advocate to all levels of government and other relevant bodies on behalf of Hamilton’s residents, businesses, and organizations to advance policies, by-laws, programs, and resources that enable progress and address barriers to employment for all.**

#	Action	Potential Lead/Partner (Lead in Bold)	Timing		
			S	M	L

#### Objective 5.1: Advocate for addressing core labour force wraparound supports for Hamilton’s diverse communities.

30	Work collaboratively with the Employment Supports Network in Hamilton to share quantifiable data at the provincial and federal government level to maximize the benefit to Hamilton employers and job seekers through the Labour Market Transfer Agreements (LMDAs) and the Workforce Development Agreements (WDAs).	<b>FedCap</b>			
31	Be responsive to the changing needs of Hamilton’s early years and childcare sector and actively engage in advocacy efforts to provincial decision-makers to address the need for quality childcare in Hamilton.	<b>CCS, Today's Family, MoE,</b>			
32	Working collaboratively with Hamilton Poverty Reduction and Living Wage Ontario, advance strategies that assist the labour force in addressing challenges that impede their active participation in the labour market. These may include local cost of housing, access to healthcare, mental health, drug addition, transportation, food, and other essential expenses.	<b>Hamilton Roundtable for Poverty Reduction,</b> Just Recovery, HED, WPH, All levels of government			
33	Identify a federal champion who is kept informed with current economic development investment successes and opportunities (e.g., high-ranking local MP’s such as cabinet ministers).	<b>HED, WPH,</b> All levels of government			
34	Advocate for ongoing provincial and/or federal funding to support a local response to areas of challenge including housing, transit, and wellbeing services.	<b>HED, IHP, HIPC,</b> WPH			
35	Through the Hamilton for All – Campaign, continue to broaden city-wide awareness against discrimination of all kinds. Positive efforts to promote EDI within the workforce ecosystem, and the broader community should be reflected in social media, and other platforms.	<b>HED, HIPC,</b> HARRC, HCLC, HCCI			

	The intent is to promote success stories that reflect Hamilton as a welcoming community that nurtures equity, diversity, and inclusion.				
<b>Objective 5.2: Undertake concerted efforts to increase immigration to Hamilton.</b>					
36	Apply to participate in the Municipal Nominee Program. This will require wrap around services such as housing, transportation, workplace transition supports, among others.	HED, WPH, IRCC			
37	Work with support settlement and integration services to be informed and advocate for immigration policies that support family reunification, improve pathways to permanent residency and citizenship, and provide adequate resources for immigrant settlement and integration.	HIPC, EC. DEV., CLH, YMCA			
38	Pilot a post-graduate retention program to retain international student graduates and enhance their integration into the community. The program will provide detailed information on coaching on the immigration pathway and supports to immigrate.	HED, Post-Secondary's, IRCC			
<b>Objective 5.3: Advocate for leadership on the wider range of issues impacting the labour force and the workplace.</b>					
39	Investigate the feasibility of a SME concierge service to assist SMEs with support for grant writing, reporting to accompany subsidy applications, HR supports, connection to employment support organizations, among other services identified by the businesses.	Innovation Factory, HBC, HED, FedCap			
40	Work with major employers in Hamilton to create and launch a Hamilton Business to Business EDI Ambassador Campaign. The campaign will share business driven initiatives that promote integration of EDI in the workplace, enabling the creation of a diverse workplace, and promote a living wage for employees.	SDF, WPH, HED, Businesses			
<b>Key Performance Indicators (KPIs)</b>					
<ul style="list-style-type: none"> <li>❖ # of views/engagement /reach of marketing activities related to worker attraction</li> <li>❖ # of new projects initiated that support refugee and immigrant populations</li> <li>❖ # of workers from marginalized population groups supported into employment</li> </ul>					





# Next Steps: Implement and Market

The Implementation Plan will be supported by the Hamilton Economic Development Office along with partners within Hamilton's Workforce Ecosystem. The Economic Development team will lead, support, or convene stakeholders to advance the strategy's implementation and monitor its outcomes and impacts. Implementing the recommendations and actions contained in this strategy will require a collaborative approach involving a commitment to workforce development and labour market alignment for Hamilton. Successful implementation needs to consider the following:

- ❖ Leadership and commitment provided by the Hamilton Economic Development Office shared commitment and buy-in among Hamilton's workforce ecosystem stakeholders including education and training institutions, workforce partners and intermediaries, employers, and municipal, provincial, and federal government
- ❖ A working partnership among workforce ecosystem stakeholders to support and advance implementation of the strategy through a shared vision, knowledge sharing, and collaboration
- ❖ Ongoing coordination and monitoring of strategy implementation, outcomes, and impact
- ❖ Procured funding to implement strategic initiatives outlined in the strategy. Funding sources may include public, private, and not-for-profit financial and in-kind contributions

## Marketing

The following messages have been developed for use in marketing materials. These messages can be leveraged through print, digital platforms, social media. Where the opportunity exists, the Workforce Ecosystem partners may provide a direct on-line link to the materials to maximize exposure and demonstrate shared buy-in to the messaging.

### Why Hamilton? (Levelling up!)



Discover Hamilton. A truly welcoming community. Over 145,000 immigrants and 100 ethnic groups call our city home!



Explore Hamilton. A city of abundant natural beauty with over 3,480 acres of pristine parks and an extensive trail system that allows you to explore and get lost in nature.

### Why Hamilton? (Levelling up!)



Embrace Hamilton. A city that offers you a harmonious balance. Experience the best of nature through Lake Ontario and the Niagara Escarpment and have unparalleled access to museums, art galleries, and incredible restaurants and shopping experiences.



Experience Hamilton. Immerse yourself in a year-round extravaganza as you enjoy our array of exciting events and festivals. Create lasting and memorable experiences as you explore Hamilton Fringe Festival, Super Crawl, Victoria Day Fireworks, Boots in the Creek, Hamilton Winterfest, Winona Peach Festival and more!



Learn in Hamilton. Embark on a journey of knowledge and excellence. With over 20,000 post-secondary students graduating each year from our two largest post-secondary institutions, Mohawk College, and McMaster University, we are truly empowering our next generation of leaders and change makers.



Find your dream career in Hamilton. Hamilton is a remarkable ecosystem of over 53,000 businesses spanning manufacturing, technology, digital media, life sciences and the trades. Thrive in this landscape of innovation and disruption; your options are endless.



Thrive in Hamilton. Work and call Hamilton home, as we continue to seek exceptional talent!



Enjoy your best life in Hamilton. Hamilton's overall cost of living is 25% lower than living in Toronto.<sup>36</sup>



Experience health care excellence in Hamilton. Hamilton offers you world-class excellence in health care with cutting-edge expertise, top-tier medical care and some of the most talented medical professionals in Canada, we are committed to your health and well-being.

<sup>36</sup> <https://moving2canada.com/planning/destination-guides/hamilton/cost-of-living-in-hamilton/>



# Moving Forward

Workforce development and labour market planning is complex. The way forward will take collaboration, collective effort, and shared vision. The way forward will take a commitment to make purposeful choices to embrace disruption and get ahead of the curve with a futurist mindset. The way forward will require acceptance that all stakeholders must give up something to achieve a great good that positions Hamilton competitively in the war on talent.

Hamilton has a strong Workforce Ecosystem that has demonstrated an approach to workforce development that is cooperative and connected. This approach must remain top of mind to maximize impact. Efforts and initiatives must leverage existing projects and partnerships to support and create relevant, strategic workforce development opportunities that reinforce Hamilton’s capacity for an aligned labour market. The focus is on preparing labour force participants with the skills, knowledge, and capabilities that promote success in today’s labour market, while fueling resiliency for the workplace of tomorrow.

The strategy aligns with the 2021-2025 Economic Development Action Plan that lists ‘Facilitating a skilled and adaptable workforce’ as one of its six priorities. Moving Hamilton’s Workforce Strategy forward is an important and integral task, with no single partner being the owner of this important work. It is important for each stakeholder to ask themselves what role they might play in achieving maximum impact of workforce alignment and reaching the shared vision:

***Hamilton is recognized and celebrated for its workforce excellence where talent thrives, businesses succeed, and community prospers.***

We know we have achieved our vision when,

- ❖ Hamilton has an active and goal-directed workforce ecosystem that fosters collaboration among industry and business, education, labour force participants, and community intermediaries
- ❖ The workforce is empowered and responsive to shifting employer demands in an evolving economy
- ❖ When decision making is grounded in relevant, reliable data and labour market analysis
- ❖ Hamilton is an inclusive and celebrated destination known for its diverse talent pool and equitable access to opportunity for all
- ❖ Performance indicators validate the outcomes and impact emerging from strategy implementation
- ❖ Strong partnerships across public, private, and the voluntary sector collaboratively advance talent development, and leverage evidence-based insights to position the labour market for today and tomorrow

To achieve the necessary impact will require alliances and relationships among key stakeholders, investments in education and training offerings, targeted skills development programs, and a commitment to EDI. Strategic approaches also need to consider the changes in the hiring landscape as competition for talent is intermunicipal, interprovincial, and international in nature. As job seekers continue to customize their work environment desires and prioritize geographic freedom, Hamilton must harness its place-based potential to attract and retain talent and stimulate the local economy.







## Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success

### Technical Report 2: Engagement Summary

Sept 2023



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# Introduction

## Strategy Development and Stakeholder Engagement Process

Deloitte LLP designed the project framework for Hamilton’s Workforce Strategy: Harnessing the Ecosystem for Shared Success as a four-phase interconnected process that began in January 2023.

The results of *Phase 2: Labour Market Analysis* were captured in Technical Report 1: Data and Desktop Research. This Technical Report 2: Engagement Summary presents the results of *Phase 3: Stakeholder Engagement* and is designed to inform the strategic areas of focus and objectives that will position Hamilton competitively, drawing on its comparative advantages and aspirations, while identifying “gap” areas or constraints to workforce development.

Figure 1: Strategy Development Process – Phases of Work



## Phase 3: Stakeholder Engagement

Phase 3: Stakeholder Engagement was a comprehensive process with a broad representation of stakeholders conducted from February to June 2023. Input received offered insights and perspectives pertaining to the local labour market, economic opportunities, and clarity for the role of the Hamilton Economic Development Office in the Workforce Ecosystem.

A significant was made to ensure the consultation process was inclusive, transparent, and comprehensive. The process directly and indirectly engaged Hamilton job seekers, labour force participants, Intermediaries, and the business community.

**In total, approximately 270 participant touchpoints were facilitated through surveys, one-on-one interviews, sector workshops and a partner focus group.**

Figure 2: Stakeholder Engagement for Hamilton’s Workforce Strategy



- ❖ An online labour force survey launched on March 7<sup>th</sup>, 2023 and ran until June 5<sup>th</sup>, 2023. The survey sought input from individuals working in the city of Hamilton or looking for work in the city. The survey was designed to better understand workforce related challenges and needed supports. The survey received a total of 133 responses and primarily captured input from individuals aged 25 to 54 with post-secondary degrees, or certificates. The survey revealed that most respondents (72%) were satisfied with Hamilton as a place to find suitable job opportunities, followed by 77% indicating satisfaction with the overall quality of life in the city. The survey results are in Appendix A to this report.
- ❖ A total of 42 stakeholders, spanning secondary and post-secondary partners, adult education and literacy providers, employment, and training services, HSR, Chambers of Commerce, members of the Hamilton Immigration Partnership Council (HIPC), Housing Hamilton, Workforce Planning Hamilton, and major employers, participated in one-on-one interviews throughout April and May 2023. These conversations offered input into the availability and readiness of Hamilton’s workforce, labour force gaps and challenges, the role of the Hamilton Economic Development Office in supporting talent recruitment and retention, and insights to advance a strong, resilient, and aligned labour market environment in Hamilton.
- ❖ In May 2023, 25 stakeholders participated in a 2-hour roundtable discussion focused on validating the project’s findings to date and offering a deeper dive into the current workforce ecosystem. Specific discussions included the identification of gaps in services and related systems and solutions to strengthen labour supply and demand alignment.
- ❖ Five sector-specific workshops were held between May and June 2023. These sessions sought input from businesses in Hamilton’s key sectors including Manufacturing and Goods Movement, Agri-food and Food & Beverage Processing, Life sciences, Finance, Insurance, and Real Estate, Information and Communications Technology, Creative Industries, Tourism, and small businesses that included representation from Hamilton’s BIA (Business Improvement Areas)

members and retail establishments. A total of 70 businesses and support organizations provided input into regional assets, sector-specific workforce challenges, the role of the workforce ecosystem in supporting labour force needs and solutions to overcome recruitment and retention barriers.

- ❖ Further informing the employer input, Workforce Planning Hamilton and the Hamilton Economic Development Office shared insights emerging through their annual Employer One survey, which collected responses from 630 employers across Hamilton. The survey revealed that most respondents (74%) rated the availability of qualified workers in Hamilton “Fair” or “Poor”, and 2% provided a rating of “Excellent”. Employer respondents (71%) indicated it was “difficult” or “very difficult” to hire required labour in Hamilton.

The engagement results were aggregated and thematically analyzed into the SOARR (Strengths, Opportunities, Aspirations, Risks and Results) Framework. The SOARR serves as the pivot from '*what has been learned*' to '*what needs to happen*,' guiding the overall direction and strategic priorities for Hamilton’s Workforce Strategy. The insights captured inform Phase 4: Review of City's Role and Strategy Development.

## Report Sections

The balance of this report is organized into the following sections.

- ❖ **SOARR Assessment** provides an overview of labour force and workforce development related Strengths, Opportunities, Aspirations, Risks, and Results (SOARR) for Hamilton.
- ❖ **What We Heard – Key Themes** builds from the SOARR assessment and provides the common themes that anchor the Areas of Focus and objectives for the strategy.
- ❖ **Emerging Areas of Focus and Objectives** presents the foundational elements that anchor and qualify the actions of Hamilton’s Workforce Strategy.

It should be noted that the conclusions within the SOARR assessment reflect the responses given during the stakeholder engagement sessions. As such, they should not be taken as generalizations of all stakeholders within Hamilton Workforce Ecosystem.








# Workforce Strategy SOARR

The SOARR assessment serves as the pivot from *'what has been learned'* to *'what needs to happen'* to address and support workforce development areas of focus for Hamilton.

The SOARR model of “appreciative inquiry” (Strengths, Opportunities, Aspirations, Risks, Results) represents an emerging best practice in strategic planning. As a forward-looking model, the SOARR takes elements of what would traditionally be affiliated with a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and focuses on the Risks and Results. Bringing risk and results into the conversation ensures that contingency planning receives due attention and that outcomes are reflected in an action-oriented, measurable manner. By identifying opportunities and understanding potential risks, specific action steps can be designed to achieve desired results. This approach allows for strategic leveraging of identified strengths while also addressing areas for growth and improvement.

The concepts underpinning the SOARR model are illustrated below.

S	<p><b>Strengths</b></p> <p>What are we doing well? What key achievements are we most proud of? What can we build on?</p>	
O	<p><b>Opportunities</b></p> <p>What are our best possible future opportunities? What changes in demand can we expect in the future? What broader trends and policies may affect development and impact our aspirations?</p>	
A	<p><b>Aspirations</b></p> <p>What are we deeply passionate about and want to achieve? What difference do we hope to make for all?</p>	
R	<p><b>Risks</b></p> <p>What challenges do we need to be aware of? How will we recognize and mitigate or eliminate potential risks?</p>	
R	<p><b>Results</b></p> <p>How do we know we are succeeding? What are the key goals we would like to accomplish to achieve these results?</p>	

For Hamilton’s Workforce Strategy, the SOARR assessment leveraged insights gained through all data and desktop research. Each element of the SOARR is broken down by participating stakeholder groups, including the labour force, employers/businesses, support organizations, and training providers. This enables the reader to understand sentiments shared by stakeholder groups. This approach supported the identification of alignment across participant input and contributed to the emergence of key themes which then guided the development of a cohesive plan for workforce development within Hamilton.

## S

**Strengths**

What are we doing well? What key achievements are we most proud of? What can we build on?

**Labour Force**

Feedback (as paraphrased from the surveyed Hamilton's labour force) is provided below:

- ❖ Of the surveyed labour force, 21% of respondents reported that they were 'very satisfied' with Hamilton as a place to find suitable job opportunities, with 50% reporting 'somewhat satisfied'. This indicates an overall positive response with room for improvement. Factors that contributed to overall satisfaction levels include job security, employment assistance services and availability of appropriate work-related training.
- ❖ Reflecting overall quality of life in Hamilton 24% of respondents were 'very satisfied' and 50% reported 'somewhat satisfied'. Factors that contributed to overall satisfaction levels included availability and selection of restaurants, internet connectivity, and recreational activities.

**Businesses/Employers**

Feedback (as paraphrased from participating businesses/employers) is provided below:

- ❖ Employers felt that Hamilton has well established industries are well positioned to grow including steel manufacturing and businesses reliant on goods movement.
- ❖ Hamilton's proximity to Toronto and the US border presents a valuable opportunity to attract a diverse pool of local, regional, and international workers.
- ❖ Businesses in goods movement identified sector strengths to include Hamilton's position as a multi-modal transportation hub and proximity to the US border. The John C. Munroe Hamilton International Airport, Hamilton Oshawa Port Authority (HOPA) and the Hamilton Harbour are significant assets for the city and the sector.
- ❖ The goods movement sector noted that Hamilton's housing market is a notable strength, as it is not experiencing an exorbitant increase in housing prices relative to other regions. Evidence to support this statement is drawn from the Canadian Mortgage and Housing Corporation which has stated, Hamilton's historical average price for absorbed homeowner and condominium units is among the lowest compared to other areas such as Toronto, KWC, Brantford, London, and St. Catharines-Niagara.<sup>1</sup>
- ❖ Food and beverage processing businesses identified that recent transit improvements such as increased bus services and 24-hour routes are a step in the right direction and have made transportation easier for staff. However, this is a work in progress as some businesses still have problems getting workers by public transit. This is particularly important for businesses that fall outside of the downtown.
- ❖ Employers in the food and beverage processing sector also indicated that the increasing number of international applicants for programs related to the sector, ensure a viable talent pool for the sector.
- ❖ McMaster and Mohawk support talent development across many industries and sectors. Businesses indicated that the "Building Careers" program and Hamilton Immigration Partnership's campaign, "Hamilton Employers Hire Immigrants" are significant strengths, with the potential to enable a strong pipeline for the food and beverage processing sector, if utilized.
- ❖ Hamilton's film sector is expanding, and local post-secondary education institutions are taking steps to prepare individuals for this growing sector. Hamilton has strong talent, especially in the music sector.

<sup>1</sup> CMHC. Ontario — Average, Median and Price Percentiles for Absorbed Homeowner and Condominium Units (in Census Metropolitan Areas and Census Agglomerations with at least 50,000 people). CMHC Market Absorption Survey. July 2023

- ❖ Employers in the life sciences sector identified that there is a perception of security around the sector, particularly due to the significant number of applications for sector-specific roles and education programs.
- ❖ The main street, retail, tourism, and small business sectors acknowledged Hamilton's noteworthy qualities in terms of entertainment and outdoor recreational spaces. Specifically, they have highlighted that Hamilton boasts a flourishing culinary and entertainment scene, making it unnecessary for residents to travel to Toronto to attend shows, games, or plays. Hamilton's open spaces, including parks and trails were noted.
- ❖ Employers in the manufacturing sector indicated that there is active collaboration within the Hamilton Workforce Ecosystem, including postsecondary institutions and the Future Ready Premium Partnership that connects and engages the labour force, industry, and jobs. A similar sentiment was echoed by main street, retail, tourism businesses and the FIRE, ICT, and creative industries. Hamilton was recognized as one of the better aligned and supportive communities when it comes to its workforce ecosystem. City staff were considered forward looking and willing to collaborate and partner.

### Training Providers and Support Organizations

Feedback (as paraphrased from training providers and support organizations) is provided below

- ❖ It was noted that Hamilton boasts a robust and highly skilled labour pool, with local schools offering programs including co-op and experiential learning opportunities. Participating organizations expressed a positive outlook on the availability of low-skilled workers in Hamilton. Additionally, it was noted that the presence of three major post-secondary education institutions in Hamilton provides a strong talent pipeline and supports attraction of potential workers from both Canada and abroad.
- ❖ It was identified that Mohawk College and McMaster University are valuable providers of education and training. Mohawk College, for example, has developed a curriculum tailored to meet the needs of the labour force. Furthermore, Mohawk College's City School offers low or no-cost training, making it a valuable resource in supporting the skills development and training of marginalized communities.
- ❖ It was also noted that economic immigrants are arriving in Hamilton with strong education and credentials, while post-secondary institutions are actively recruiting international students. Overall, the consensus among stakeholders was that Hamilton has a wealth of training and talent resources that can be leveraged to support the local workforce and economy.

O

## Opportunities

What are the best possible future opportunities? What changes in demand can we expect in the future? What broader trends and policies may affect development and impact our aspirations?

### Labour Force

Feedback (as paraphrased from the surveyed Hamilton's labour force) is provided below:

- ❖ Majority of survey respondents were core working age (25-54), living in Hamilton long-term (more than 6 months) and currently working or looking for work in the Hamilton area. 54% of respondents noted that they were in their "mid-career", presenting an opportunity to retain this cohort through the delivery of skills upgrading, leadership development, and mentorship programming.

- ❖ When asked to rate their satisfaction with factors relating to the job opportunities available in Hamilton, areas that showed the most opportunity for improvement were adequate pay/compensation, access to health benefits/sick pay, and available jobs.

## Businesses/Employers

Sector feedback (as paraphrased from participating employers) is provided below:

- ❖ Manufacturing businesses identified opportunities to leverage programs such as the Specialist High Skills Major (SHSM) to increase the incidence of students gaining apprenticeship training, education, or employment. Businesses also indicated the need to align training programs with industry needs and create responsive sector-relevant programming. A common framework is needed to ensure streamlined and standardized micro-credentialing, upskilling, and reskilling programs. Moreover, offering subsidies to employers to support the upskilling and reskilling of their workforce is an area of opportunity to be explored.
- ❖ In the goods movement sector, employers noted that Hamilton is uniquely positioned to welcome more people into the city. Redevelopment of select neighbourhoods, particularly downtown, can enhance affordable housing and create communities and spaces to welcome and retain newcomers. A specific opportunity was identified for economic support for independent truckers to finance their rigs to improve goods movement. The Hamilton Economic Development Office can advocate on behalf of many businesses in the city and work with local immigrant communities to attract more workers.
- ❖ Stakeholders in the food and beverage processing sector noted efforts to increase awareness of workplaces in this sector. Collaborating with employment support organizations to access available training and increased support for the Ontario Youth Apprentice Program (OYAP) can provide potential hires with the necessary skills.
- ❖ In the agri-food sector, stakeholders expressed that the temporary foreign worker program requires increased funding and a significant overhaul to meet current standards. Improved and affordable housing options are necessary to enhance workforce stability and support the workforce in this sector. Stakeholders also identified the creation of a training incentive that employers could access to provide training for employees. Businesses identified that a provincially funded two-week training program would reduce their financial burden and support retention.
- ❖ Businesses in the agri-food sector identified that job seekers and employees, particularly within the sector, hail from immigrant communities. There is significant opportunity to provide sector-specific training to retain these employees over the longer term. Businesses also mentioned the need to work with youth and high schools to heighten awareness of the industry and promote growth opportunities within the sector. Such approach could position the sector with a talent line in the short and longer term.
- ❖ Businesses within the FIRE, ICT, and Creative Industries recommended that efforts be made to develop storytelling, mentorship, and youth outreach initiatives. Forging community partnerships to foster greater awareness of Hamilton's economy was seen as a positive step in talent attraction.
- ❖ Main street, retail, tourism, and small businesses expressed a willingness to provide on-the-job training for skills development. Customer service training was recommended. Additionally, removing HR barriers for small businesses can confer a competitive advantage in areas such as internal training, new hire integration, and recognition programs. Collaborating with insurance companies to create scale-up opportunities for small businesses could also be beneficial for recruitment efforts.
- ❖ Addressing the skills mismatch and clarifying employer needs was identified as important in the life sciences sector. Life sciences stakeholders mentioned the need for specialized roles, such as nursing, youth mental health, social work, and environmental aides, etc. This sector also identified that Hamilton has a lack of C-suite talent necessary to grow as an international destination of choice for life science research and commercialization.
- ❖ Documenting existing efforts and implementing better programming is instrumental in developing a skilled workforce.
- ❖ Employers identified that showcasing the cost-of-living differentiators for Hamilton versus other geographies could prove beneficial for Hamilton.

- ❖ It was noted that the Hamilton Economic Development Office could take a leadership role and serve as a central point in the Workforce Ecosystem.

## Training Providers and Support Organizations

Feedback (as paraphrased from training providers and support organizations) is provided below:

- ❖ Support organizations stated that a more collaborative approach with the education and training sector is necessary to address the current and future labour force needs of local businesses. Through increased collaboration between support organizations, post-secondary institutions, and the education and training sector, upskilling opportunities, employment readiness programs, and validation of skills gaps across sectors should be a key area of focus.
- ❖ Training providers and support organizations indicated the need to develop sector-specific training programs that align with the skills and talent required by local businesses. This includes a focus on skilled trades and apprenticeships. Other training programs that were identified as critical to supporting the employment readiness of Hamilton's labour force included soft skills training and entrepreneurship programming.
- ❖ Stakeholders identified the need to incentivize training in the trades beyond what the province is currently offering. Providing further incentives for training and education can help to bridge the skills gap and ensure a strong and capable workforce.
- ❖ Opportunities also exist to improve access to skilled trades for historically disadvantaged youth. This requires a multi-faceted approach that educates and increases awareness on opportunities within the trades to youth, their parents/guardians, and the education institutions. Dispelling myths or misconceptions about the trades and showcasing the benefits of pursuing a career in this field is necessary. Career counsellors have a role to play in educating youth about the trades and helping them connect with relevant employers and training programs.
- ❖ Stakeholders identified a need for providing technology-based and digital skills training, with a focus on supporting youth skills and knowledge development. Insights offered by training providers and support organizations related to actions identified in the Hamilton Youth Strategy which emphasized the need to increase employment opportunities for youth, improve wages of entry-level jobs, and improve access to financial support for post-secondary education and training.
- ❖ Importance of marketing programs to Hamilton's business community was noted. Specialist High Skills Major (SHSM), LIUNA Hamilton youth in construction program, the career ladder program developed by Adult Basic Education Association and its partners, and the Ontario Youth Apprenticeship Program (OYAP) were noted. The Hamilton Community Benefits Network was identified for its work with local construction companies to ensure a local percentage of hires; this practice could be replicated across other sectors.
- ❖ Opportunities also exist to partner with post-secondary institutions to develop labour force forecasting.<sup>2</sup> This could promote a joint, coherent approach to informing Hamilton's talent pipeline.
- ❖ Support organizations also recommended that employers investigate job sharing, flexible work shifts, living wage standards, and mentoring opportunities in response to job seekers' aspirations.
- ❖ The Hamilton Economic Development Office plays a pivotal role in the development of the workforce through its efforts to support data collection and dissemination, ecosystem planning, and fostering partnerships. To attract large employers and generate enthusiasm for the city, it is essential to present a forward-looking response to collaborate when opportunities arise.
- ❖ As a SSM (Service System Manager), FedCap's programs and services must be responsive to local labour market needs and foster strong relationships within the Workforce Ecosystem.
- ❖ Support organizations have recognized the value of employer-led initiatives, such as partnerships between employers and housing developers to provide housing for employees. They identified a need to encourage local authorities to develop housing solutions that are customized to the needs of immigrants and immigrant families, including economic

<sup>2</sup> Example: <https://www.georgiancollege.ca/blog/newsroom/georgian-building-cloud-based-database-to-support-local-hiring/>



immigrants, refugees, students, and families. By tailoring solutions to the needs of these groups, a welcoming and supportive environment can be created.

- ❖ Stakeholders identified the need to address societal issues such as poverty, homelessness, addiction, and mental health. Community support is crucial to effectively addressing these issues and facilitating positive change. Furthermore, adequate healthcare resources, including doctors, are required to ensure that residents have access to medical care.
- ❖ Hamilton has the potential to be marketed as an ideal post-graduate destination. One opportunity to achieve this is increasing participation from students and employers in the Hamilton Employer Crawl, an event that showcases the diverse range of employment opportunities available in Hamilton for students.
- ❖ Hamilton must promote and market its unique sense of place and quality of life, highlighting its various amenities such as restaurants, social scene, natural assets, local attractions, and landmarks. To address the need for more green space and activities, the city could consider developing additional bike paths, walking trails, and outdoor event and performance spaces. Collaborating with local businesses and community organizations to host cultural events and festivals that highlight the city's diverse offerings would also be beneficial. Furthermore, the city could implement measures to address safety concerns in downtown, such as safety and awareness campaigns, encouraging more foot traffic, and increasing shopping and dining options. Such efforts would help to position Hamilton as a more vibrant and attractive city.

A

## Aspirations

What are we deeply passionate about and want to achieve? What difference do we hope to make for all?

### Labour Force

Feedback (as paraphrased from the surveyed Hamilton’s labour force) is provided below:

- ❖ The top priorities for respondents included the amount of job opportunities available, adequate pay/compensation, professional development, networking, and mentorship opportunities.
- ❖ Respondents noted Hamilton’s quality of life, the availability of affordable housing, recreational activities, availability of health and medical services, family friendliness of the city, pedestrian and cyclist infrastructure and access to public transit options as important to them.

### Businesses/Employers

Sector feedback (as paraphrased from participating employers) is provided below:

- ❖ Manufacturing sector employers identified an opportunity to establish a local network that can facilitate a deeper understanding of the transition to clean technology and electric vehicles on small and medium-sized enterprises (SMEs). This network could also provide insights into the available resources to support employers hiring needs.
- ❖ Businesses indicated that stronger collaboration with post-secondary would ensure stronger alignment between education programming and employer needs. Sector-specific career pathways would inform on skills and knowledge needed and provide a clear and structured pathway for career progression, from entry-level to more advanced roles. Stakeholders in the FIRE, ICT, and creative industries identified the need to collaborate with partners to support

recruitment and highlight potential career paths. Additional investment in contemporary and future-looking programs to support the development of skilled workers was noted.

- ❖ Agri-food sector businesses expressed a desire for accessible language skill training to support international workers and newcomers.
- ❖ Main street, retail, tourism, and small businesses expressed a desire for increased business support resources, particularly in the form of administrative support. Community colleges could play a significant role in supporting small businesses by developing tailored programs, such as hospitality programs or programs that focus on the unique needs of small businesses.
- ❖ In the life sciences sector, businesses mentioned a need for clarity around the skills and talent available in Hamilton and faster, responsive programming to address gaps.
- ❖ Businesses mentioned that wraparound support services such as housing and transit connections should be improved to facilitate employment outcomes.
- ❖ Businesses within the food and beverage processing sector identified that Hamilton should provide resources and tools that highlight the city's quality of life and cost of living. This includes promoting available employment support programs and increasing awareness of these programs among employers. A centralized website that provides information on employment, housing, accommodations, food banks, and wrap-around services would be a valuable resource.
- ❖ Promotion of manufacturing and related skilled trades would inform career choices, help address labour force shortages, and improve the profile of the sector.
- ❖ Businesses identified that the Hamilton Economic Development Office could leverage its role to share information and strengthen partnerships. Aspirations included the development of a sector-specific mentor network, job-shadowing/job-sharing program, a job portal, and leveraging the facilities at McMaster Innovation Park to organize networking events.
- ❖ The need to develop a consolidated resource to leverage the under-utilized talent in the community was noted.

### Training Providers and Support Organizations

Feedback (as paraphrased from training providers and support organizations) is provided below:

- ❖ Stakeholders identified that additional and stable funding sources are required to support organizations in their work.
- ❖ Training providers identified that they would like to see greater emphasis placed on sector-specific training and soft skills development to ensure alignment with skills that employers require.
- ❖ Focused efforts that increase international recruitment of workers, especially for the healthcare sector and the attraction of skilled trades labour should be prioritized.
- ❖ Alignment with Hamilton's Youth Strategy to develop programs that connect local students to potential employers should be encouraged.
- ❖ Stakeholders identified that the Hamilton Economic Development Office could take on the role of facilitator for the Workforce Ecosystem to provide a big-picture perspective. Collaborative opportunities exist to work with decision makers, including WPH (Workforce Planning Hamilton), Invest in Hamilton Partnership, FedCap, and other Workforce Ecosystem partners, to support workforce development and labour market planning. This includes strengthening ongoing dialogue, knowledge exchange, and advancing the implementation of the Hamilton's Workforce Strategy.
- ❖ Training providers and support organizations identified the importance of transportation to all areas of the city, affordable housing options and the need for childcare to support labour force participation.
- ❖ Support organizations have expressed a desire to ensure that equity, diversity, and inclusion (EDI) initiatives apply to all levels within organizations. There needs to be more opportunities for disabled and disadvantaged groups to integrate into the workforce. There needs to be a focus on providing mental health supports for job seekers and employees.

R

## Risks

What challenges do we need to be aware of? How will we recognize and mitigate or eliminate potential risks?

### Labour Force

Feedback (as paraphrased from the surveyed Hamilton’s labour force) is provided below:

- ❖ Respondents reported a lack of related work experience (38%), a lack of suitable employment options (37%), and a lack of related skills/knowledge (35%), when asked of barriers and challenges faced when exploring suitable employment opportunities in Hamilton.
- ❖ 46% of labour force participants agreed with the statement “I would need to move out of or commute outside of Hamilton to find suitable work in my field”. When asked why they feel they need to move out of or commute out of Hamilton, 66% of individuals noted a lack of suitable job opportunities.
- ❖ When asked if they have contacted any workforce support organizations for employment assistance 36% of respondents did not know who to contact, reflecting a lack of awareness of workforce support resources.
- ❖ Respondents identified the availability of affordable housing, public safety, and policing, childcare services, and access to public transit as areas of less satisfaction.

### Businesses/Employers

Sector feedback (as paraphrased from participating employers) is provided below:

- ❖ Businesses in the manufacturing, goods movement and agri-food businesses identified that there is a distinct lack of skilled trades workers. This coupled with the high turnover rate and low ratio of full-time to temporary workers exacerbate labour force challenges.
- ❖ Life sciences businesses noted attraction and retention challenges across various skill levels, from specialized roles to IT, administration, and janitorial services. For highly specialized technical roles, businesses indicated a focus on global talent attraction with retention challenges.
- ❖ Businesses consulted in the main street, retail, tourism, and small business sector indicated challenges due to workers requiring on-the-job training, limited resources, and capacity to leverage the training available.
- ❖ Businesses in all sectors mentioned a shift in worker mentality and a mismatch between worker expectation and business needs, impacting retention rates. Businesses further mentioned that retirements will intensify the growing labour gap.
- ❖ Employers in life sciences identified that remote work is not an option, negatively impacting their ability to attract talent. The sector is witnessing a high number of provincial government incentives for recruiting, which is a strength. However, because of a limited talent pool, there is increased competition among businesses.
- ❖ Agri-food businesses mentioned facing labour force challenges due to funding limitations of the Temporary Foreign Worker Program.
- ❖ Businesses and employers in all sectors consulted identified transportation constraints as a risk to growth. The lack of transit connections around the community is impacting businesses’ access to talent due to dependence on public transit to commute to work. The goods movement sector, agri-food businesses and main street, retail, tourism, and small businesses also mentioned challenges due to limited transportation options to and from rural areas, and the airport. Businesses mentioned that transit gaps impact the decision-making of employees to work in these sectors.
- ❖ Employers within the manufacturing, goods movement and the main street, retail, tourism, and small business sectors identified that employees and job seekers often mention that wages are not in line with the increasing costs of living.

