



**City of Hamilton**  
**GENERAL ISSUES COMMITTEE**  
**AGENDA**

**Meeting #:** 25-005  
**Date:** April 9, 2025  
**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. **CALL TO ORDER**
2. **CEREMONIAL ACTIVITIES**
3. **APPROVAL OF AGENDA**  
(Added Items, if applicable, will be noted with \*)
4. **DECLARATIONS OF INTEREST**
5. **APPROVAL OF MINUTES OF PREVIOUS MEETING**
  - 5.1 March 19, 2025
6. **DELEGATIONS**
  - 6.1 Delegations respecting Items 7.9 and 8.1 - PED20109(f) & (g), Public Bike Share Program Phased Procurement Process - Sustainable Operations Model and Funding (City Wide), from the following individuals:
    - a. Abbie Little, Cycle Hamilton (In-Person)
    - b. Noah Carr (In-Person)
    - c. Kiara Rahm (In-person)

- 6.2 Jennifer Bonner, The HUB, GHHN, St. Joes & HHS, respecting the success of the overnight warming centre and present on the need for innovative partnerships in Hamilton (In-Person)
- 6.3 Andrew Selman, respecting City of Hamilton's ongoing failure to properly clear hazardous debris from encampments after they have been vacated
- 6.4 Tej Sandhu, Support of Hamilton Immigration Partnership Council Community Plan

## 7. ITEMS FOR INFORMATION

- 7.1 Mayor's Task Force on Transparency, Access, and Accountability Minutes MTAA 25-001 - March 25, 2025
- 7.2 HSC25025  
Temporary Emergency Shelter Expansion - Implementation Update (City Wide)  
*This Item includes a Presentation.*
- 7.3 HUR25002  
Labour Relations Activity Report & Analysis - 2020-2024 (City Wide)
- 7.4 HSC25011  
Movement of Individuals living in Encampments to Housing (City Wide)
- 7.5 HSC25022  
Residential Care Facility Subsidy Program Modernization Project (City Wide)
- 7.6 HSC23076(a)  
2024 Ending Chronic Homelessness Performance Update (City Wide)
- 7.7 PED25075  
Hamilton Immigration Partnership Council, Community Plan 2025-2028 (City Wide)  
*This item includes a Presentation.*
- 7.8 Airport Sub-Committee Minutes ASCC 25-001 - March 27, 2025
- 7.9 Accessibility Committee For Persons With Disabilities Minutes - ACPD 25-002 - February 11, 2025

## 7.10 PED25047

Innovation in Planning Approvals (Bloomberg Harvard City Leadership Initiative – Innovation Track Program)

*This Item includes a Presentation.*

## 7.11 PED20109(g)

Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (City Wide) (Outstanding Business List Item)

*This Item includes a Presentation.*

*Please refer to Item 11.2 for Confidential Appendix "A" to this Report.*

## 8. ITEMS FOR CONSIDERATION

## 8.1 PED20109(f)

Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (City Wide)

*(Note: This report was deferred from the December 4, 2024 General Issues Committee Meeting)*

- a. Correspondence respecting Items 7.9 and 8.1 - PED20109(f) & (g), Public Bike Share Program Phased Procurement Process - Sustainable Operations Model and Funding (City Wide), from the following individuals:
  - a. Grace Ko
  - b. Thalia Waite
  - c. Olivia Kehoe
  - d. Ashlyn Stewart
  - e. Finnian Olmsted
  - f. Thomas French
  - g. Sydney Watson-Leung
  - h. Garrison Siberry
  - i. Sam Aylward

- j. Jimmy Yan
- k. Erin Schacklette
- l. Eric Janisze
- m. Lucas Ho-Foster
- n. Tina Liu
- o. Lesia Leong

## 8.2 Revised Boards of Management for Business Improvement Areas

- a. PED25095

Revised Board of Management for the Westdale Village Business Improvement Area (Ward 1)

- b. PED25099

Revised Board of Management for the International Village Business Improvement Area (Wards 2 and 3)

- c. PED25108

Revised Board of Management for the Downtown Hamilton Business Improvement Area (Ward 2)

## 8.3 Business Improvement Areas 2025 Budget and Schedule of Payments

- a. PED25084

Locke Street Business Improvement Area 2025 Budget and Schedule of Payments (Ward 1)

- b. PED25104

Dundas Business Improvement Area 2025 Budget and Schedule of Payments (Ward 13)

## 8.4 PED25089

Leadership in Energy and Environmental Design Grant Application (LGP-24-01), 212 Glover Road, Hamilton (Ward 11)

## 8.5 PED25101

Revitalizing Hamilton Tax Increment Grant Program Application – 92-96 John Street North and 75-81 Wilson Street, Hamilton (Ward 2)

## 8.6 HSC24016(a)

Asylum-Claimants Transitional Housing Proposal (City Wide)

## 8.7 PED25116

Rescind Direction to Sell 38 Strachan Street West and 344 Bay Street North and Parts A and B of the Road Allowance Abutting the West Side of 38 Strachan Street West (Ward 2)

## 8.8 PW25003

Report on the Appointment of City Representatives to the Joint Stewardship Board

*Refer to Item 11.3 for Confidential Appendix A to this Report.*

## 8.9 Amendments to the Outstanding Business List:

## a. Items Considered Complete and Needing to be Removed:

Rescinding of City of Hamilton Encampment Protocol - REVISED

OBL: 01/15/25-GIC-9.2(b)

Added: January 15, 2025 - General Issues Committee - Item 9.2(b)

Completed: March 5, 2025 - Council - Item 8.2

**9. MOTIONS**

- 9.1 Exploring Options for Additional Below-market Homeownership Opportunities and Supporting City of Hamilton Incentives in the Roxborough Park Housing Demonstration Project

**10. NOTICES OF MOTION****11. PRIVATE AND CONFIDENTIAL**

## 11.1 Closed Session Minutes - March 19, 2025

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

## 11.2 Confidential Appendix "A" to Report PED20109(g) - Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (City Wide) (Outstanding Business List Item)

Pursuant to Section 9.3, Sub-Section (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-Section (i) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial, or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

*Refer to Item 7.11 for Report PED20109(g) -Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (City Wide) (Outstanding Business List Item).*

## 11.3 Confidential Appendix "A" to Report PW25003 - Report on the Appointment of City Representatives to the Joint Stewardship Board

Pursuant to Section 9.3, Sub-Section (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-Section (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

*Refer to Item 8.8 for Report PW25003 - Report on the Appointment of City Representatives to the Joint Stewardship Board*

## 11.4 FCS23029(c)

Hamilton Waterfront Trust Governance Update Changes (City Wide)

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

11.5 PED20074(c)

Animal Services Facility Report Update (City Wide)

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

**12. ADJOURNMENT**



## GENERAL ISSUES COMMITTEE MINUTES - GIC 25-004

9:30 a.m.

March 19, 2025

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

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

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

#### 1. CALL TO ORDER

Deputy Mayor A. Wilson called the meeting to order at 9:30 a.m.

#### 2. CEREMONIAL ACTIVITIES

There were no ceremonial activities.

#### 3. APPROVAL OF AGENDA

##### **(Pauls/McMeekin)**

That the agenda for the March 19, 2025 General Issues Committee meeting, be approved, as presented.

**CARRIED**

#### 4. DECLARATIONS OF INTEREST

Councillor J. Beattie declared a disqualifying interest to Item 8.5 – FCS22043(d), respecting the 2026 Stormwater Fee (City Wide), as he is the owner of a farm business.

#### 5. APPROVAL OF MINUTES OF PREVIOUS MEETINGS

##### **(Kroetsch/Pauls)**

The minutes of the February 26, 2025 (Item 5.1) meeting of the General Issues Committee, be adopted, as presented.