This impacts the ability of businesses to attract and retain workers and has caused a decline in the sector's competitiveness for talent.

- ❖ The prevalence of remote and hybrid work is impacting the ability of businesses in the FIRE, ICT, and creative industries to attract talent. With hybrid work, people still choose to work in Toronto. Moreover, businesses identified that they are often competing with Toronto as the pay is higher in that region.
- ❖ Employers in the manufacturing, goods movement and agri-food businesses mentioned challenges to hire and retain workers due to the increasing cost of housing for workers.

## Training Providers and Support Organizations

Feedback (as paraphrased from training providers and support organizations) is provided below:

- ❖ Support organizations mentioned that there is a skills mismatch between labour demand and labour supply. The available labour pool is not employment ready.
- ❖ Stakeholders mentioned a disconnect between what job seekers want and what employers are offering, including the most in-demand jobs not offering the hybrid work model that many employees are seeking.
- ❖ Employment services identified the challenge of securing opportunities for employment among historically disadvantaged groups. Credential recognition for immigrant applicants is a challenge. The refugee population lack language skills and confidence. Youth may not have the necessary skill sets. Racialized people struggle to make connections to the job market, and marginalized individuals who are in low-skilled jobs are more than willing to go to other jobs in other communities.
- ❖ Volunteerism is on the decline.
- ❖ There is a lack of coordination between training and funded programming. Provincial, and federal grant programs often operate on cycles, and organization often face the risk of shutting programs down when the funding stops, or not being positioned to access new funding programs.
- ❖ Stakeholders cited that employment outcomes are a key measure, yet people in the system and not finding sustainable jobs.
- ❖ There is low access to wrap-around supports, such as affordable housing, transit, and daycare availability, making it hard for certain population segments to enter the workforce.
- ❖ The prohibitive cost of housing and rent is affecting students' ability to focus on studies and long-term career planning.
- ❖ The pandemic recovery is a concern for the health and mental wellness of the labour pool.
- ❖ The city's high level of homelessness in the downtown area may discourage people from relocating to Hamilton.

## R

### Results

How do we know we are succeeding?

What are the key goals we would like to accomplish to achieve these results?

## Labour Force

Feedback (as paraphrased from the surveyed Hamilton's labour force) is provided below:

- ❖ There is clear direction for the labour force on who to contact to address their workforce needs. Communication of information from employers to employees is important.

- ❖ Labour force barriers to job opportunities and quality of life are addressed.
- ❖ There are increased co-op placements for secondary and post-secondary students.
- ❖ Employment opportunities are in line with employee and job seeker needs.

## Businesses/Employers

Sector feedback (as paraphrased from participating employers) is provided below:

- ❖ Skills needs and relevant knowledge are reflected in training and curriculum.
- ❖ Increased collaborative efforts are providing relevant resources to ensure skills transfer to help people be successful in their roles.
- ❖ Increased offerings and access to free online learning/training promote active participation among the labour force and employers.
- ❖ Awareness of available employer supports, and services is increasing.
- ❖ There is increased availability of funding for training programs, improved access to capital in the city, and increased public-private partnerships.
- ❖ Support for new Canadians and their communities are providing job and social supports to drive successful integration into the community and the workplace.
- ❖ Stronger collaboration between training providers and business community exists
- ❖ Hamilton Workforce Ecosystem is taking a leadership role in managing relationships that foster labour market alignment.
- ❖ Hamilton is promoted as a holistic place to live and work, with improved safety and security in the downtown, a continued focus on worker mobility to places of employment, and affordable and available housing options.
- ❖ HR support services are available to SMEs across Hamilton.

## Training Providers and Support Organizations

Feedback (as paraphrased from training providers and support organizations) is provided below:

- ❖ A Future Focused Workforce Development Plan supports increased employment opportunities, improved wages, and greater access to financial supports for education and training.
- ❖ The Hamilton Economic Development Office works with the Workforce Ecosystem, and more broadly, to effectively market the city to attract people, and investment.
- ❖ Business attraction wins are celebrated with stronger marketing efforts.
- ❖ Employment readiness is the focus of employment support services.
- ❖ Focused training and education at the secondary and post-secondary level aligns with the needs of the future of work in Hamilton fueling alignment between labour supply and demand needs.
- ❖ Hamilton is recognized as a workforce hub for talent.



# Key Findings that Inform Areas of Focus, Objectives and Actions

A research-based environmental scan of macro-economic trends and local community consultation, including the voice of Hamiltonians, the business community, and Workforce Ecosystem partners provides relevant insight into the city's current workforce challenges. These insights set the tone for the practical steps contained in the action plan. Key findings include:

- ❖ Continuing to encourage and support immigration
- ❖ Aligning education and training with employer needs
- ❖ Addressing the 'employer-employee' disconnect
- ❖ Leveraging and strengthening workforce ecosystem partnerships
- ❖ Enabling diversity, equity, and inclusion
- ❖ Fostering Hamilton's value proposition for talent attraction and retention

## Continuing to encourage and support immigration

Hamilton, like other communities across Canada, is constrained by structural factors of an aging domestic population, barriers to employment facing underutilized domestic pools of labour (e.g., Indigenous and First Nations Peoples, members of racialized communities, women, people with disabilities, etc.), and reliance on immigration for close to 100% of net labour force growth<sup>3</sup>.

If unaddressed, immigrant attraction challenges and the aging population may restrict Hamilton's long-term economic prosperity. Attracting and retaining immigrants that can fill labour force gaps across all skill levels is critical to the city's competitiveness. Canada's Immigration Plan<sup>4</sup> with increased targets post COVID-19, creates opportunity for key sectors to attract the desired talent with the skills and knowledge necessary to fill job vacancies. The Plan projects that by 2032, immigration will account for 100% of Canada's population growth<sup>5</sup>. With Hamilton being home to universities, colleges, and schools, including Mohawk College, Collège Boréal, McMaster University, Redeemer University, Columbia International College, the Hamilton-Wentworth District School Board and Hamilton-Wentworth Catholic School Board, there are opportunities to build on Hamilton's value proposition as an education hub and leverage this strength to attract immigration and new talent to live and work in Hamilton.

The Hamilton Economic Development Office and partners need to undertake targeted measures to attract newcomers to Hamilton. This includes creating a welcoming and inclusive community, supporting measures that address housing limitations, and ensuring a skills-based approach to immigration to narrow the gap between employer needs and labour supply. Advocating to provincial and federal decision makers to address core labour force wraparound supports, including housing will help support a more equitable and inclusive city, where everyone can thrive.

As companies seek talent from around the globe, and individuals are more willing to work across borders, the dependence on digital nomads may continue to increase and be a prominent factor in labour force planning<sup>6</sup>. Hamilton can work with

<sup>3</sup> Deloitte. September 2022. Understanding Canada's Labour Shortage.

<sup>4</sup> Immigration, Refugees and Citizenship Canada. 2022. An Immigration Plan to Grow the Economy.

<sup>5</sup> Ibid.

<sup>6</sup> Immigration, Refugees and Citizenship Canada. June 2023. Canada's Tech Talent Strategy.

partners including Workforce Planning Hamilton to market the newly implemented Federal initiative, the Digital Nomad Program among its business community as a step towards addressing skills shortages.

### Aligning education and training with employer needs

Community consultations highlight the need for enhanced collaborative efforts with the education and training sector to meet the current and future labour force needs of local businesses. Both the research and engagement point to employers across multiple sectors struggling to address skills shortages in a variety of positions and levels of experience. Businesses in manufacturing and goods movement<sup>7</sup> identify a shortage of skilled tradespeople and technically skilled workers. These occupations are essential to the operations of these businesses and employers face difficulties in finding skilled workers to meet their needs. Businesses in creative industries, FIRE, and ICT mention the need for specialized information technology skills and sector-specific skills. Life sciences stakeholders mentioned the need for specialized roles, such as nursing, youth mental health, social work, and environmental aides, etc. This sector also identified that Hamilton has a lack of C-suite talent necessary to grow as an international destination of choice for life science research and commercialization.

Digital transformation, automation, and the adoption of artificial intelligence (AI) is also expected to impact the labour market, with workforce displacement being the most significant outcome<sup>8</sup>. Advances in automation, including large language models and generative AI, are positioned to potentially reduce demand for both physical or routine roles, as well as professional and creative positions<sup>9</sup>. Current research points to AI's anticipated effects in completing routine tasks in industries such as retail and healthcare, as well as in activities common to legal assistants, researchers, or programmers<sup>10</sup>. Overall, these findings suggest that the adoption of AI may increase labour market disparities between workers who have the skills to use AI effectively and those who do not. Making sure that workers have the right skills to work with new technologies is therefore a key policy challenge.<sup>11</sup>

Business leaders have emphasized the need for flexible and responsive skills development opportunities across all skill levels and priority sectors to address labour force gaps. Enabling individuals to transition from programs such as Ontario Works and Ontario Disability Support Program into skilled trades/apprenticeships, or to utilize micro-credentialing and upskilling, may promote workplace participation through accommodation and inclusion. Additionally, incorporating experiential learning at the high school and post-secondary levels can create opportunities for career exploration and increased sector awareness. Programs such as LIUNA Hamilton Youth in Construction, Secondary Specialist High Skills Major, Foreign Worker Program, E-Compass Ontario, and Ontario Youth Apprenticeship Program could be leveraged to support these initiatives.

Upskilling, reskilling, and education initiatives are crucial for attracting, developing, and retaining talent by addressing skills gaps. By investing in these initiatives, businesses can promote workforce development and ensure that their employees have the skills needed to succeed in their roles.

### Addressing the 'employer-employee' disconnect

Growing the labour force takes more than simply increasing awareness of career options. With an environment of labour scarcity, any disconnect between what job seekers want in jobs and what employers are offering, can impact job vacancies.

Macro trends related to the employer – employee disconnect include shifting expectations due to the rise, and in some cases strong persistence, of remote and flexible work options<sup>12</sup>. This trend may lead to changes in talent recruitment and a

<sup>7</sup> Sectors include iron and steel mills and ferro-alloy manufacturing; motor vehicle parts manufacturing; railroad rolling stock manufacturing; general trucking; and couriers among other subsectors.

<sup>8</sup> Deloitte. September 2022. Understanding Canada's Labour Shortage. Brookfield Institute. February 2021. Yesterday's Gone: Exploring possible futures of Canada's labour market in a post-COVID world. McKinsey Global Institute. June 2018. AI, automation, and the future of work: Ten things to solve for.

<sup>9</sup> Brookfield Institute. February 2021. Yesterday's Gone: Exploring possible futures of Canada's labour market in a post-COVID world. McKinsey Global Institute. June 2018. AI, automation, and the future of work: Ten things to solve for.

<sup>10</sup> Brookfield Institute. February 2021. Automation, AI, and Outer Space: Tech and the Future of Work in Canada.

<sup>11</sup> <https://www.oecd.org/future-of-work/reports-and-data/AI-Employment-brief-2021.pdf>

<sup>12</sup> Forbes Advisor. June 2023. Remote Work Statistics and Trends In 2023.

decrease in commercial space utilization. In a related area, workforce well-being has gained prominence as a critical factor in talent attraction and retention. Organizations investing in employee wellness programs, flexible work arrangements, and work-life balance initiatives have a competitive edge. There is a need to consider the generational divide in planning for workforce recruitment and retention, as the multi-generational workplace require varying leadership styles, from formal authority to leadership by influence<sup>13</sup>. The rise of technology-based workplaces has also seen age-related discrimination, preventing mature workers from re-entering the workplace<sup>14</sup>.

Stakeholders identified the opportunity to work with youth to improve recruitment outcomes. Suggestions included school field trips and providing tours to connect local employers and students for sector awareness and experiential learning opportunities. There is also a defined need to encourage employers to recognize the value of flexibility in the workplace, where appropriate. Businesses could opt for flexible employment arrangements including the location, schedule, and number of work hours, or consider part-time work, job sharing, or reduced hour position. In sectors where traditional flexibility might be limited, cross-training programs, hiring temporary workers, flexible contracts, task rotation and shared labour pools could be implemented. Other ideas included investing in workplace opportunities, mentorships, internships and facilitating access to training supports and tools.

### Leveraging and strengthening workforce ecosystem partnerships

Consultations on this project have identified the strength of Hamilton's partnerships and collaborations as a unique value proposition. These relationships span businesses, industry associations, post-secondary education and training organizations, employment support networks, intermediaries, and advocacy groups and unions. Ongoing conversations and shared knowledge are needed to ensure that both labour force needs are understood, and employers have access to timely and relevant supports. It is these collaborative efforts that will inform and influence certifications and training programming, professional development, and continued program enhancements. Identifying new data sources and conducting additional data analysis that can inform labour force forecasting, in-demand occupations, talent pool skills gaps, education, and training needs, will help promote evidence-based decision making. Involving workforce partners in new business investment opportunities can strengthen the promotion of an employer-ready labour pool.

Given the strength of the existing ecosystem, the Hamilton Economic Development Office role as a convenor, facilitator, and collaborator was widely accepted in stakeholder consultation. The opportunity areas identified include informing and supporting access to current labour market data, developing a consistent marketing message for Hamilton, and catalyzing partnerships for stronger talent attraction and retention. This further emphasizes the importance for economic developers to inform and support the skills development of the labour force, seek investment that drives good quality jobs, and strengthen alignment with the needs of the economy to maximize workforce potential.

### Enabling Diversity, Equity, and Inclusion

Consultation and research findings suggest the need and opportunity for Hamilton to address the labour market barriers for disadvantaged groups<sup>15</sup>. There is an international discussion happening on the need to acknowledge labour market barriers for equity deserving groups, including youth, women, Indigenous Peoples, visible minorities, and 2SLGBTQIA+ people. The Hamilton business community is engaged in this issue<sup>16</sup>.

Anecdotally, there is a perception that Hamilton is less welcoming, which negatively influences talent attraction and retention. To promote a culture of opportunity for all, targeted approaches are necessary to address inclusivity in the workplace. Improved access to the labour market can be enabled through tailored approaches, such as mentorship programs for youth, addressing language barriers for refugees, and improving international credential recognition for immigrants. Employment services can help qualified job seekers who may be lacking in interview skills and confidence. This is particularly true for historically disadvantaged groups, women in trades or individuals with disabilities. Employment

<sup>13</sup> Harvard Business Review. 2014. Managing People from 5 Generations.

<sup>14</sup> Employment and Social Development Canada. 2021. Older workers: Exploring and addressing the stereotypes. Harvard Business Review. 2019. The Case for Hiring Older Workers.

<sup>15</sup> The Conference Board of Canada. February 2022. Recovery for All, Finding Equities in Education and Employment.

<sup>16</sup> Ibid.

services directed to these specific population groups or those disproportionately impact can help address their barriers to employment.

### Fostering Hamilton's value proposition for talent attraction and retention

Consultations have identified the need to continue promoting Hamilton's quality of life and place as a talent attraction and retention tool. Hamilton's assets, including diverse restaurants, a vibrant arts and culture scene, numerous galleries, museums, festivals, and a variety of parks and green spaces, should be promoted more broadly within the region. Opportunities also exist for Hamilton to showcase its community diversity and support policies and initiatives aimed at promoting social welfare and economic equality. However, some negative perceptions still exist that may discourage people from relocating to the city. Safety, a high level of homelessness in the downtown core, the high cost of living, and housing affordability were identified as barriers for people to relocate or remain in Hamilton. Stakeholders consulted as part of this project mentioned safety concerns affecting their motivation to work downtown. Labour force survey respondents also identified the least satisfaction with public safety and policing, along with the lack of affordable housing, childcare services, and access to public transit. These factors are barriers impacting their quality of life. Housing affordability has an impact on Hamilton's ability to attract talent to the city.

These elements contribute to the ongoing trend of people leaving Canada's biggest cities to move to smaller, more rural communities, i.e., the rural boom<sup>17</sup>. These barriers require thoughtful consideration and a collective effort spanning community organizations, all levels of government, among others, to advance solutions. One concept identified through the stakeholder engagement focused on the importance of a living wage for lower-skilled jobs that often pay minimum wage. While these solutions are beyond the scope of a workforce strategy, they are factors to its success and must remain a priority if Hamilton's vision to become a workforce hub is to be achieved.

Increased awareness and connection to local community support networks across the ecosystem will help those seeking information and assistance. To foster continued growth, Hamilton must ensure that its quality of place and quality of life factors into workers decision-making. A high quality of life and quality of place quite simply helps attract and retain workers.<sup>18</sup>

Efforts may include working collaboratively with housing developers to better align development to community needs and leveraging Hamilton's Employer Crawl<sup>19</sup> which offers students the opportunity to meet with potential employers and get a better understanding of Hamilton's job market.

<sup>17</sup> Brookfield Institute. February 2021. Yesterday's Gone: Exploring possible futures of Canada's labour market in a post-COVID world.

<sup>18</sup> <https://www.linkedin.com/pulse/defining-quality-place-roi-carlotta-ungaro-cce-iom>

<sup>19</sup> <https://dailynews.mcmaster.ca/articles/students-employers-to-connect-at-annual-hamilton-employment-crawl/>

# Appendix A - Employee Survey Results

## Objectives and Methodology

The goal of the 2023 Labour Force Participant Survey was to better understand the needs of the local workforce in Hamilton. The primary objectives were to identify challenges to labour force participation, satisfaction with available job opportunities in Hamilton, and resources to support labour force participants. In turn, this data was aggregated alongside seven other types of engagement and analyzed to inform the SOARR assessment.

The Labour Force Participant Survey was available from March 7th to June 4th and received 133 total responses. The survey screened participants to ensure they either worked or lived in Hamilton and were over the age of 18. The final sample size resulted in a +/- 8.49% margin of error at a 95% level of confidence.

## Key Findings

- **Satisfaction with Hamilton Job opportunities** – 21% of respondents reported that they were very satisfied with Hamilton as a place to find suitable job opportunities with 50% who somewhat agreed, indicating an overall positive response but also room for improvement.
- **Job Opportunity Priorities** - Using Deloitte's proprietary derived importance methodology, it was found that the top three priorities for employees related to job opportunities in Hamilton were adequate pay/compensation, amount of job opportunities available and access to health benefits/sick pay.
- **Relocation or commuting** – 46% of labour force participants agreed with the statement "I would need to move out of or commute outside of Hamilton to find suitable work in my field". When asked why they feel they need to move out of or commute out of Hamilton, 66% of individuals noted a lack of suitable job opportunities.
- **Quality of Life** – The majority of labour force participants were satisfied with the overall quality of life in Hamilton (74%). Using Deloitte's proprietary derived importance methodology, it was found that the top priority related to quality of life was affordable housing.
- **Barriers to Suitable Employment Opportunities** - When asked about the barriers and challenges faced when exploring suitable employment opportunities in Hamilton, respondents reported a lack of related work experience (38%), a lack of suitable employment options (37%), and a lack of related skills/knowledge (35%).
- **Workforce Support** - When asked if they have contacted any workforce support organizations for employment assistance, majority of respondents did not know who to contact (36%), reflecting a lack of knowledge in workforce support resources.

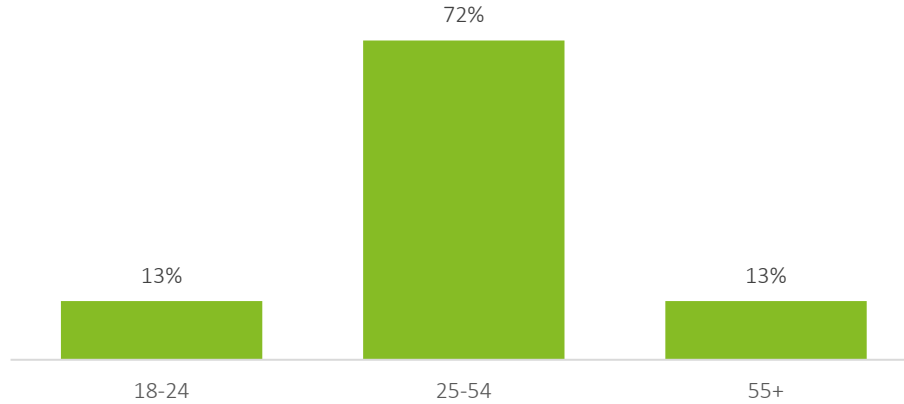


## Labour Participant Force Survey - Detailed Findings

### Q1. Please select your age.

The survey captured a range of ages in its demographics with most participants between 25-54.

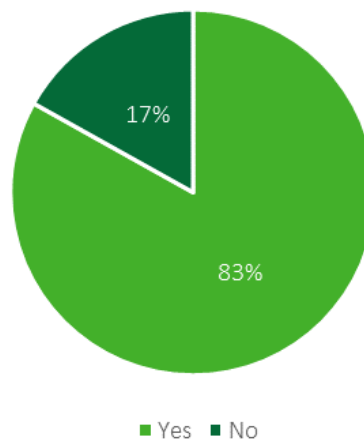
Figure 1: Age demographic (N=133)



### Q2. Do you currently reside in Hamilton for more than six months of the year?

83% of respondents noted that they were currently residing in Hamilton for more than 6 months of the year.

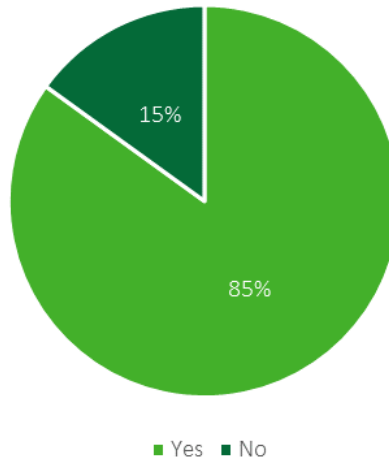
Figure 2: Number of residents residing in Hamilton for more than 6 months (N=139)



**Q3. Are you currently working or looking for work in Hamilton?**

85% of respondents were currently working or looking for work in the Hamilton area.

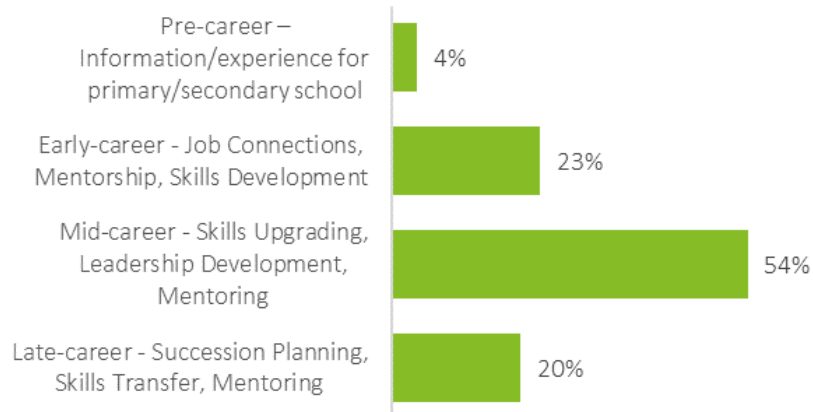
Figure 3: Residents currently working or looking for work in Hamilton (N=133)



**Q4. Which of the following best describes your current stage in your career path?**

When asked about the current stage of their career, 54% of respondents noted that they were in their “mid-career”, entailing skills upgrading, leadership development, and mentoring.

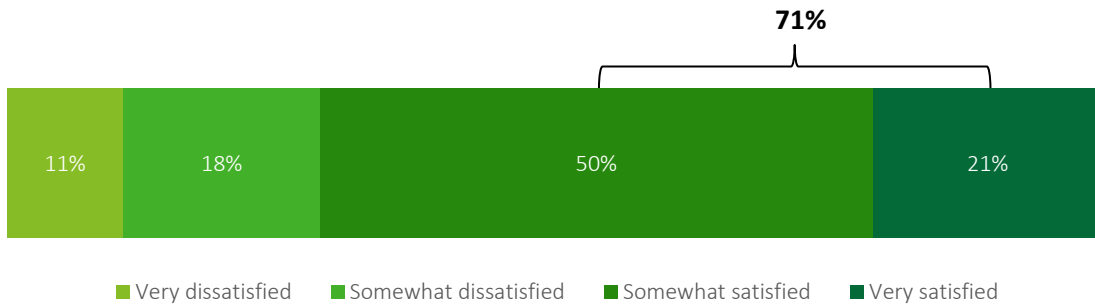
Figure 4: Respondents’ current stage in career path (N=133)



**Q5. Overall, how satisfied are you with Hamilton as a place to find suitable job opportunities**

71% of respondents noted being 'somewhat satisfied' and 'very satisfied' with Hamilton as a place to find suitable job opportunities.

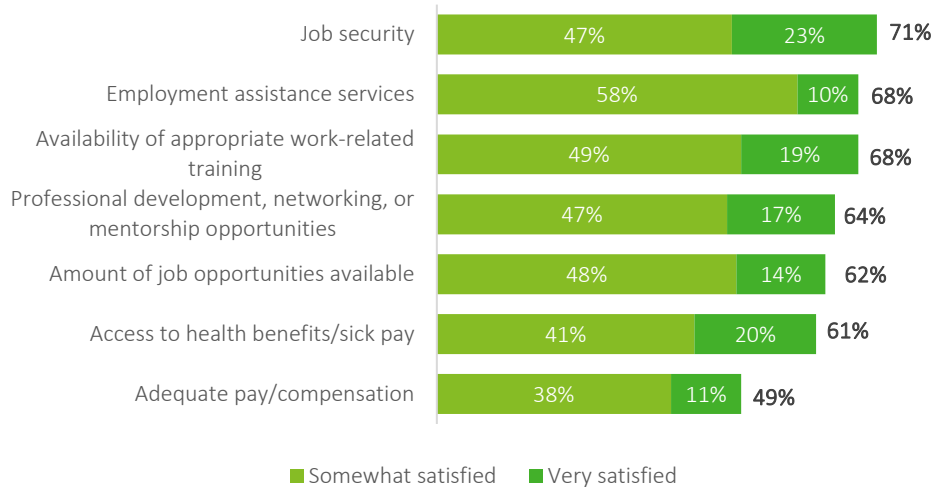
Figure 5: Satisfaction levels with Hamilton as a place for suitable job opportunities (N=133)



**Q6. How satisfied are you with each of the following factors related to the job opportunities available in Hamilton?**

When asked to rate their satisfaction with factors relating to the job opportunities available in Hamilton, respondents rated highest satisfaction in job security, employment assistance services and availability of appropriate work-related training. Areas that showed the most opportunity for improvement were adequate pay/compensation, access to health benefits/sick pay, and available job opportunities.

Figure 6: Satisfaction levels with factors related to Hamilton's job opportunities (N=133)



**Derived Importance Priority Matrix**

Using respondents’ satisfaction levels with factors related to Hamilton’s job opportunities, a priority matrix was created using Deloitte’s proprietary derived importance methodology. The Priority Matrix consists of three metrics:

- **Performance:** The percentage of respondents who are somewhat satisfied or very satisfied with each factor.
- **Level of Importance:** A statistical measure using a machine learning algorithm to determine the strength of the relationship between the factor and their overall satisfaction with the region. Attributes with a high importance tend to matter for individual’s overall satisfaction. In other words, factors that are very important will have a considerable influence on overall satisfaction whereas factors that are not important will not have much influence on overall satisfaction.
- **Priority Rank:** This was determined for each attribute based on high levels of importance and low levels of performance. Top priorities are factors where many respondents registered low levels of satisfaction and have a high importance.

Figure 7: Priority Matrix – Factors related to Hamilton’s job opportunities

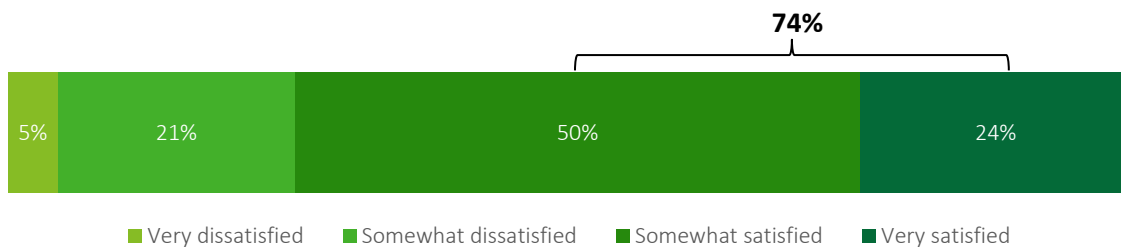
Service	Performance	Importance	Priority Rank
Adequate pay/compensation	49%	7.0	1
Amount of job opportunities available	62%	9.4	2
Access to health benefits/sick pay	61%	6.0	3
Professional development, networking, or mentorship opportunities	64%	6.2	4
Employment assistance services	68%	5.8	5
Availability of appropriate work-related training	68%	5.8	6
Job security	71%	5.8	7

Using Deloitte’s proprietary derived importance methodology, it was found that the top priorities for respondents related to the amount of job opportunities available were adequate pay/compensation, and professional development, networking, or mentorship opportunities.

**Q7. How would you rate the overall quality of life in Hamilton?**

74% of respondents were ‘somewhat satisfied’ and ‘very satisfied’ with the overall quality of life in Hamilton.

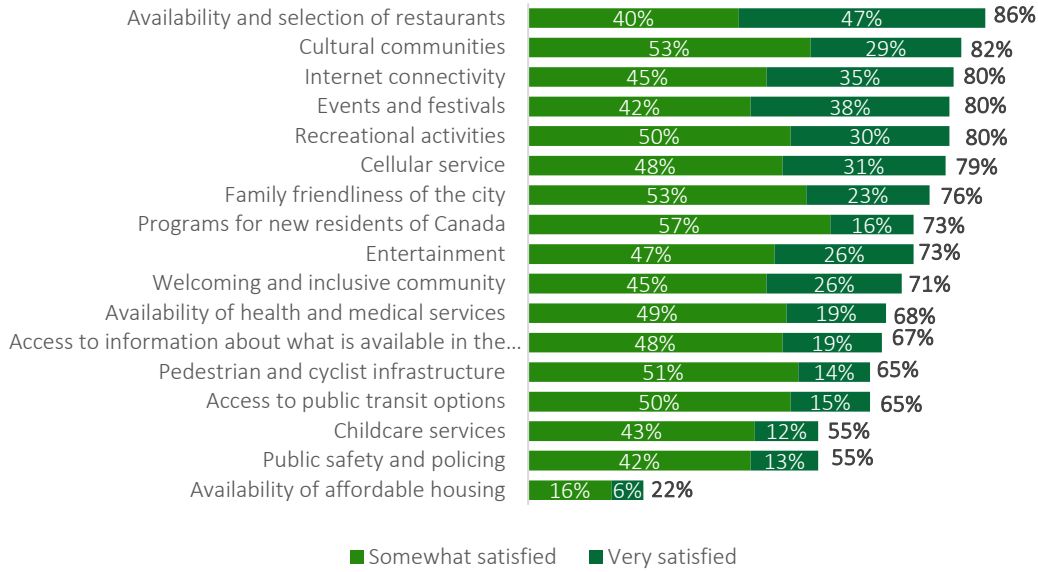
Figure 8: Quality of life in Hamilton (N=133)



**Q8. How satisfied are you with each of the following factors related to living in Hamilton?**

When asked about their satisfaction levels with factors relating to living in Hamilton, the top factors included: Availability and selection of restaurants, Internet connectivity, and recreational activities.

Figure 9: Satisfaction levels with living in Hamilton (N=133)





**Derived Importance Priority Matrix**

Figure 10: Priority Matrix – Satisfaction with quality-of-life factors

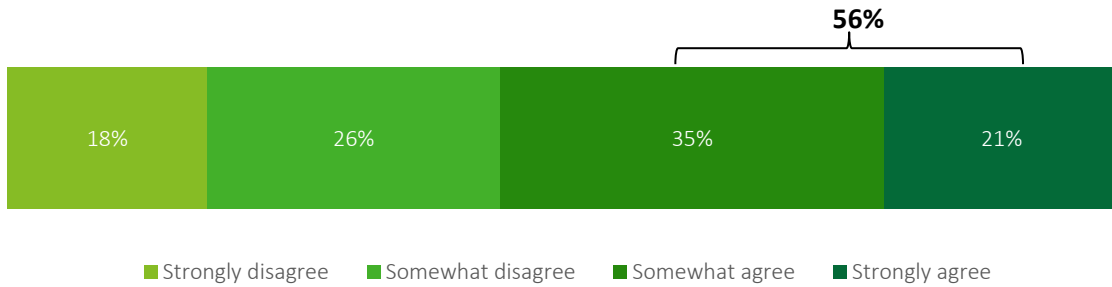
Factor	Performance	Importance	Priority Rank
Availability of affordable housing	22%	6.8	1
Recreational activities	55%	7.8	2
Availability of health and medical services	55%	7.5	3
Family friendliness of the city	67%	9.4	4
Pedestrian and cyclist infrastructure	65%	7.7	5
Access to public transit options	65%	7.5	6
Internet connectivity	68%	6.8	7
Cellular service	71%	7.1	8
Cultural communities	73%	7.1	9
Events and festivals	73%	6.6	10
Entertainment	76%	7.3	11
Childcare services	80%	8.4	12
Public safety and policing	82%	8.7	13
Access to information about what is available in the city (e.g., amenities, services jobs, etc.)	80%	7.0	14
Programs for new residents of Canada	79%	6.3	15
Availability and selection of restaurants	80%	6.3	16
Welcoming and inclusive community	86%	6.6	17

Using Deloitte’s proprietary derived importance methodology, it was found that the top priorities for respondents related to quality of life were the availability of affordable housing, childcare services, and public safety and policing.

**Q9. To what extent do you agree with the statement “I would need to move out of or commute outside of Hamilton to find suitable work in my field?”**

56% of respondents ‘somewhat agreed’ and ‘strongly agreed’ they would need to move outside of Hamilton to find suitable work.

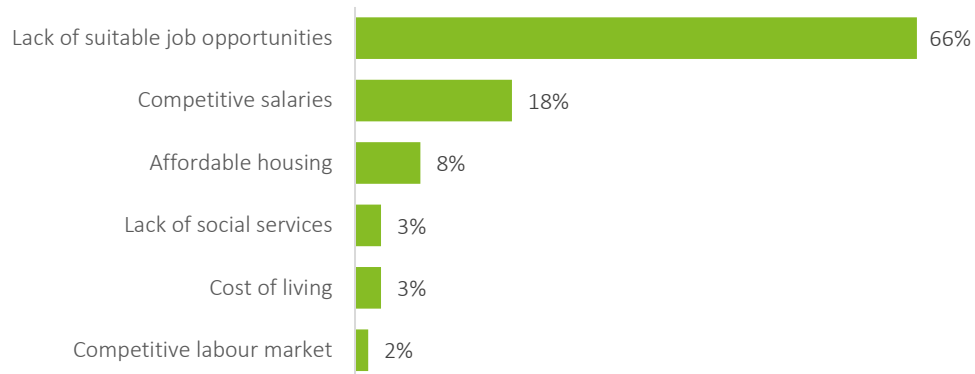
Figure 11: level of agreeableness with moving out of Hamilton to find suitable work (N=133)



**Q10. Why do you feel you need to move out of or commute out of Hamilton to work in your field of interest?**

When asked why respondents would need to move out of Hamilton to work in their respective fields, 66% of individuals mentioned that a lack of suitable job opportunities within the city might cause them to leave.