**CARRIED**



**6. DELEGATIONS****6.1 Andrew Selman, respecting the Microshelter procurement process, the shelters selected, and their adherence to Canadian fire, electrical, and insulation codes (In-Person)**

Andrew Selman, addressed the Committee, respecting the Microshelter procurement process, the shelters selected, and their adherence to Canadian fire, electrical, and insulation codes.

**(Tadeson/Francis)**

That the delegation from Andrew Selman, respecting the Microshelter procurement process, the shelters selected, and their adherence to Canadian fire, electrical, and insulation codes, be received and REFERRED to staff for information purposes.

**CARRIED****6.2 Karl Andrus, respecting Item 9.4 - Development of the Community Benefits Protocol or Social Value Framework (In-Person)**

Karl Andrus, addressed the Committee, respecting the Development of the Community Benefits Protocol or Social Value Framework (Item 9.4).

**(Kroetsch/Tadeson)**

That the delegation from Karl Andrus, respecting the Development of the Community Benefits Protocol or Social Value Framework (Item 9.4), be received.

**CARRIED****7. ITEMS FOR INFORMATION****7.1 HSC23016(a)  
2023 Social Housing Annual Update (City Wide)****(i) (Cassar/Pauls)**

(a) That Report HSC23016(a), dated February 26, 2025, respecting 2023 Social Housing Annual Update, be received; and,

(b) That Confidential Appendix “C” to Report HSC23016(a), respecting 2023 Social Housing Annual Update, remain confidential.

**(ii) (Kroetsch/Tadeson)**

That Report HSC23016(a), respecting the 2023 Social Housing Annual Update (City Wide), be REFERRED back to staff for the inclusion of additional GIS mapping information and report back to the General Issues Committee on May 21, 2025.

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

Absent	-	Mayor Andrea Horwath
Absent	-	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

**7.2 Business Improvement Area Sub-Committee Minutes - BIAC 25-002 - February 18, 2025**

**(Hwang/Tadeson)**

That the Business Improvement Area Sub-Committee Minutes - BIAC 25-002 - February 18, 2025, be received.

**CARRIED**

**7.3 HSC25006  
Everyone Counts 2024 – Canada’s National Point in Time Count:  
Hamilton Results (City Wide)**

**(i) (Kroetsch/Cassar)**

That Report HSC25006, Everyone Counts 2024 – Canada’s National Point in Time Count: Hamilton Results (City Wide), be received.

**(ii) (Kroetsch/Horwath)**

That staff be directed to report back to the General Issues Committee on how the City of Hamilton compares to other municipalities that completed the current Point-in-Time Counts when the Results from the Fourth Nationally Coordinated Point-in-Time Counts of Homelessness in Canada are made available through the Government of Canada.

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

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

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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

**(iii) (Kroetsch/Cassar)**

That Report HSC25006, Everyone Counts 2024 – Canada’s National Point in Time Count: Hamilton Results (City Wide), be received.

**CARRIED**

**7.4 PW25011  
Corporate Asset Management Update (City Wide)**

**(Hwang/Kroetsch)**

That Report PW25011, Corporate Asset Management Update (City Wide), be received.

**CARRIED**

**7.5 PW24011(a)  
Management Update on Red Hill Valley Parkway Inquiry (City Wide)**

**(Hwang/Danko)**

That Report PW24011(a), Management Update on Red Hill Valley Parkway Inquiry (City Wide), be received.

**CARRIED**

**8. ITEMS FOR CONSIDERATION**

**8.1 Light Rail Transit Sub-Committee Minutes LRTC 25-001 - February 20, 2025**

**(Pauls/Cassar)**

That the Light Rail Transit Sub-Committee Minutes LRTC 25-001, dated February 20, 2025, be received, and the recommendations contained therein be approved.

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

Absent - Mayor Andrea Horwath

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

**8.2 PED25069**

**Revised Board of Management for the Ottawa Street Business Improvement Area (Wards 3 and 4)**

**(Hwang/Cassar)**

That Report PED25069, dated March 19, 2025, respecting Revised Board of Management for the Ottawa Street Business Improvement Area (Wards 3 and 4), be received, and the following recommendations be approved:

- (a) The following individual be removed from the Ottawa Street Business Improvement Area Board of Management:

Mark Baker – Merk Snack Bar.

**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

**8.3 Open For Business Sub-Committee Minutes OBSC 25-001 - March 6, 2025**

**(Hwang/Pauls)**

That the Open For Business Sub-Committee Minutes OBSC 25-001, dated March 6, 2025, be received, and the recommendations contained therein be approved.

**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

**8.4 PED25049  
Revitalizing Hamilton Tax Increment Grant Program Application – 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton (Ward 2)**

**(Kroetsch/Spadafora)**

That Report PED25049, dated March 19, 2025, respecting Revitalizing Hamilton Tax Increment Grant Program Application – 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton (Ward 2), be received, and the following recommendations be approved:

- (a) That a Revitalizing Hamilton Tax Increment Grant Program Application submitted by Fengate Hamilton Lands GP Inc., as General Partner for, LPF Hamilton Lands LP (Fengate Capital Advisors Inc. (100%)), for the property at 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton, estimated to total \$3,770,864 over a maximum of four years based on the incremental tax increase attributable to the redevelopment of 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton, be

authorized and approved in accordance with the terms and conditions of the Revitalizing Hamilton Tax Increment Grant Program;

- (b) That the General Manager of the Planning and Economic Development Department be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Revitalizing Hamilton Tax Increment Grant for Fengate Hamilton Lands GP Inc., as General Partner for, LPF Hamilton Lands LP for the property at 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton, in a form satisfactory to the City Solicitor; and,
- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including, but not limited to, deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Revitalizing Hamilton Tax Increment Grant Program, as approved by City Council, are maintained and that any applicable Grant Amending Agreements are undertaken in a form satisfactory to the City Solicitor.

**Result: MOTION, CARRIED by a vote of 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
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

#### **8.5 FCS22043(d) 2026 Stormwater Fee (City Wide)**

Kirk Weaver, Director, Financial Planning Administration and Policy addressed the Committee with a presentation respecting Report FCS22043(d), the 2026 Stormwater Fee.

- (i) **(Cassar/McMeekin)**
- (a) That the staff presentation respecting Report FCS22043(d), the 2026 Stormwater Fee, be received;
- (b) That Report FCS22043(d), dated March 19, 2025, respecting the 2026 Stormwater Fee, be received, and the following recommendations be approved:
- (i) That property tax levy funding related to stormwater expenditures to be funded by the new stormwater rate structure, be transferred annually to the Stormwater Reserve (108010) to support a largely revenue neutral transition to a dedicated stormwater fee effective April 1, 2026;
- (ii) That the forecasted daily single-family unit (SFU) stormwater fee of \$0.55 (\$200.75 per annum 2026) for all properties in the City of Hamilton be adopted, in principle, effective April 1, 2026; and
- (iii) That the subject matter respecting a review of the annual SFU rate required to implement a dedicated user fee for stormwater, be identified as complete and removed from the General Issues Committee Outstanding Business List.
- (ii) **(Danko/Cassar)**  
That Report FCS22043(d) be REFERRED back to staff to investigate options to adjust the proposed rates for large industrial water users and provincially funded institutional users with the intention of maintaining their current proportion of stormwater funding and report back to the General Issues Committee on a revised rate structure by Q3 2025 and in time for implementation for the 2026 Rate Budget.
- (iii) **(Tadeson/Clark)**  
That the REFERRAL motion, *be amended* to include the following:
- “and investigate options to bring rural residents stormwater fees to more closely align with the stormwater fees for urban residents.”***

Councillor Tadeson WITHDREW the above amendment.