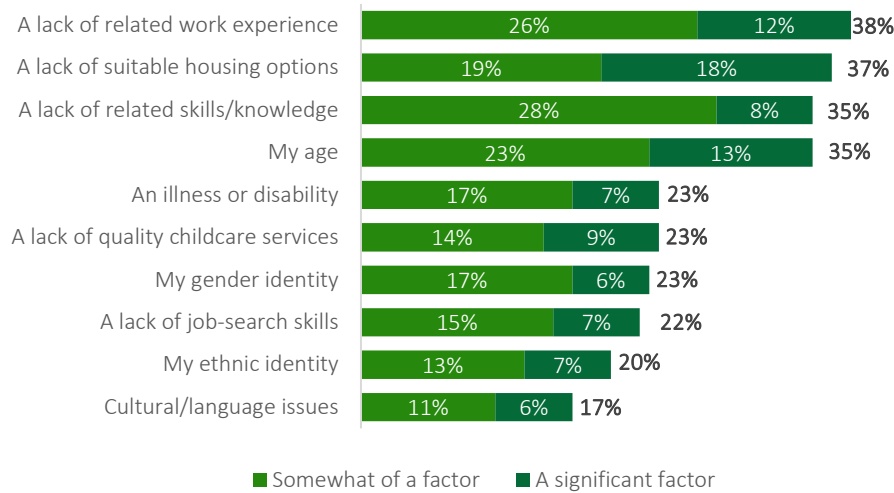
Figure 12: Reasons to move out of Hamilton to work in field of interest (N=65)



**Q11. Please rate the extent to which the following factors pose as a barrier or challenge to your ability to find suitable employment in Hamilton**

When asked to rate the extent to which the following factors posed as barriers to find suitable employment in Hamilton, the top three barriers included: A lack of related work experience, a lack of suitable housing options, and age.

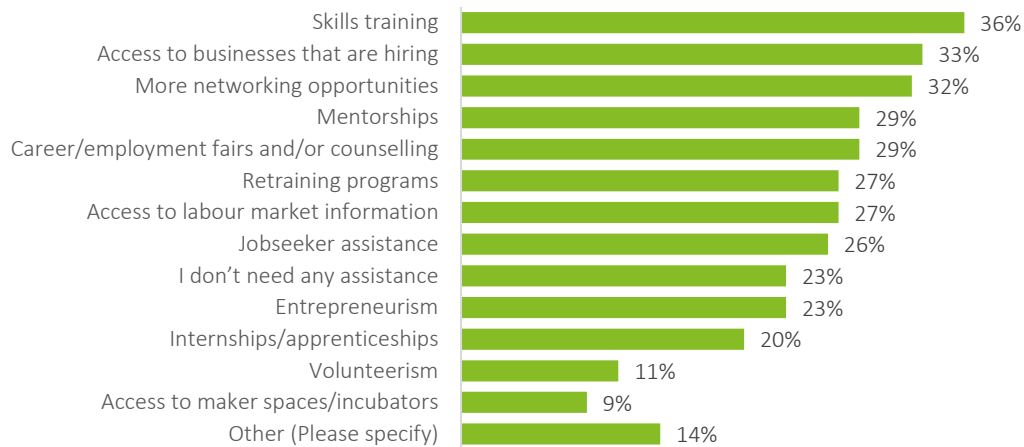
Figure 13: factors posing as barriers to finding suitable employment in Hamilton (N=133)



**Q12. What assistance would be most helpful to help you achieve your goals?**

Respondents noted skills training, access to business hiring, and more networking opportunities to help achieve their goals.

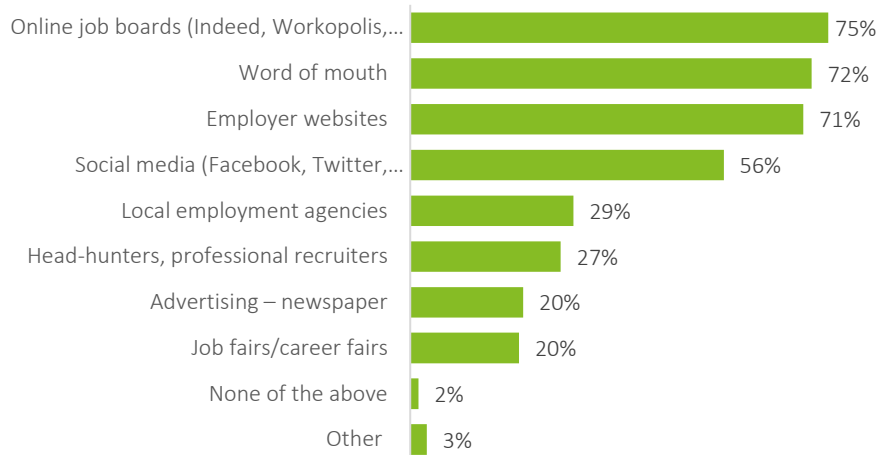
Figure 14: factors assisting in achieving goals (N=133)



**Q13. Which of the following methods have you used when looking for a job?**

Online job boards, word of mouth, and employer websites were the used methods noted by respondents looking for a job.

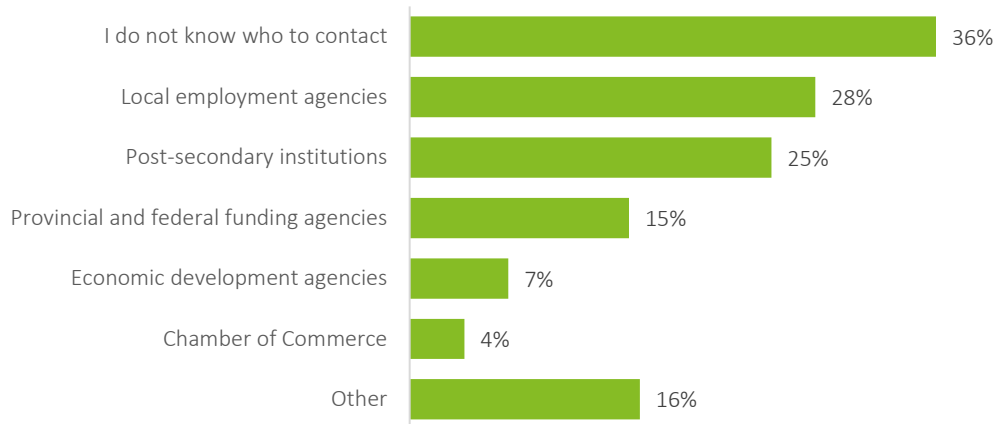
Figure 15: methods used when looking for a job (N=133)



**Q14. Have you contacted any of the following workforce support organizations for employment assistance?**

The majority of respondents expressed a lack of workforce support for employment assistance by not knowing who to contact within the organizations.

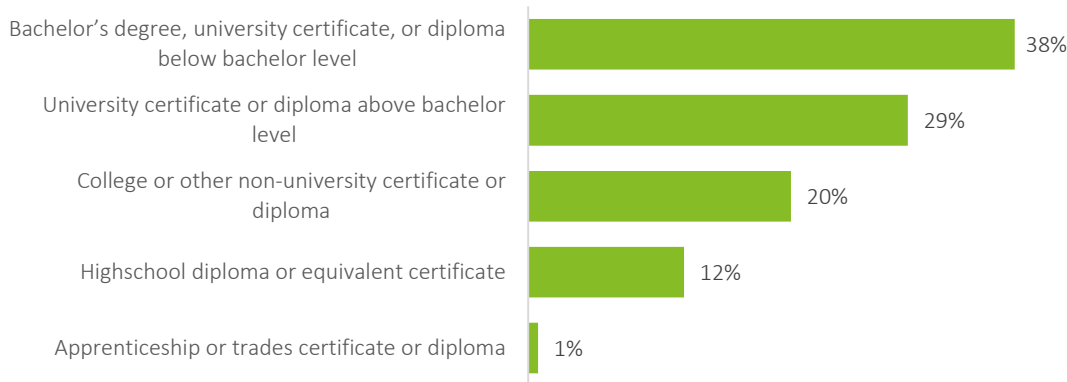
Figure 16: contacting workforce support organizations for employment assistance (N=133)



**Q15. What is the highest level of educational attainment do you have?**

38% of respondents' highest level of educational attainment was a bachelor's degree, university certificate, or diploma below bachelor level.

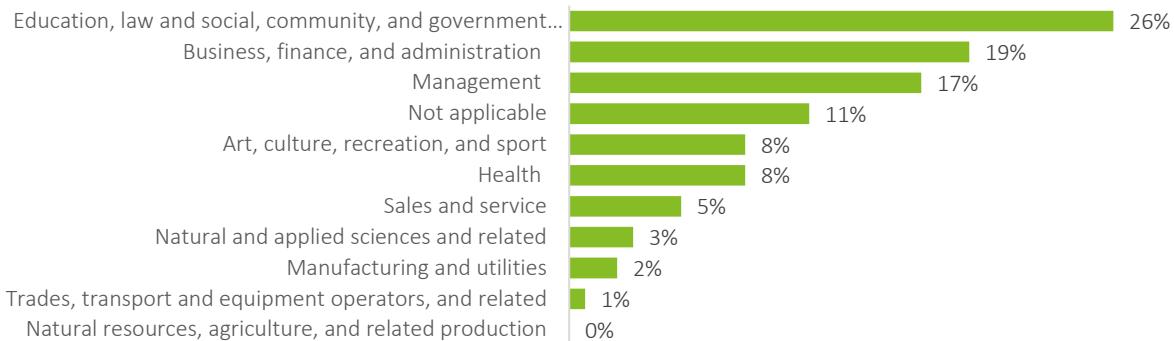
Figure 17: highest level of education noted by respondents (N=133)



**Q16. How would you classify your current/most recent job?**

26% of respondents noted to classify their current/most recent job within the education, law and social, community and government services industry.

Figure 18: classification of current/most recent job (N=133)





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Observations are made on the basis of economic, industrial, competitive, and general business conditions prevailing as at the date hereof. In the analyses, we may have made assumptions with respect to the industry performance, general business, and economic conditions and other matters, many of which are beyond our control, including government and industry regulation.

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We believe that our analyses must be considered as a whole and that selecting portions of the analyses, or the factors considered by it, without considering all factors and analyses together, could create a misleading view of the issues related to the report.

Amendment of any of the assumptions identified throughout this report could have a material impact on our analysis contained herein. Should any of the major assumptions not be accurate or should any of the information provided to us not be factual or correct, our analyses, as expressed in this report, could be significantly different.





# Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success

## Technical Report 1: Data and Desktop Research

April 2023



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# Executive Summary

The Technical Report 1: Data and Desktop Research presents the literature review and data analysis that informs Hamilton’s Workforce Strategy: Harnessing the Ecosystem for Shared Success.

This report is organized into the following sections.

- ❖ **Background Review** presents the broader policy context regarding workforce development in Hamilton and priority themes for Hamilton Economic Development. The desktop research focused on:
  - A review of the 2021 – 2025 Economic Development Action Plan (EDAP) actions and outcomes and other relevant workforce reports and labour market studies
  - An understanding of The Municipal Act, 2001 (the Act) and the role of municipal governments in supporting workforce and economic development
  - Insights on the Employment Services Transformation within the Government of Ontario
- ❖ **Economic and Community Profile** highlights Hamilton’s socio-demographic profile and talent supply and demand assessment. The data analysis helped inform the composition of the sector-focus groups conducted as part of Phase 3: Stakeholder Engagement, and focuses on:
  - Hamilton’s population, immigration, and ethnic diversity, educational profiles for the city of Hamilton, the Hamilton Census Metropolitan Area (CMA)<sup>1</sup>, and Ontario
  - Talent supply assessment and talent demand assessments. These profiles provide a current snapshot of the labour market trends in terms of unemployment and employment figures by industry and occupation, job growth, current job demand and the educational pipelines in Hamilton
  - Insight into the current employment and projected labour needs for Hamilton’s target sectors, including, advanced manufacturing; agribusiness and food processing; creative industries; finance, insurance, and real estate (FIRE); goods movement; ICT and digital media; life sciences; and tourism
- ❖ **Workforce Ecosystem Mapping** documents key assets in Hamilton that are involved with workforce attraction and the delivery of workforce development and training
  - Assets documented include education and training providers, employment service providers, community organizations, immigrant and newcomer support services, employers and economic development and government partners
  - Understanding the make-up of the Workforce Ecosystem, the inter-relationships, shared mandates, and willingness for collaborative and collective contributions is important to creating a strategic approach that strengthens attraction efforts, training and development opportunities, and clarity of roles
  - The results of this analysis, supplemented through consultation, have informed the creation of the Hamilton Workforce Ecosystem

The analysis conducted to date is based on desktop research and review. The insights captured here inform later steps of the strategy and will be supplemented through the consultation steps. Hamilton’s Workforce Strategy incorporates components of this report.

A summary of key findings follows.

<sup>1</sup> The Hamilton CMA includes the city of Hamilton, the city of Burlington, and the town of Grimsby.

## State of Hamilton's Labour Force

### Hamilton is recovering, but some groups are still impacted by the Pandemic

- ❖ The Hamilton CMA experienced significant challenges during the COVID-19 Pandemic. Between 2019 and 2020, the labour force declined by 2.6%, while unemployment rate increased from 4.3% in 2019 to 9% in 2020. Between 2019 and 2020, the participation rate also declined by 3%, and the employment rate dropped 8%
- ❖ Statistics Canada's Labour Force Survey supports a narrative of ongoing employment recovery in the Hamilton CMA following the COVID-19 pandemic. Between 2021 and 2022, the unemployment rate declined from 6.9% to 4.9%. While the participation rate declined from 66% to 65.4%, the employment rate increased from 61.4% to 62.2%. These trends reflect a growing movement in the number of people finding employment in the Hamilton CMA, while at the same time an increase in the number of people not participating in the labour force
- ❖ The CMA is still experiencing some of the impact from the pandemic in certain population groups including women, youth, visible minorities, and immigrants. For instance, women employment is still 3% lower than it was before the pandemic, the employment rate for youth is still 5% below pre-pandemic peak, and landed immigrants have a higher unemployment rate at 8% compared to people born in Canada<sup>2</sup>

### Hamilton is a draw for talent

- ❖ Hamilton is home to approximately 569,353 residents and is strongly positioned as a growth community with a diverse and educated resident population
  - 25% of Hamilton's population self-identify as a visible minority, and 2% report Indigenous identity
  - The city has a strong appeal among new residents, as over 26% of residents are immigrants, and 2% are non-permanent resident (temporary workers and students). Diverse communities tend to attract more newcomers, and this is important as newcomers represent a reliable source of skilled and unskilled workers that can support local labour needs
- ❖ Median household income in Hamilton was estimated at \$86,000 in 2020. This suggests that the city's residents have purchasing power and ability to invest in the community. Nonetheless, it is worth noting that 12% of households earn less than \$29,999 which may impact affordability
- ❖ Hamilton is home to key post-secondary institutions including McMaster University and Mohawk College, both of which are focused on developing and retaining quality talent to support emerging technology sectors. The CMA produces an estimated annual average of 12,230 graduates, mostly in areas related to health professions, and business, management, marketing, and related support services
- ❖ Hamilton's location allows the city to benefit from a broader pipeline of potential workers across the Greater Toronto-Hamilton Area
- ❖ The city of Hamilton's share of labour force with an apprenticeship or trades certificate reached 5.6% in 2021; a higher share compared to the Hamilton CMA and the province. Skilled trades are important to support the growth of good-producing sectors such as construction, manufacturing, transportation, and other services. As per recent Federal projections, approximately 700,000 skilled trades personnel are projected to retire by 2028 across Canada, creating a need to hire and train new workers<sup>3</sup>

### Hamilton is well position to meet future demand

- ❖ Hamilton's major employment sectors include health care and social assistance (46,291 jobs or 17% of the city's total employment), retail trade (28,608 jobs or 10% of the city's total employment), and manufacturing (26,735 jobs or 9.7% of the city's total employment)
- ❖ Occupational demand will be led by health occupations (+2,671 jobs or 10% growth), and sales and service occupations (+2,470 jobs or 4% growth). These two occupations will represent close to 50% of the occupational growth in the city between 2023 and 2028
- ❖ Priority sectors for Hamilton account for over 91,660 jobs and will have an anticipated net employment growth of 3,721 jobs

<sup>2</sup> Workforce Planning Hamilton 2021-20222 Local Labour Market Plan

<sup>3</sup> Employment and Social Development Canada. Government of Canada promotes in-demand skilled trades as a first-choice career path. Source: <https://www.canada.ca/en/employment-social-development/news/2022/01/skills-trade.html>

- ❖ Considering the projected growth in key sectors, Hamilton would be in an advantageous position to meet a segment of projected job growth if the city is able to increase the participation of lower-skilled individuals (for jobs that do not require post-secondary training). In addition, high skill jobs can be easily filled if the city is able to retain students from regional post-secondary institutions
- ❖ As per Vicinity Jobs, the largest number of job postings between 2020 and 2022 were in TEER (Training, Education, Experience and Responsibilities) levels 4 and 5. These TEER occupations usually require a high school diploma, or several weeks of on-the-job training or short-term work demonstration and no formal education. This volume of job demand speaks to the full range of labour demand within Hamilton, and forecasts that competition for talent at all skill levels will be paramount. Opportunities exist to enhance collaboration efforts with post-secondary institutions and industry partners to offer more on-the-job training or apprenticeships to engage youth and the trades labour force to job opportunities in the city

### Growth Occupations

Looking forward to 2028, occupational growth in Hamilton will be led by health occupations (+2,671 jobs or 10% growth), and sales and service occupations (+2,470 jobs or 4% growth). These two occupational groups will represent close to 50% of the occupational growth in the city. At a more detailed level, the top occupations projected to experience the largest growth in Hamilton include:

- ❖ Registered nurses and registered psychiatric nurses
- ❖ Nurse aides, orderlies, and patient service associates
- ❖ Food counter attendants, kitchen helpers and related support occupations
- ❖ Family, marriage, and other related counsellors
- ❖ Light duty cleaners
- ❖ Professional occupations in advertising, marketing, and public relations
- ❖ Retail sales supervisors
- ❖ Other customer and information services representatives
- ❖ Elementary school and kindergarten teachers
- ❖ Material handlers
- ❖ Motor vehicle assemblers, inspectors, and testers

### The Current Workforce Ecosystem

The existing Workforce Ecosystem in Hamilton is robust and has strengths in employment services and post-secondary institutions. With organizations providing employment services for employers and job seekers, there seems to be sufficient service offerings for residents and employers in Hamilton. With Hamilton being home to universities, colleges, and schools, including Mohawk College, Collège Boréal, McMaster University, Redeemer University, Columbia International College, the Hamilton-Wentworth District School Board and Hamilton-Wentworth Catholic School Board, there are opportunities to build on Hamilton's value proposition as an education hub and leverage this strength to attract immigration and new talent to live and work in Hamilton. To build additional service strengths and address gaps in the Workforce Ecosystem, Hamilton Economic Development could promote shared goals and opportunities with a focus on continued collaboration identified in the background review section of this report. Opportunity areas include:

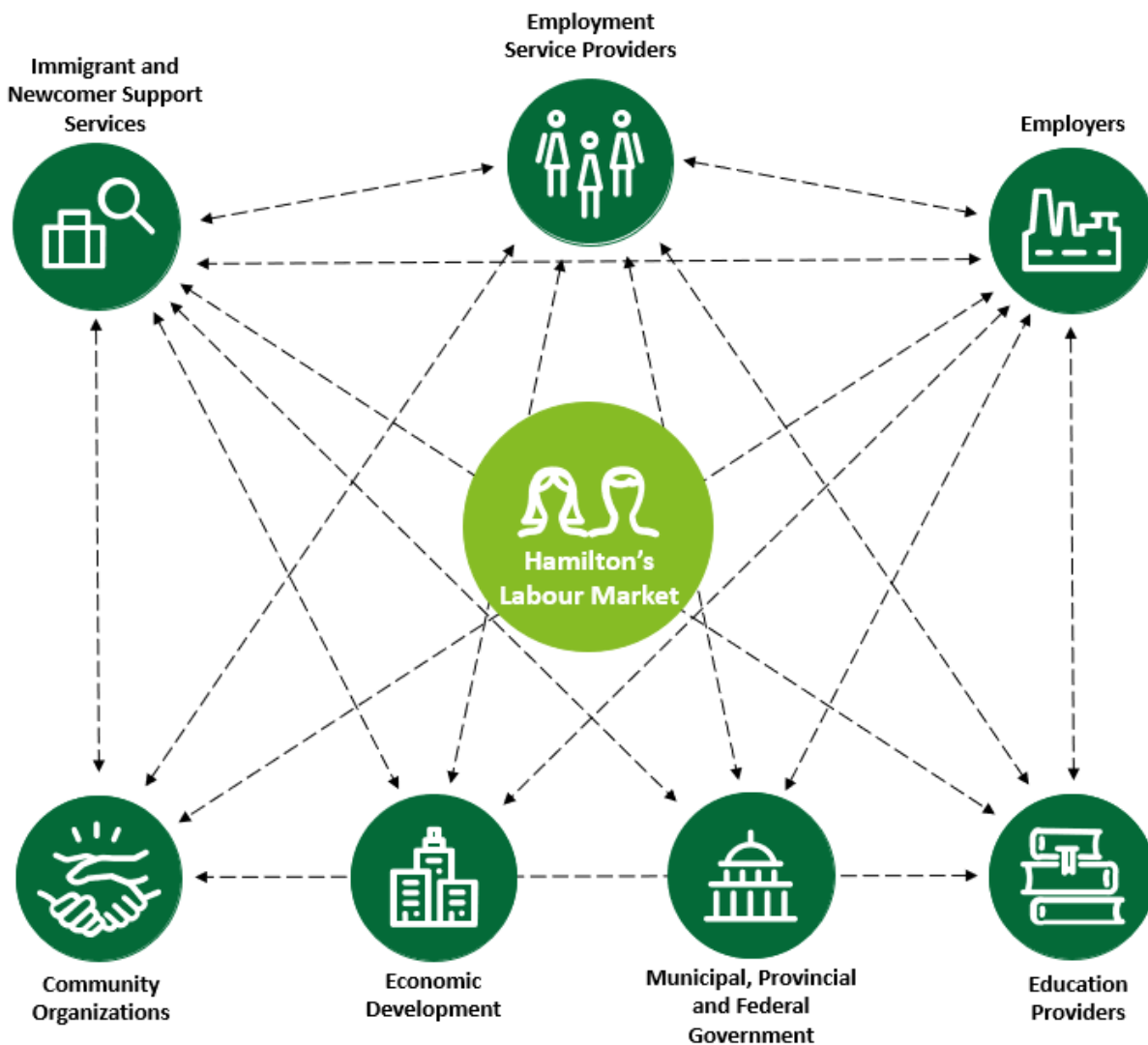
- ❖ Immigration and Newcomer Workforce Engagement
- ❖ Wrap-around Supports
- ❖ Training and Skills Development
- ❖ Employer/Business Labour Force Engagement
- ❖ Workforce Inclusion and Integration

More directed partnering, collaborating, and supporting workforce development organizations can support Hamilton Economic Development's shift from a traditional '*planner-provider-deliverer*' model to a collaborative '*enabler-convenor-catalyst-broker*' model.

Opportunities exist for Hamilton Economic Development to consider the following attributes when designing workforce development strategies.

- ❖ Workers want skills and experiences that interest them, and they want to be developed any way they want, whenever they want
- ❖ Businesses require strategic workforce development to be better prepared for transformations of their future of work and workforce
- ❖ Talent functions must implement holistic workforce development strategies to meet current and future workforce demands
- ❖ Organizations need end-to-end solutions for their entire workforce, positioning them to provide meaningful integrated development experiences

### Hamilton’s Workforce Ecosystem





## Opportunity Areas for Hamilton Economic Development Office in Workforce Development

A detailed review of relevant municipal reports and policy documents reveals areas of thematic overlap and related observations that may impact on Hamilton’s workforce development agenda. These examinations allow for effective alignment with future priorities.

The 2021 – 2025 Economic Development Action Plan (EDAP) provides the strategic framework to guide workforce development efforts for Hamilton Economic Development. Opportunities exist for Hamilton Economic Development to partner, collaborate, and support workforce development organizations in Hamilton.

The review confirmed several priority themes that impact on labour market and talent attraction including immigration and newcomer workforce engagement, wrap around supports, training and skills development, employer/business labour force engagement, workforce inclusion and integration. These priorities are strongly represented in the current internal policy framework and offer direction to heighten awareness, and efforts in workforce development for Hamilton Economic Development.

Figure 1: Priority Themes – Results of Background Review



A high-level scan of comparable workforce development strategies suggests that across Ontario and Canada economic development departments, while partners in the process, have not been tasked with any discernible role in the implementation of workforce strategies beyond support to service providers, marketing, and talent attraction initiatives. Strategies reviewed include Lehigh Valley, City of London, Western Ontario Wardens Caucus Inc. (WOWC), Southeast Labour Market Partnership - 3+ Corporation Southeast New Brunswick, Halifax Partnership and Bruce County. Research identifies that communities need to support key attributes for talent attraction and retention such as developing quality of place and quality of life, improving public transit, and providing affordable/attainable housing options. Providing a central repository that highlights the depth and breadth of the available employment opportunities was also a consistent theme<sup>4</sup>.

<sup>4</sup> Flor, Robert (2022), Placemaking: Creating Communities That Attract Talent. Retrieved from <Placemaking: Creating Communities That Attract Talent>

Strategies of relevance include:

- ❖ Improved access to data and evidenced based decision-making
- ❖ Building a shared taxonomy or consistent language around available skills and connecting this to existing occupations to clarify the distribution of occupations and workers across the city
- ❖ Support sector specific working groups with the objective of more employer-led training and disseminating relevant information

The desktop review also focussed on understanding the transformation of select systems and programs including Employment Services currently underway in the province. As part of Phase 1, the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) has Selected Service System Managers (SSMs) for the Phase 2 catchment areas. As of April 2020, the SSM selected for the Hamilton-Niagara region is FEDCAP Inc. Phase 2 focuses on setting up operations, establish community presence and building partnerships. Phase 3 will be focussed on engagement with partners, stakeholders, and potential vendors to gather feedback on how to improve Integrated Employment Services (IES) delivery and client outcomes in the catchment areas.

Research by Maytree<sup>5</sup> provide five insights that can inform on IES delivery. These include:

- ❖ SSMs should be assessed on their commitment and ability to deliver services through a human rights-based approach
- ❖ Focus on an approach that benefits all who access service. A “digital first” approach may not be accessible for everyone requiring support, and can worsen inequities
- ❖ ensure that dynamic access to care is available as people’s circumstances change
- ❖ Increase social assistance rates
- ❖ Align investments in human services to ensure wrap-around supports can be provided, and ensure that the regulatory environment does not undermine these investments

Hamilton’s Economic Development Office has opportunities to work with FEDCAP Inc to inform and ensure operations and partnerships are focused on workforce inclusiveness, wrap-around supports and inclusive upskilling and reskilling program design.

<sup>5</sup> <https://maytree.com/publications/five-ideas-for-the-ontario-government-to-consider-for-its-employment-services-transformation-planning-process-for-toronto/>

# Background Review

A document review examined the current state of Hamilton’s Workforce Ecosystem and the role of Hamilton Economic Development Office in workforce development.

## Workforce Development Strategic Framework

### Key Takeaways

As per the EDAP, workforce development opportunity areas for Hamilton Economic Development include:

- ❖ Partnering, collaborating, and supporting workforce development organizations in the City of Hamilton that are delivering local workforce development services
- ❖ Collaborating with post-secondary institutions on workforce development and retention related initiatives
- ❖ Working in collaboration with post-secondary institutions on the attraction and retention of international students
- ❖ Delivering provincially and federally funded workforce development related programs and initiatives
- ❖ Supporting and celebrating newcomers and the contributions they are making in our city<sup>6</sup>

The 2021 – 2025 Economic Development Action Plan (EDAP) provides the strategic framework to guide workforce development efforts for Hamilton’s Economic Development.

The EDAP aligns with the City of Hamilton’s 2016-2025 Strategic Plan and the identified Term of Council Priorities. Workforce development is one of the six priorities established for the Plan. Within this priority of *Facilitating a Skilled and Adaptable Workforce*, action items include *collaborating with the workforce development community and creating and implementing a Workforce Attraction, Retention & Development (Talent) Strategy*. Key opportunities for *Facilitating a Skilled and Adaptable Workforce* identified in the EDAP, include:

- ❖ Newcomer workforce engagement
- ❖ Scaling pathways for building in-demand skills
- ❖ A commitment to equity, diversity, and inclusion<sup>7</sup>

## Workforce Development Priority Themes

In addition to the EDAP, the Workforce Strategy sought alignment and leveraged actions from the following reports.

- ❖ 2021 Hamilton Economic Development Highlight Book
- ❖ City of Hamilton Report of the Mayor’s Task Force on Economic Recovery – 2020
- ❖ Hamilton Economic Development Department Manufacturing Sector Strategy
- ❖ City of Hamilton Creative Industries Sector Strategy
- ❖ City of Hamilton FIRE Sector Strategy
- ❖ City of Hamilton Life Sciences FDI Sector Strategy
- ❖ City of Hamilton Information and Communications Technology (ICT) and Digital Media Sector FDI Strategy
- ❖ Business Impact Survey – EmployerOne
- ❖ City of Hamilton Housing and Homelessness Action Plan – 2020
- ❖ Housing for Hamilton Community Improvement Plan 2019

<sup>6</sup> 2021 – 2025 Economic Development Action Plan, City of Hamilton

<sup>7</sup> Ibid.

- ❖ Downtown Hamilton Secondary Plan Summary Report – 2017
- ❖ 2022 – 2027 City of Hamilton Youth Strategy Report
- ❖ Our Future Hamilton Final Report – 2017
- ❖ Our Future Hamilton Community Suggested Actions – 2017
- ❖ Our Future Hamilton Progress Report – 2018
- ❖ Hamilton Immigration Partnership Council Strategic Plan, 2021 – 2025
- ❖ Newcomers and Immigrants in the Hamilton Labour Market: Outcomes and Opportunities for Improvement – 2020
- ❖ A Demographic Profile of Immigrants in Hamilton – 2019
- ❖ Migration and Mobility in Hamilton Report – 2022
- ❖ Discrimination Experienced by Immigrants, Visible Minorities, and Indigenous People in Hamilton Report – 2021
- ❖ Workforce Planning Hamilton Local Labour Market Plan - 2021 – 2022

The document review also considered factors that impact the labour market including attainable housing, transportation, post-secondary education, and inflation affecting talent attraction across Ontario and Canada. Sources utilized for this research include Deloitte’s Government and Public Services, Economic Advisory and Human and Social Services research and other national and international publications/trends (Global Human Capital Trends, Brookfield Institute, Mercer Global Talent Trends Study, Harvard Business Review insights, The Conference Board, OECD, etc.).

The desktop review confirmed priority themes (Figure 2) that impact on labour market and talent attraction including immigration and newcomer workforce engagement, wrap around supports, training and skills development, employer/business labour force engagement, workforce inclusion and integration. The themes will continue to be examined as the strategy develops to underpin the SOARR (Strengths, Opportunities, Aspirations, Risks and Results) analysis and inform the Action Plan.

Figure 2: Priority Themes – Results of Background Review



The priority themes are further explored below.

## Immigration and Newcomer Workforce Engagement

### **Key Takeaways**

- ❖ While immigration serves as an avenue of growth and address labour market shortages, successful integration of newcomers into the community and the local labour market requires targeted policies and strategies that address the acute economic, labour, and demographic challenges they face.

Immigration and newcomer workforce engagement are priority strategies for Hamilton to support labour force growth and address the needs of its businesses. Stretch targets identified in the EDAP include increasing immigration to Hamilton by 25% by 2025<sup>8</sup>. The city also has plans to participate in the Municipal Nominee Program. Initiatives such as Hamilton Immigration Partnership Council (HIPC) virtual Newcomer Week 2021, and subsequent return to live programming for newcomer week in 2022 and 2023, and the Immigrants Working Centre's Trades Gateway program are demonstrative of the city's efforts in this space.

A 2020 HIPC report identifies avenues to increase labour force attachment of the skilled immigrant population to Hamilton. These include:

- ❖ A bridging program for Business and Administration bachelor's degree holders to assist them to access administrative and office support occupations
- ❖ Assisting STEM (Science, Technology, Engineering, and Math) degree holders (who have been unsuccessful finding employment in a professional-level STEM occupation), to access specialized technologists, technicians, and skilled trades occupations, primarily in the manufacturing sector

These actions are of relevance to the city, given that that Hamilton's immigrant population has an overall higher level of education compared to its non-immigrant population, with the majority reporting degrees in business administration, engineering, and health care related fields<sup>9</sup>.

Initiatives by the Federal government regarding immigrants and newcomers include support for vulnerable populations, granting permanent residence to refugee claimants working in health care during the pandemic and talent retention of those already in Canada by granting permanent status to temporary residents<sup>10</sup>. The Policy Papers of Ontario 360 provides recommendations to integrate skilled immigrant in a community through Bridge Training program and federal pre-arrival and foreign credential recognition supports<sup>11</sup>. Ontario employment organizations are identified as a partner in implementing these recommendations.

<sup>8</sup> 2019 IRCC reported immigration admissions for Hamilton as the baseline

<sup>9</sup> 2020. HIPC. Newcomers and Immigrants in the Hamilton Labour Market: Outcomes and Opportunities for Improvement

<sup>10</sup> <https://www.canada.ca/en/immigration-refugees-citizenship/news/2022/02/new-immigration-plan-to-fill-labour-market-shortages-and-grow-canadas-economy.html>

<sup>11</sup> <https://on360.ca/policy-papers/integrating-newcomers-into-ontarios-economy-a-strategy-for-professionally-skilled-immigrant-success/>

## Wrap-around Supports (Housing, Transit, Settlement Services)

Access to public transit options, accessible and affordable housing options, availability of health and medical services, childcare and settlement services are critical supports to ensuring an equitable labour market environment. Increase in housing units for all and reducing homelessness, and improve mobility, accessibility and road safety are high-level priorities within the Term of Council Priorities 2022 to 2026. Goals and initiatives underway that have implications for workforce development include:

- ❖ Transform Hamilton's housing and homelessness system to move closer to ending chronic homelessness and to meet annual benchmarks of housing households from the Access to Housing Waitlist
- ❖ In January 2021, the city released its Housing and Homelessness Action Plan, highlighting five outcome areas, namely, housing supply, choice, supports, quality, and equity
- ❖ In response to the current housing crisis, the Housing Sustainability, and Investment Roadmap (HSIR) was developed to position Hamilton to deliver affordable housing outcomes
- ❖ Hamilton's updated Community Improvement Plan by-law was approved in September 2021. The updates allow for the revitalization of strategic commercial districts throughout Hamilton, while also supporting housing affordability, environmental sustainability, and post-COVID economic recovery. Incentive programs include:
  - The Commercial District Housing Opportunities Program offering expanded loan eligibility for residential unit creation in commercial districts, including accessory units outside of primary buildings
  - The Revitalizing Hamilton Tax Increment Grant Program increasing tax increment grants for developments that incorporate housing affordability or environmental sustainability measures
- ❖ Achieve a 48% non-single occupant vehicle modal split by 2031 with a target of 15% for Walk/Cycle, 12% for Transit and 21% auto passenger and shared modes, in accordance with the Transportation Master Plan
- ❖ Transformation of Hamilton's Downtown Entertainment District (FirstOntario Centre, FirstOntario Concert Hall, and the Hamilton Convention Centre) into a Distillery District inspired locale, with enhanced pedestrian access and housing options that would allow people to have a full live-work-play experience in Hamilton's downtown
- ❖ The 14-kilometre Hamilton Light Rail Transit (LRT) project, which will connect McMaster University in the West end of Hamilton to Eastgate Square in the East and the all-day GO Transit service will support labour force commuting within the city
- ❖ Immigrant settlement services are provided primarily by the YMCA, the YWCA, and Wesley, with other organizations offering more specific immigrant settlement needs such as employment, housing, language, and bridging programming. YWCA Hamilton's new Join program offers wraparound services for newcomers, youth, and the 2SLGBTQ+ community

## Training and Skills Development

Hamilton Economic Development is a partner in training and skills development, working in collaboration with post-secondary institutions on the attraction and retention of international students. As identified in the EDAP, opportunities in workforce development include scaling pathways for building in-demand skills for priority sectors. The sector-specific strategies provide more direction to address skills development, talent attraction and retention. Example actions include:

- ❖ Engaging with academic partners to develop training and retraining programs to ensure that the talent has the right skills to participate in the labour force
- ❖ Increasing collaboration (including information sharing sessions) with accelerators / incubators focused on life sciences across Canada's innovation corridor to promote flow of employment opportunities to potential talent
- ❖ Strengthening partnerships with academia (including employment liaison officers, researchers with recently obtained large-scale grants) to promote opportunities to recent graduates and mid-level talent within key subsectors



Ongoing initiatives such as the Global Skills Strategy (GSS) and partnerships with Mohawk College (Challenge 2025 workforce training program) are critical in addressing employment gaps, making skills training, and retraining more accessible.

### Employer/Business Labour Force Engagement

Hamilton Economic Development has also been actively engaged with its business community to understand their labour force needs. These efforts include:

- ❖ Coordinating the Employer One survey in partnership with Workforce Planning Hamilton
- ❖ Engagement in business retention and expansion activities with businesses in advanced manufacturing, agribusiness and food processing, creative industries, finance, insurance and real estate, goods movement, ICT and digital media, life sciences, and tourism industry.
- ❖ Sector Working Groups, established as part of the Mayor’s Task Force on Economic Recovery, provided advice and guidance on addressing the impacts of COVID-19

### Workforce Inclusiveness and Integration

#### **Key Takeaways and Leading Practices**

- ❖ Hamilton Economic Development engages many partners representing under-represented groups. Reporting on these important engagements within workforce development planning will be important to measure moving forward
- ❖ With the changes occurring due to the pandemic, training and re-training will also be a key priority to reflect some of the labour market adjustments that have occurred due to the pandemic. Priorities include:
  - Identify critical labour market trends in the post-pandemic/evolving economy
  - Understand the competencies needed/available currently/in the future
  - Barriers for youth entering the labour market
  - Encourage and promote best practices in recruitment and retention to SME’s
  - Mental health effects on workers and the unemployed
- ❖ The Federal Government’s 2021 State of Youth Report<sup>12</sup>, provides critical direction for Hamilton as it focuses on youth retention and participation. The report provides recommendations including addressing barriers to employment, programming that supports career aspirations, addressing financial concerns and enabling equity in the workplace
- ❖ The Canadian Centre for Diversity and Inclusion offers resources and toolkits for organizations on diversity, inclusion, and equity topics, including a Diversity & inclusion councils toolkit. This is a valuable resource in creating and maintaining these councils and measuring their efforts. The creation of a Diversity and Inclusion Council is noted as a best practice for EDI efforts

#### **Measuring: Global Diversity, Equity & Inclusion Benchmarks (GDEIB) Model**

The Centre for Global Inclusion is a United States based organization that aims to be a resource for research and education in improving diversity and inclusion practices around the globe<sup>13</sup>. The Centre offers the GDEIB as a way for organizations to access how they are performing on DEI. This model includes 15 categories split into 4 groups, namely, foundation, the Internal Group (Attracting and Retaining People), Bridging (Align and Connect) and External (Listen to and Serve Society).

The External group is noteworthy, as it relates to listening and servicing society relevant to EDI. “DEI considerations are integrated into the services and products development cycle to leverage the diversity of the communities they serve. The process contributes to social and economic progress and eliminates or reduces

<sup>12</sup> Canadian Heritage, *Canada’s First State of Youth Report*, 2021

<sup>13</sup> [Strategic Alliances: About Us: The Centre for Global Inclusion](#)

inequities. Service or product development teams are diverse and include customers, stakeholders, and community representatives. Recognition is also given to the value of DEI in innovation, and the organization consistently leverages the diversity of cultures, lived experiences, perspectives, and thought for product and service improvement”<sup>14</sup>.

**Leading Practice: Dufferin County’s Diversity, Equity, and Inclusion Community Advisory Committee (DEICAC)**

In 2020, the County of Dufferin created the DEICAC in response to local incidents of racism directed at a Black resident. This was a community led initiative that quickly evolved to become an Advisory Committee to County Council. In 2022 the County of Dufferin developed the County of Dufferin DEICAC 4-year Strategic Plan. Their Vision is stated as “DEICAC works toward a future in Dufferin County where diversity is respected and valued, systemic discrimination is eliminated, and structural barriers to social and economic inclusion are dismantled. Dufferin County policies, practices, programs, and services are recognized equity resources, utilized to foster civic engagement and community belonging, and to support building of sustainable communities, create economic stability, and enhance meaningful social inclusion and well-being.”<sup>15</sup>.

Members of the DEICAC sit on either the Human Services Working Group or Economic Development Working Group ensuring the DEI lens is being applied to services within the scope of the two subcommittees<sup>16</sup>.

As part of the City of Hamilton’s 10-year Strategic Plan, Equity, Diversity, and Inclusion are listed as a key Council priority, with a stated goal of: “Equity-seeking communities will feel safe, supported and have an enhanced sense of belonging through strengthening community capacity, City responsiveness and creating inclusive engagement opportunities.”

Given the City of Hamilton’s diverse workforce, Equity, Diversity, and Inclusion (EDI) will play a significant role in its workforce development efforts and is noted as a key opportunity in the City of Hamilton’s EDAP. Currently, the City of Hamilton has four committees/sub-committees with a focus related to EDI:

- ❖ Advisory Committee for Persons with Disabilities
- ❖ Advisory Committee for Immigrants and Refugees
- ❖ Committee Against Racism
- ❖ Expanding Housing and Support Services for Women, Non-binary, and Transgender Community Sub-Committee

**Youth Retention and Participation**

In recognizing the importance of youth engagement in the labour market, the City of Hamilton created the Youth Strategy Report for 2022 – 2027. The strategy focuses on three main objectives, including increasing employment opportunities for youth, improving wages of entry-level jobs, and improving access to financial support for post-secondary education and training. Actions to achieve the stated objectives include:

- ❖ Identifying barriers and challenges to youth 14-29 accessing employment and training needs in Hamilton
- ❖ Identifying new and existing initiatives to help youth 14-29 access employment and training opportunities
- ❖ Identifying successful models, and policies to incentivize businesses to provide entry level jobs for youth

Collaboration with stakeholders and partner organizations is also identified as a priority to support youth retention and participation. Stakeholders include youth (ages 14-29), post-secondary institutions, school boards, Challenge 2025, Skills Development Flagship, Ontario Works, YouthCan Collaborative, Youth Employment Network, Planning

<sup>14</sup> The Centre for Global Inclusion. Global Diversity, Equity & Inclusion Benchmarks: Standards for Organizations around the World. 2021 Edition.

<sup>15</sup> County of Dufferin. Diversity, Equity and Inclusion Community Advisory Committee Strategic Plan. 2022-2026.

<sup>16</sup> [Diversity, Equity and Inclusion Community Advisory Committee | Dufferin County](#)

and Economic Development, Hamilton Business Center, Employment Ontario Agencies and Hamilton Fire Department, among others.

Workforce Planning Hamilton (WPH) is an important partner in youth retention and participation. WPH youth advocacy efforts focus on employment opportunities, virtual networking engagements, and mental health awareness. They also work with Mohawk Community Apprenticeship Hub and other apprenticeship groups. These agencies focus on gathering information on skilled trades apprenticeship pathways, which supports the development of a streamlined toolkit targeting students exploring career pathways.

### First Nation Participation

While community engagement is listed as a community priority in Our Future Hamilton’s 2017 report. This report lists recognizing and celebrating Indigenous traditions as a key direction on the path to deeper engagement with Indigenous residents.

The City of Hamilton released an Urban Indigenous Strategy Report in 2019. One of the key objectives of the report is to create opportunities for education and internal collaboration among City staff to strengthen the relationship with the Indigenous community and service providers. While this report lists specific community engagement events, the report states “Indigenous people must be involved in decision-making activities that affect them.”<sup>17</sup>.

### Workforce Transformation - Role of Municipal Governments in supporting Workforce Development

In 2019, the government of Ontario announced its plan to change the employment services ecosystem. This shift to an outcomes-focused model for service providers intends to create a system that is more responsive and reflective of the current labour needs, with better alignment across provincial ministries who offer services in the Workforce Ecosystem. This change also extends the connectivity between social assistance and employment services.

As part of Phase 1, the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) Selected Service System Managers (SSMs) for the Phase 2 catchment areas. The Hamilton-Niagara region was one of the three prototype catchments selected for Phase 2<sup>18</sup>. This roll-out includes a change to new Service Systems Managers (SSM’s)<sup>19</sup>. As of April 2020, the new SSM has for the Hamilton-Niagara region is FEDCAP Inc<sup>20</sup>. The launch of the new SSM happened during COVID, without a formal event, leaving an opportunity for greater alignment with workforce service providers in the future. As set by the MLITSD, Phase 2 focuses on setting up operations, establishing community presence and building partnerships. Phase 3 will be focussed on engagement with partners, stakeholders, and potential vendors to gather feedback on how to improve Integrated Employment Services (IES) delivery and client outcomes in the catchment areas.

The Province of Ontario has communicated their Performance Management Framework that highlights the goals within the system for both the SSM’s and Service Providers. Three key reference points for outcomes are identified for SSM’s:

- ❖ Employment outcome achievements of the current Employment Ontario network within the defined Catchment Area
- ❖ Achievements SSMs had committed to in their CFP Application/business plan regarding client volumes for each client stream/inclusion group and associated outcomes
- ❖ Outcomes achieved in comparison to local context and other SSM’s outcomes

<sup>17</sup> Hamilton Urban Indigenous Strategy, City of Hamilton, June 2019

<sup>18</sup> Hamilton-Niagara, Peel and Muskoka-Kawarthas are the three regions where prototypes have been launched.

<sup>19</sup> [Employment Services Transformation \(gov.on.ca\)](https://www.gov.on.ca)

<sup>20</sup> [A Consortium Led By Fedcap Inc. Selected As Service System Manager For Employment Services In The Hamilton-Niagara Area - The Fedcap Group](#)

Key Performance Indicators highlighted are:

- ❖ Clients with complex needs are served
- ❖ Clients progress towards employment
- ❖ Client satisfaction
- ❖ Employment outcomes

Key Performance Indicators for Hamilton-Niagara Peninsula Baseline

- ❖ Ontario Disability Support Program (ODSP) Clients Served
- ❖ General Population Clients with Disabilities Served
- ❖ Indigenous Clients Served
- ❖ Francophone Clients Served
- ❖ Youth with Higher Support Needs Served
- ❖ Newcomer Clients Served
- ❖ Completion of Placement
- ❖ Completion of Training/Education
- ❖ Client Satisfaction

More details on key performance indicators can be found in the Government of Ontario's Employment Services Transformation Incentive and Consequence Framework Addendum: Performance Management Framework<sup>21</sup>.

In the next phase of this project, the impact of the Employment Services Transformation in Ontario on Hamilton Economic Development's role in workforce development will be tested through stakeholder engagement. This input from key stakeholders will help understand the opportunities and gaps within this newly defined system.

<sup>21</sup> [Performance Management Framework - Key Performance Indicators - Addendum \(gov.on.ca\)](#)

# Economic and Community Profile

This section of the report provides an assessment of the local demographic and economic indicators, including population growth, labour force, job demand and key sector trends.

## Demographic Profile

The demographic profile details the population and related trends, including the population's age, immigration and ethnic diversity, income levels and housing affordability, and educational profile for the city of Hamilton, the Hamilton Census Metropolitan Area (CMA)<sup>22</sup>, and Ontario.

Home to an estimated 569,535 people in 2021, Hamilton represented 4% of Ontario's population. Approximately 51% of Hamilton's population self-identified as women, and 49% as men. Hamilton has experienced steady population growth, increasing 6% between 2016 to 2021. Overall, the growth experienced by Hamilton was comparable to those in the broader CMA and the province, with less than 1% difference.

Figure 3: Population trends, 2011-2021

Census Period	Hamilton	Hamilton CMA	Ontario
Population 2021	569,353	785,184	14,223,942
Population 2016	536,917	747,545	13,448,494
Population 2011	519,949	721,053	12,851,821
5-year Change	32,436	37,639	775,448
% 5-Year Change	6%	5%	6%
10-year Change	49,404	64,131	1,372,121
% 10-Year Change	10%	9%	11%

Source: Statistics Canada, 2011 NHS | Census 2016 | Census 2021

In addition to analyzing the growth rate of Hamilton's population, it is important to examine the population's age by broad age groups. This will provide insights into current and future talent needs, housing needs, and support programming. This analysis includes a breakdown of broader age cohorts that include the "prime working-age" categories<sup>23</sup>.

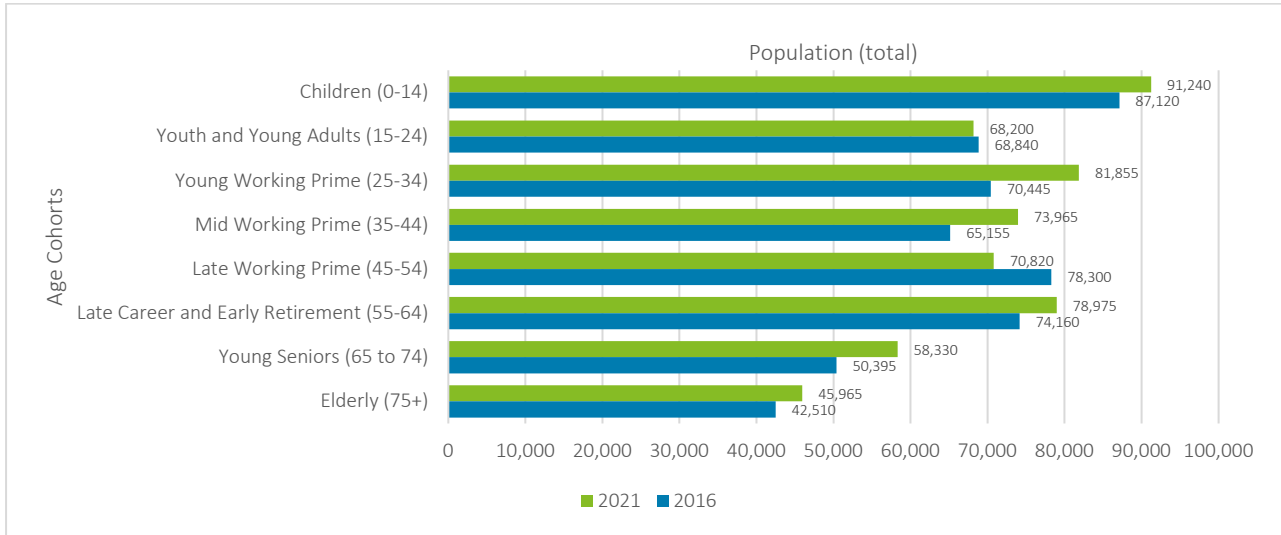
By 2021, a significant share of the city's population was comprised of young families (children 0 to 14 years at 16%, and young working prime 25 to 34 years at 14%). Meanwhile, older age cohorts (65 years and over) only represented 18% of the total population in the city.

Compared to 2016 Census, the age cohorts that show the largest growth in 2021 include the young working prime (25 to 34 years) at 16%, followed by young seniors (65 to 74) at 16%. Individuals aged 65 and over experienced a 24% growth, compared to 30% in the rest of the age cohorts together. This shows that despite its young population, Hamilton is experiencing a fast population aging.

<sup>22</sup> The Hamilton CMA includes the city of Hamilton, the city of Burlington, and the town of Grimsby.

<sup>23</sup> The US Bureau of Labor Statistics define the prime working-ages as individuals between 25 to 54 years of age.

Figure 4: Population by major economic age group, Hamilton, 2016-2021

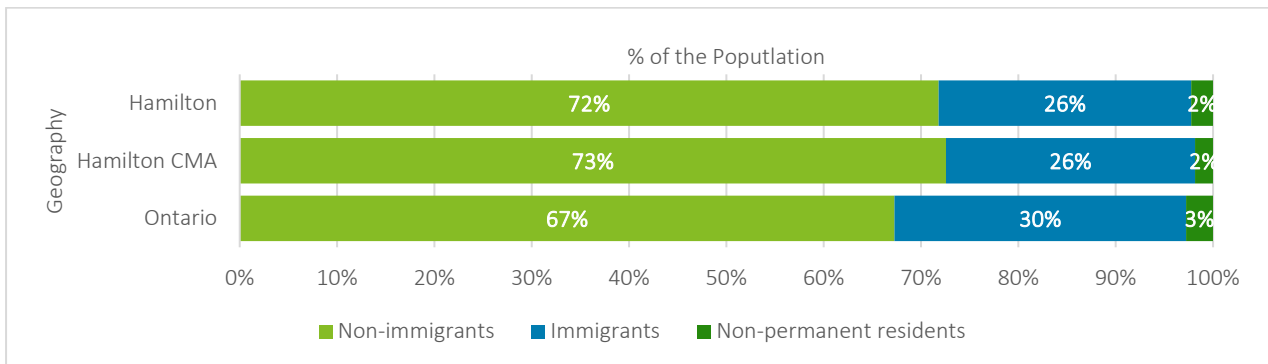


Source: Statistics Canada, Census 2016 | Census 2021

### Immigration and Diversity

In 2021, the number of immigrants in Hamilton reached 145,550 people; the share of immigrants among Hamilton residents was 26% during this time. The share of immigrants in Hamilton was lower than those in the province at 30%. Most of the immigrants in the city (28%) arrived before 1980, whereas the largest influx of immigrants in the province overall took place between 2001 to 2010. During the last decade, however, the influx of immigrants to Hamilton closely matched provincial trends (24% of immigrants arrived in Hamilton between 2011 to 2021, and 25% in Ontario during the same time). Immigration attraction could provide long-term relief to the city’s labour constrictions by attracting both skilled and unskilled labour.

Figure 5: Immigration status, 2021



Source: Statistics Canada, Census 2021

Approximately 2% city’s population identifies as Indigenous (1.5% First Nations – North American Indian), and 25% identified as other visible minority group; the largest visible minority present within the city was South Asian, which accounted for 6% of Hamilton residents, followed by Black, which represented 5% of the population.



## Dwellings

According to the 2021 Census, a total of 222,810 occupied dwellings were reported in the city of Hamilton: 56% of these corresponded to single-detached housing, 25% to apartments in buildings (excluding duplex), and 12% to row houses. Approximately 66% of Hamilton’s dwellings are occupied by owners, and 34% by renters.

### Dwelling Completions

In terms of dwelling completions, the Canadian Housing and Mortgage Corporation (CMHC) reported that between 2018 and 2022, a total of 9,968 units were completed in Hamilton. Approximately 26% of unit completions occurred in 2022, followed by the year 2020 with 24%. Most of the dwelling completions during the last five years took place in dwelling types such as row houses (37%), and apartments (32%). Single detached dwellings accounted for 27% of the new starts during the same time. The CMHC estimated that during the last five years, 1,744 new rental units were completed in Hamilton; this represented 17% of the total completions between 2018 and 2022. All rental unit completions were apartments (1,743 units).

Figure 6: Historical Completions by Dwelling Type, Hamilton (City) 2018-2022

Year	Single	Semi-detached	Row	Apartment	All	Change From Previous Year
2018	509	14	839	0	1,362	-28%
2019	522	44	1,002	5	1,573	15%
2020	566	64	948	818	2,396	52%
2021	514	94	336	1,126	2,070	-14%
2022	567	180	562	1,258	2,567	24%

Source: CMHC Starts and Completions Survey

### Dwelling Starts

In terms of dwelling starts, the Canadian Housing and Mortgage Corporation (CMHC) reported that between 2018 and 2022, a total of 14,194 unit were started in Hamilton. 49% of all these dwelling starts took place between 2021 and 2022. Most of the dwelling starts during the last five years took place in dwellings such as apartments (46%) and row houses (30%).

Of all new dwelling starts in Hamilton between 2018 and 2022, approximately 12% (1,728 units) were intended to rental housing. 98% of these were high-density units (apartments). Furthermore, 62% of all rental dwellings started construction in 2022. Dwelling starts during the last five years have surpassed the completions; this evidence the increasing demand for housing in the city. To meet the forecasted housing demand during the upcoming decades (by 2051), Hamilton needs more than twice the number of new dwelling units to be created over the next 20 years than were completed in the last 20 years<sup>24</sup>.

Figure 7: Historical Starts by Dwelling Type, Hamilton (City) 2018-2022

Year	Single	Semi-detached	Row	Apartment	All	Change From Previous Year
2018	482	26	1003	986	2,497	27%
2019	605	58	984	749	2,396	-4%
2020	425	90	569	1261	2,345	-2%
2021	658	232	682	2,032	3,604	54%
2022	643	176	1036	1,497	3,352	-7%

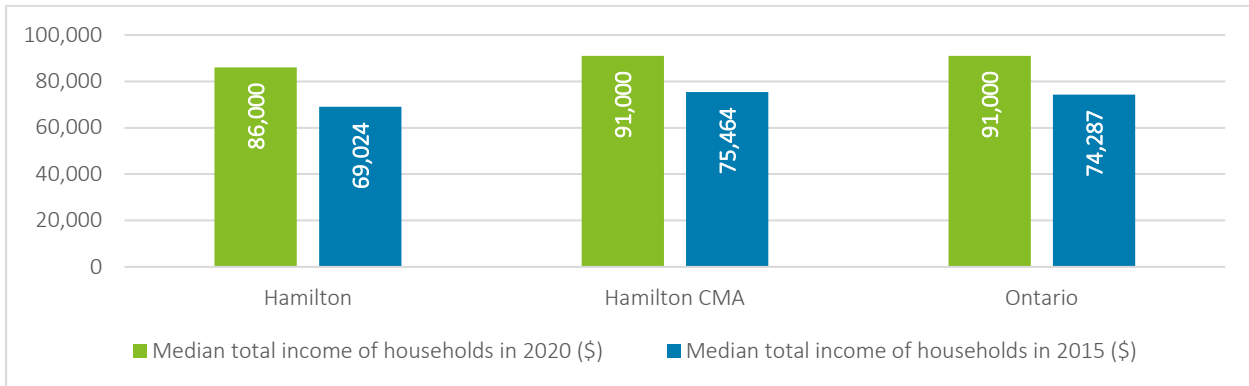
Source: CMHC Starts and Completions Survey

<sup>24</sup> City of Hamilton, Housing Needs Assessment, December 2022

## Income

The median total income of household in 2020 reached \$86,000 in the city of Hamilton, \$91,000 in the Hamilton CMA, and Ontario. Between 2015 and 2020, the median income of households increased approximately 25% in the city (a difference of \$16,976), compared to 21% in the CMA and 22% province wide.

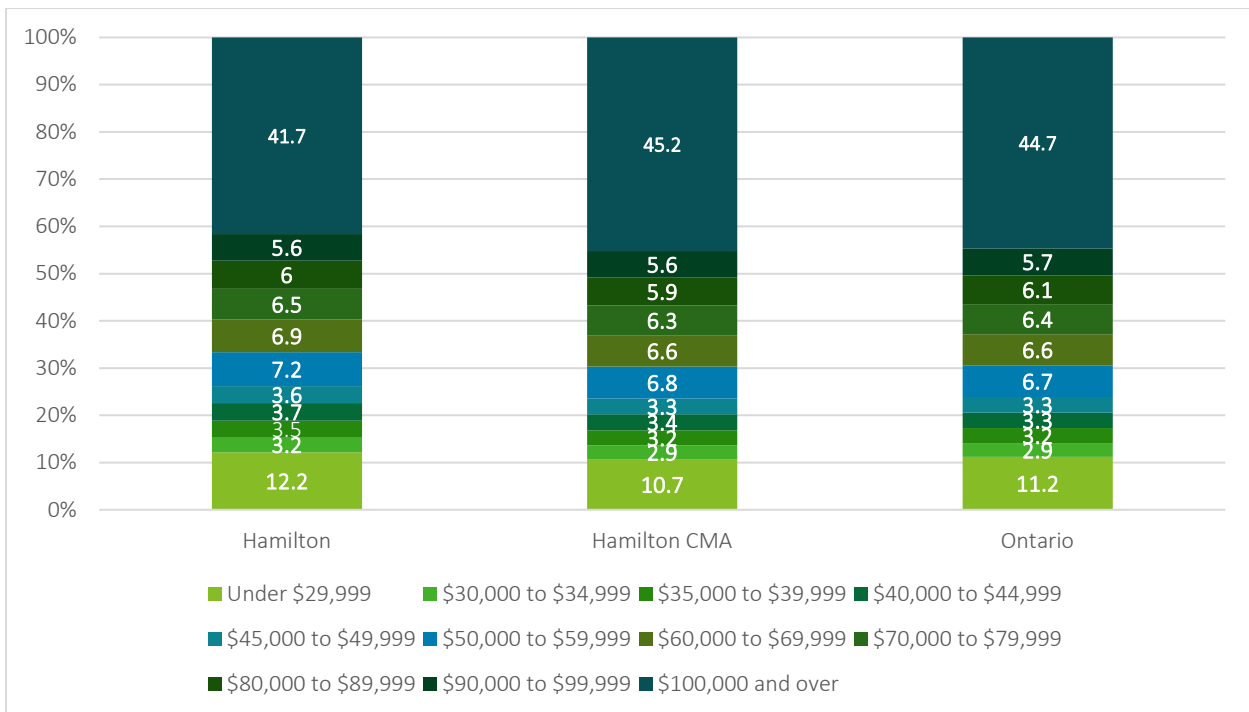
Figure 8: Median Total Income of Households, 2015-2020



Source: Statistics Canada, Census 2016 | Census 2021

In 2020, 41% of households in Hamilton (city) received a total income of over \$100,000. The share of households with similar income levels in the CMA reached 45% during the same time. The city of Hamilton also had a larger share of households with incomes under \$29,999 (12%) compared to the broader CMA (11%) and Ontario (11%).

Figure 9: Household Total Income Groups in 2020 for Private Households (%), 2020



Source: Statistics Canada, Census 2021

## Talent Supply Assessment

The talent supply assessment provides information about Hamilton’s labour force characteristics including industry and occupational employment, commuting patterns, and educational pipelines.

### Labour Force

As key labour force indicators are drawn from Statistics Canada’s Labour Force Survey, the data in this section will report on the Hamilton CMA. While a larger area than the city of Hamilton, this data is the most up-to-date and accurate measure of labour force activity and serves as a strong indicator for the city. Statistics Canada estimated the Hamilton CMA’s labour force at 440,300 people in 2022; an estimated 4.3% growth compared to 2020, and a 0.1% growth compared to 2021. The CMA experienced significant challenges during the COVID-19 pandemic. Between 2019 and 2020 all labour force indicators were impacted, the CMA’s labour force declined by 2.6%, the unemployment rate increased by 4.7%, participation rate declined 3%, and the employment rate plummeted 8%.

The latest data from Statistics Canada’s Labour Force Survey, supports a narrative of ongoing employment recovery in the Hamilton CMA following the COVID-19 pandemic. Between 2021 and 2022, the unemployment rate declined from 6.9% to 4.9%. While the participation rate declined from 66% to 65.4%, the employment rate increased from 61.4 to 62.2%. These trends reflect both an increase in the number of people finding employment in the Hamilton CMA, and an increase in the number of people not participating in the labour force. Despite the positive trends, the CMA is still experiencing some of the impact from the pandemic in certain population groups including women, youth, visible minorities, and immigrants<sup>25</sup>.

Figure 10: Labour force characteristics, annual, Hamilton CMA, 2018-2022

Labour force characteristics	2018	2019	2020	2021	2022
<b>Labour force (x 1,000)</b>	428.7	433.3	422.1	440	440.3
<b>Not in labour force (x 1,000)</b>	223.5	226.9	241.9	227.2	233.1
<b>Unemployment rate</b>	5	4.3	9	6.9	4.9
<b>Participation rate</b>	65.7	65.6	63.6	66	65.4
<b>Employment rate</b>	62.5	62.8	57.8	61.4	62.2

Source: Statistics Canada. Table 14-10-0385-01 Labour force characteristics, annual

From a sectoral perspective, Hamilton reported notable year-over-year employment gains (2021-2022) in sectors such as wholesale and retail trade (+5,500 people in employment), educational services (+5,000 people in employment), manufacturing (+4,500 people in employment) and professional services (+2,900 people in employment). Employment declines were seen in health care and social assistance (-8,000 people in employment) and other services (-2,400 people in employment)<sup>26</sup>.

Figure 11: Employment by industry, census metropolitan areas, annual (x 1,000), Hamilton CMA, 2018-2022

Industry	2018	2019	2020	2021	2022
<b>Total employed, all industries</b>	<b>407.4</b>	<b>414.8</b>	<b>384.1</b>	<b>409.6</b>	<b>418.6</b>
<b>Goods-producing sector</b>	<b>82.9</b>	<b>84.8</b>	<b>88.7</b>	<b>79</b>	<b>82.2</b>
Agriculture	2.3	3.8	1.5	2.6	1.8
Forestry, fishing, mining, quarrying, oil and gas	x	x	x	x	x
Utilities	2.2	2.5	x	2.6	2.3
Construction	28	27.9	39.3	30.6	30.6
Manufacturing	50.3	50.1	45.4	42.6	47.1
<b>Services-producing sector</b>	<b>324.5</b>	<b>330</b>	<b>295.4</b>	<b>330.6</b>	<b>336.4</b>
Wholesale and retail trade	68.9	68.1	62.2	65.6	71.1
Transportation and warehousing	16	20.3	17.1	15.5	17.6
Finance, insurance, real estate, rental and leasing	27.3	27.7	26.3	32.2	31.6

<sup>25</sup> Workforce Planning Hamilton 2021-20222 Local Labour Market Plan

<sup>26</sup> The employment data capture the employment status of Hamilton CMA residents and should not be read as changes in job counts.

Industry	2018	2019	2020	2021	2022
Professional, scientific and technical services	34.7	30.7	24.3	36.4	39.3
Business, building and other support services	19.3	20.1	17.1	14.2	15.5
Educational services	32.5	31.9	30.6	31.1	36.1
Health care and social assistance	53.3	55.5	55.1	63.5	55.5
Information, culture and recreation	20.1	18.8	12.4	16.8	17.4
Accommodation and food services	21.2	27.2	16.6	23	22.7
Other services (except public administration)	15.3	16.1	14	14.7	12.3
Public administration	15.8	13.8	19.7	17.8	17.3

Source: Statistics Canada. Table 14-10-0384-01 Employment by industry, census metropolitan areas, annual (x 1,000)

Note: x suppressed to meet the confidentiality requirements of the Statistics Act

From an occupational perspective, Hamilton reported year-over-year employment gains (2021-2022) in management occupations (+8,200 people employed), natural and applied sciences and related occupations (+5,400 people employed), and occupations in manufacturing and utilities (+3,000 people employed). Significant employment declines were seen in health occupations (-5,300 people employed) and business, finance, and administration occupations (-4,900 people employed). This data captures the employment status of Hamilton CMA residents and should not be read as changes in job counts.

Figure 12: Archived - Employment by occupation, census metropolitan areas, annual, (x 1,000), Hamilton CMA, 2018-2022

Occupational Category	2018	2019	2020	2021	2022
Management occupations	38.5	40.5	31.9	35.8	44
Business, finance and administration occupations	57	65.1	62.5	71.9	67
Natural and applied sciences and related occupations	27.2	27.8	27.4	32.7	38.1
Health occupations	31.2	31.4	30.3	40.3	35
Occupations in education, law and social, community and government services	47.5	47.6	46.7	47.4	48.8
Occupations in art, culture, recreation and sport	15	13.5	7.9	13.1	12.5
Sales and service occupations	104.8	101.8	94.3	97.6	95.8
Trades, transport and equipment operators and related occupations	53.3	55.7	59	47.7	48.8
Natural resources, agriculture and related production occupations	6.1	6.1	3.1	3.5	5.2
Occupations in manufacturing and utilities	22.4	21.9	21.9	18.2	21.2

Source: Statistics Canada. Table 14-10-0382-01 Employment by occupation, census metropolitan areas, annual, (x 1,000)

## Commuting Patterns

Commuting pattern analysis identifies that the 2021 Census saw a reduction of commuter flow into and out of Hamilton. Approximately 47,740 people who lived in the Hamilton CSD left the city for employment, and approximately 34,075 people who lived outside the CSD commuted into Hamilton for work. Approximately 111,255 people lived and worked in Hamilton. Compared to 2016, commuter flow into Hamilton decreased by 23%, and commuter flow out of Hamilton decreased by 31%<sup>27</sup>.

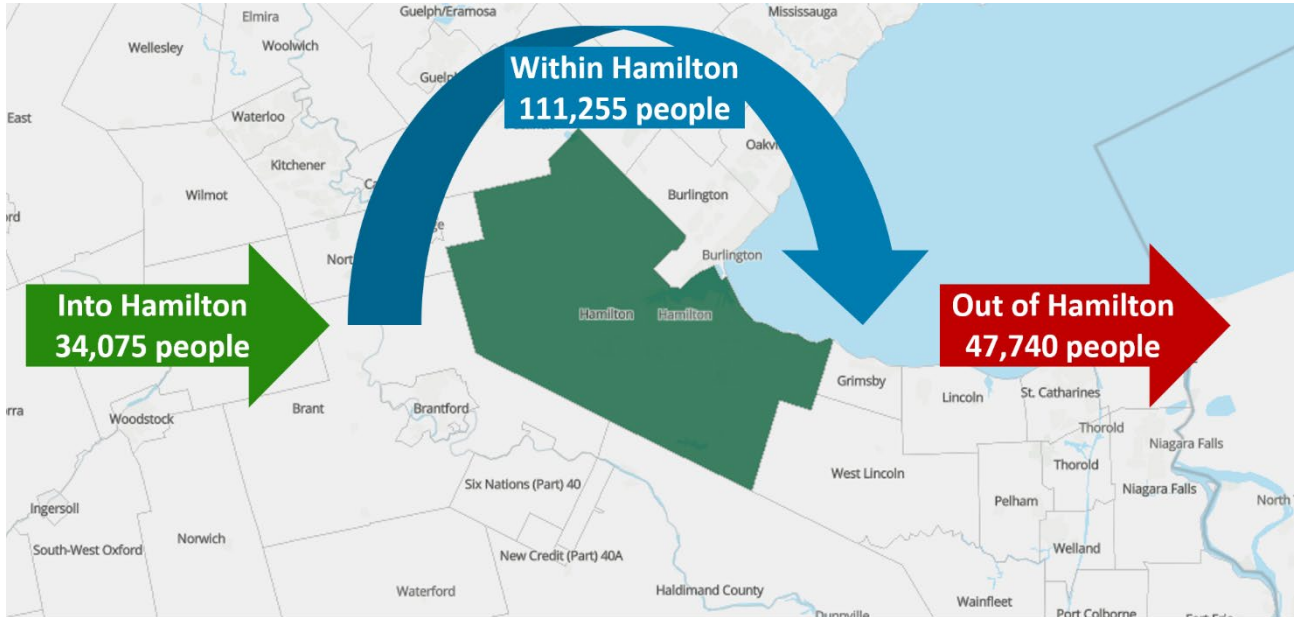
With respect to people commuting out of Hamilton, most people commuted to Burlington (17,420 people), Oakville (5,625 people), and Mississauga (5,065 people). When considering individuals commuting into Hamilton for work, most people commuted from Burlington (5,265 people), followed by Haldimand County (4,400 people), and Brantford (3,200 people).