**Result: REFERRAL MOTION, CARRIED by a vote of 9 to 4, as follows:**

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

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

**(Cassar/Kroetsch)**

That the General Issues Committee recess for 34 minutes until 2:00 p.m.

**CARRIED**

The General Issues Committee reconvened at 2:00 p.m.

**8.6 PED24163(a)**

**Proposed Pilot Downtown Hamilton Office Conversion Grant Program  
(Ward 2)**

**(Kroetsch/Hwang)**

That Report PED24163(a), dated March 19, 2025, respecting Proposed Pilot Downtown Hamilton Office Conversion Grant Program (Ward 2), be received, and the following recommendations be approved:

- (a) That staff BE DIRECTED to bring forward to the Planning Committee the proposed pilot Downtown Hamilton Office Conversion Grant program, contained in Appendix A to this Report PED24163(a), along with all necessary implementing by-law amendments, including those required to the Revitalizing Hamilton's Commercial Districts Community Improvement Plan and Community Improvement Project Area, for a statutory public meeting and Planning Committee consideration in accordance with Section 28 of the Planning Act;
- (b) That staff BE DIRECTED to establish a new Downtown Office Conversion Project ID from which grants under the Downtown Office Conversion Grant Program will be funded;
- (c) That Council APPROVE the reallocation of \$2,500,000, on as needed basis to the new Downtown Office Conversion Project ID, from the following existing Economic Development Division Project IDs:



- (i) 8201703100 and 8202203200 associated with the Start-Up and Office Attraction Program to a combined maximum of \$618,638;
- (ii) 8201703620 associated with the Gore Building Improvement Grant Program to a maximum of \$250,000; and,
- (iii) 8201703703 and 8201703704 associated with the Commercial District Revitalization Grant Program to a combined maximum of \$1,631,362; and,
- (d) That Planning Division staff BE DIRECTED to investigate opportunities to remove City barriers to the conversion of office buildings for residential or hotel uses in Downtown Hamilton that could arise through the Site Plan review process including, but not limited to, waste collection, noise and water/wastewater capacity, and report back to the Planning Committee with recommendations before the end of Q3 2025.

**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

**8.6(a) Correspondence from Anthony Salemi, West End Home Builders' Association respecting Item 8.6 - Report PED24163, Proposed Pilot Downtown Hamilton Office Conversion Grant Program (Ward 2)**

**(Kroetsch/Cassar)**

That the Correspondence from Anthony Salemi, West End Home Builders' Association respecting Item 8.6 - Report PED24163, Proposed Pilot Downtown Hamilton Office Conversion Grant Program (Ward 2), be received.

**CARRIED**

**8.7 HUR25006  
Municipal Police Board Diversity Plan (City Wide)**

**(Pauls/Tadeson)**

That Report HUR25006, dated March 19, 2025, respecting Municipal Police Board Diversity Plan (City Wide), be received, and the following recommendation be approved:

- (a) That the proposed Municipal Police Board Diversity Plan, attached as Appendix A to HUR25006, Municipal Police Board Diversity Plan (City Wide), BE APPROVED.

**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
Absent	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**8.8 PW25014  
Temporary On-Street Patio Traffic Control and Safety Devices (City Wide)**

**(Hwang/Tadeson)**

That Report PW25014, dated March 19, 2025, respecting Temporary On-Street Patio Traffic Control and Safety Devices (City Wide), be received, and the following recommendations be approved:

- (a) That staff BE AUTHORIZED and DIRECTED to retain a third-party contractor for the supply, installation and removal of safety devices and barriers for on-street patios per the Ontario Traffic Council guidelines, for the 2025 season, to be funded from Project ID 4042549220 as a one-year pilot project;
- (b) That Staff BE DIRECTED to report back to the General Issues Committee with results of the pilot project by Q4 2025; and,

- (c) That the General Manager, Public Works and City Clerk BE AUTHORIZED and DIRECTED to execute any required agreement(s) and ancillary documents, with content acceptable to the General Manager, Public Works with such terms and conditions in a form satisfactory to the City Solicitor.

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

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

**9. MOTIONS**

**9.1 Wesley Youth Outreach Centre (Ward 1)**

**(M. Wilson/Clark)**

WHEREAS, Statistics Canada indicates 19.5% of residents in the City of Hamilton are between the ages of 15-29;

WHEREAS, 37.7% of Ward 1 resident's income is at or below the City's poverty line.

WHEREAS, there is a clear link between poverty and impacts on youth's physical, emotional, mental and educational achievements and

WHEREAS, the City of Hamilton relies upon the services of Non-profit groups such as Wesley to provide services for youth and newcomers;

WHEREAS, Wesley provides programming and space within Ward 1 for youth to connect to homework support, develop healthy peer-to-peer relationships in a safe place, learn positive life and social skills, and improve overall well-being.

WHEREAS, the furnishings within the facilities are no longer viable,

THEREFORE, BE IT RESOLVED:

- (a) That a grant to Wesley Youth Outreach Centre located at 155 Queen St. N. be funded from the Ward 1 Capital Discretionary Account #3302309100 at an upset limit, including contingency, not to exceed \$10,000;
- (b) That any funds allocated and distributed through the Ward 1 Discretionary Fund be exempt on a one-time basis and not be counted toward any formula that restricts regular funding from the City, including the City Enrichment Fund or the One-Time Enhancement Grant (e.g. the City's 30% formula); and,
- (c) The Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions that are satisfactory to the City Solicitor.

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

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

## **9.2 Strong Mayor Powers and How They Apply to the City of Hamilton Property Tax Budget Process – REVISED**

### **(i) (Spadafora/Jackson)**

WHEREAS, several City Councillors have expressed frustration of being hamstrung, rushed, and stifled amid a new interpretation of Strong Mayor Powers pertaining to the 2025 Property Tax Budget process whereby only amending motions to the budget were permitted

instead of debate and direction on the budget as a whole and the associated property tax increase;

WHEREAS, the majority of amending motions brought forward by Councillors were jointly deemed out of order by the City Clerk and Budget Chair amid the new Strong Mayor Powers budget process, without any opportunity for neutral, apolitical, procedural collaboration to make changes to said amending motions so as to make them in order;

WHEREAS, for successful amending motions to actually be enacted, they were ultimately subject to, and at the mercy of, the Strong Mayor Powers veto, regardless if the veto was used or not used;

WHEREAS, during deliberations of the 2024 Property Tax Budget, the first budget process against the backdrop of Strong Mayor Powers that were extended to the City of Hamilton on July 1, 2023, the budget was not considered “the Mayor’s budget”, and accordingly, Councillors were able to propose germane amendments to the budget and motions to direct staff accordingly to amend the proposed property tax increase without the risk of said amendments or motions being jointly deemed to be out of order by the City Clerk and the Budget Chair; and,

WHEREAS, the 2025 Property Tax Budget was deemed “adopted” by the Mayor outside of any Council meeting negating Councillors the opportunity to go on the record of either voting in favour or against the 2025 Property Tax Budget, something that has historically been deemed important by Councillors and constituents alike;

THEREFORE, BE IT RESOLVED:

- (a) That the Mayor ask the Ontario Premier to not allow the City of Hamilton to use Strong Mayor Powers for the City of Hamilton budget process, reverting to the traditional budget deliberation process that was most recently used for the 2024 Property Tax Budget during the first year of Strong Mayor Powers in Hamilton;
- (b) That the Mayor and City of Hamilton staff involved with interpreting and applying the rubric of Strong Mayor Powers to the 2025 Property Tax Budget process ask the Office of the Premier of Ontario to review said interpretation and application of Strong Mayor Powers as they pertained to the 2025 Property Tax Budget process and to comment on if they believe it was done properly and appropriately, and whether there may have been different interpretations and applications; and,
- (c) That the City of Hamilton Finance and Legal staff research and report back on how other municipalities that have Strong Mayor

Powers applied the Strong Mayor Powers to their budget process, if at all.