It is also integral to note that these data were captured during the height of the COVID-19 lockdowns. As such the declines in commuting flow are strongly impacted by external pressures created by the pandemic.

<sup>27</sup> City of Hamilton, Invest Hamilton. An Overview of Commuting Flows to and from Hamilton

According to Statistics Canada figures, approximately 81% of the employed labour force aged 15 years and over with a usual place of work commuted within the Hamilton CMA (Hamilton, Burlington, and Grimsby).

Figure 13: Commuting flows, Hamilton, 2021



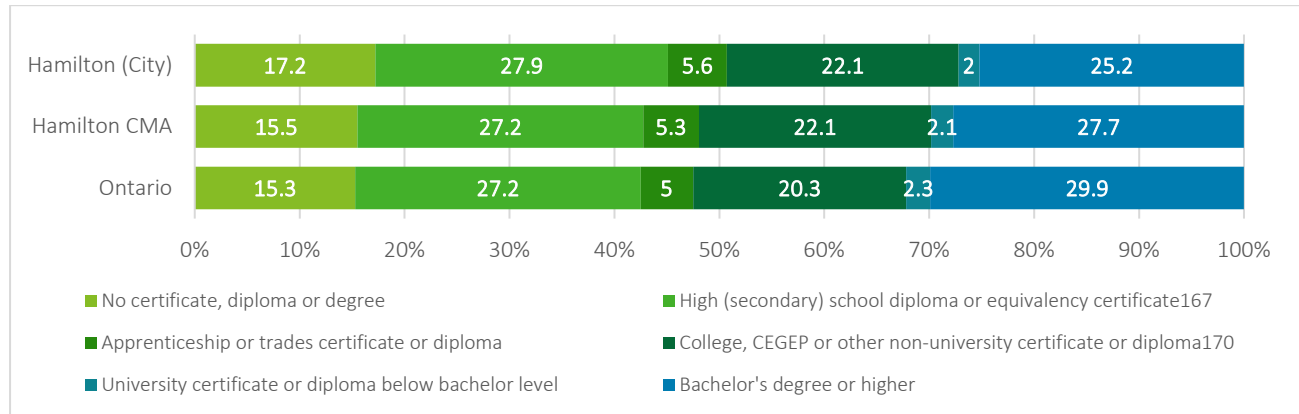
Source: Statistics Canada, Census 2021 – Provided by the City of Hamilton | map: Lightcast, 2023

### Educational Attainment and Pipeline

Education attainment can be looked at as an important descriptor of labour force capacity. The figure below summarizes skilled labour proportions for comparator areas, which is composed of people that have completed an apprenticeship, trade certificate, or college or university degree, diploma, or certificate. By 2021, the proportion of skilled labour aged 15 years and over was slightly lower in the city of Hamilton at 54.9%, compared to the Hamilton CMA at 57.2%, and the province at 57.5%.

The city of Hamilton has a slightly larger share of people with an apprenticeship or trades certificate at 5.6%, compared to the Hamilton CMA at 5.3% and the province at 5%. Access to people with apprenticeships is important for Hamilton’s goods-producing sectors such as advanced and traditional manufacturing, food manufacturing and beverage production. In contrast, Hamilton has a lower share of people with at least a bachelor’s degree at 25.2% compared to the broader CMA and the province at 29.9%.

Figure 14: Highest certificate, diploma or degree for the population aged 15 years and over in private households, 2021



Source: Statistics Canada, Census 2021

The educational pipeline for Hamilton was analyzed at three geographic levels, the immediate CMA, a 60-minute drive radius and a 90-minute drive radius. The purpose of this analysis is to understand Hamilton access to skilled labour in the city and surrounding areas.

- ❖ **Hamilton CMA:** the Hamilton CMA area includes McMaster University, Brock University (Hamilton Campus), and Mohawk College<sup>28</sup>
- ❖ **60-minute drive:** includes all institutions in the Hamilton CMA, plus other post-secondary campuses in Niagara, Brantford, and other nearby census subdivisions (e.g., Wilfrid Laurier University Brantford Campus, University of Toronto Mississauga Campus, Sheridan College, etc.)
- ❖ **90-minute drive:** this area encompasses most of the Golden Horseshoe Region and includes all previous areas post-secondary institutions, in addition to the Toronto Metropolitan University, University of Toronto, York University, OCAD University, University of Waterloo, Wilfrid Laurier University, University of Guelph, George Brown College, Seneca College, Humber College, Conestoga College, among others

From 2015 to 2019, an average of 12,230 people a year complete post-secondary programs from institutions located in the Hamilton CMA; the largest segment of graduates from the CMA completed programs related to health professions (an average of 2,489 completions a year), followed by business, management, marketing programs (an average of 1,951 completions a year).

The size of the surrounding educational training catchments creates opportunities for Hamilton to tap into surrounding markets for new talent. For instance, an average of 38,122 post-secondary completions per year were estimated for communities within a 60-minute drive of Hamilton, and more than 148,600 completions per year for communities in the Golden Horseshoe Region.

<sup>28</sup> Redeemer University, a private Christian University, is also located in Hamilton. However, completion data was not available for this institution through Lightcast.



Figure 15: Post-secondary average annual completions 2015-2019, Hamilton CMA and surrounding geographies

CIP	Description	CMA	60-Minute Drive	90-Minute Drive
XX	Total	12,230	38,122	148,660
51	Health professions and related programs	2,489	5,242	17,692
52	Business, management, marketing and related support services	1,951	6,858	33,108
15	Engineering technologies and engineering-related fields	986	2,264	7,233
14	Engineering	938	1,340	6,636
26	Biological and biomedical sciences	930	2,433	5,650
45	Social sciences	798	2,460	7,559
47	Mechanic and repair technologies/technicians	486	603	1,475
19	Family and consumer sciences/human sciences	403	1,948	6,785
31	Parks, recreation, leisure and fitness studies	356	1,154	3,544
43	Security and protective services	347	1,161	3,418
09	Communication, journalism and related programs	310	825	3,593
44	Public administration and social service professions	272	692	3,599
30	Multidisciplinary/interdisciplinary studies	241	626	3,302
23	English language and literature/letters	208	424	1,883
50	Visual and performing arts	197	1,552	6,446
11	Computer and information sciences and support services	187	813	4,877
22	Legal professions and studies	143	296	2,573
42	Psychology	116	895	3,716
24	Liberal arts and sciences, general studies and humanities	111	942	3,188
04	Architecture and related services	107	314	1,661
27	Mathematics and statistics	106	270	1,669
48	Precision production	101	223	592
41	Science technologies/technicians	94	220	855
40	Physical sciences	84	316	1,452
54	History	81	293	1,032
38	Philosophy and religious studies	78	194	721
10	Communications technologies/technicians and support services	76	327	1,291
13	Education	65	1,287	4,255
46	Construction trades	53	314	1,244
53	High school/secondary diploma and certificate programs	37	47	98
03	Natural resources and conservation	36	354	1,224
16	Aboriginal and foreign languages, literatures and linguistics	31	159	962
55	French language and literature/letters	27	74	318
39	Theology and religious vocations	26	26	241
32	Basic skills (not for credit)	23	23	120
21	Pre-technology education/pre-industrial arts programs	20	37	119
05	Area, ethnic, cultural, gender, and group studies	16	142	688
25	Library science	7	7	181
01	Agriculture, agriculture operations and related sciences	3	541	858
12	Personal and culinary services	3	413	2,396
49	Transportation and materials moving	0	0	280
71	Cannabis-related instructional programs	0	11	11
89	Unspecified	0	0	117

Source: Lightcast, 2023 – Datarun 2022.3

## Talent Demand Assessment

The talent demand assessment provides information on current employment trends (number of jobs) in Hamilton. This section also includes estimated job growth, and current labour demand (job postings) characteristics.

## Industry and Occupational Overview

The June 2022 Canadian Business Counts data<sup>29</sup> reported that there are 16,208 businesses in Hamilton. In addition, Lightcast estimated a total job count of over 274,296 jobs<sup>30</sup>.

Most of the job counts in the city are concentrated in health care and social assistance (46,291 jobs or 17% of the city's total job count), retail trade (28,608 jobs or 10% of the city's total job count), and manufacturing (26,735 jobs or 9.7% of the city's total job count). The Figure below provides a breakdown of all industries by total employment. The top sectors are also similar in proportion to the employment percentage seen in the extended CMA and the province.

Figure 16 Job counts by industry sector (2-Digit NAICS), 2023

Code	Description	Hamilton	Hamilton (CMA)	Ontario
<b>XX</b>	<b>Total</b>	<b>274,296</b>	<b>406,274</b>	<b>7,938,460</b>
62	Health care and social assistance	46,291	60,212	918,174
44-45	Retail trade	28,608	44,914	800,492
31-33	Manufacturing	26,735	43,019	702,899
61	Educational services	25,987	33,226	561,797
23	Construction	20,744	30,063	540,771
72	Accommodation and food services	16,605	24,409	470,983
56	Admin. and support, waste management and remediation services	15,973	23,878	452,389
54	Professional, scientific and technical services	14,817	26,175	682,879
91	Public administration	13,373	16,811	481,306
41	Wholesale trade	11,884	23,638	383,714
81	Other services (except public administration)	11,099	15,963	314,765
48-49	Transportation and warehousing	10,889	15,617	381,799
52	Finance and insurance	8,743	13,632	413,983
53	Real estate and rental and leasing	6,053	9,774	184,857
X0	Unclassified	4,324	6,349	123,712
71	Arts, entertainment and recreation	4,020	6,230	139,575
51	Information and cultural industries	3,823	5,914	174,575
11	Agriculture, forestry, fishing and hunting	2,529	3,116	80,578
22	Utilities	879	1,463	51,104
55	Management of companies and enterprises	701	1,587	48,848
21	Mining, quarrying, and oil and gas extraction	218	285	29,264

Source: Lightcast, 2023 – Datarun 2022.3

When examining jobs by occupation in Hamilton, the top occupational categories are related to sales and service (64,754 jobs or 24% of the city's total job count); trades, transport and equipment operators and related occupations (40,543 or 15% of the city's total jobs count); and business, finance, and administration occupations (40,257 jobs or 15% of the city's total job count). These occupations accounted for 53% of the total jobs in Hamilton. These are also the largest occupations among comparators, representing 54% of occupational employment in the CMA, and 53% at the provincial level.

<sup>29</sup> At the time of writing, the most recent CBC data available was June 2022.

<sup>30</sup> Jobs counts include employees and self-employed

A more detailed view of specific occupations highlights seven occupation types that account for 18% of all jobs available by local employers in Hamilton. These occupations include:

- ❖ Retail salespersons (7,340 jobs or 3% of the city’s job count)
- ❖ Registered nurses and registered psychiatric nurses (6,105 jobs or 2% of the city’s job count)
- ❖ Food counter attendants, kitchen helpers and related support occupations (5,752 jobs or 2% of the city’s job count)
- ❖ Nurse aides, orderlies, and patient service associates (5,229 jobs or 2% of the city’s job count)
- ❖ Cashiers (4,951 jobs or 2% of the city’s job count)
- ❖ Retail and wholesale trade managers (4,364 jobs or 2% of the city’s job count)
- ❖ Transport truck drivers (4,210 jobs or 2% of the city’s job count)
- ❖ Sales and account representatives - wholesale trade (non-technical) (4,047 jobs or 1% of the city’s job count)
- ❖ Retail sales supervisors (3,820 jobs or 1% of the city’s job count)
- ❖ Light duty cleaners (3,712 jobs or 1% of the city’s job count)

Figure 17: Job counts by occupational category (1-Digit NOC), 2023

Code	Description	Hamilton	Hamilton (CMA)	Ontario
<b>XX</b>	<b>Total</b>	274,296	406,274	7,938,460
<b>6</b>	<b>Sales and service occupations</b>	64,754	99,793	1,821,481
<b>7</b>	<b>Trades, transport and equipment operators and related occupations</b>	40,543	59,779	1,033,720
<b>1</b>	<b>Business, finance and administration occupations</b>	40,257	61,418	1,332,309
<b>4</b>	<b>Occupations in education, law and social, community and government services</b>	32,778	43,733	867,268
<b>3</b>	<b>Health occupations</b>	26,313	34,091	562,459
<b>0</b>	<b>Management occupations</b>	21,725	32,942	730,055
<b>9</b>	<b>Occupations in manufacturing and utilities</b>	16,415	25,689	416,582
<b>2</b>	<b>Natural and applied sciences and related occupations</b>	15,336	25,244	722,177
<b>5</b>	<b>Occupations in art, culture, recreation and sport</b>	7,739	11,568	227,057
<b>X</b>	<b>Unclassified</b>	4,324	6,349	123,712
<b>8</b>	<b>Natural resources, agriculture and related production occupations</b>	4,112	5,668	101,641

Source: Lightcast, 2023 – Datarun 2022.

Forecasts to 2028 expect occupational growth in Hamilton will be led by health occupations (+2,671 jobs or 10% growth), and sales and service occupations (+2,470 jobs or 4% growth). These two occupational groups will represent close to 50% of the occupational growth in the city. At a more detailed level, the occupations projected to experience the largest growth in Hamilton include registered nurses and registered psychiatric nurses (+700 jobs or 11% growth), followed by nurse aides, orderlies, and patient service associates (+626 jobs or 12% growth), and food counter attendants, kitchen helpers, and related support occupations (+295 jobs or 5% growth).

Figure 18: Occupational subcategories (4-Digit NOC 2016) by jobs growth, Hamilton, 2023-2028

Code	Description	2023 Jobs	2028 Jobs	2023 - 2028 Change	2023 - 2028 % Change
3012	Registered nurses and registered psychiatric nurses	6,105	6,805	700	11%
3413	Nurse aides, orderlies and patient service associates	5,229	5,855	626	12%
6711	Food counter attendants, kitchen helpers and related support occupations	5,752	6,047	295	5%
4153	Family, marriage and other related counsellors	1,195	1,461	266	22%
6731	Light duty cleaners	3,712	3,976	264	7%
1123	Professional occupations in advertising, marketing and public relations	2,433	2,692	259	11%
6211	Retail sales supervisors	3,820	4,062	242	6%
6552	Other customer and information services representatives	2,514	2,720	206	8%
4032	Elementary school and kindergarten teachers	3,509	3,705	196	6%
7452	Material handlers	2,980	3,170	190	6%
9522	Motor vehicle assemblers, inspectors and testers	1,795	1,983	188	10%
1121	Human resources professionals	1,798	1,985	187	10%
6513	Food and beverage servers	2,094	2,280	186	9%
6411	Sales and account representatives - wholesale trade (non-technical)	4,047	4,228	181	4%
3011	Nursing coordinators and supervisors	792	967	175	22%
6611	Cashiers	4,951	5,125	174	4%
2282	User support technicians	1,502	1,664	162	11%
5254	Program leaders and instructors in recreation, sport and fitness	1,826	1,985	159	9%
1211	Supervisors, general office and administrative support workers	954	1,108	154	16%
3111	Specialist physicians	1,237	1,387	150	12%

Source: Lightcast, 2023 – Datarun 2022.3

## Job Demand

The Job Demand report provides an analysis of jobs postings identified by Vicinity Jobs. This tool provides real-time job demand intelligence by monitoring online job postings with extensive quality assurance to analyze and compile each local job posting information. This technology permits the extraction of relevant information about each online job posting, including but not limited to the following metrics: job location, industry sector (NAICS), occupational category (NOC), known employers, educational requirements, and CIP programs.

The Hamilton CMA was selected as the geography of reference, as it enables a clear picture of the jobs available for most commuters in the city of Hamilton (over 80% of Hamiltonians commute within the CMA). For the Hamilton CMA, the data includes job postings collected between January of 2020 and December 2022. Data from 2019 is included to highlight the impact of COVID-19 on the labour demand in the region.

## Impact of COVID-19 in the Labour Market

The city of Hamilton has a diverse economy, and the COVID-19 pandemic has created an international shift in the workforce’s relationship to work. With employment levels reaching pre-COVID numbers it will be important to understand new work trends and growth opportunities to proactively plan and enable Hamilton’s workforce.

Workforce Planning Hamilton’s Local Labour Market Plan highlights impacts from the pandemic. These findings show youth and women have not yet reached pre-pandemic levels of employment or labour force participation.; Men are near pre-employment pandemic levels and have exceeded participation rates. This highlights a fundamental workforce hurdle “females and younger people saw a greater employment impact from the pandemic”<sup>31</sup>. From the Local Labour Market Plan, mental health was listed as a key theme. Employment service providers indicated that this is one of their top priorities as newcomers tend to require these services.

<sup>31</sup> Workforce Planning Hamilton, *Local Labour Market Plan, 2021 - 2022*

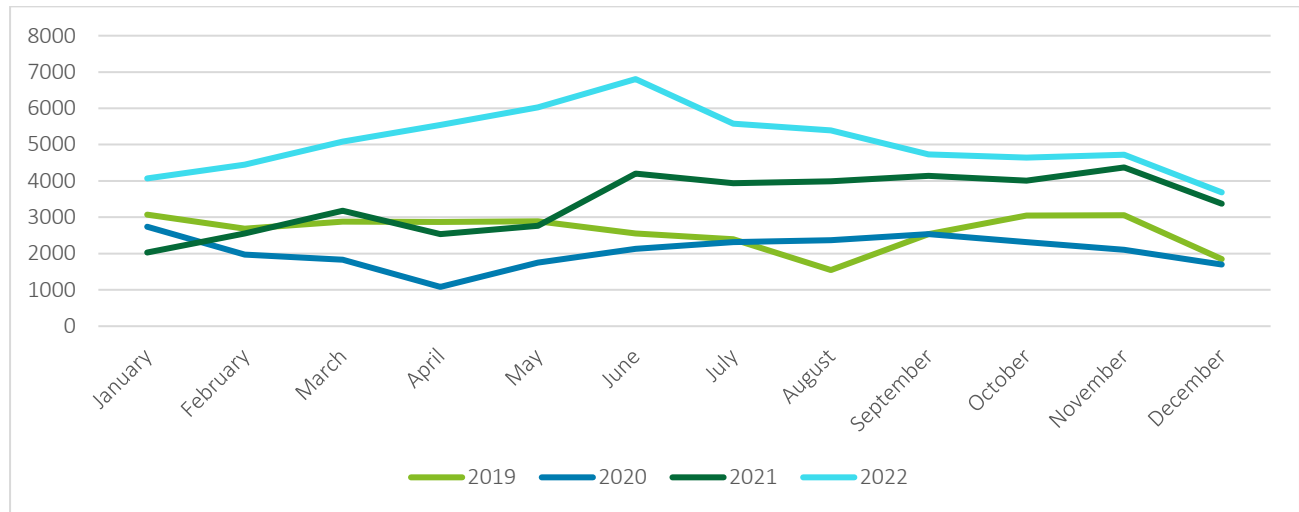
With the changes occurring due to the pandemic, training and re-training will also be a key priority to reflect some of the labour market adjustments that have occurred due to the pandemic. The Local Labour Market Plan identifies five priorities for workforce development planning coming out of the pandemic:

- ❖ Identify critical labour market trends in the post-pandemic/evolving economy
- ❖ Understand the competencies needed/available currently/in the future
- ❖ Barriers for youth entering the labour market
- ❖ Encourage and promote best practices in recruitment and retention to SME's
- ❖ Mental health effects on workers and the unemployed<sup>32</sup>

In the second quarter of 2020, three months after the initial Federal measures were implemented to mitigate the spread of COVID-19 in Canada, the Hamilton CMA saw a significant decline in job postings. Only 4,957 job postings were published during this period, which was 3,360 fewer job postings than in the second quarter of 2019, representing a 68% decline. 2020 would remain the year with the lowest number of job postings in the area during the last 4 years with 24,837 job postings (a 21% decline compared to 2019).

As both provincial and federal governments eased their measures, the labour market began to recover. Between January 1st, 2021, and December 31st, 2021, a total of 41,068 job postings were published in the Hamilton CMA, representing a 65% increase compared to 2020. By the end of 2022 (January 1st, 2022, to December 31st, 2022), the number of job postings in the region reached 60,724, showing a 48% increase compared to 2021 and an impressive 144% increase compared to 2020. In fact, the number of job postings in 2022 surpassed the pre-pandemic benchmark of 2019 by 93%.

Figure 19: job postings by month, January 1st, 2019, to December 31<sup>st</sup>, 2022, Hamilton CMA



Source: Vicinity Jobs, 2023

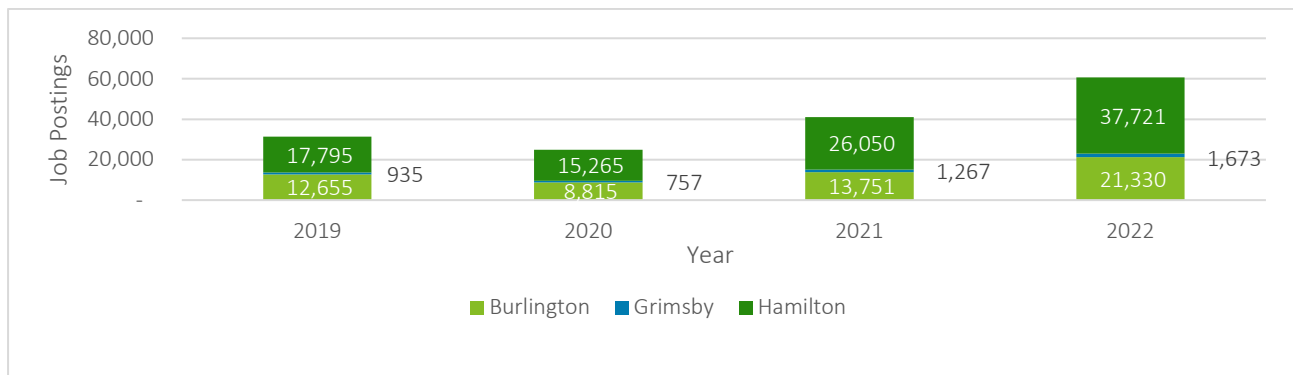
<sup>32</sup> Workforce Planning Hamilton, *Local Labour Market Plan, 2021 - 2022*

## Job Postings by Location

During the last three years, approximately 62% of the job postings published in the CMA were positions available in Hamilton (79,036 job postings), followed by Burlington at 35% (43,896 job postings), and Grimsby at 3% (3,697 job postings).

When considering the number of job postings in the region, as compared to the estimated average post-secondary completions (see Figure 15), it is likely that Hamilton CMA will be able to meet labour demand needs for the region. It is important to note that there are several influencing factors that draw graduates to other regions, and this may negatively impact graduates remaining in Hamilton CMA.

Figure 20: Job postings by location, January 1<sup>st</sup>, 2019, to December 31<sup>st</sup>, 2022, Hamilton CMA



Source: Vicinity Jobs, 2023

## Job Postings by Industry Sector

During the period analyzed, 46% of the job postings identified an industry sector. Of these, 25% were in health care and social assistance; 16% in retail trade, and 13% in educational services. Sectors with the lowest demand included utilities; agriculture, forestry, fishing, and hunting; and mining and oil and gas extraction, all of which represented less than 1% of the jobs postings in the CMA. Among the previously noted industries, the health care and social assistance industry shows the largest growth in terms of total number of job postings from 2020 (+4,866 job postings), followed by educational services (+4,572 job postings), and retail trade (+3,552 job postings). The growth in the health care sector may be driven by population growth, and the growth in retail trade and educational services may suggest signs of recovery, following the impact of the pandemic.

Figure 21: Job postings by industry sector (2-digit NAICS), January 1<sup>st</sup>, 2020, to December 31<sup>st</sup>, 2022, Hamilton CMA

Industry	2020	2021	2022	Total Postings	%
<b>Grand Total (Industry Identified) *</b>	9,379	17,873	31,387	58,639	100 %
<b>62 - Health Care and Social Assistance</b>	2,495	5,025	7,361	14,881	25%
<b>44-45 - Retail Trade</b>	1,452	2,832	5,004	9,288	16%
<b>61 - Educational Services</b>	411	2,101	4,983	7,495	13%
<b>72 - Accommodation and Food Services</b>	827	1,736	2,822	5,385	9%
<b>31-33 - Manufacturing</b>	914	1,428	2,284	4,626	8%
<b>52 - Finance and Insurance</b>	586	972	1,422	2,980	5%
<b>54 - Professional, Scientific and Technical Services</b>	753	913	818	2,484	4%
<b>48-49 - Transportation and Warehousing</b>	378	540	1,424	2,342	4%
<b>56 – Admin. and Support, Waste Mgmt. and Remediation Services</b>	200	305	1,562	2,067	4%
<b>91 - Public Administration</b>	470	673	869	2,012	3%



Industry	2020	2021	2022	Total Postings	%
<b>41 - Wholesale Trade</b>	235	380	940	1,555	3%
<b>71 - Arts, Entertainment and Recreation</b>	156	289	255	700	1%
<b>23 - Construction</b>	157	164	332	653	1%
<b>51 - Information and Cultural Industries</b>	114	206	315	635	1%
<b>53 - Real Estate and Rental and Leasing</b>	63	80	363	506	1%
<b>81 - Other Services (except Public Administration)</b>	119	172	248	539	1%
<b>55 - Management of Companies and Enterprises</b>	0	13	270	283	1%
<b>21 - Mining and Oil and Gas Extraction</b>	44	40	28	112	0%
<b>11 - Agriculture, Forestry, Fishing and Hunting</b>	1	0	82	83	0%
<b>22 - Utilities</b>	4	4	5	13	0%

Source: Vicinity Jobs, 2023 | Number of Postings applicable to the reporting period but excluded from this report's grand total due to lack of reliable and relevant information: 67,990

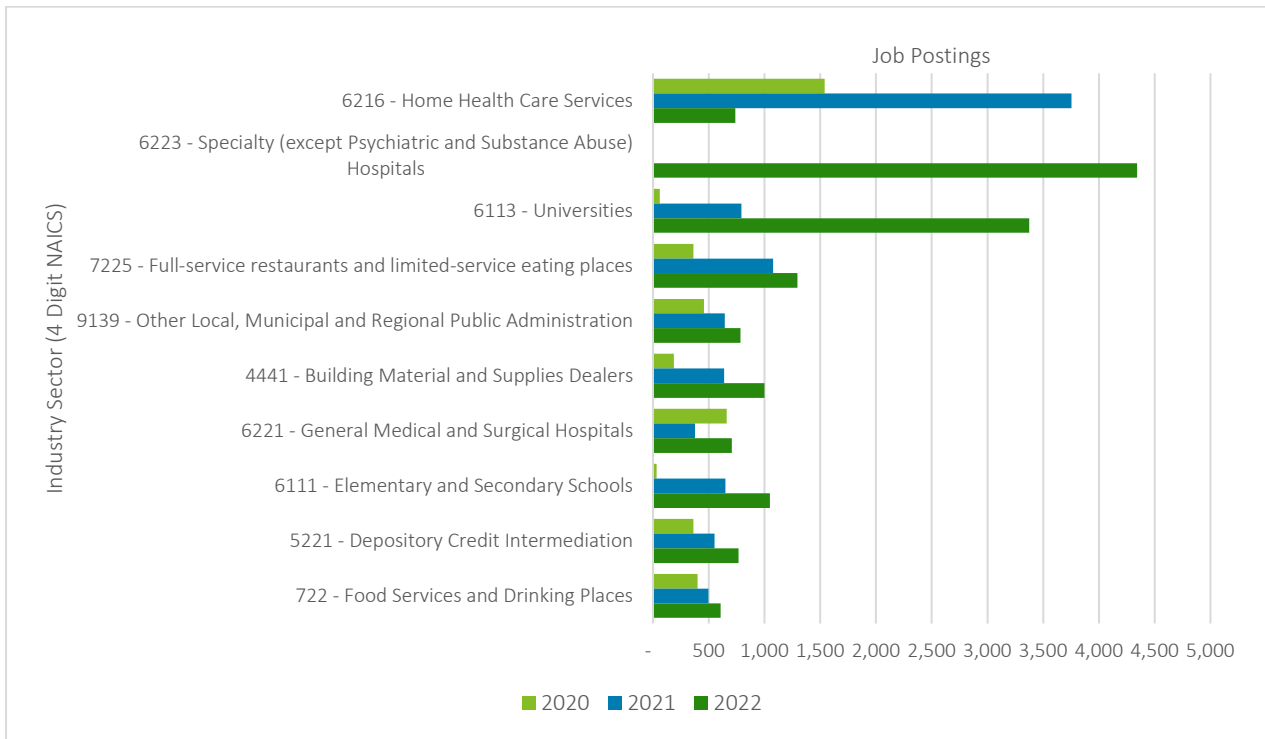
A detailed analysis of industry subsectors at a 4-digit NAICS level shows that over 47% of the job demand in the Hamilton CMA came from 10 sectors, the largest being home health care services (10% of job postings in the period analyzed). This sector reached the highest job demand in 2021 with 3,754 job postings.

Another sector that showed important demand in 2022 includes specialty hospitals (except psychiatric and substance abuse) with 4,348 postings. This sector, however, did not record job postings in the previous years (2020 and 2021)<sup>33</sup>.

The job demand in universities also showed significant growth between 2020 and 2022 (a 5,344% increase). This might be explained by COVID-19 measures impacting the demand for workers in the sector, as educational activities moved to an online setting.

<sup>33</sup> Vicinity Jobs was unable to assign job postings to specific industry sectors for the years 2020 and 2021. However, this does not necessarily indicate that job postings did not exist during this period. Rather, the available information provided through these postings may have been insufficient to accurately assign them to a specific industry sector.

Figure 22: Job postings by industry sector (4-digit NAICS), January 1<sup>st</sup>, 2020, to December 31<sup>st</sup>, 2022, Hamilton CMA



Source: Vicinity Jobs, 2023 | Number of Postings applicable to the reporting period but excluded from this report's grand total due to lack of reliable and relevant information: 67,990

### Job Postings by Occupational Category

In terms of occupational category, sales and service occupations showed the highest demand in the period analyzed; approximately 36,693 job postings or 29% of all of job postings in the CMA, followed by business, finance and administration occupations (20,917 job postings or 17% of all job postings). These occupations also experienced the largest growth in 2022 compared to previous years; the job demand in sales and services occupations had the largest growth (an additional 10,343 job postings – or 143% growth); and business, finance, and administration occupations (added 6,540 job postings or 172% growth).

Sales and service occupations typically have the highest job demand, and this trend is not unique to Hamilton. Due to their higher turnover rate, the number of job postings for these positions tends to be higher each year.

Figure 23: Job postings by occupational category (2-digit NOC), January 1<sup>st</sup>, 2020, to December 31<sup>st</sup>, 2022, Hamilton CMA

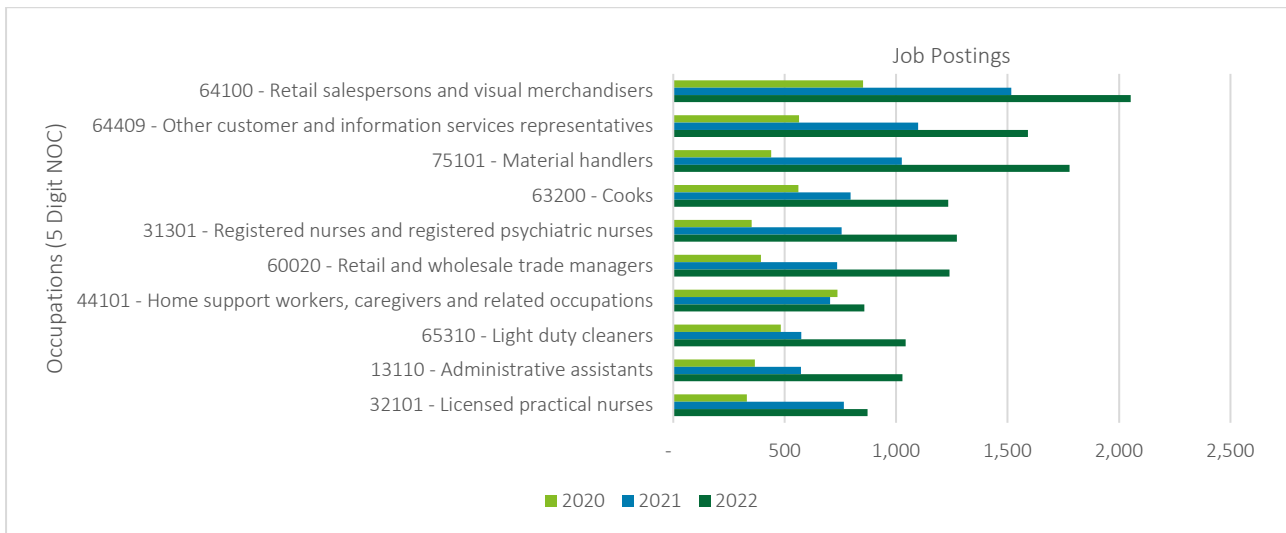
Industry	2020	2021	2022	Total Postings	%
<b>Grand Total</b>	24,837	41,068	60,724	126,629	100%
<b>6 - Sales and service occupations</b>	7,232	11,886	17,575	36,693	29%
<b>1 - Business, finance and administration occupations</b>	3,792	6,793	10,332	20,917	17%
<b>Other / Unidentified</b>	3,938	7,265	9,627	20,830	17%
<b>7 - Trades, transport and equipment operators and related</b>	3,292	5,361	8,457	17,110	14%
<b>3 - Health occupations</b>	2,182	3,743	5,103	11,028	9%
<b>4 - Occupations in education, law and social, community and government services</b>	1,919	2,739	4,870	9,528	8%

Industry	2020	2021	2022	Total Postings	%
9 - Occupations in manufacturing and utilities	766	1,244	2,174	4,184	3%
2 - Natural and applied sciences and related occupations	700	1,170	1,553	3,423	3%
8 - Natural resources, agriculture and related production	643	327	241	1,211	1%
5 - Occupations in art, culture, recreation and sport	264	356	520	1,140	1%
0 - Legislative and senior management occupations	109	184	272	565	0%

Source: Vicinity Jobs, 2023

A more detailed analysis of occupational demand in the CMA shows that retail salespersons and visual merchandisers experienced the largest demand for workers (4,421 job postings or 4% of all job postings), followed by other customer and information services representatives (3,253 job postings or 3% of all job postings). In terms of growth, material handlers experienced the largest net and percentage growth among detailed occupations, adding 1,338 job postings since 2020, a 304% growth.