- (ii) The following friendly amendment was accepted by the mover and seconder of the Motion.

That the Motion be **amended** to read as follows:

THEREFORE, BE IT RESOLVED:

- (a) That Hamilton **City Council** ask the Ontario Premier to **exempt not allow** the City of Hamilton **from the use of Strong Mayor Powers; ~~for the City of Hamilton budget process, reverting to the traditional budget deliberation process that was most recently used for the 2024 Property Tax Budget during the first year of Strong Mayor Powers in Hamilton;~~**

- ~~(b) — That the Mayor and City of Hamilton staff involved with interpreting and applying the rubric of Strong Mayor Powers to the 2025 Property Tax Budget process ask the Office of the Premier of Ontario to review said interpretation and application of Strong Mayor Powers as they pertained to the 2025 Property Tax Budget process and to comment on if they believe it was done properly and appropriately, and whether there may have been different interpretations and applications; and,~~

- ~~(b)(c)~~ That the City of Hamilton Finance and Legal staff research and report back on how other municipalities that have Strong Mayor Powers applied the Strong Mayor Powers to their budget process, if at all.

**Result: MOTION, As Amended, 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
Absent	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar

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

**9.3 Installation of Additional Surveillance Cameras and Corresponding Equipment at the CityHousing Hamilton Building at 690 Stone Church Road West (Ward 14)**

**(Spadafora/Jackson)**

WHEREAS, the senior tenants residing at 690 Stone Church Road West have expressed that they do not feel safe at times and would like to see additional surveillance cameras at the building's entry points and an exterior camera for the parking lot;

WHEREAS, individuals have entered the building to steal mail and items from the community room;

WHEREAS, unhoused individuals have tried to gain access to the building to keep warm in the winter months;

WHEREAS, the building does not have any on-site security to patrol the building; and,

WHEREAS, the installation of modern surveillance cameras with 4K resolution will provide the seniors with comfort and peace of mind knowing that uninvited or unauthorized access to the building will be deterred.

THEREFORE, BE IT RESOLVED:

- (a) That the costs associated with the installation of new 4K resolution surveillance cameras and corresponding equipment (network video recorder, hard drive, monitor, etc.) at the CityHousing Hamilton building in Ward 14 at 690 Stone Church Road West, be funded from the Ward 14 Capital Discretionary Account (#3302309014) at an upset limit, including contingency, not to exceed \$4,500; and,
- (b) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

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

#### **9.4 Development of the Community Benefits Protocol or Social Value Framework**

##### **(Kroetsch/Hwang)**

WHEREAS, Council did not approve the Budget amendment to spend an additional \$75,000 to continue the development of a Community Benefits Protocol or Social Value Framework during the 2025 Budget;

WHEREAS, staff recommended the use of an unallocated \$75,000 from the tax stabilization be used to pilot a Social Value Procurement program as a first step in developing a Community Benefits Protocol (Social Value Framework) that would guide the City of Hamilton in the corporation's social value/community benefits efforts;

WHEREAS, the development of a Community Benefits Protocol or Social Value Framework is foundational work and essential to the overall success of a pilot Social Value Procurement program; and,

WHEREAS, City staff have advised that the pilot Social Value Procurement program could be paused, and re-introduced for consideration as part of the 2026 budget process, in order to instead develop a Community Benefits Protocol or Social Value Framework in 2025.

THEREFORE, BE IT RESOLVED:

That up to \$75 K from the Tax Stabilization Reserve (110046) be allocated to fund the development of the Community Benefits Protocol or Social Value Framework and that the consideration of a pilot Social Value Procurement be deferred pending completion of the Community Benefits Protocol or Social Value Framework.

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

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



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Yes	-	Ward 2	Councillor Cameron Kroetsch
Absent	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Absent	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
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
Absent	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**10. NOTICES OF MOTION**

There were no notices of motion.

**11. PRIVATE & CONFIDENTIAL**

Committee determined that discussion of Item 11.1 was not required in Closed Session; therefore, the matter was addressed in Open Session, as follows:

**11.1 Closed Session Minutes – February 26, 2025**

**(Kroetsch/McMeekin)**

That the Closed Session minutes of the February 26, 2025 General Issues Committee meeting, be adopted and remain confidential.

**CARRIED**

**(Tadeson/Clark)**

That Committee move into Closed Session for Items 11.3 and 11.4 at 5:08 p.m. pursuant to Section 9.3, Sub-Sections (c) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (c) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land for City purposes or a 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 9 to 0, as follows:**

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Cameron Kroetsch
Absent	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
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
Absent	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Absent	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

The General Issues Committee meeting reconvened in Open Session at 5:25 p.m.

### **11.3 PED25005**

#### **Acquisition of Land in the City of Hamilton (Ward 11) - REVISED**

##### **(Tadeson/Clark)**

That Report PED25005, dated March 19, 2025, respecting Acquisition of Land in the City of Hamilton (Ward 11) - REVISED, be received, and the following recommendations be approved:

- (a) That staff be authorized and directed to acquire title to the lands described in Confidential Appendix “A” to Report PED25005 (the “Properties”), substantially on the Terms and Conditions attached as Revised Confidential Appendix “B” to Report PED25005, and such other terms and conditions deemed appropriate by the General Manager of the Planning and Economic Development Department or designate;
- (b) That all costs related to the Acquisition of Land in the City of Hamilton be funded as set out in Revised Confidential Appendix “B” to Report PED25005;
- (c) That the sum of \$510,550 be funded from Project ID Account No. 59806-4032280253 and be credited to Dept. ID Account No. 59806-812036 (Real Estate – Admin Recovery) for recovery of expenses including real estate costs;
- (d) That the City Solicitor be authorized and directed to complete the Acquisition of Land in the City of Hamilton, 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 to the City Solicitor;

- (e) That the Mayor and Clerk be authorized and directed to execute all necessary documents for the Acquisition of Land in the City of Hamilton, in a form satisfactory to the City Solicitor;
- (f) That the complete Report PED25005, respecting the Acquisition of Land in the City of Hamilton, remain confidential until completion of the real estate transaction, with the exception of Revised Confidential Appendix “B” to Report PED25005 which shall remain confidential.

**Result: MOTION, CARRIED by a vote of 9 to 0, as follows:**

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

**11.4 PED25090**

**Lease Agreement - 1579 Burlington Street East, Hamilton (Ward 4)**

**(Tadeson/Jackson)**

That Report PED25090, dated March 19, 2025, respecting A Lease Agreement - 1579 Burlington Street East, Hamilton (Ward 4), be received, and the following recommendations be approved:

- (a) That the directions provided to staff in Closed Session, respecting PED25090, Lease Agreement - 1579 Burlington Street East, Hamilton (Ward 4), BE APPROVED and remain confidential until completion of the subject Lease Agreement.
- (b) That the balance of Report PED25090 and the Appendices, respecting the Lease Agreement – a portion of 1579 Burlington Street East, remain confidential.

**Result: MOTION, CARRIED by a vote of 9 to 0, as follows:**

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

**12. ADJOURNMENT**

There being no further business, the General Issues Committee adjourned at 5:30 p.m.