Figure 24: Top 10 Job postings by occupational category (5-digit NOC), January 1<sup>st</sup>, 2020, to December 31<sup>st</sup>, 2022, Hamilton CMA



Source: Vicinity Jobs, 2023

### Job Postings by TEER Category

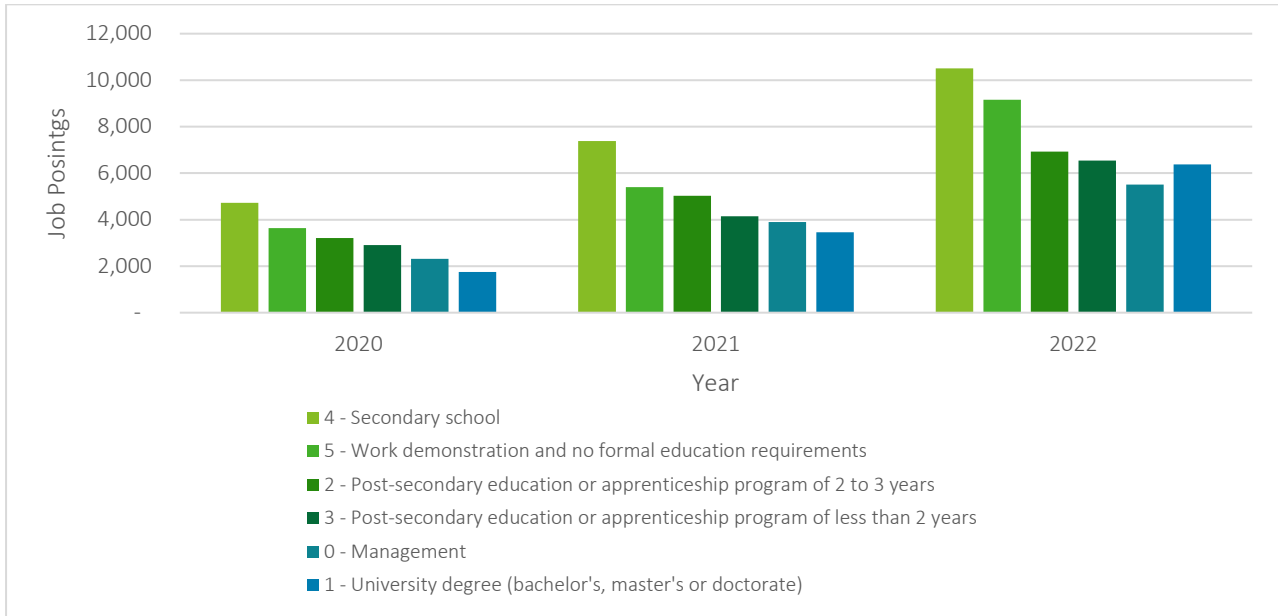
In 2021, the training, education, experience, and responsibilities (TEER) replaced the former National Occupation Classification (NOC) skill level system. TEER provides a more detailed picture of the educational requirements of the occupational categories available in Canada. Definition for the TEER are presented below:

- ❖ **TEER 0:** Management occupations
- ❖ **TEER 1:** Occupations that usually require a university degree
- ❖ **TEER 2:** Occupations that usually require a college diploma, apprenticeship training of 2 or more years, or supervisory occupations
- ❖ **TEER 3:** Occupations that usually require a college diploma, apprenticeship training of less than 2 years, or more than 6 months of on-the-job training
- ❖ **TEER 4:** Occupations that usually require a high school diploma, or several weeks of on-the-job training
- ❖ **TEER 5:** Occupations that usually need short-term work demonstration and no formal education

Between January 1st, 2020, to December 31st, 2022, most of the job postings (22,617 job postings or 18% of all job posting) required secondary school, followed by work demonstration and no formal education requirements (18,191 job postings or 14% of all job postings). These two TEER categories have also experienced the largest

growth in terms of job postings compared to 2020. The high number of job postings that do not require a level of post-secondary education matches the demand for workers in areas related to sales and services, which traditionally require on-the-job training.

Figure 25: Job Postings by TEER Category, January 1<sup>st</sup>, 2020, to December 31<sup>st</sup>, 2022, Hamilton CMA



Source: Vicinity Jobs, 2023

### Job Postings by Classification of Instructional Program (CIP)

Vicinity Jobs started collecting Classification of Instructional Programs (CIP) data starting October 1<sup>st</sup>, 2022. Although the time for this data only represents a small portion of the job postings analyzed, it provides a snapshot of the most sought instructional programs by regional employers. During this time, job seekers with education in areas related to registered nursing, administration, nursing research and clinical nursing (CIP 51.38) were the most in demand (168 job postings or 20% of the postings during the last three months of 2022). Business and commerce ranked second, with 246 job postings seeking this type of instructional background (11% of the postings during the last three months of 2022).

Overall, over 68% of the job postings advertised during the last three months of 2022 had requirement for health professions and related programs –CIP 51 (38% of job postings); and business, management, marketing, and related support services – CIP 52 (30% of job postings).

Figure 26: Job Postings by CIP (4-digit), October 1<sup>st</sup>, 2022, to December 31<sup>st</sup>, 2022, Hamilton CMA



Source: Vicinity Jobs, 2023 | \* Job postings represent data from October 1<sup>st</sup>, 2022, to December 31<sup>st</sup>, 2022. The Number of Postings applicable to the reporting period but excluded from this report's grand total due to lack of reliable and relevant information: 10,732

### Target Sector Industry and Occupation Overview

Based on previous work conducted by the City of Hamilton, several target sectors have been identified; these sectors considered Hamilton's history in manufacturing to set the stage for a technological advance and innovative economy<sup>34</sup>. The sectors identified include advanced manufacturing; agribusiness and food processing; creative industries; finance, insurance, and real estate (FIRE); goods movement; ICT and digital media; life sciences; and tourism.

As of 2023, Hamilton's target sector industries employed over 91,669 individuals. The next five years forecast that the target sector industries would have an anticipated net employment growth of 3,721 workers.

The following presents some insight into the current employment and projected labour needs for Hamilton's target sectors.

### Notes on NOC and TEER Level

As of the time this report was written, the most recent data available on Lightcast (Datarun 2022.3) pertained to the 2016 NOC level. To estimate the TEER level for this data, we matched the 2016 NOC codes to their corresponding 2021 NOC equivalents and TEER values. NOC version was not updated to prevent any potential conflicts with the data.

### Manufacturing

Hamilton's manufacturing sector contributes \$12 billion to Ontario's economy. Hamilton's largest industry sector within manufacturing is primary metals. The city is known for its history as a steel producer, but now the industry has grown to encompass engineering, product design, steel manufacturing, fabricated metal products, and final

<sup>34</sup> Invest Hamilton

product commercialization<sup>35</sup>. Hamilton is home to Canmet MATERIALS (in McMaster Innovation Park), the largest research centre in Canada dedicated to fabricating, processing, and evaluating metals and materials. Major manufacturing employers include the Walters Group, Stackpole, Nucor, ArcelorMittal and Liburdi, among others.

### Current and Future State of the Sector

Hamilton’s manufacturing sector houses an estimated 26,735 jobs. The most prominent manufacturing subsectors in Hamilton include iron and steel mills and ferro-alloy manufacturing; motor vehicle part manufacturing; railroad rolling stock manufacturing; and architectural and structural metals manufacturing (1,078 jobs). Employment in the sector is projected to grow 4% in the next five years, reaching 27,671 jobs by 2028.

Figure 27: Industry snapshot of current and forecasted jobs, manufacturing, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

Of the 26,735 jobs, the most frequently occurring occupations are:

- ❖ Motor vehicle assemblers, inspectors, and testers (5% of all manufacturing jobs)
- ❖ Construction millwrights and industrial mechanics (5% of all manufacturing jobs)
- ❖ Welders and related machine operators (4% of all manufacturing jobs)

Figure 28: Top 10 staffing patterns and snapshot of employment demand, manufacturing, Hamilton

NOC (2016)	Description	2023 Jobs	% Jobs 2023	Anticipated Demand 2028	TEER
9522	Motor vehicle assemblers, inspectors, and testers	1,457	5%	+138	4
7311	Construction millwrights and industrial mechanics	1,316	5%	+33	2
7237	Welders and related machine operators	1,154	4%	+25	2
0911	Manufacturing managers	1,061	4%	+12	0
9416	Metalworking and forging machine operators	1,060	4%	+94	4
9461	Process control and machine operators, food and beverage processing	1,030	4%	+22	4
9617	Labourers in food and beverage processing	928	3%	+73	5
9462	Industrial butchers and meat cutters, poultry preparers and related workers	717	3%	+108	4
9411	Machine operators, mineral, and metal processing	662	3%	+19	4
7231	Machinists and machining and tooling inspectors	603	2%	-18	2

Source: Lightcast, 2023 Datarun 2022.3

<sup>35</sup> Invest in Hamilton



## Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data<sup>36</sup>, occupations projected for most growth include:

- ❖ Motor vehicle assemblers, inspectors, and testers (+138 jobs)
- ❖ Industrial butchers and meat cutters, poultry preparers and related workers (+108 jobs)
- ❖ Metalworking and forging machine operators (+94 jobs)

These occupations are TEER level 4 (occupations that require secondary school).

## The Occupations and Skills that Hamilton CMA's Employers are Seeking

In 2022, there were 2,284 manufacturing job postings. Most of these job postings were for:

- ❖ Other labourers in processing, manufacturing, and utilities (9% of sector job postings)
- ❖ Material handlers (4% of sector job postings)
- ❖ Welders and related machine operators (3% of sector job postings)
- ❖ Delivery service drivers and door-to-door distributors (3% of sector job postings)

Overall, 18% of the job postings in manufacturing were for occupations that fall under TEER level 5 (occupations that require work demonstration and no formal education requirements), followed by TEER level 4 (high school diploma, or several weeks of on-the-job training). The key occupational skills for the manufacturing sector include customer service, handling heavy loads, occupational health and safety, analytical skills, and project management<sup>37</sup>.

## Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these manufacturing-related occupations are going to have shortages:

- ❖ Motor vehicle assemblers, inspectors, and testers
- ❖ Construction millwrights and industrial mechanics
- ❖ Welders and related machine operators
- ❖ Labourers in food and beverage processing
- ❖ Industrial butchers and meat cutters, poultry preparers and related workers

## Why is this a Priority?

Some of the occupations projected to grow the most within the manufacturing sector in Hamilton are also projected to experience labour shortages in Canada. Although the COPS do not predict city-level trends, it does signal a constrained labour market where jurisdictions experiencing shortages will work to attract and retain this talent, thus increasing the competition for critical labour in Hamilton with other communities. Hamilton should support and enable training in these occupations in order to be prepared for potential local labour shortages, and to compete with other jurisdictions facing similar labour challenges.

In the short term, Hamilton's effort should focus on maintaining a healthy pipeline of workers able to fill lower skilled positions in the manufacturing sector. Although this type of worker does not require a high level of educational attainment, they tend to be impacted by housing, cost of living, and transportation issues. Hamilton

<sup>36</sup> Lightcast, Data run 2022.3

<sup>37</sup> Occupational skills represent the most sought-after skill for all occupations in demand within the manufacturing sector. Occupational skills will differ at specific industries and occupational categories.

will not be alone in competing for these types of workers, as job shortages in Canada are made up entirely of low-skill positions<sup>38</sup>.

### Opportunity Areas in Manufacturing

Manufacturing businesses engaged through the sector specific workshop highlighted the need to increase the awareness of local services and business support in Hamilton. Businesses also express the necessity to inform and support building a curriculum based on the needs of local companies to ensure alignment of skills development with industry requirements. Actionable areas to support workforce development for manufacturing sector include:

- ❖ Continue collaboration within the Hamilton ecosystem, including postsecondary institutions and the Future Ready Premium Partnership that connect and engage the labour force industry and jobs
- ❖ Connect directly to employees to understand current needs of the workforce
- ❖ Ensure industry has access to relevant equipment and training supports and micro-credentials
- ❖ Explore subsidies for employers to support upskilling/reskilling programs
- ❖ Enable a local Manufacturing network that clarifies sector and sub-sector opportunities and resources that are available to support employers with hiring needs
- ❖ Advocate for solutions to address barriers to employment including housing, transportation, and wage gaps
- ❖ Create and share a key skills matrix that includes soft skills, technical skills, technology skills and critical certifications. This matrix can be aggregated among all manufacturing businesses to support workforce and education partners in training for these skills
- ❖ Support for more co-op programs that leverage the Specialist High Skills Major (SHSM)
- ❖ Promote Diversity, Equity, and Inclusion practices to widen the labour pool of workers. This will also increase company's recognition as an inclusive workplace

### Agribusiness and Food and Beverage Processing

As of June 2022, the city was home to over 154 food and beverage manufacturers<sup>39</sup>, with over \$2.7 billion in sales<sup>40</sup>. Some of these companies include Maple Leaf, Mondelez, E.D. Smith, and Gay Lea. According to the 2021 Census of Agriculture, Hamilton housed 679 farms, most of these in the oilseed and grain farming. Close to half of all farms in Hamilton are sole proprietorships. Over 78% of farms in Hamilton had a total farm capital of over \$1 million.

### Current and Future State of the Sector

Hamilton's agribusiness sector employs 8,845 people, the most prominent subsectors in this area in Hamilton include meat product manufacturing; bakeries and tortilla manufacturing; and other food manufacturing. Employment in the sector is projected to grow 3% in the next five years, reaching 9,127 jobs by 2028.

<sup>38</sup> The Financial Post – Economy - 'Not a simple story': Labour shortages aren't being driven by lack of highly educated job seekers

<sup>39</sup> Canadian Business Counts, June 2022

<sup>40</sup> Lightcast, Regional jobs, Wages, Sales, Data run 2022.3

Figure 29: Industry snapshot of current and forecasted employment, agribusinesses and food processing, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

Of the 8,845 people, the majority perform the following occupations:

- ❖ Process control and machine operators, food, and beverage processing (12% of sector jobs)
- ❖ Labourers in food and beverage processing (11% of sector jobs)
- ❖ Managers in agriculture (8% of sector jobs)

It is important to note that a considerable number of the labour force employed by agriculture sector come from temporary foreign farm workers; over 10,232 temporary foreign farm workers participated in the program in the Hamilton-Niagara Peninsula Area in 2020<sup>41</sup>.

Figure 30: Top 10 staffing patterns and snapshot of employment demand, agribusiness and food processing, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipated Demand	TEER
9461	Process control and machine operators, food and beverage processing	1,038	12%	24	4
9617	Labourers in food and beverage processing	935	11%	72	5
0821	Managers in agriculture	698	8%	8	0
9462	Industrial butchers and meat cutters, poultry preparers and related workers	724	8%	108	4
8431	General farm workers	494	6%	-6	5
9213	Supervisors, food and beverage processing	444	5%	33	2
8432	Nursery and greenhouse workers	415	5%	-27	5
6332	Bakers	315	4%	1	3
7311	Construction millwrights and industrial mechanics	290	3%	3	2
0911	Manufacturing managers	234	3%	5	0
7452	Material handlers	227	3%	15	5
6421	Retail salespersons	180	2%	5	4

Source: Lightcast, 2023 Datarun 2022.3

<sup>41</sup> City of Hamilton, Farm Labour Residences, Planning and Economic Development Department, 2022

## Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data<sup>42</sup>, occupations projected for most growth include:

- ❖ Industrial butchers and meat cutters, poultry preparers and related workers (+108 jobs)
- ❖ Labourers in food and beverage processing (+72 jobs)
- ❖ Supervisors, food, and beverage processing (+33 jobs)

Most of this occupational demand will happen in occupations under TEER level 4 (occupations that require high school diploma, or several weeks of on-the-job training), and TEER level 5 (occupations that usually need short-term work demonstration and no formal education).

## The Occupations and Skills that Hamilton CMA's Employers are Seeking

During 2022, the number of job postings in the agribusiness and food and beverage processing sector reached 280 postings. Most of these in jobs postings were for:

- ❖ Retail and wholesale buyers (13% of sector job postings)
- ❖ Delivery service drivers and door-to-door distributors (6% of sector job postings)
- ❖ Manufacturing managers (5% of sector job postings)

Overall, 30% of the job postings in sector were for occupations that fall under TEER level 2 (post-secondary education or apprenticeship program of 2 to 3 years), followed by TEER level 5 (occupations that usually need short-term work demonstration and no formal education). The key occupational skills for the agribusiness and food and beverage processing sector include occupational health and safety, customer Service, handling heavy loads, continuous Improvement, and good manufacturing practice<sup>43</sup>.

## Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these sector-related occupations are going to have shortages:

- ❖ Labourers in food and beverage processing
- ❖ Industrial butchers and meat cutters, poultry preparers and related
- ❖ Nursery and greenhouse workers

## Why is this a Priority?

According to the Ontario Grain Farmer Magazine, farmers in Canada continue to report chronic labour shortages. The industry is increasingly dependent on international workers, and employees in the sector are looking for more flexible work arrangements and better employer-provided benefits<sup>44</sup>. Like the manufacturing sector, some of the occupations projected to grow the most within the agribusiness and food and beverage processing sector in Hamilton are also projected to experience labour shortages in Canada. Thus, increasing competition for these workers across communities in the country. In addition, some of the largest occupations in the sector are projected to decline in the next five years, including general farm workers; nursery and greenhouse workers; and construction millwrights and industrial mechanics. People getting displaced by the job declines in these sectors should be reskilled to transition into an occupation with higher demand.

<sup>42</sup> Lightcast, Data run 2022.3

<sup>43</sup> Occupational skills represent the most sought-after skill for all occupations in demand within the agribusiness and food and beverage production sector. Occupational skills will differ at specific industries and occupational categories.

<sup>44</sup> Grain Farmers of Ontario – Ontario Grain Farmer Magazine

## Opportunity Areas in Agrifood and Food and Beverage Processing

Agrifood and Food and Beverage Processing businesses engaged through the sector specific workshop highlighted the need to strengthen the connection between programs and the industry sector. In addition, funding to support transportation for rural area farms, or increasing availability of bus lines. Actionable areas to support workforce development for the sector include:

- ❖ Collaborate with employment support organizations to access available training to potential hires
- ❖ Improving housing options for people who are in various stages of their life and improving affordability can help to support the workforce in this sector
- ❖ Increase awareness about career opportunities in the agricultural sector (e.g., Ontario Federation of Agriculture (OFA), Feeding your Future, and Agricultural Classroom Canada)
- ❖ Improve connection between industry and employment support programs. Increase awareness of available support programs for agribusinesses and food and beverage processing businesses
- ❖ Provide more language skills related programs to support international workers
- ❖ Improve connection/engagement with Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to develop programs aimed to support local agricultural businesses

## Creative Industries

Creative industries comprise sectors such as performing and visual arts, publishing, and music and are driven by the digital economy and professional services. This report utilizes the same definition used for the City of Hamilton Creative Industries Sector Profile Study<sup>45</sup>; this study defines the creative industries as the segment of the larger economy whose principal orientation is to apply creative ideas and processes to generate goods, services and innovations that provide both economic and aesthetic value. Hamilton’s Creative Industries Sector includes film, music, fashion, visual and applied arts, live performance, and written and published works. Some creative companies in Hamilton include Spectra, Core Entertainment, Hamilton Film Studios and Ed Hill Entertainment, among others.

## Current and Future State of the Sector

Hamilton’s creative industry sector employs 26,106 people, the largest subsectors within creative industries by employment in Hamilton include computer systems design and related services; clothing stores; and architectural, engineering, and related services. Employment in the sector is projected to grow 3% in the next five years, reaching 26,823 jobs by 2028.

Figure 31: Industry snapshot of current and forecasted employment, creative industries, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

<sup>45</sup> City of Hamilton Creative Industries Sector Profile Study, Creative Industries Baseline Analysis, 2018

Of the 26,106 people, the majority perform the following occupations:

- ❖ Retail salespersons (9% of sector jobs)
- ❖ Retail and wholesale trade managers (4% of sector jobs)
- ❖ Sales and account representatives - wholesale trade (non-technical) (3% of sector jobs)

Figure 32: Top 10 staffing patterns and snapshot of employment demand, creative industries, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipated Demand	TEER
6421	Retail salespersons	2,314	9%	9	4
0621	Retail and wholesale trade managers	949	4%	-49	0
6411	Sales and account representatives - wholesale trade (non-technical)	856	3%	-2	4
2174	Computer programmers and interactive media developers	776	3%	58	1
2171	Information systems analysts and consultants	724	3%	48	1
5241	Graphic designers and illustrators	668	3%	6	2
5133	Musicians and singers	649	2%	13	1
1123	Professional occupations in advertising, marketing and public relations	584	2%	37	1
6211	Retail sales supervisors	585	2%	15	2
6563	Pet groomers and animal care workers	528	2%	33	5

Source: Lightcast, 2023 Datarun 2022.3

### Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data<sup>46</sup>, occupations projected for most growth include:

- ❖ Computer programmers and interactive media developers (+58 jobs)
- ❖ Information systems analysts and consultants (+48 jobs)
- ❖ Professional occupations in advertising, marketing, and public relations (+37 jobs)

These occupations are TEER level 1 (occupations that usually require a university degree).

### The Occupations and Skills that Hamilton CMA's Employers are Seeking

During 2022, the number of job postings in the creative industry sector reached 2,207 postings. Most of these in jobs postings were for:

- ❖ Retail salespersons and visual merchandisers (24% of sector job postings)
- ❖ Retail and wholesale trade managers (15% of sector job postings)
- ❖ Other customer and information services representatives (6% of sector job postings)
- ❖ Retail sales supervisors (3% of sector job postings)

Overall, 34% of the job postings in the creative industries were for occupations that fall under TEER level 4 (high school diploma, or several weeks of on-the-job training), followed by TEER level 0 (management occupations). The key occupational skills for the creative sector include customer service, sales, occupational health, and safety, handling heavy loads, and project Management<sup>47</sup>.

<sup>46</sup> Lightcast, Data run 2022.3

<sup>47</sup> Occupational skills represent the most sought-after skill for all occupations in demand within the creative industries sector. Occupational skills will differ at specific industries and occupational categories.



## Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these creative industry-related occupations are going to have shortages:

- ❖ Computer programmers and interactive media developers
- ❖ Information systems analysts and consultants

### Why is this a Priority?

The top occupations by projected growth are also projected to experience labour shortages nationwide. These occupations are also important for other key sectors including information and communications technology and digital media, and the finance, insurance, and real estate sector. Therefore, the competition for this critical talent will take place both externally and internally. Hamilton should promote training in these occupations and advertise the city as a desirable place to live. Workers in these occupations tend to earn well (on average \$39/hour) and will increase the local spending for goods and services, thus growing the local economy.

In the short term, Hamilton's should work together with Mohawk College and McMaster University to increase the number of individuals accessing critical tech occupations. At the same time, an increased support for service occupations within creative industries should be promoted. Using first job programs and career planning Hamilton and its workforce partners can increase young people and vulnerable populations to start in the service and gradually acquire skills that facilitate the movement to higher skilled occupations. Micro credentials and upskilling are also important to support the transition of people from occupations projected to decline into in-demand occupations (e.g., retail and wholesale trade managers).

### Opportunity Areas in the Creative Industries

Creative industry businesses engaged through the sector specific workshop highlighted the need to improve the expectations related to job behaviour in the workplace (soft skills), as well as developing relevant training and skill upgrading. Creative businesses would like to see Hamilton's Economic Development play a leadership role in managing the relationship between training providers and the business community. Additional actionable areas to support workforce development for sector include:

- ❖ Engage with professionals and businesses in the field to improve connection with ecosystem
- ❖ Engage with youth to increase awareness of opportunities in the sector and potential talent pipeline
- ❖ Investing in creative industries supports placemaking and city culture which supports talent retention
- ❖ Increase external awareness of the benefits of filming/recording in Hamilton in comparison to the City Toronto
- ❖ Explore a creative careers information session with the support of local companies to showcase and increase the profile of local creative companies (e.g., music industry)

### Goods Movement

Located at the centre of the busiest economic hub in the country, Hamilton's strategic location and infrastructure supports all forms of transportation making it truly multi-modal – home to John C. Munro Hamilton International Airport, the Hamilton Oshawa Port Authority, CP & CN Rail lines, and intermodal facilities with connectivity to major highway systems. World-class companies in the city include Cargojet, Canadian Pacific Rails, Fluke Transportation, Amazon, DHL Express and Penske, among others.

### Current and Future State of the Sector

Hamilton's goods movement industry sector employs 8,549 people, the largest goods movement subsectors by employment in Hamilton include postal service; general trucking; and couriers. Employment in the sector is projected to grow 2% in the next five years, reaching 8,744 jobs by 2028.

Figure 33: Industry snapshot of current and forecasted employment, goods movement, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

Of the 8,549 people, the majority perform the following occupations:

- ❖ Transport truck drivers (29% of sector jobs)
- ❖ Letter carriers (7% of sector jobs)
- ❖ Material handlers (7% of sector jobs)
- ❖ Delivery and courier service drivers (5% of sector jobs)

Figure 34: Top 10 staffing patterns and snapshot of employment demand, goods movement, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipate d Demand	TEER
7511	Transport truck drivers	2,517	29%	31	3
1512	Letter carriers	617	7%	-43	4
7452	Material handlers	558	7%	47	5
7514	Delivery and courier service drivers	431	5%	10	5
1511	Mail, postal and related workers	365	4%	-2	4
7305	Supervisors, motor transport and other ground transit operators	326	4%	-7	2
1513	Couriers, messengers and door-to-door distributors	247	3%	-28	4
1215	Supervisors, supply chain, tracking and scheduling co-ordination	187	2%	8	2
1525	Dispatchers	164	2%	13	4
6411	Sales and account representatives - wholesale trade (non-technical)	157	2%	13	4

Source: Lightcast, 2023 Datarun 2022.3

### Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data<sup>48</sup>, occupations projected for most growth include:

- ❖ Material handlers (+58 jobs)
- ❖ Transport truck drivers (+48 jobs)

These occupations are TEER level 3 (occupations that usually require a college diploma, apprenticeship training of less than 2 years, or more than 6 months of on-the-job training degree), and TEER level 5 (occupations that usually need short-term work demonstration and no formal education).

The job projections for this sector in Hamilton do not reflect the recent developments taking place. The city has seen significant investments from major companies such as UPS, Amazon, and DHL Express, which are likely to have a substantial impact on the job market. Therefore, it will be necessary to periodically revise the data to accurately assess the effects of these new investments on the city's employment landscape.

<sup>48</sup> Lightcast, Data run 2022.3

## The Occupations and Skills that Hamilton CMA’s Employers are Seeking

During 2022, the number of job postings in the goods movement sector reached 1,057 postings. Most of these in jobs postings were for:

- ❖ Material handlers (30% of all job postings)
- ❖ Delivery service drivers and door-to-door distributors (3% of all job postings)
- ❖ Other customer and information services representative (2% of all job postings)
- ❖ Transport truck drivers (2% of all job postings)

Overall, 35% of the job postings in this sector were for occupations that fall under TEER level 5 (occupations that usually need short-term work demonstration and no formal education), followed by TEER level 4 (Occupations that usually require a high school diploma, or several weeks of on-the-job training). The key occupational skills for the sector include customer service, handling heavy loads, key performance indicators, good manufacturing practice, inventory management<sup>49</sup>. As truck drivers are the largest occupation in the sector, a driver’s license is a critical certification for this sector.

## Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these creative industry-related occupations are going to have shortages:

- ❖ Transport truck drivers

## Why is this a Priority?

The shortage of goods movement related occupations is a nation-wide issue. In fact, the Canadian Trucking Alliance (CTA) has warned that the shortage of professional drivers represents one of the biggest threats to Canada’s economic recovery<sup>50</sup>. The vacancy rate in this occupation is also higher in truck transportation compared to that in the general economy (8% compared to 5%)<sup>51</sup>. According to the Canadian Manufacturers and Exporters, eight out of ten manufacturers are currently facing supply chain challenges, increasing the cost of production, and delaying fulfilling customer orders. Constriction in the goods movement sector will only increase the supply chain issues across other industry sectors<sup>52</sup>.

Training requirements vary from province to province but, overall, student loans cover less than 50% of the cost of tuition for these programs. This gap can be a barrier for many considering entering the sector<sup>53</sup>. Long-term training funding support for trucking in the form of student grants to cover entry-level training costs would be one way would be one way to support training in the sector to support the sector and help mitigate the labour shortages.

<sup>49</sup> Occupational skills represent the most sought-after skill for all occupations in demand within the goods movement sector. Occupational skills will differ at specific industries and occupational categories.

<sup>50</sup> Truck News – Driver Shortage Threatening Canada’s Economic Recovery, October 2022

<sup>51</sup> Canadian Trucking Alliance, April 2022

<sup>52</sup> Canadian Manufacturers and Exporters – Manufacturing Survey – March 2022

<sup>53</sup> Huddle Today – Fight Inflation by Training More Truckers – September 2022

### Opportunity Areas in Goods Movement

Goods movement businesses engaged through the sector specific workshop highlighted the need to create partnerships between industry and education institutions, micro-credentials to support training in the sector, and funding or subsidies for businesses to provide upskilling and reskilling of workers. Additional actionable areas to support workforce development for sector include:

- ❖ Provide economic support for independent truckers to finance their rigs
- ❖ Study a wage subsidy program to support the onboarding/training of new entrants into the industry
- ❖ Advocate for a streamlined process for the temporary Foreign Worker Program (TFWP), a recognized trusted employer program finalized, and a seamless path to permanent residency created for the goods movement sector
- ❖ Transition workers affected by job losses in declining occupations in the sector (e.g., letter carriers; mail, postal and related workers; supervisors, motor transport and other ground transit operators; and couriers, messengers, and door-to-door distributors) into in-demand occupations

### Finance, Insurance and Real Estate (FIRE)

The sector which includes banks, credit union, insurance firms and the real estate industries influence all other industries as it plays a key role in business growth, credits, asset acquisition, location, and debt deflation<sup>54</sup>. The FIRE sector is thriving in Hamilton, areas such as Fintech and blockchain have grown in Hamilton since 2007<sup>55</sup>.

### Current and Future State of the Sector

Hamilton’s FIRE sector employs 18,476 people, the most prominent subsectors in this area in Hamilton include depository credit intermediation; insurance carriers; and lessors of real estate. Employment in the sector is projected to grow 7% in the next five years, reaching 19,696 jobs by 2028.

Figure 35: Industry snapshot of current and forecasted employment FIRE sector, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

Of the 18,476 people, the majority perform the following occupations:

- ❖ Other financial officers (7% of sector jobs)
- ❖ Insurance agents and brokers (7% of sector jobs)
- ❖ Customer services representatives - financial institutions (5% of sector jobs)

<sup>54</sup> City of Hamilton, FIRE Sector Feasibility Study, 2018

<sup>55</sup> Invest in Hamilton

Figure 36: Top 10 staffing patterns and snapshot of employment demand, FIRE, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipated Demand	TEER
1114	Other financial officers	1,320	7%	25	1
6231	Insurance agents and brokers	1,240	7%	61	3
6551	Customer services representatives - financial institutions	947	5%	-18	4
4112	Lawyers	843	5%	17	1
2171	Information systems analysts and consultants	813	4%	64	1
2174	Computer programmers and interactive media developers	730	4%	60	1
1312	Insurance adjusters and claims examiners	711	4%	47	2
1111	Financial auditors and accountants	692	4%	0	1
6235	Financial sales representatives	672	4%	52	3
0122	Banking, credit and other investment managers	652	4%	31	0

Source: Lightcast, 2023 Datarun 2022.3

### Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data<sup>56</sup>, occupations projected for most growth include:

- ❖ Information systems analysts and consultants (+64 jobs)
- ❖ Insurance agents and brokers (+61 jobs)
- ❖ Computer programmers and interactive media developers (+60 jobs)
- ❖ Financial sales representatives (+52 jobs)

Most of this occupational demand will happen in occupations under TEER level 1 (occupations that usually require a university degree), and TEER level 3 (occupations that usually require a college diploma, apprenticeship training of less than 2 years, or more than 6 months of on-the-job training).

### The Occupations and Skills that Hamilton CMA’s Employers are Seeking

During 2022, the number of job postings in the FIRE sector reached 1,586 postings. Most of these in jobs postings were for:

- ❖ Financial sales representatives (17% of sector job postings)
- ❖ Financial advisors (7% of sector job postings)
- ❖ Banking, credit, and other investment managers (4% of sector job postings)

Overall, 22% of the job postings in sector were for occupations that fall under TEER level 3 (occupations that usually require a college diploma, apprenticeship training of less than 2 years, or more than 6 months of on-the-job training), followed by TEER level 1 (occupations that usually require a university degree). The key occupational skills for the FIRE sector include customer service, sales, risk management, underwriting, and analytical skills<sup>57</sup>.

<sup>56</sup> Lightcast, Data run 2022.3

<sup>57</sup> Occupational skills represent the most sought-after skill for all occupations in demand within the FIRE sector. Occupational skills will differ at specific industries and occupational categories.

## Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these sector-related occupations are going to have shortages:

- ❖ Information systems analysts and consultants
- ❖ Computer programmers and interactive media developers

## Why is this a Priority?

Hamilton is located next to Canada’s largest hub of financial services, the GTA. This means that Hamilton is competing directly with Toronto to attract and retain talent for this sector. The increased pressure to compete externally with other communities seeking the same type of talent, in addition to the internal competition among industry sectors and businesses to meet their labour needs will create a more competitive market, where smaller businesses may not be able to keep up with largest employers in terms of wages and benefits.

## Opportunity Areas in the FIRE Sector

FIRE businesses engaged through the sector specific workshop highlighted the need to better align post-secondary, local opportunities, and long-term careers in Hamilton. In addition to increase the opportunities for experiential learning and skill upgrading for the sector’s employees. Actionable areas to support workforce development for the FIRE sector include:

- ❖ Engage with professionals and businesses in the field to improve connection with ecosystem
- ❖ Engage with youth to increase awareness and potential talent pipeline of sector
- ❖ Invest in people by making sure people have access to programs that are contemporary and future looking
- ❖ Promote the city’s cost of living and quality-of-place among professionals in the finance sector in key target markets (e.g., Toronto), to attract talent to the city

## Information, Communications and Technology (ICT), and Digital Media

The growth rate of the local tech sector between 2012 and 2017 in Hamilton reached 65%, making Hamilton the fastest mid-sized Canadian city for technology. Furthermore, Hamilton was ranked second by the CBRE for tech opportunities in Canada<sup>58</sup>. Important ICT and digital media companies in Hamilton include Fluidmedia, NAS Netaccess, LinkSmart, Parallel, and Pipeline Studios, among others.

## Current and Future State of the Sector

Hamilton’s ICT and digital media sector employs 7,082 people. The most prominent subsectors in this area in Hamilton include computer system design and related services; other information services; and motion picture and video industries. Employment in the sector is projected to grow 4% in the next five years, reaching 7,352 jobs by 2028.

Figure 37: Industry snapshot of current and forecasted employment, ICT and digital media, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

<sup>58</sup> Invest in Hamilton



Of the 7,082 people, the majority perform the following occupations:

- ❖ Computer programmers and interactive media developers (10% of sector jobs)
- ❖ Information systems analysts and consultants (10% of sector jobs)
- ❖ User support technicians (5% of sector jobs)
- ❖ Graphic designers and illustrators (5% of sector jobs)

Figure 38: Top 10 staffing patterns and snapshot of employment demand, ICT and digital media, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipated Demand	TEER
2174	Computer programmers and interactive media developers	741	10%	55	1
2171	Information systems analysts and consultants	699	10%	43	1
2282	User support technicians	379	5%	41	2
5241	Graphic designers and illustrators	342	5%	0	2
6221	Technical sales specialists - wholesale trade	336	5%	26	2
2173	Software engineers and designers	300	4%	60	1
5131	Producers, directors, choreographers and related occupations	283	4%	-6	1
0213	Computer and information systems managers	274	4%	34	0
2175	Web designers and developers	271	4%	30	1
1451	Library assistants and clerks	265	4%	-9	4

Source: Lightcast, 2023 Datarun 2022.3

### Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data<sup>59</sup>, occupations projected for most growth include:

- ❖ Software engineers and designers (+60 jobs)
- ❖ Computer programmers and interactive media developers (+55 jobs)
- ❖ Information systems analysts and consultants (+43 jobs)

Most of this occupational demand will happen in occupations under TEER level 1 (occupations that usually require a university degree), and TEER level 2 (occupations that usually require a college diploma, apprenticeship training of 2 or more years, or supervisory occupations).