Respectfully submitted,

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Angela McRae  
Legislative Coordinator

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Deputy Mayor Alex Wilson  
Chair, General Issues Committee

Submitted on Tue, 03/25/2025 - 09:44

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?  
Yes

**Requestor Information**

Requestor Information  
Abbie Little  
Cycle Hamilton

Preferred Pronoun  
she/her

Reason(s) for delegation request  
Supporting Hamilton Bike Share

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
Yes

Submitted on Tue, 03/25/2025 - 10:20

Submitted by: Anonymous

Submitted values are:

**Committee Requested**

Committee  
General Issues Committee

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

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

**Requestor Information**

Requestor Information  
Noah Carr

Preferred Pronoun  
he/him

Reason(s) for delegation request  
Discussion of funding for Hamilton Bike Share (sobi), scheduled for April 9 GIC meeting

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
Yes

Submitted on Wed, 04/02/2025 - 12:13

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  
Kiara Rahm

Hamilton, ON

Preferred Pronoun  
she/her

Reason(s) for delegation request  
In support of SoBi

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

Submitted on Wed, 03/26/2025 - 13:34

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  
Jennifer Bonner  
The HUB  
78 Vine st  
Hamilton, Ontario. L8R2A9  
[jen.bonner@thehamiltonhub.org](mailto:jen.bonner@thehamiltonhub.org)

Preferred Pronoun  
she/her

Reason(s) for delegation request  
This would be a joint delegation request. The HUB, GHHN, St.Joes & HHS to speak to the success of the overnight warming centre and present on the need for innovative partnerships in Hamilton.

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
Yes



Submitted on Wed, 04/02/2025 - 08:30

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  
Andrew Selman  
Hamilton, ON

Preferred Pronoun  
he/him

Reason(s) for delegation request  
I will be addressing the City of Hamilton's ongoing failure to properly clear hazardous debris from encampments after they have been vacated—whether through city enforcement, voluntary departure, or fire.

Key examples include encampment sites that burned down months ago, yet remain littered with post-fire debris, as well as the persistent presence of crack pipes and hypodermic needles that the city has neglected to remove, despite my repeated warnings and detailed reports of contamination.

We will also be discussing the post-encampment cleanup protocol I submitted, which provides a structured approach to addressing these failures and ensuring public spaces are properly restored.

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
Yes

Submitted on Wed, 04/02/2025 - 10:21

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  
Tej Sandhu

Hamilton, ON

Preferred Pronoun  
he/him

Reason(s) for delegation request  
in support of the Hamilton Immigration Partnership Council (HIPC) Community Plan

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No



# **MAYOR'S TASK FORCE ON TRANSPARENCY, ACCESS AND ACCOUNTABILITY MINUTES MTA 25-001**

2:00 p.m.

March 25, 2025

Council Chambers (Hybrid)

Hamilton City Hall

71 Main Street West

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**Present:** J. Santucci (Co-Chair), M. Stewart (Co-Chair), M. Verhovsek and T. Wingfield

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## **1. CALL TO ORDER**

Co-Chair M. Stewart called the meeting to order at 2:00 p.m.

## **2. CEREMONIAL ACTIVITIES**

A land acknowledgement was read into the record.

## **3. APPROVAL OF THE AGENDA**

**(Santucci/Wingfield)**

That the agenda for the December 3, 2024, meeting of the Mayor's Task Force on Transparency, Access, and Accountability, be approved, as presented.

**CARRIED**

## **4. DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

## **5. APPROVAL OF MINUTES OF PREVIOUS MEETING**

### **5.1 December 3, 2024**

**(Wingfield/Verhovsek)**

That the Minutes of the December 3, 2024, meeting of the Mayor's Task Force on Transparency, Access, and Accountability, be adopted, as presented.

**CARRIED**

**7. ITEMS FOR INFORMATION**

**(Santucci/Verhovsek)**

That the following Items for Information, be received:

- 7.1 Correspondence from Lyndon George, Executive Director of the Hamilton Anti-Racism Resource Centre respecting Transparency, Access and Accountability**
- 7.2 Mayor's Task Force on Transparency, Access and Accountability Consultation Report**

**CARRIED**

**8. ITEMS FOR CONSIDERATION**

There were no Items for Consideration.

**9. MOTIONS**

There were no Motions.

**10. NOTICE OF MOTIONS**

There were no Notice of Motions.

**11. PRIVATE AND CONFIDENTIAL**

There were no Private and Confidential Items.

**12. ADJOURNMENT**

There being no further business, the Mayor's Task Force on Transparency, Access, and Accountability meeting adjourned, at 2:14 p.m.

Respectfully submitted,

Jessica Versace  
Legislative Coordinator  
Office of the City Clerk

Mark John Stewart  
Co-Chair, Mayor's Task Force on  
Transparency, Access, and Accountability



## City of Hamilton Report for Information

**To:** Chair and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** HSC25025

**Subject/Title:** Temporary Emergency Shelter Expansion –  
Implementation Update

**Ward(s) Affected:** City Wide

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### Recommendations

- 1) That Report HSC25025 respecting Temporary Emergency Shelter Expansion – Implementation Update **BE RECEIVED** for information.

### Key Facts

- This update provides a status update on the full implementation of the temporary shelter expansion approved through Report HSC24027(b) / FCS24028 / PED24162 - Reducing Homelessness and Managing Encampments (approved September 25, 2024), following the Mayoral Directive to Staff (MDI-2024-02).
- Approved recommendations established 272 new temporary emergency shelter beds including the 80-bed Temporary Barton Tiffany Shelter (250 Hess Street North) and 192 additional emergency shelter beds across multiple locations.
- The Temporary Barton Tiffany Shelter (TBTS) is now fully operational, providing safe, low-barrier shelter spaces, with coordinated intakes prioritizing unhoused residents from encampments, including couples and those with pets.
- All 192 temporary emergency shelter beds are fully operational, expanding Hamilton's emergency shelter system to better meet the needs of unhoused residents and respond to encampments.
- The full implementation of the temporary shelter expansion has coincided with a measurable reduction in encampments, as the City continues to take a coordinated, compassionate approach that prioritizes supporting encampment residents in safely transitioning into newly created shelter spaces.

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## Financial Considerations

N/A

## Background

On August 6, 2024, a Mayoral Directive to Staff (MDI-2024-02) was issued to identify options for procuring and implementing temporary shelter structures in Hamilton, covering cost assessments, funding sources, vendor selection, and site feasibility.

Work in response to the Mayoral Directive informed the development of the recommendations approved by Council on September 25, 2024, through Report HSC24027(b) / FCS24028 / PED24162 - Reducing Homelessness and Managing Encampments, to temporarily expand emergency shelter capacity, including:

- creating 192 additional temporary emergency shelter beds across multiple providers to address immediate shelter system pressures;
- establishing a Temporary Outdoor Shelter at Barton/Tiffany, prioritizing residents in encampments, including couples and those with pets, with an operator in place to oversee site management and resident supports; and,
- ensuring appropriate site mitigation measures to protect shelter residents from any potential contamination present at the Barton/Tiffany site.

## Analysis

Since Council approval, significant coordination has occurred across multiple City departments and community partners to implement critical expansions to Hamilton's emergency shelter system. These initiatives have successfully added 272 new temporary shelter beds, representing an 80% increase in Hamilton's shelter capacity since September 25, 2024. This substantial increase has coincided with a measurable reduction in encampments, as the City continues its compassionate and coordinated approach, prioritizing residents experiencing unsheltered homelessness for intake and direct placement into these newly created shelter spaces. Staff will continue to monitor trends in shelter occupancy, encampment activity, and service needs to assess the effectiveness of these interventions, ensure ongoing support for residents, and identify opportunities for further service improvements.