### The Occupations and Skills that Hamilton CMA’s Employers are Seeking

During 2022, the number of job postings in the ICT and digital media sector reached 359 postings. Most of these in jobs postings were for:

- ❖ Retail salespersons and visual merchandisers (33% of sector job postings)
- ❖ Retail and wholesale trade managers (10% of sector job postings)
- ❖ Sales and account representatives - wholesale trade (non-technical) (10% of sector job postings)

Overall, 30% of the job postings in sector were for occupations that fall under TEER level 4 (occupations that usually require a high school diploma, or several weeks of on-the-job training), followed by TEER level 0

<sup>59</sup> Lightcast, Data run 2022.3

(management occupations). The key occupational skills for the ICT and digital media sector include customer service, sales, occupational health and safety, project management, and analytical Skills<sup>60</sup>.

### Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these sector-related occupations are going to have shortages:

- ❖ Computer programmers and interactive media developers
- ❖ Information systems analysts and consultants
- ❖ Software engineers and designers
- ❖ Computer and information systems managers

### Why is this a Priority?

As stated in the FIRE and creative industries sections, the increasing demand for tech-related occupations within these sectors in Hamilton, in addition to the competition with largest markets and employers in cities such as Toronto, will increase the need to increase the number of individuals enrolling and completing tech-related programs that are able to fill positions in Hamilton. It is important to also address the demand for service-related occupations within this sector, as these types of jobs are leading in number of jobs posting for the sector and tend to have a higher turnover rate compared to higher-skilled positions.

### Opportunity Areas in ICT and Digital Media

ICT and digital media businesses engaged through the sector specific workshop highlighted the need to ensure people have access to programs that are contemporary and future looking. Also, promoting Hamilton as a holistic place to live and work. Actionable areas to support workforce development for the sector include:

- ❖ Engage with professionals and businesses in the field to improve connection with ecosystem
- ❖ Engage with youth to increase awareness and potential talent pipeline of sector
- ❖ Invest in people by making sure people have access to programs that are contemporary and future looking
- ❖ Promote a first job program with upskilling and training opportunities to create career paths within the sector (from service occupations to tech occupations)

### Life Sciences

Hamilton is home to Canada's second-largest hospital network, in addition to top tier research post-secondary institutions. These elements create a perfect ecosystem for the life sciences sector to grow. Important companies are already located in Hamilton, these include Medtel Software, Stryker, Synapse, Triumvire, and Innovation Factory, among others.

### Current and Future State of the Sector

Hamilton's life sciences sector employs 22,002 people, the largest life sciences subsectors in Hamilton by employment include health and personal care stores; offices of physicians; office of dentists; and home health care services. Employment in the sector is projected to grow 7% in the next five years, reaching 23,639 jobs by 2028.

<sup>60</sup> Occupational skills represent the most sought-after skill for all occupations in demand within the ICT and digital media sector. Occupational skills will differ at specific industries and occupational categories.

Figure 39: Industry snapshot of current and forecasted employment, life sciences, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

Of the 22,002 people, the majority perform the following occupations:

- ❖ Receptionists (4% of life science jobs)
- ❖ Registered nurses and registered psychiatric nurses (4% of life science jobs)
- ❖ Specialist physicians (4% of life science jobs)

Figure 40: Top 10 staffing patterns and snapshot of employment demand, life sciences, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipated Demand	TEER
1414	Receptionists	962	4%	-20	4
3012	Registered nurses and registered psychiatric nurses	885	4%	97	1
3111	Specialist physicians	824	4%	64	1
3112	General practitioners and family physicians	787	4%	1	1
3219	Other medical technologists and technicians (except dental health)	754	3%	66	2
3222	Dental hygienists and dental therapists	628	3%	49	2
1243	Medical administrative assistants	575	3%	37	3
3413	Nurse aides, orderlies and patient service associates	538	2%	93	3
6211	Retail sales supervisors	531	2%	32	2
3411	Dental assistants	517	2%	45	3

Source: Lightcast, 2023 Datarun 2022.3

### Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data<sup>61</sup>, occupations projected for most growth include:

- ❖ Registered nurses and registered psychiatric nurses (+97 jobs)
- ❖ Nurse aides, orderlies, and patient service associates (+93 jobs)
- ❖ Other medical technologists and technicians (except dental health) (+66 jobs)
- ❖ Specialist physicians (+64 jobs)

These occupations are in most part TEER level 1 (occupations that usually require a university degree), level 2 (occupations that usually require a college diploma, apprenticeship training of 2 or more years, or supervisory occupations), and level 3 (occupations that usually require a college diploma, apprenticeship training of less than 2 years, or more than 6 months of on-the-job training).

<sup>61</sup> Lightcast, Data run 2022.3

## The Occupations and Skills that Hamilton CMA’s Employers are Seeking

During 2022, the number of job postings in the manufacturing sector reached 2,076 postings. Most of these in jobs postings were for:

- ❖ Home support workers, caregivers, and related occupations (13% of sector job postings)
- ❖ Registered nurses and registered psychiatric nurses (7% of sector job postings)
- ❖ Licensed practical nurses (6% of sector job postings)
- ❖ Retail and wholesale trade managers (6% of sector job postings)

Overall, 23% of the job postings in manufacturing were for occupations that fall under TEER level 4 (high school diploma, or several weeks of on-the-job training), followed by TEER level 1 (occupations that usually require a university degree). The key occupational skills for the life science sector include customer service, occupational health and safety, patient care, inventory management, handling heavy loads<sup>62</sup>. Relevant certifications for the sector include CPR certification, first aid certification, personal support workers certification, and registered nurse certification.

## Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these manufacturing-related occupations are going to have shortages:

- ❖ Registered nurses and registered psychiatric nurses
- ❖ Specialist physicians
- ❖ General practitioners and family physicians
- ❖ Nurse aides, orderlies, and patient service associates

## Why is this a Priority?

The Covid-19 pandemic created challenges for Canada’s life sciences sector, specifically in the health care area. According to the Canadian Institute for Health Information, between 2020 and 2021, there were declines in the number of registered nurses (RNs) and licensed practical nurses (LPNs) employed in direct care in long-term care and community health agencies, respectively<sup>63</sup>. Furthermore, according to 2020 data, a third of registered nurses who provide direct care are 50 or older and nearing retirement<sup>64</sup>. The pandemic revealed how central the health care sector is for society. A sector system can help build more resilient and attractive communities.

The Canadian life sciences sector is also important contributor to Canada's innovation economy, engaging in creating the medical innovations that will improve health-care delivery and patient care in Canada and abroad<sup>65</sup>.

<sup>62</sup> Occupational skills represent the most sought-after skill for all occupations in demand within the life science sector. Occupational skills will differ at specific industries and occupational categories.

<sup>63</sup> Canadian Institute for Health Information - Overview: Impacts of COVID-19 on health care providers – November 2022

<sup>64</sup> Registered Nurses' Association of Ontario, 2021

<sup>65</sup> Innovation, Science and Economic Development Canada – Life Science Sector in Canada

### Opportunity Areas in Life Sciences

Life sciences businesses engaged through the sector specific workshop highlighted the need to improve the understanding of the skills mismatch and data sharing with all stakeholders. Stakeholders also stated that bridging programs between post-secondary institutions and employers are necessary to improve readiness of the talent pipeline. Actionable areas to support workforce development for the life sciences sector include addressing the skills mismatch and ensure clarity around the employer skill need across all skill levels

- ❖ Develop cohesive, collective tactical solutions to address the skills need
- ❖ Develop on-the-job training and bridging programs to support experiential learning
- ❖ Document existing efforts to learn and develop better training programming

### Tourism and Retail (Main Street Businesses)

Hamilton Economic Development estimated that Hamilton attracts about 5.9 million visitors who spend about \$576 million. In 2022, approximately 59 meetings, conventions and sporting events were hosted in Hamilton<sup>66</sup>. The retail sector and main street businesses are also an important part of Hamilton’s economy. These businesses play a crucial role in the everyday life of people. Retailers enable consumers to access a wide variety of products and services and support the city’s economy and create additional workplaces<sup>67</sup>.

### Current and Future State of the Sector

Hamilton’s tourism sector employs 24,247 people, and the retail sector employed another 28,608 people, for 52,855 jobs. The largest businesses subsectors in Hamilton by employment include full-service restaurants and limited service eating places; grocery stores; health and personal care stores; and other general merchandise stores. Employment in the sector is projected to grow 2% in the next five years, reaching over 53,800 jobs by 2028.

Figure 41: Industry snapshot of current and forecasted employment, tourism, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

Of the 52,855 people, the majority perform the following occupations:

- ❖ Retail salespersons (12% of sector jobs)
- ❖ Cashiers (9% of sector jobs)
- ❖ Food counter attendants, kitchen helpers and related support occupations (9% of sector jobs)
- ❖ Retail sales supervisors (6% of sector jobs)

<sup>66</sup> Invest in Hamilton

<sup>67</sup> SendPulse – Importance of the Retail Industry

Figure 42: Top 10 staffing patterns and snapshot of employment demand, tourism, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipated Demand	TEER
6711	Food counter attendants, kitchen helpers and related support occupations	4,450	18%	268	5
6513	Food and beverage servers	2,035	8%	193	5
6322	Cooks	1,881	8%	-9	3
6611	Cashiers	1,452	6%	81	5
0631	Restaurant and food service managers	1,357	6%	-51	0
6511	Maîtres d'hôtel and hosts/hostesses	965	4%	53	4
7512	Bus drivers, subway operators and other transit operators	932	4%	-14	3
6311	Food service supervisors	756	3%	43	2
7513	Taxi and limousine drivers and chauffeurs	691	3%	-54	5
5254	Program leaders and instructors in recreation, sport and fitness	625	3%	29	4

Source: Lightcast, 2023 Datarun 2022.3

### Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data<sup>68</sup>, occupations projected for most growth include:

- ❖ Food counter attendants, kitchen helpers and related support occupations (+273 jobs)
- ❖ Retail sales supervisors (+211 jobs)
- ❖ Food and beverage servers (+193 jobs)
- ❖ Cashiers (+173 jobs)

These occupations are mostly TEER level 5 (occupations that usually need short-term work demonstration and no formal education).

### The Occupations and Skills that Hamilton CMA's Employers are Seeking

During 2022, the number of job postings in the tourism and retail sector reached 7,158 postings. Most of these in jobs postings were for:

- ❖ Retail salespersons and visual merchandisers (15% of sector job postings)
- ❖ Retail and wholesale trade managers (10% of sector job postings)
- ❖ Other customer and information services representatives (10% of sector job postings)
- ❖ Store shelf stockers, clerks, and order fillers (7% of sector job postings)

Overall, 30% of the job postings in manufacturing were for occupations that fall under TEER level 4 (high school diploma, or several weeks of on-the-job training), followed by TEER level 5 (occupations that usually need short-term work demonstration and no formal education). The key occupational skills for these sectors include customer service, occupational health and safety, sales, handling heavy load, and inventory management<sup>69</sup>.

### Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), none of the occupations related to tourism and retail trade (most of which are sales and service occupations) will not experience shortages nationwide. This does

<sup>68</sup> Lightcast, Data run 2022.3

<sup>69</sup> Occupational skills represent the most sought-after skill for all occupations in demand within the tourism sector. Occupational skills will differ at specific industries and occupational categories.



not mean that local economies are not going to experience labour constrictions in these occupations, as these lower-skilled areas tend to be more impacted by affordability, access to transportation, housing, and other barriers to employment. In fact, two out of three accommodation businesses see labour issues as a significant impediment, and operations are scaled back, or doors must be opened with insufficient staff<sup>70</sup>.

This trend is also affecting the retail sector. Retail is facing significant talent shortages as the skillsets required to keep pace with modern technologies continue to grow. In 2022, there were two open jobs for every unemployed person, forcing companies to find new means to access talent. Changing employee expectations around flexible work arrangements are also adding complexity to recruitment efforts<sup>71</sup>.

### **Why is this a Priority?**

The Hotel Association of Canada estimates that if the labour shortage is not addressed, the accommodation industry could experience a labour shortfall of 10,000 by 2035<sup>72</sup>. Problems within the sector were worsened by the COVID-19 pandemic, with important employment declines between 2019 and 2020 (-8,958 jobs), and current projected growth to 2028 will not be enough to reach pre-pandemic employment levels (sector employment in 2018 was 57,063 and is estimated to reach 53,800 by 2028).

### **Opportunity Areas in Tourism and Retail**

Tourism and retail businesses engaged through the sector specific workshop highlighted the need to improve soft skills of current talent pool, and programs to increase accessibility/visibility of government-funded programs for the food services industry. Actionable areas to support workforce development for the sector include:

- ❖ Create programming of baseline customer services expectations and simplify training
- ❖ Remove Human Resource barriers for small businesses to provide a competitive advantage in several areas including delay in receiving benefits
- ❖ Provide more resources to interact with business support organizations.
- ❖ Develop programs that meet the needs of small businesses or hospitality industries
- ❖ Create programs to support HR activities for small businesses
- ❖ Support benefit programs for small businesses

<sup>70</sup> Hotel Association of Canada, Labour Shortages

<sup>71</sup> Retail Insider – Talent Shortages and Upskilling Affecting Retail in Canada

<sup>72</sup> Retail Insider – Talent Shortages and Upskilling Affecting Retail in Canada

# Workforce Ecosystem Mapping

Simply defined, a Workforce Ecosystem refers to the structure and interaction of partners and programs that influence skills development, talent attraction, retention, and readiness. Workforce development is an ongoing process within any community. However, some communities are more developed and proactive when monitoring and improving the ecosystem's overall health.

This analysis was informed by qualitative online research and is not designed to identify the complexity of working relationships between partners, but rather, give a sense of scope of each distinct component of a Workforce Ecosystem. Overall, the review aims to identify the existing workforce development organizations, the ecosystem's strengths that can be leveraged and gaps that need to be addressed to ensure continued workforce success. A strong understanding of the regional Workforce Ecosystem is important as it informs strategic priorities and the desired working relationship to enhance and support the local talent pool. While federal programs, grants, and other provincial organizations impact on the Workforce Ecosystem, the scope of this analysis was to review the local Workforce Ecosystem in Hamilton.

## A Preliminary List of Hamilton's Workforce Ecosystem

As part of the desktop research completed in July 2023, a preliminary list of organizations that provide support for Hamilton's Workforce Ecosystem was identified. These organizations all fit under the identified categories and align with updated language used in the final report.

Education and training providers have a significant role in workforce development as they train individuals with specific skills that meet the need of employers in communities. It is important for these educators/training providers to have strong relationships with local industry so that the skills in the labour pool match the skills in demand. Hamilton benefits by its geographical positioning near the Greater Toronto Area and the many universities and colleges in the region. Locally Hamilton is home to two universities, three colleges, the Hamilton-Wentworth District School Board and Hamilton – Wentworth Catholic School.

Support organization encompasses the groups of organizations who provide a broad range of support to talent in the ecosystem. Subcategories of support organizations include employment services, immigration support, youth support, and government support. Each of these types of organizations plays a unique role in the ecosystem. Employment services and government support are broader and typically contribute to the full Workforce Ecosystem, while immigration and youth support organizations provide specific services for unique groups of individuals.

Employer organizations refers to organizations who provide direct support for employers to meet their workforce needs. Target industry sectors include advanced manufacturing, agri-business and food processing, creative industries, finance, insurance, and real estate, ICT & digital media, life sciences and tourism. Major employers of note for Hamilton include ArcelorMittal Dofasco and Hamilton Health Sciences. The project team has looked to understand this through engagement in subsequent phases.

The table below captures the organizations that were identified for the Hamilton Workforce Ecosystem. This list was tested through stakeholder engagement to ensure that relevant organizations were captured.

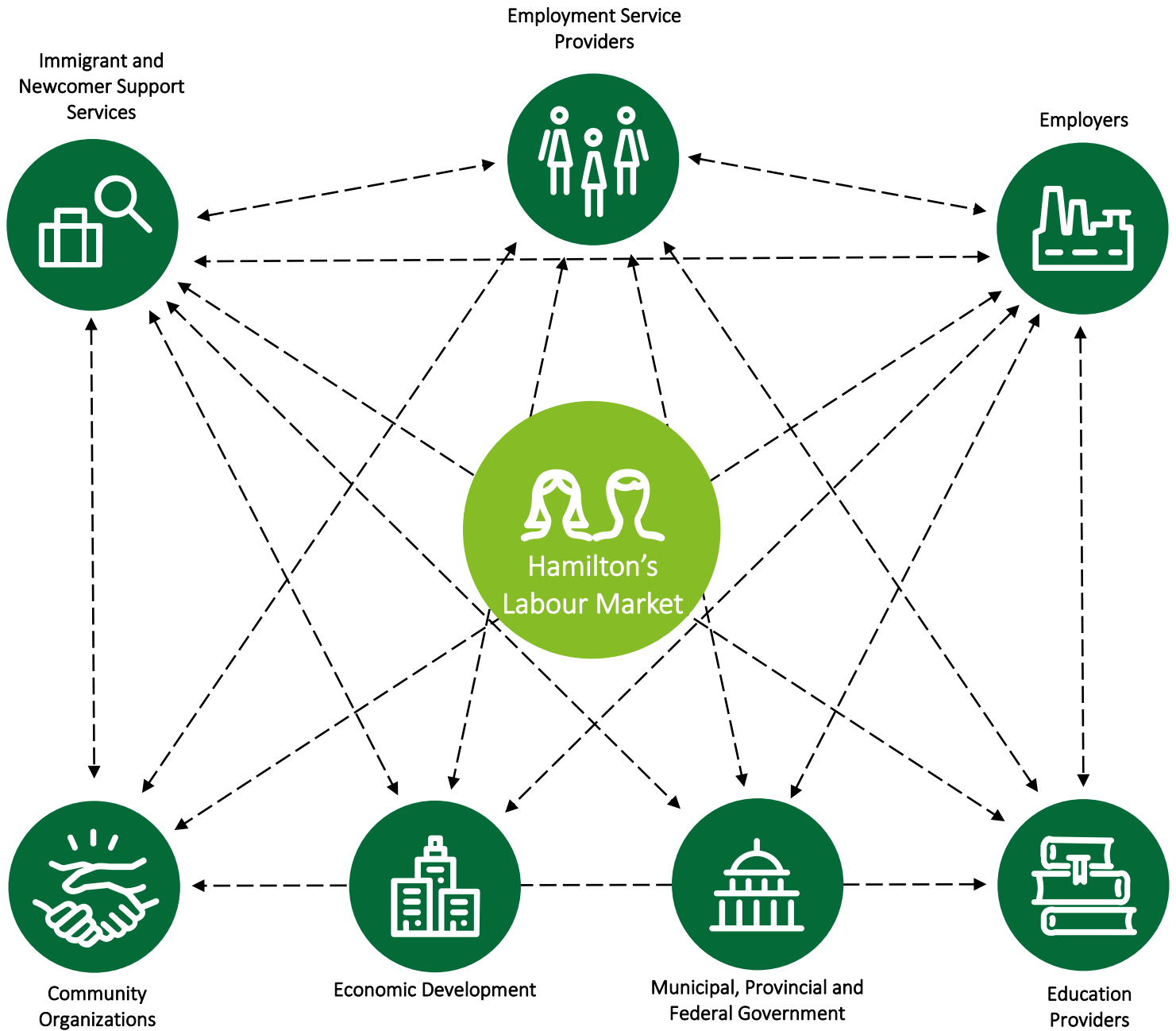
Organization Name	Support Provided
<b>Adult Basic Education Association</b>	The Adult Basic Education Association helps people, programs and businesses with educational pathway planning and works with employers to offer workplace education services.
<b>Agilec</b>	Agilec works with job seekers and provides services, tools, and resources to find sustainable job opportunities. Through its job board and online resource centre, Agilec works with employers to help connect the groups to build a strong workforce.
<b>City of Hamilton</b>	Through the Skills Development Flagship Committee of the City of Hamilton, the City of Hamilton enhances existing services by establishing new employment programs for youth at risk in Hamilton.
<b>Collège Boréal</b>	Serves the francophone community within Hamilton and goal is to train a highly skilled bilingual workforce.
<b>Columbia International College</b>	One of Canada’s top private boarding and university preparatory schools. The college provides a Sure-To-University program in partnership with universities to help students gain admissions.
<b>Consider Canada City Alliance</b>	The Consider Canada City Alliance (CCCA) unites 14 of Canada’s largest municipal regions to build a sustainable and globally competitive national economy built upon the collective strength of each member's ecosystem.
<b>Employment Hamilton</b>	Offers both employee and employer employment services. Includes Job board, workshops, certificates and training, resources, and hiring incentives.
<b>FedCap</b>	The Fedcap Group works alongside other local organizations and community partners to provide tailored support for unemployed people, including those with disabilities, on their journey towards sustainable employment.
<b>Flamborough Chamber of Commerce</b>	The Flamborough Chamber of Commerce serves the business community of the Greater Flamborough Area and currently boasts an active and diverse membership of large corporate and family-owned businesses, as well as many individuals.
<b>Goodwill Amity</b>	Goodwill Amity provides services for both job seekers and employers to help individuals gain and maintain employment and helps employers navigate through the hiring process.
<b>Hamilton – Wentworth Catholic School Board</b>	Hamilton’s catholic school board. It currently operates 49 elementary schools and 7 secondary schools, along with one continuing education school
<b>Hamilton Chamber of Commerce</b>	The Hamilton Chamber of Commerce has partnered with Mohawk College to create a reference guide and workforce development strategy employers can access to inform their own HR planning and hiring practices.

Organization Name	Support Provided
<b>Hamilton Economic Development Office</b>	Hamilton's Economic Development Office serves as the City of Hamilton's primary resource for investment inquiries, financial incentives, investment attraction, and services to support the growth and success of local businesses. The Office offers sector specialists to support key industry growth, increase foreign direct investment and trade, and encourage the creation of satellite offices through a Soft-Landing Program. The department also houses the Hamilton Business Center, which provides direct support to entrepreneurs and small businesses operating in Hamilton.
<b>Hamilton Immigration Partnership Council</b>	The Hamilton Immigration Partnership Council (HIPC) is unique among Ontario's Local Immigration Partnerships as the only LIP (Local Immigration Partnership) that is integrated within a municipal economic development office. This placement enables an extensive level of collaboration and cooperation between HIPC, the immigrant-serving organizations that contribute to HIPC's activities.
<b>Hamilton Regional Indian Centre</b>	The Hamilton Regional Indian Centre provides a youth and employment program to help marginalized and at-risk youth (12-25) and families better navigate and connect with services and pro social opportunities in their communities to improve youth outcomes.
<b>HamOntYouth</b>	The City of Hamilton's Youth Steering Committee is designed to be easily accessible to youth who live, work, or play in Hamilton. The Youth Steering Committee allows City staff and youth to collaborate on helping make evidence-based recommendations on youth initiatives, identify projects that would make Hamilton a more youth friendly city, and other youth-based initiatives.
<b>Immigrants Working Centre</b>	Immigrants Working Centre works with newcomers to Canada, recognizing them as essential partners in the growth and prosperity of our city and country. Their team has worked closely with newcomers to engage and support their full social, civic, and economic participation in Canada.
<b>Industry Education Council of Hamilton</b>	Acting as the catalyst between education, industry and the broader community, the Industry Education Council of Hamilton offers programs and industry-lead initiatives to accommodate career exploration and partnership needs.
<b>Innovation Factory</b>	Innovation Factory is a business accelerator, dedicated to helping Ontario-based businesses launch, scale, and succeed. They offer the Start-Up Visa Program to offer Canadian Permanent Residence to immigrant entrepreneurs with the skills and potential to build a business in Canada.
<b>Innovation Factory</b>	The Innovation Factory is a business accelerator, dedicated to helping Ontario-based businesses launch, scale, and succeed. They offer the Start-Up Visa Program to offer Canadian Permanent Residence to immigrant entrepreneurs with the skills and potential to build a business in Canada.
<b>Invest in Canada</b>	Canada's global investment attraction and promotion agency. Facilitating global investment that spurs job growth and makes Canada stronger, Invest in Canada is the foreign investor's primary point of contact.
<b>Laborers' International Union of North America (LiUNA)</b>	LiUNA Local 837 represents 4,000 workers in the Hamilton-Niagara Region. Included are 750 members in the Industrial Sector (cleaners, caretakers, factory workers, food processors and security Employees).

Organization Name	Support Provided
<b>McMaster University</b>	A top-five Canadian university.[1] McMaster University provides undergraduate and graduate degrees for many study areas including business, engineering, health sciences, humanities, science, and social sciences.
<b>Ministry of Economic Development, Job Creation and Trade</b>	Support job creation, innovation, and economic growth for all Ontarians. The ministry delivers a range of programs, services, and tools to help businesses innovate and compete in today's fast-changing global economy
<b>Mohawk College</b>	Provides co-operative education and skilled trades and apprenticeship training
<b>NPAAMB Indigenous Youth Employment &amp; Training</b>	NPAAMB provides skills development and training opportunities for urban Aboriginal youth ages 15-30 in Southern Ontario.
<b>OTEC</b>	OTEC connects and aligns key players across industries and sectors, including businesses, educational institutions, associations, research and technology partners, local employment and training providers, and all levels of government to work in collaboration to create solutions to address current and future tourism workforce challenges.
<b>PATH Employment Services</b>	PATH Employment Services helps individuals with any type of disability make the transition to new jobs and stay in them. PATH offers Government of Ontario funded Employment Services, including Job Placement and one to one Employment Counseling, Employment and Life Skills Workshops, Accessibility Training and Human Resources Services.
<b>Redeemer University</b>	A Christian liberal arts university who provides bachelor's degrees for study areas including kinesiology, arts, business administration, education, and science.
<b>Skills Ontario</b>	A provincial organization whose mission is to champion and stimulate the development of world-class technological and employability skills in Ontario youth.
<b>Stoney Creek Chamber of Commerce</b>	Offers the Magnet Hiring Tool to its members. Magnet's recruitment model serves all Canadians, promotes diversity, and supports bias-free recruitment strategies. Its goal is to address unemployment and under-employment specifically as it relates to youth, new immigrants, Indigenous people, persons with disabilities and other individuals facing barriers to employment.
<b>VPI Working Solutions</b>	VPI Working Solutions provides employment programs, assessments and supportive vocational services that help residents of Ontario improve job readiness, explore training, and get back to work.
<b>Workforce Planning Hamilton</b>	Workforce Planning Hamilton (WPH) is a local community planning organization that builds solutions to labour market issues by engaging stakeholders and working with partners. WPH provides services such as the Employer One Survey, Apprenticeship Toolkit, and Labour Market Snapshots.
<b>YWCA and YMCA Hamilton</b>	YWCA offers Skills Development and Training Programs including the Uplift, Pre-Apprenticeship, Strategic Training and Employment Program (STEP), Advancing Women in Skilled Trades and Equitable Pathway for Young Women. YMCA offers a Skills for Steel program which is designed to create a pipeline of labour for businesses who work within the steel industry

### Hamilton's Workforce Ecosystem

Strategically integrated collaboration is at the core of both Hamilton's Workforce Ecosystem and this strategy. No single element of this ecosystem can function without the other. Likewise, the labour force itself is inclusive of newcomers and immigrants, youth, older workers, people with disabilities, and equity seeking individuals





**Current Leading Initiatives**

Within Hamilton there are several current initiatives that have become leading initiatives in the workforce development space. These initiatives include Mohawk College’s Challenge 2025, the Specialist High Skills Major offered through the Hamilton-Wentworth District School Board, and the Hamilton Immigration Partnership Council and FEDCAP

**Mohawk College Challenge 2025**

In 2020, Mohawk College launched the Challenge 2025 workforce training program to address regional employment gaps and make skills training and retraining more accessible. Over the next several years Challenge 2025 has identified the following goals:

- ❖ Partner with the City of Hamilton to support 3,000 people in the transition from income support programs to meaningful employment
- ❖ Partner with 100 regional employers to deliver rapid, demand-led training that closes workforce gaps; providing employers with skilled workers to support their resource needs, with a region-wide reduction in the skills gap
- ❖ Build a pathway to college for 4,000 participants (3,000 City of Hamilton trainees + 1,000 students); providing participants with reduced material and non-material barriers to education and employment
- ❖ Partner with other community colleges across Canada to test the City School by Mohawk model

Mohawk College has identified the following next steps to achieve the above listed goals:

- ❖ Establishing a Rapid Skills Training Centre; a Hamilton-based training location for delivery of Challenge 2025 associated programs
- ❖ Running the first pilot project, focused on the supply chain sector; training 144 people who receive Ontario Works social assistance, as well as newcomers and youth (funded by a Future Skills Centre grant)
- ❖ Formalizing employer partnerships in targeted sectors; focusing the pilot projects, co-developing curriculum and pathways required for participant success
- ❖ Expanding to other regions of Canada; engaging with post-secondary institutions across Canada to provide greater scope for the pilot courses

**Specialist High Skills Major**

- ❖ The Specialist High Skills Major is offered through schools in both the Hamilton-Wentworth School District as well as the Hamilton-Wentworth Catholic School District
- ❖ The Specialist High Skills Major provides students the opportunity to participate in a variety of experiential learning relevant to their sector of study which supports their career planning, provides additional post-secondary preparedness, and allows meaningful engagement for employers with youth and secondary school teachers
- ❖ This program offers sector specific focuses within the Hamilton-Wentworth Catholic School District which include Arts & Culture, Hospitality and Tourism, Business, Health & Wellness, and Construction
- ❖ Within the Hamilton-Wentworth District School District, the following majors are offered within varying schools in the district: Arts & Culture, Construction, Health & Wellness, Information & Communication Technology, Non-Profit, Aviation and Aerospace, Energy, Horticulture & Landscaping, Justice, Community Safety & Emergency Services, Transportation, Business, Environment, Hospitality & Tourism, and Manufacturing

#### **Hamilton Immigration Partnership Council (HIPC) and FEDCAP**

- ❖ As part of the City of Hamilton's Economic Development Office, the Hamilton Immigration Partnership Council (HIPC) provides settlement services for newcomers. Working towards three main goals: economic stability, social inclusion, and community engagement, HIPC will be a key stakeholder in workforce development initiatives
- ❖ As part of the Ontario Employment Transformation pilot project, FEDCAP was announced the new Service Manager for the Hamilton-Niagara region. This transformation is working towards a system that is more responsive and reflective of the current labour needs with better alignment across provincial ministries who offer services in the Workforce Ecosystem and will include social assistance employment services

# Conclusion

## Current Workforce Ecosystem - Opportunities for Hamilton Economic Development Office

The existing Workforce Ecosystem in Hamilton is robust and has strength in employment services and its post-secondary sector. With six core organizations providing services for both employers and job seekers in this area, there appears to be sufficient service offerings for both residents and employers in Hamilton. Post-secondary institutions, colleges, and schools, including Mohawk College, Collège Boréal, McMaster University, Redeemer University, Columbia International College, the Hamilton-Wentworth District School Board and Hamilton-Wentworth Catholic School Board provide leading post-secondary education for its residents and help attract youth and lifelong learners. To build additional service strengths and address gaps in the Workforce Ecosystem, Hamilton Economic Development could promote shared goals and opportunities with a focus on continued collaboration identified in the background review. Opportunity areas include:

- ❖ Immigration and Newcomer Workforce Engagement
- ❖ Wrap-around Supports
- ❖ Training and Skills Development
- ❖ Employer/Business Labour Force Engagement
- ❖ Workforce Inclusion and Integration

More directed partnering, collaborating, and supporting workforce development organizations can support Hamilton Economic Development to shift from a traditional 'planner-provider-deliverer' model to a collaborative 'enabler-convenor-catalyst-broker' model.

A scan of workforce development strategies within Hamilton suggests that Economic Development Departments, while partners in the process, have not been tasked with the implementation of the strategies beyond support to service providers, marketing, and talent attraction initiatives. There is an acknowledgement that community's need to support key attributes for talent attraction and retention such as developing quality of place and quality of life, improving public transit, and importantly providing affordable/attainable housing options. Providing a central repository that highlights the depth and breadth of the available employment opportunities was also a consistent theme.

However, the Toronto Board of Trade has recently undertaken a workforce strategy which includes opportunities designed to narrow the skills gap in the broader region. There are several recommendations considered relevant to the development of Hamilton's Workforce Strategy.

- ❖ Improved access to data and evidenced based decision-making. This includes working with local partners to evaluate whether available programming has 'paid off' or materially changed the workforce issues facing the community
- ❖ Providing better and continuous labour market information and more timely, reliable, and geographically granular data would support a stronger analysis of the labour market. More effective analysis and communication of data to policy makers, employers, and job seekers
- ❖ Working with service providers to identify and integrate performance measurement systems into upskilling and reskilling program design
- ❖ Building a shared taxonomy or consistent language around available skills and connecting this to existing occupations to clarify the distribution of occupations and workers across the city
- ❖ Provide sector specific programming to support HR capacity building with participation from business, industry associations and training and education providers
- ❖ Support sector specific working groups with the objective of more employer-led training and disseminating relevant information

- ❖ Ensure business digitization programming includes funding for employee digital skills development
- ❖ More collaboration with immigrant settlement services and other support organizations to target awareness and engagement programs
- ❖ Closely monitor global competitors' efforts and be more innovative in talent attraction strategies
- ❖ Better integrate all segments of the immigrant population, including refugees
- ❖ Work with local employers to ensure investments made respond to employer barriers to work integrated learning (WIL) opportunities for youth

To support strong collaboration, the City of Hamilton can utilize 'key enablers of successful collaboration'<sup>73</sup> to establish a clear vision and outcomes to ensure that the right partners are engaged. The key enablers of successful collaboration are:

- ❖ **Articulate the vision for collaboration:** Establish bigger goals, ground rules of interaction and develop a shared picture of a desired future collaboration with your customers and suppliers
- ❖ **Set the strategy for collaboration:** Be clear on decisions, information and activities required to conduct the contracting process, turn it into a tangible strategic plan
- ❖ **Be clear on your value drivers:** Articulate and openly share your drivers, needs and expectations. Avoid being too specific on solutions
- ❖ **Establish the arenas:** Invest in exploring potential partners. Use existing tools where possible. Conduct surveys, meetings, town-halls, and workshops
- ❖ **Engage the right people:** Make sure end-users meet suppliers to ensure joint understanding of needs and requirements. Exhibit an open mind to alternatives, divergent views
- ❖ **Lead the way:** Be visible as a leader. Demonstrate courage. Define the information, roles, and resources relevant to lay the foundation for good decisions. Empower the organization. Hold people accountable

In addition to increased collaboration, Hamilton Economic Development can improve access and granularity of workforce data for its partners to support effective analysis and decision making of partner organizations. This could be completed in tandem with monitoring global competitor efforts to identify leading practices and adopt them for Hamilton's context.

While focusing on developing skills for the workforce is a necessity, it is not enough to address the needs of today's workforce and labour market environment. The pace of change is too rapid, quickly making even typical reskilling efforts obsolete. Workforce development approaches need to be centered on personalized learning, leadership, experiences, and growth in the flow of life that considers both the dynamic nature of jobs and the equally dynamic potential of people to reinvent themselves.