The establishment of the Temporary Barton Tiffany Shelter (TBTS) aligns with the City's broader commitment to a compassionate and housing-focused response to homelessness, as outlined in the City's Housing and Homelessness Action Plan and Housing Sustainability & Investment Roadmap. Extensive planning, site assessments, and cross-departmental collaboration enabled the safe and supportive opening of TBTS, providing low-barrier accommodations prioritized specifically for encampment residents, including couples and those with pets. Good Shepherd, as the site operator, manages daily operations and coordinates critical services - such as mental health and addiction supports - assisting residents in accessing immediate resources while working towards successful transitions into stable, permanent housing.

The simultaneous creation of 192 temporary emergency shelter beds across multiple community providers has also significantly expanded the City's immediate emergency response capacity. This expansion has directly alleviated pressures on existing services, creating safer pathways for unsheltered residents to transition out of encampments and into stable shelter environments. Housing Services staff continue to collaborate closely with shelter operators and community partners to ensure ongoing support, effective referral processes, program monitoring and evaluation, and connections to permanent housing resources.

While these expansions address urgent shelter needs, they are intentionally temporary measures within Hamilton's broader housing strategy, which emphasizes sustainable solutions across the housing continuum. Staff continue to advocate for coordinated investment from senior government partners to address Hamilton's critical housing needs, including permanent supportive housing, affordable housing, and expanded mental health and addiction services, reinforcing a comprehensive local response to homelessness.

### **Opening of the Temporary Barton Tiffany Shelter (TBTS)**

The TBTS is now fully operational, marking a major milestone in the City's approach to providing low-barrier shelter spaces for unhoused residents. Since Council approval, extensive work has gone into the planning, construction, and operational setup of the site. This effort required cross-departmental coordination and collaboration, along with external support from planning and construction partners to lead key aspects of site activation, including:

- contracting of external environmental experts to assess the site and provide recommendations for on-site mitigation related to site contamination;
- site preparation, including levelling, erosion and sediment control, and grading, in order to facilitate the installation of mitigation measures;
- completion of site servicing and infrastructure improvements, including fencing, electrical and waterline installations, and the development of additional on-site amenities;
- coordination of shelter unit delivery, with unit testing on arrival to confirm health and safety standards prior to occupancy;
- installation of 40 shelter structures (80-beds), a community building, and shared washroom, shower, and laundry facilities; onboarding of Good Shepherd as the site operator, ensuring 24/7 staffing and support services for residents, as well as site management and maintenance;
- development of an operational service plan integrating safety, security, and critical support services, including mental health and addiction recovery programs, delivered on-site or through community partnerships;
- creation of a referral pathway and prioritization criteria to support residents transitioning from encampments to TBTS; and,
- implementation of a phased move-in approach to prioritize safety, service coordination, and resident support.

As the site is now operational, a priority remains to engage in ongoing coordination and collaboration between Healthy and Safe Communities, Public Works, and Planning and

Economic Development Departments, as well as Good Shepherd, Hamilton Police Services and other community partners to address both site-specific needs and broader community impacts, ensuring a safe, supportive, and well-integrated response through the TBTS.

A key focus of this initiative has been to address gaps in Hamilton's shelter system, particularly for individuals who do not access traditional shelter spaces due to various restrictions or barriers. By prioritizing a housing-focused approach, TBTS is providing case management, mental health support, and pathways to permanent housing, reinforcing the City's commitment to long-term housing solutions.

### **192 Temporary Emergency Shelter Bed Expansion**

In addition to the TBTS, the City has successfully expanded its emergency shelter system by 192 additional beds, significantly increasing capacity across multiple shelter providers. These new temporary beds were distributed across a range of existing agencies/facilities to maximize service reach, including:

- 45 women's spaces offered through Interval House, YWCA, Mission Services, and Good Shepherd,
- 82 men's spaces offered by Good Shepherd, Salvation Army, and Mission Services,
- 20 mixed adult spaces provided by Wesley; and,
- 45 asylum beds expanding the Wesley asylum seekers temporary housing program (which accepts referrals exclusively from encampments and shelter facilities) creating 45 spaces within existing emergency shelters for those residents requiring higher level of supports.

Since Council approval, significant work has gone into finalizing agreements with shelter providers, ensuring proper referral pathways, and integrating data and reporting mechanisms to track shelter use and outcomes. The emergency shelter providers and their staff mobilized rapidly through this process to bring these new temporary beds online, ensuring that these additional supports were available through the winter months.

The full onboarding process was completed in January 2025, and all 192 beds are now fully operational. Staff continue to work closely with shelter operators and community partners to ensure individuals have access to emergency shelter and the necessary supports to transition into permanent housing.

### **Referral and Transition Process from Encampment to Shelter**

The City of Hamilton remains committed to providing compassionate support for residents experiencing unsheltered homelessness, while maintaining public spaces that are safe and accessible for everyone. The Coordinated Encampment Response Team - comprising Housing Services and Street Outreach, Municipal Law Enforcement, Public Works, and Hamilton Police Services' Social Navigator Program - works collaboratively to help individuals transition from encampments to safer and more stable shelter options.



Staff prioritize a compassionate, voluntary approach, assessing individual health, social, and housing needs, and developing personalized plans that facilitate direct transitions from encampments into newly available shelter spaces. Assistance provided includes transportation, managing personal belongings, and connecting residents with ongoing services to support the eventual transition to permanent housing.

### **Next Steps**

With the 80-bed TBTS and the 192-bed temporary emergency shelter expansion now fully implemented, staff will continue to assess the effectiveness and community impact of these investments. As a first step, City staff will bring forward a report to Council in Q2 2025 reviewing the procurement process, overall budget, and key learnings from the TBTS implementation. Given the expedited timeline and the City's first-time execution of a project of this nature, the review will highlight lessons learned and opportunities for improvement to guide future initiatives.

While the expansion of Hamilton's emergency shelter system has been essential in providing immediate support for unhoused residents, these interventions remain temporary. Housing Services staff continue to gather capital and operating cost data to support a financially sustainable, evidence-based approach to permanent shelter system expansion, with findings to be reported back to Council in Q2 2025.

Recognizing the significant scale of Hamilton's needs related to housing and homelessness, Housing Services, in collaboration with the Government Relations and Strategy team and Housing Secretariat, will continue to advocate for coordinated planning, collective impact, and sustainable funding partnerships across all levels of government. Housing Services remains committed to enhancing the flexibility of the emergency shelter system while prioritizing prevention, diversion, and permanent housing placement supports as foundational elements of the City's comprehensive response to homelessness.

### **Alternatives**

N/A

### **Relationship to Council Strategic Priorities**

Priority 2: Safe & Thriving Neighbourhoods

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

### **Previous Reports Submitted**

- [Reducing Homelessness and Managing Encampments \(HSC24027\(b\) / FCS24028 / PED24162\)](#), September 18, 2024, General Issues Committee.

## **Consultation**

- Public Works Department, Environmental Services Division

## **Appendices and Schedules Attached**

N/A

**Prepared by:** Greg Tedesco, Senior Project Manager, Housing Services  
Projects & Initiatives  
Housing Services Division, Healthy & Safe Communities

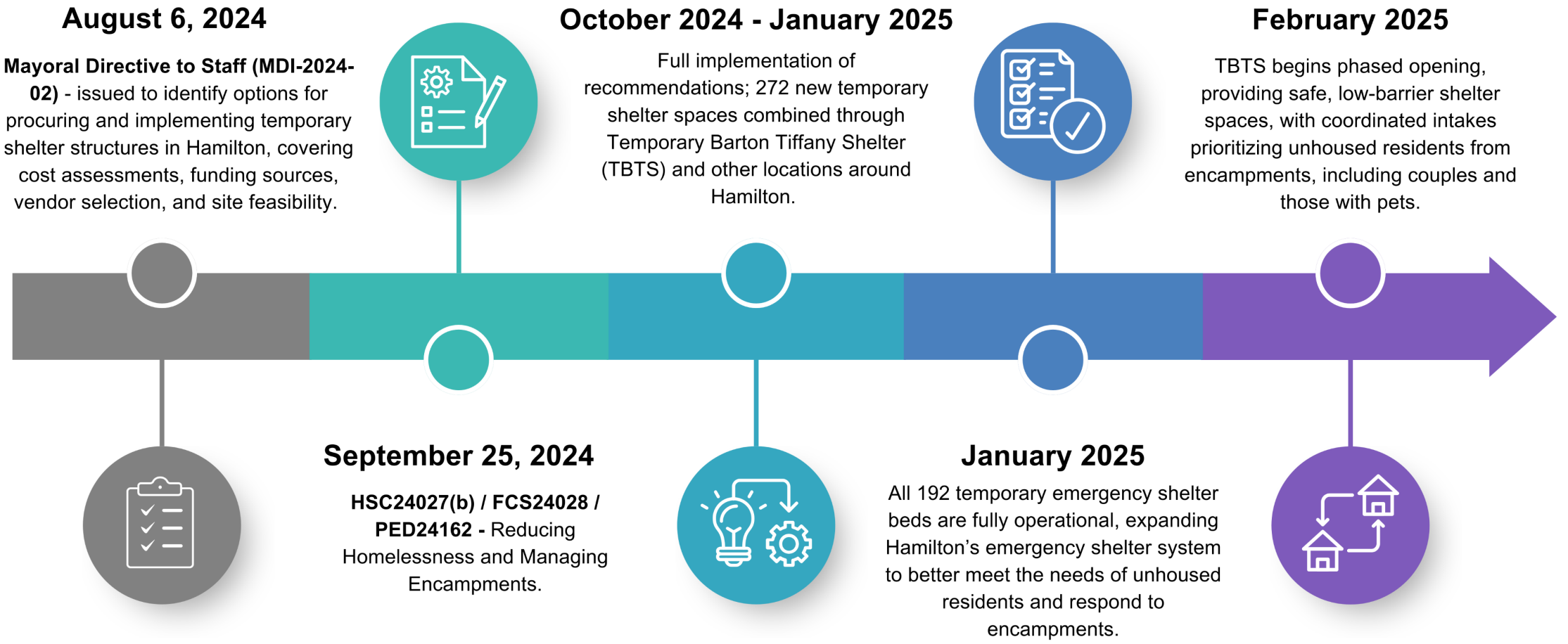
**Submitted and recommended by:** Michelle Baird, Director, Housing Services  
Housing Services Division, Healthy & Safe Communities



Hamilton

# TEMPORARY EMERGENCY SHELTER EXPANSION – IMPLEMENTATION UPDATE

April 9, 2025



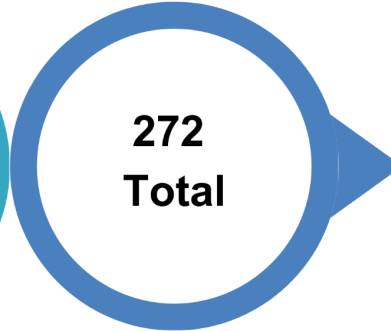
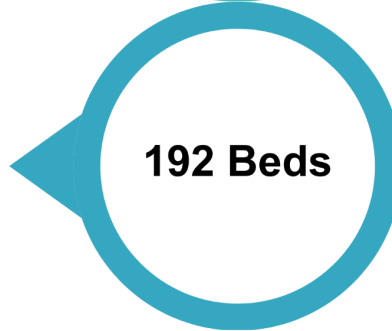
# Temporary Shelter Expansion

## Temp. Beds Now Open

Expanded capacity across multiple providers to respond to increased need in the community and provide more flexibility in available shelter options.



**TBTS**  
Temporary Barton Tiffany Shelter (TBTS) now fully operational, prioritizing encampment residents, couples, and those with pets.

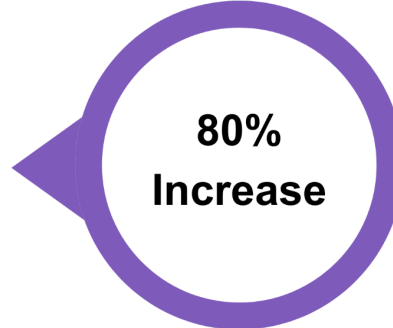


## New Beds Added

Largest single shelter expansion in Hamilton's history, providing immediate relief to the system and expanding options.

## Shelter Capacity

Significant coordination has occurred across multiple City departments and community partners to implement critical expansions to Hamilton's emergency shelter system, strengthening supports for unhoused residents and reducing encampment pressures.



# Collaboration



Cross-departmental collaboration between Housing Services, Public Works, and Planning & Economic Development was key to delivering critical shelter solutions.



City teams and community partners worked together to develop safe, functional shelter spaces that meet the needs of residents.



Strong partnerships with community partners / shelter providers, Housing Services and the City's Outreach Team ensured a coordinated, supportive approach.

# 192 Temporary Shelter Bed Expansion

- 192 new spaces added to support men, women, and gender-diverse individuals, expanding capacity across multiple providers to ensure access to emergency shelter and specialized supports.
    - 45 spaces offered through Interval House, YWCA, Mission Services, and Good Shepherd,
    - 82 spaces offered by Good Shepherd, Salvation Army, and Mission Services,
    - 20 provided by Wesley; and,
    - 45 asylum beds expanding the Wesley asylum seekers temporary housing program, creating 45 spaces within existing emergency shelters for those residents requiring higher level of supports.
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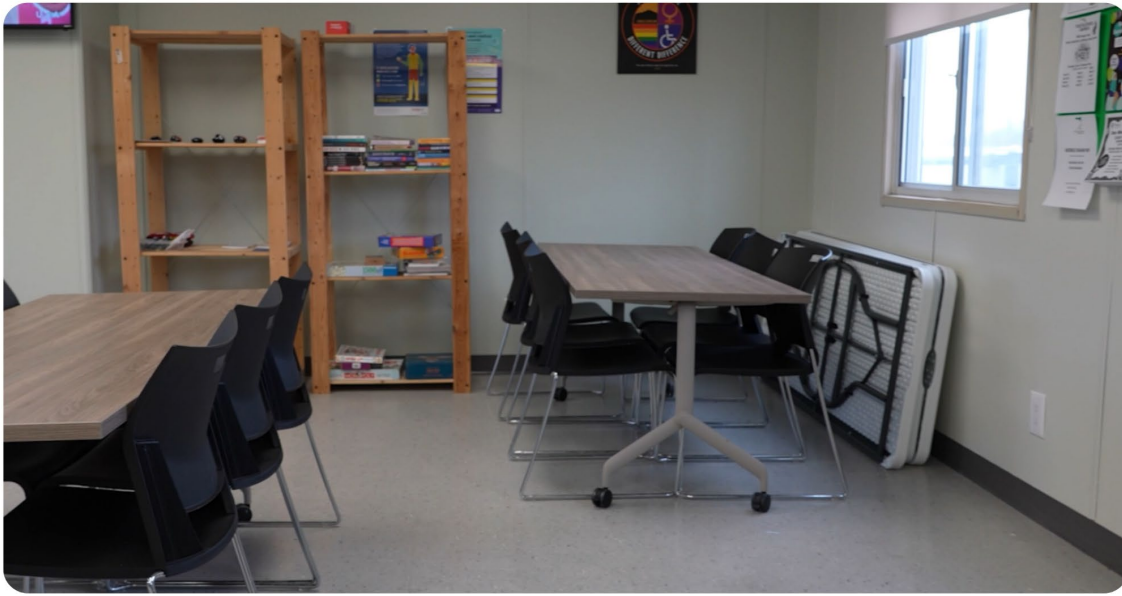