Workforce development strategies must also equip workers and sectors with strategies and tools needed to be responsive and pro-active given the uncertain future. A holistic workforce development approach to meet labour supply and demand needs to consider the following four attributes:

- ❖ Workers want skills and experiences that interest them, and they want to be developed any way they want, whenever they want
- ❖ Businesses require strategic workforce development to be better prepared for transformations of their future of work and workforce
- ❖ Talent functions must implement holistic workforce development strategies to meet current and future workforce demands
- ❖ Organizations need end-to-end solutions for their entire workforce, allowing them to provide meaningful integrated development experiences

<sup>73</sup> Deloitte, *Collaborating for Success*, 2015

The following five shifts need to be considered when designing workforce development strategies.

- ❖ Organizations must move from building skills to cultivating capabilities first and skills second
- ❖ From developing specific workforce skills to meet short-term needs to leveraging workers' "passion of the explorer" to engage them in solving unseen and future problems
- ❖ From focusing on formal training and traditional education to supporting learning in the flow of work
- ❖ From rewarding based on work output to rewarding based on capability development and value to the business
- ❖ From preparing the workforce with an internal focus to preparing the workforce with an eye toward what benefits both the organization and society



This report has been provided for the purpose of informing and assisting the City of Hamilton to produce a Workforce Strategy. Deloitte does not assume any responsibility or liability for losses incurred by any party as a result of the circulation, publication, reproduction, or use of this report contrary to its intended purpose.

This report has been made only for the purpose stated and shall not be used for any other purpose. Neither this report (including references to it) nor any portions thereof (including without limitation the identity of Deloitte or any individuals signing or associated with this report, or the professional associations or organizations with which they are affiliated) shall be disseminated to third parties by any means or included in any document without the prior written consent and approval of Deloitte.

Our report and work product cannot be included, or referred to, in any public or investment document without the prior consent of Deloitte LLP.

The analyses are provided as of April 2023, and we disclaim any undertaking or obligation to advise any person of any change in any fact or matter affecting this analysis, which may come or be brought to our attention after the date hereof. Without limiting the foregoing, in the event that there is any material change in any fact or matter affecting the analyses after the date hereof, we reserve the right to change, modify or withdraw the analysis.

Observations are made on the basis of economic, industrial, competitive and general business conditions prevailing as at the date hereof. In the analyses, we may have made assumptions with respect to the industry performance, general business, and economic conditions and other matters, many of which are beyond our control, including government and industry regulation.

No opinion, counsel, or interpretation is intended in matters that require legal or other appropriate professional advice. It is assumed that such opinion, counsel, or interpretations have been, or will be, obtained from the appropriate professional sources. To the extent that there are legal issues relating to compliance with applicable laws, regulations, and policies, we assume no responsibility, therefore.

We believe that our analyses must be considered as a whole and that selecting portions of the analyses, or the factors considered by it, without considering all factors and analyses together, could create a misleading view of the issues related to the report.

Amendment of any of the assumptions identified throughout this report could have a material impact on our analysis contained herein. Should any of the major assumptions not be accurate or should any of the information provided to us not be factual or correct, our analyses, as expressed in this report, could be significantly different.





# Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success

## Presentation to Council

September 2023



# Hamilton's Workforce Strategy is a direct outcome of the 2021-2025 Economic Development Action Plan

- Action #5: In collaboration with the workforce development community, create and implement a Workforce Attraction, Retention & Development (Talent) Strategy
- Action #3: Design and deliver an annual Local Economy and Workforce Needs business survey) and recognizes Action #1 (Approve and implement the Hamilton Immigration Partnership Strategy
- Action #11: Partner with the workforce and business community to identify employment programs, work development opportunities and initiatives in Hamilton focused on equity-seeking groups, groups disadvantaged by discrimination and marginalized communities to recommend future strategies to address existing needs and gaps

# Hamilton's Workforce Strategy

**Hamilton's Workforce Strategy** combines research and analysis of Hamilton's workforce ecosystem, its current economic target sectors and their workforce context with a comprehensive consultation and engagement process involving residents, labour force participants, education and training providers, employers and businesses, industry organizations, and workforce intermediaries.





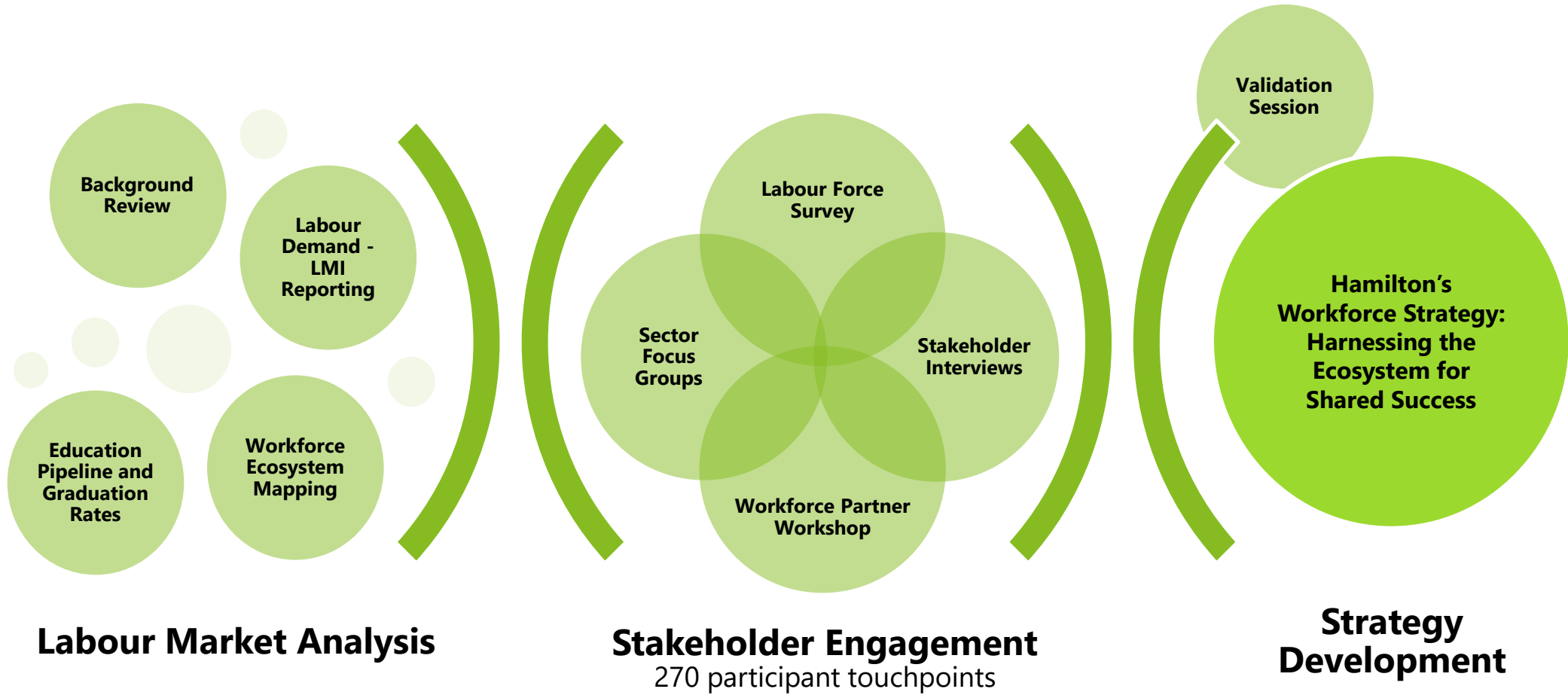
# Hamilton's Workforce Strategy

This strategy included:

- A data analysis and summary of labour market demand
- Identification of Hamilton's workforce ecosystem strengths, gaps, and opportunities for further growth
- An action plan that offers a timeline for short, medium, and longer-term initiatives, potential partners/leads, and performance measures to monitor progress and impact
- Recommendations on how the Hamilton Economic Development Office can support workforce development efforts across the city



# Strategy Development Methodology



# Engagement

133

Labour Force Survey responses

42

Stakeholder Interviews (businesses, workforce and post-secondary partners)

25

Workforce partners engaged through a partner roundtable

15

FIRE/ICT/Creative Industries and support organizations engaged in a focus group

17

Manufacturing and Goods Movement businesses and support organizations engaged in a focus group

19

Agri-food businesses and support organizations engaged in a focus group

11

Life science businesses and support organizations engaged a focus group

8

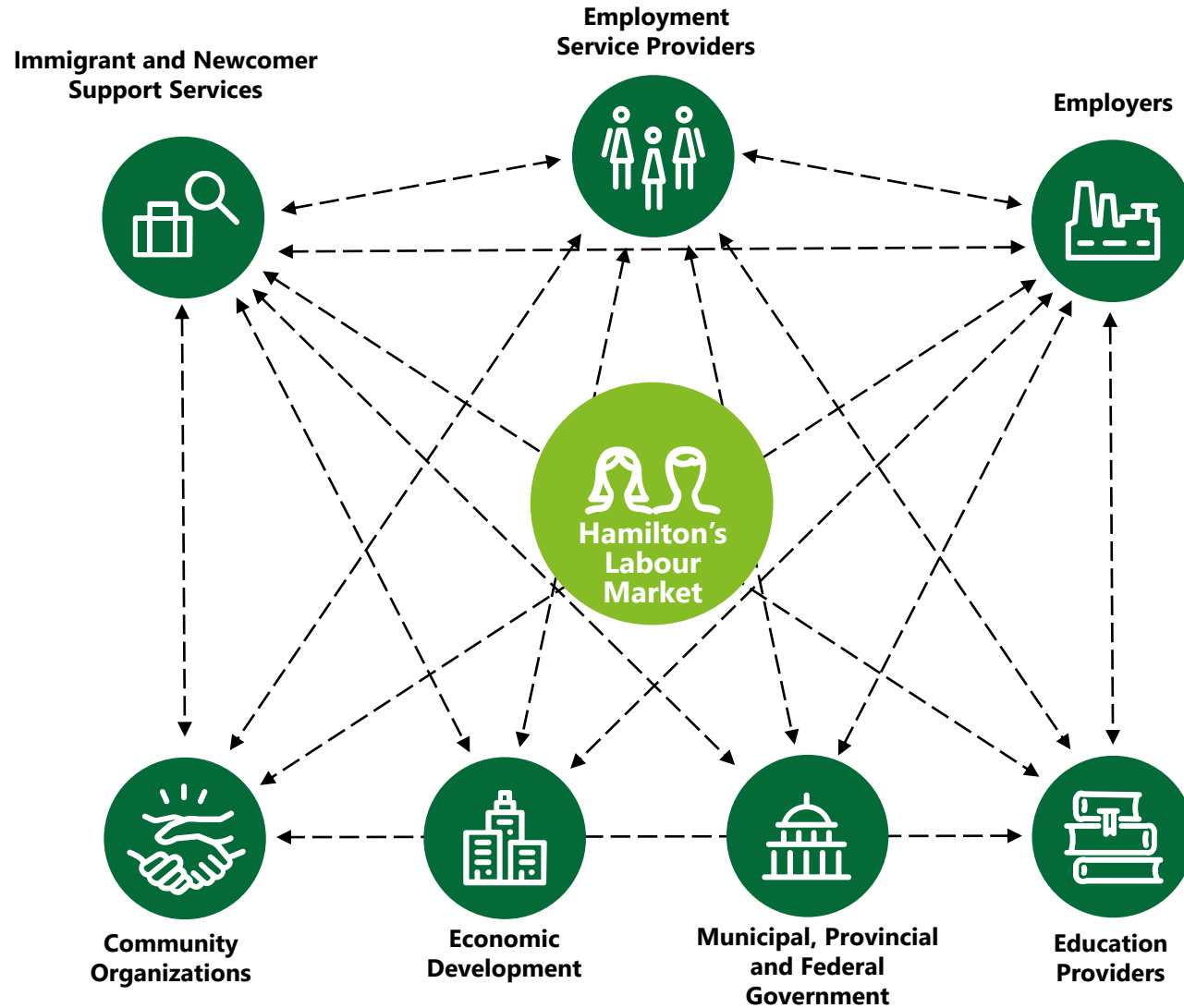
Mainstreet/Retail/Tourism/Small Businesses and support organizations engaged in a focus group

33

Workforce partners participated in a validation session



# Hamilton's Workforce Ecosystem



# Strategy at a Glance

## Vision

Hamilton is recognized and celebrated for its workforce excellence where talent thrives, businesses succeed, and the community prospers.

## Areas of Focus



Partnerships



Skill  
Development



Ongoing Data  
Utilization



Marketing



Advocacy



# Partnerships

A shared commitment and efforts align to the needs of businesses and the labour force, demonstrating a seamless workforce ecosystem, and celebrating the shared strategic vision for Hamilton as a workforce hub.

**Objective 1.1: Foster a collective leadership approach to support workforce development and labour market planning**

**Objective 1.2: Activate and foster collaboration within Hamilton's workforce ecosystem (Government, Institutions, Employers, and Local Employment Support Organizations)**

**Objective 1.3: Strengthen partnerships to demonstrate Hamilton's ability to support investments and economic growth**

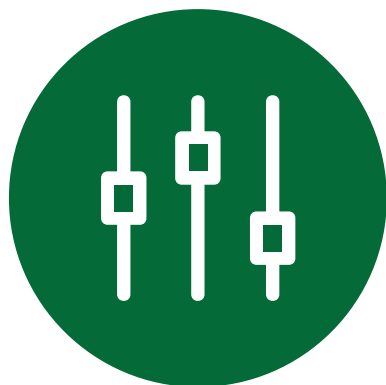


# Skills Development

Enhanced education, training, and skills development offerings strengthen the availability of relevant programming leading to an activated talent pool with the skills, motivation, and capabilities to meet labour demand needs and drive productivity.

**Objective 2.1: Work with educational institutions and industry partners to identify and respond in a timely manner to market needs**

**Objective 2.2: Encourage entrepreneurship and innovation among Hamilton's local labour force**



## Ongoing Data Utilization

Ongoing data collection, analysis, and dissemination informs evidence-based decision making and shares insights on Hamilton's labour market, talent gaps, hiring trends, future labour market needs, and education and skills gaps.

**Objective 3.1: Disseminate reliable resources that inform about in-demand occupations and skills, and the broader future of work considerations**

**Objective 3.2: Continue to promote new and existing training and employment programs and supports**

**Objective 3.3: Ensure that the labour force has access to learning and tools that consider employers needs today and, in the future**



# Marketing

Hamilton is recognized as a destination of choice for talent, offering a diverse labour market that respects and promotes an inclusive and equitable work environment where all individuals are motivated to thrive and contribute.

**Objective 4.1: Develop and share common marketing and communication tools to be used by the Hamilton Workforce Ecosystem to increase familiarity and consistency in the city's value propositions**

**Objective 4.2: Increase awareness through promotion of local initiatives that influence workforce attraction and development and labour market planning**





## Advocacy

Decision makers advocate to all levels of government and other relevant bodies on behalf of Hamilton's residents, businesses, and organizations to advance policies, by-laws, programs, and resources that enable progress and address barriers to employment for all.

**Objective 5.1: Advocate for addressing core labour force wraparound supports for Hamilton's diverse communities**

**Objective 5.2: Undertake concerted efforts to increase immigration to Hamilton**

**Objective 5.3: Advocate for leadership on the wider range of issues impacting the labour force and the workplace**

# Implementation

Successful implementation needs to consider the following:

- Leadership and commitment provided by the Hamilton Economic Development Office, shared commitment and buy-in among Hamilton's workforce ecosystem stakeholders including education and training institutions, workforce partners and intermediaries, employers, and municipal, provincial, and federal government
- A working partnership among workforce ecosystem stakeholders to support and advance implementation of the strategy through a shared vision, knowledge sharing, and collaboration
- Ongoing coordination and monitoring of strategy implementation, outcomes, and impact
- Procured funding to implement strategic initiatives outlined in the strategy. Funding sources may include public, private, and not-for-profit financial and in-kind contributions



*Canada's future labour market will depend on the ability to broaden labour force participation, support for immigration integration into the Canadian labour market, and opportunities to further strengthen alignment between labour supply and demand to meet employer skills needs.*

*Hamilton's Workforce Strategy, 2023*



# Thank you!

Trudy Parsons, Managing Director

[tparsons@deloitte.ca](mailto:tparsons@deloitte.ca)



Hamilton

**INTERVIEW SUB-COMMITTEE TO THE  
GENERAL ISSUES COMMITTEE**

**REPORT 23-001**

**1:30 p.m.**

**Monday, September 25, 2023**

**Council Chambers, 2<sup>nd</sup> Floor**

**City Hall**

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**Present:** Councillor N. Nann (Chair)  
Councillor T. Hwang (Vice-Chair)

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**THE INTERVIEW SUB-COMMITTEE TO THE GENERAL ISSUES COMMITTEE  
PRESENTS REPORT 23-001 AND RESPECTFULLY RECOMMENDS:**

**1. APPOINTMENT OF A CHAIR AND VICE-CHAIR (Item 1)**

- (a) That Councillor N. Nann be appointed as Chair of the Interview Sub-Committee to the General Issues Committee for the remainder of the 2022-2026 term.
- (b) That Councillor T. Hwang be appointed as Vice-Chair of the Interview Sub-Committee to the General Issues Committee for the remainder of the 2022-2026 term.

**2. Screening Tools to be Used During Deliberations of the Applications to the City of Hamilton's Advisory Committees (Item 5.1)**

- (a) That the following screening tools be approved and remain confidential, for use during the Interviews for the Climate Change Advisory Committee:
  - (i) Confidential IDEA Interview Scoring Rubric; and,
  - (ii) Confidential Screening Tool, as amended; and,
- (b) That the following screening tools be received and remain confidential, for use during the Interviews for the Climate Change Advisory Committee:
  - (i) Confidential Selection Committee Guiding Principles; and,
  - (ii) Confidential Interview Guide

**3. Deliberation of Applications to the Climate Change Advisory Committee (Item 5.2)**

That the direction provided to staff in closed session, be approved and remain confidential.

General Issues Committee – October 4, 2023

**FOR INFORMATION:****(a) CHANGES TO THE AGENDA (Item 2)**

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

The agenda for the September 25, 2023 meeting of the Interview Sub-Committee to the General Issues Committee was approved, as presented.

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

There were no declarations of interest.

**(c) PRIVATE & CONFIDENTIAL (Item 5)**

Committee moved into Closed Session for Items 5.1 and 5.2 pursuant to Section 9.3 sub-sections (b) and (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b) and (i) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain to personal matters about identifiable individuals, including municipal or local board employees; and a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons.

**(i) Proposed Screening Tool for the Police Services Board Selection Committee (Item 5.1)**

For further disposition, refer to Item 1.

**(ii) Interview Questions for Consideration and Approval by the Hamilton Police Services Board Selection Committee (Item 5.2)**

For further disposition, refer to Item 2.

**(d) ADJOURNMENT (Item 5)**

There being no further business, the Interview Sub-Committee to the General Issues Committee adjourned at 1:58 p.m.

Respectfully submitted,

Councillor N. Nann, Chair  
Interview Sub-Committee to the  
General Issues Committee

Angela McRae  
Legislative Coordinator  
Office of the City Clerk





Hamilton

**ADVISORY COMMITTEE FOR PERSONS WITH  
DISABILITIES  
REPORT 23-009**

4:00 p.m.

Tuesday, September 12, 2023

Room 264, 2nd Floor Hamilton City Hall  
71 Main Street West

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**Present:** Councillor M. Tadeson, A. Mallett (Chair)  
J. Kemp (Vice-Chair), P. Cameron,  
L. Dingman, A. Frisina, L. Janosi, P. Kilburn,  
T. Murphy, K. Nolan, and T. Nolan

**Absent**  
**with Regrets:** S. Aaron, J. Cardno, M. Dent, M. McNeil,  
R. Semkow

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**THE ADVISORY COMMITTEE FOR PERSONS WITH  
DISABILITIES PRESENTS REPORT 23-009 AND  
RESPECTFULLY RECOMMENDS:**

- 1. Amendment to the Advisory Committee for Persons with Disabilities' Terms of Reference to Include the**

## **Annual “Ability First” Accessibility Fair (Item 12.2)**

WHEREAS, the Advisory Committee for Persons with Disabilities’ Outreach Working Group organizes an Annual “Ability First” Accessibility Fair; and

WHEREAS, it would be beneficial for the success of the event if all members of the Advisory Committee for Persons with Disabilities were to participate in the organization and planning of the Annual “Ability First” Accessibility Fair, including on the day of the event.

THEREFORE, BE IT RESOLVED:

That the Terms of Reference for the Advisory Committee for Persons with Disabilities be amended by adding thereto a section after “Working Groups” entitled “Annual Events” and listing the “Ability First” Accessibility Fair” as follows:

### **Annual Events**

#### *“Ability First” Accessibility Fair*

Members of ACPD shall be strongly encouraged to participate in the organization and planning of the Annual “Ability First” Accessibility Fair, which would include their attendance and participation on the day of the event.

## **FOR INFORMATION:**

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

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

The Agenda for the September 12, 2023, meeting of the Advisory Committee for Persons with Disabilities, was approved, as presented.

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

There were no declarations of interest.

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

#### **(i) August 8, 2023 (Item 4.1)**

The August 8, 2023, minutes of the Advisory Committee for Persons with Disabilities meeting, were approved, as presented.

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

#### **(i) Correspondence from Shahan Aaron respecting his Resignation from the Advisory Committee for Persons with Disabilities**

The correspondence from Shahan Aaron respecting his resignation from the Advisory Committee for Persons with Disabilities, was received.

The Clerk advised the Committee that the quorum for Advisory Committee for Persons with Disabilities will be adjusted accordingly.

**(e) STAFF PRESENTATIONS (Item 8)**

**(i) Accessible Transit Services Customer Survey (Item 8.1)**

Michelle Martin, Manager of Accessible Transportation Services, provided a presentation respecting the Accessible Transit Services Customer Survey, with the aid of a PowerPoint presentation.

The presentation from Michelle Martin, Manager of Accessible Transportation Services, respecting the Accessible Transit Services Customer Survey, was received.

Staff were directed to invite HSR staff to an upcoming meeting of the Advisory Committee for Persons with Disabilities to discuss the HSR Fare Assist Program.

**(f) CONSENT ITEMS (Item 9)**

**(i) Built Environment Working Group Update (Item 9.1)**

P. Kilburn provided a verbal update respecting the Built Environment Working Group.

For further disposition of this item refer to Item (f)(v)(1).

**(ii) Outreach Working Group Update (Item 9.3)**

J. Kemp provided a verbal update respecting the Outreach Working Group.

For further disposition of this item refer to Item (f)(v)(2).

**(iii) Strategic Planning Working Group Update (Item 9.5)**

A. Mallett provided a verbal update respecting the Strategic Planning Working Group.

For further disposition of this item refer to Item (f)(v)(3).

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

T. Nolan provided a verbal update respecting Accessible Open Spaces and Parklands Working Group.

For further disposition of this item refer to Item (f)(v)(4).

- (v)** The following Consent Items were received:
- (1) Built Environment Working Group Update (Item 9.1)
  - (2) Outreach Working Group Update (Item 9.3)
    - (a) “Ability First” Accessibility Fair Update – September 2023 (Item 9.3(a))
  - (3) Strategic Planning Working Group Update (Item 9.5)
    - (a) Strategic Planning Working Group Meeting Notes – August 4, 4023 (Item 9.5(a))
  - (4) Accessible Open Spaces and Parklands Working Group Update (Item 9.6)
- (vi)** Staff were directed to invite staff from Planning and Economic Development Department to attend a future meeting of the Advisory Committee for Persons with Disabilities to discuss options for off-



road transportation systems for people with disabilities.

**(g) MOTIONS (Item 12)**

**(i) Delegation to the CityHousing Hamilton Board of Directors respecting the Advisory Committee for Persons with Disabilities' Housing Issues Working Group's Recommendations to Improve Accessible Housing in CityHousing Hamilton Buildings (Item 12.1)**

WHEREAS, Council on September 13, 2023 directed staff 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; and

WHEREAS, it is now necessary to choose the members of the Advisory Committee for Persons with Disabilities who will be presenting at an upcoming meeting of the CityHousing Hamilton Board of Directors when the report respecting the "Advisory Committee for Persons with Disabilities

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 *Accessibility for Ontarians with Disabilities Act (AODA)*” is being considered.

THEREFORE, BE IT RESOLVED:

- (a) That the following members of the Advisory Committee for Persons with Disabilities be selected to delegate to the CityHousing Hamilton Board of Directors when the report respecting the “Advisory Committee for Persons with Disabilities 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 *Accessibility for Ontarians with Disabilities Act (AODA)*” is considered:
  - (i) James Kemp
  - (ii) Paula Kilburn
  - (iii) Tim Nolan

**(h) GENERAL INFORMATION / OTHER BUSINESS (Item 14)**

**(i) Presenter's List to the Advisory Committee for Persons with Disabilities (Item 14.1)**

The updates to the Presenter's List for the Advisory Committee for Persons with Disabilities attached to Advisory Committee for Report 23-009, were received.

**(i) ADJOURNMENT (Item 16)**

There being no further business, the Advisory Committee for Persons with Disabilities, adjourned at 5:49 p.m.

Respectfully submitted,

Aznive Mallett, Chair  
Advisory Committee for  
Persons with Disabilities

Carrie McIntosh  
Legislative Coordinator  
Office of the City Clerk

**Advisory Committee for Persons with Disabilities  
(ACPD)  
Presenters List as of August 8, 2023**

The following is a listing of invited presenters for future Advisory Committee for Persons with Disabilities meetings:

- (a) **Invitee:** Denise Davy, author of Her Name Was Margaret: Life and Death on the Streets  
**Issue:**  
**Date Action Initiated:** October 12, 2021, Advisory Committee for Persons with Disabilities Report 19-011, Item 4(a).  
**Status:** Ongoing – Invitation sent to attend a future meeting.
- (b) **Invitee:** Sara Mayo, Geographical Information Systems Specialist, Social Planning & Research Council of Hamilton  
**Issue:** To discuss findings of the relationship between poverty and disability across the City of Hamilton.  
**Date Action Initiated:** February 8, 2022, Advisory Committee for Persons with Disabilities Report 22-002, Item 7.  
**Status:** On-going. Invitation sent to attend a future meeting.

- (c) **Invitee:** Dr. Lovaye Kajiura, McMaster IMPACT Initiative  
**Issue:** To discuss present respecting the McMaster IMPACT Initiative  
**Date Action Initiated:** Advisory Committee for Persons with Disabilities Report 22-006, Item 8 (Approved by Council June 22, 2022 - GIC Report 22-012, Item 10 (h))  
**Status:** Complete August 8, 2023. To be removed from list.
- (d) **Invitee:** Staff  
**Issue:** Differences Between By-laws, Regulations and Guidelines  
**Date Action Initiated:** June 14, 2022, Advisory Committee for Persons with Disabilities Report 22-007 (Approved by Council July 8, 2022 - GIC Report 22-014, Item 14 (c))  
**Status:** On-going. Invitation sent to attend a future meeting.
- (e) **Invitee:** PED Staff  
**Issue:** Staff report on the Built Environment Working Group's Work Plan  
**Date Action Initiated:** January 10, 2023. Report directed by GIC Report 21-006, Item (h)(i) in response to Advisory Committee for Persons with Disabilities Report 21-003, March 9, 2021  
**Status:** On-going. Invitation sent to attend a future meeting.

- (f) **Invitee:** Public Works Staff (Transit)  
**Issue:** Policies and Procedures to Rescue and Safely Transport Stranded Pedestrians and their Mobility Devices  
**Date Action Initiated:** January 10, 2023. Directed by GIC Report 22-012, Item 10(e), in response to Advisory Committee for Persons with Disabilities Report 22-006, May 24, 2022, *as amended*.  
**Status:** On-going. Invitation sent to attend a future meeting.
- (g) **Invitee:** Representative of the Canadian Housing Evidence Collaborative, McMaster University  
**Issue:** to Discuss their Report “Toward a Sustainable Housing System in Hamilton: Framing the Issues”  
**Date Action Initiated:** April 11, 2023. Advisory Committee for Persons with Disabilities Report 23-004 (GIC Report 23-014, Item 4(b)(ii))  
**Status:** On-going. Invitation sent to attend a future meeting.
- (h) **Invitee:** Planning and Economic Development staff  
**Issue:** To attend Strategic Planning Working Group to provide an update respecting the E-Scooter Pilot Program  
**Date Action Initiated:** April 11, 2023. Advisory Committee for Persons with Disabilities Report 23-004 (GIC Report 23-014, Item 4(b)(iii))



**Status:** On-going. Invitation sent to attend a future meeting.

(i) **Invitee:** Dr. Richardson  
**Issue:** Board of Health Changes and the Needs of Persons with Disabilities in Hamilton

**Date Action Initiated:** May 9, 2023. Advisory Committee for Persons with Disabilities Report 23-005

**Status:** On-going. Invitation sent to attend a future meeting.

(j) **Invitee:** By-law staff.

**Issue:** Sidewalk Snow Clearing By-law

**Date Action Initiated:** June 13, 2023. ACPD Report 23-006, Item (g)(i)

**Status:** On-going. Invitation sent to attend a future meeting.



# Hamilton

## **BUSINESS IMPROVEMENT AREA SUB-COMMITTEE REPORT 23-008**

**10:30 a.m.**

**Tuesday, September 12, 2023**

**Hamilton City Hall**

**71 Main Street West**

**Room 264**

**Present:**

- S. Braithwaite (Chair) – International Village BIA
- S. Pennie (Vice-Chair) – Waterdown BIA
- Councillor T. Hwang
- C. Braley – Ottawa Street BIA
- A. Chavez – Concession Street BIA
- T. MacKinnon – Westdale Village BIA and Stoney Creek BIA
- K. Nydam – Dundas BIA
- H. Peter – Ancaster BIA
- B. Schormann – Locke Street BIA - Personal
- N. Ubl – Barton Village BIA
- E. Walsh – Downtown Hamilton BIA

**Absent with  
Regrets:**

- Councillors E. Pauls and M. Wilson – City Business
- B. Chug – Main West Esplanade BIA and M. Cybin – King West BIA – Personal

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### **THE BUSINESS IMPROVEMENT AREA SUB-COMMITTEE PRESENTS REPORT 23-008 AND RESPECTFULLY RECOMMENDS:**

- 1. Expenditure Requests - International Village Business Improvement Area (Item 11.1)**
  - (a) That the expenditure request from the International Village Business Improvement Area, in the amount of \$7,308.03 be spent on graffiti removal, banners, beautification and office equipment to be funded from the Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved; and,
  - (b) That the expenditure request from the International Village Business Improvement Area, in the amount of \$12,362.71 be spent on events, programming and activations to be funded from the Parking Revenue Sharing Program for the Business Improvement Areas and payments in Lieu of the Parking Revenue Sharing Program (Parking Revenue Account 815010-52505), be approved.

**2. Expenditure Request - Waterdown Business Improvement Area (Item 11.2)**

That the expenditure request from the Waterdown Business Improvement Area, expenditure request in the amount of \$5,276.46, for the purchase of 49 hanging baskets to be funded from the Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved.

**3. Expenditure Requests - Locke Street Business Improvement Area (Item 11.3)**

- (a) That the expenditure request from the Locke Street Business Improvement Area, in the amount of \$2,664.31 be spent on streetscape items like planters, watering service for planters, plants, and lighting, to be funded from the Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved; and,
- (b) That the expenditure request from the Locke Street Business Improvement Area, in the amount of \$11,774.03 be spent on streetscape items like planters, watering service for planters, plants, and lighting, to be funded from the Parking Revenue Sharing Program for the Business Improvement Areas and payments in Lieu of the Parking Revenue Sharing Program (Parking Revenue Account 815010-52505), be approved.

**4. Expenditure Request – Stoney Creek Business Improvement Area (Item 11.4)**

That the expenditure request from the Stoney Creek Business Improvement Area, in the amount of \$10,959.81 be spent on streetscape items like planters, watering service for planters, and lighting, to be funded from the Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved.

**5. Expenditure Requests - Westdale Village Business Improvement Area (Item 11.5)**

- (a) That the expenditure request from the Westdale Village Business Improvement Area, in the amount of \$10,439.73 be spent on streetscape items like planters, watering service for planters, and lighting, to be funded from the Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved; and,
- (b) That the expenditure request from the Westdale Village Business Improvement Area, in the amount of \$16,067.66 be spent on streetscape items like planters, watering service for planters, and lighting, to be funded from the Parking Revenue Sharing Program for the Business

Improvement Areas and payments in Lieu of the Parking Revenue Sharing Program (Parking Revenue Account 815010-52505), be approved.

**FOR INFORMATION:****(a) CHANGES TO THE AGENDA (Item 2)**

The Committee Clerk advised the following change to the agenda:

**8. STAFF PRESENTATIONS**

8.2 Review of Hamilton Municipal Parking Services Revenue Share Agreement with Participating Business Improvement Areas (BIAs)

**13. GENERAL INFORMATION / OTHER BUSINESS**

13.4 Statements by Members

The agenda for the September 12, 2023 Business Improvement Area Sub-Committee meeting was approved, as amended.

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

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)****(i) July 12, 2023 (Item 4.1)**

The July 11, 2023 Minutes of the Business Improvement Area Sub-Committee were approved, as presented.

**(d) PRESENTATIONS (Item 8)****(i) Hamilton Day 2023 (Item 8.1)**

Katie Stiel, Manager of Strategic Initiatives, Hamilton Chamber of Commerce, addressed the Committee respecting Hamilton Day 2023.

The presentation from Katie Stiel, Manager of Strategic Initiatives, Hamilton Chamber of Commerce, respecting Hamilton Day 2023, was received.

**(ii) Review of Hamilton Municipal Parking Services Revenue Share Agreement with Participating Business Improvement Areas (BIAs) (Added Item 8.2)**

Brian Hollingworth, Director, Transportation Planning and Parking, and Amanda McIlveen, Manager, Parking Operations and Initiatives, addressed Committee respecting Review of Hamilton Municipal Parking Services Revenue Share Agreement with Participating Business Improvement Areas (BIAs).

The presentation from Brian Hollingworth, Director, Transportation Planning and Parking, and Amanda McIlveen, Manager, Parking Operations and Initiatives, respecting Review of Hamilton Municipal Parking Services Revenue Share Agreement with Participating Business Improvement Areas (BIAs), was received.

**(e) MOTIONS (Item 11)**

S. Braithwaite relinquished the Chair to S. Pennie to introduce the following motion:

**(i) Expenditure Requests - International Village Business Improvement Area (Item 11.1)**

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

S. Braithwaite assumed the Chair.

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

**(i) Business Improvement Area Sub-Committee Terms of Reference (Item 13.1)**

**(MacKinnon/Peter)**

The Business Improvement Area Sub-Committee Terms of Reference, were received.

**(ii) Verbal Update on Business Development, Judy Lam, Manager, Urban Renewal (Item 13.2)**

Judy Lam, Manager, Urban Renewal, addressed the Committee respecting Business Development.

The verbal update respecting Business Development, was received.

**(iii) Verbal Update from Cristina Geissler, Business Development & BIA Officer (Item 13.3)**

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

The verbal update respecting Commercial Districts and Small Business, was received.

**(iv) Statements by Members (Added Item 13.4)**

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

The updates from Committee Members, were received.

**(g) ADJOURNMENT (Item 15)**

There being no further business, the Business Improvement Area Sub-Committee was adjourned at 12:15 p.m.

Respectfully submitted,

Susie Braithwaite  
Chair,  
Business Improvement Area Sub-Committee

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk



# CITY OF HAMILTON

## MOTION

General Issues Committee: October 4, 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;
- (b) That the suspension last until Meta resumes discussions with the government of Canada, or until it reverses its ban on placing Canadian media news stories on its platforms up to a maximum of 6 months; 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: October 4, 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.