# Temporary Barton Tiffany Shelter (TBTS)

- 80 bed shelter now operational
- Prioritized for Encampment residents, couples, and those with pets
- Operated by Good Shepherd, providing 24/7 staffing and on-site supports

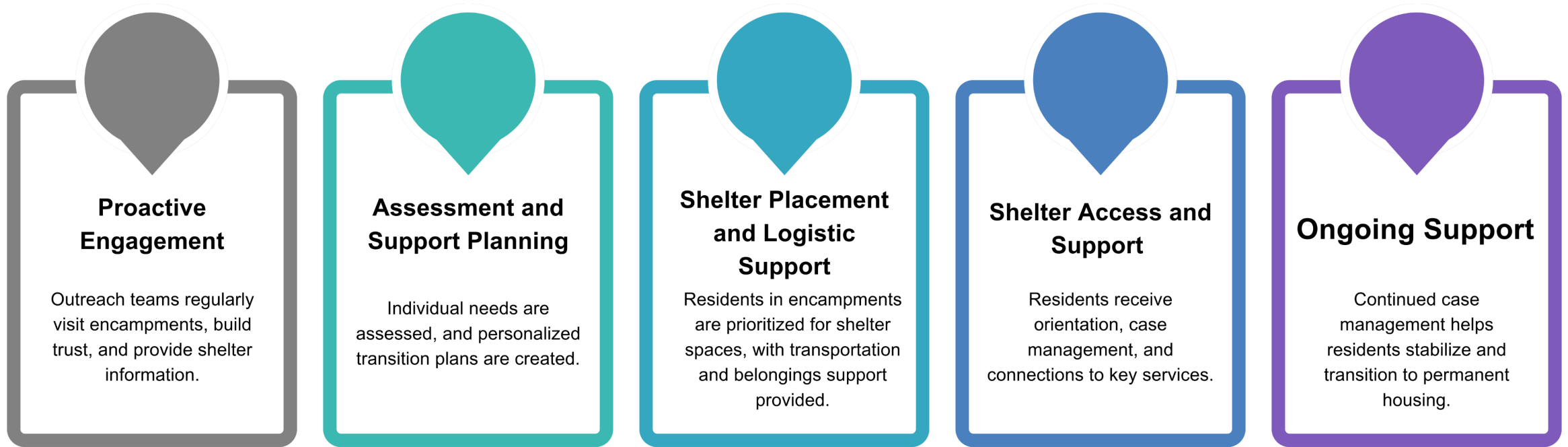






- Video Placeholder Slide

# Referral and Transition Process



# Community and Systems-Level Impacts

## Encampment & Shelter System Impacts

- Increased shelter capacity has helped transition encampment residents into safe, managed spaces.
- Reduction in the size and number of encampments, alleviating pressure on emergency services.



## Balancing Immediate & Long-Term Needs

- Emergency shelters remain a critical, flexible response to meet evolving needs.
- Long-term focus on permanent housing solutions while maintaining a responsive shelter system.



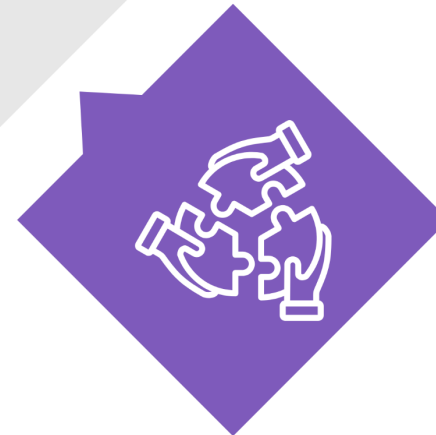
## Ongoing Monitoring & Evaluation

- Tracking shelter occupancy, encampment trends, and service needs to assess effectiveness.
- Identifying opportunities for service improvements and ensuring continued resident support.



## Collaboration & Service Integration

- Ongoing partnerships with community agencies to support housing-focused interventions.
- Strengthening connections to mental health, addiction, and supportive housing services to improve long-term outcomes.



# NEXT STEPS

Reinforcing permanent housing as the priority, while ensuring shelter and broader housing system level flexibility to respond to evolving needs

## Q2 2025: TBTS Report to Council

Review of TBTS implementation, procurement process, budget analysis, and lessons learned.



## Q2 2025: System Expansion Report

Separate report to Council on permanent shelter system expansion, evaluating long-term needs, funding requirements, and service capacity.



## Ongoing Monitoring & Evaluation

Tracking shelter occupancy, encampment trends, and service impacts to assess effectiveness and guide future improvements.



## Advocacy & Engagement

Continued collaboration with senior government partners to secure sustainable investments in shelter, supportive housing, and homelessness prevention.





Hamilton

THANK YOU



## City of Hamilton Report for Information

**To:** Mayor and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** HUR25002

**Subject/Title:** Labour Relations Activity Report & Analysis - 2020-2024

**Ward(s) Affected:** City Wide

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### Recommendations

- 1) That Report HUR25002 respecting Labour Relations Activity Report & Analysis (2020-2024) **BE RECEIVED** for information.

### Key Facts

- This Report is to provide Council and other City stakeholders with an overview of the City of Hamilton's labour relations activities for the period of January 1, 2020 through December 31, 2024.
- This Report focuses on a five-year historical review of the general labour relations activities across the City of Hamilton's bargaining units and departments from January 1, 2020 through December 31, 2024.
- In addition, this Report provides a summary of the City's collective agreement status with the eleven bargaining units and an overview of collective bargaining activity in 2024.

### Financial Considerations

Not applicable.

## Background

In 2008, Council requested an analytical account of the City's labour relations activities. As part of this objective, the Employee & Labour Relations Information System was introduced and implemented in 2009. This effort was primarily driven by Council's direction for greater labour and employee relations accountability as well as a means to providing a more strategic approach to labour relations service delivery. Since 2010, Human Resources has provided analytical accounts of the City's labour relations activities on an annual basis. This year's information Report focuses on a five (5) year historical review of the labour relations activities and data for the period January 1, 2020 through December 31, 2024.

## Analysis

### CITY UNIONIZATION OVERVIEW

The City of Hamilton has a highly unionized workforce with unionized employees representing approximately 76.9% of the City's overall workforce. Chart 1 below provides an overview of the unionized head count by department at the end of 2024. The largest number of unionized employees are in the City's largest departments: Healthy & Safe Communities (includes *Healthy and Safe Communities and Community Services departments*) and Public Works. The Public Works department has the highest percentage of unionized employees within the department compared to others.

### Chart 1 – Unionized Head Count by Department

Department	Total Head Count	Unionized Head Count	% of Unionized Head Count within Department	% of Unionized Head Count within City
City Manager's Office	139	0	0.0%	0.0%
CityHousing Hamilton	216	116	53.7%	1.3%
Corporate Services	610	293	48.0%	3.2%
Healthy & Safe Communities*	4597	3741	81.4%	41.4%
Planning & Economic Development	922	498	54.0%	5.5%
Public Works	2543	2293	90.2%	25.4%
<b>Total**</b>	<b>9027</b>	<b>6941</b>	<b>N/A</b>	<b>76.9%</b>

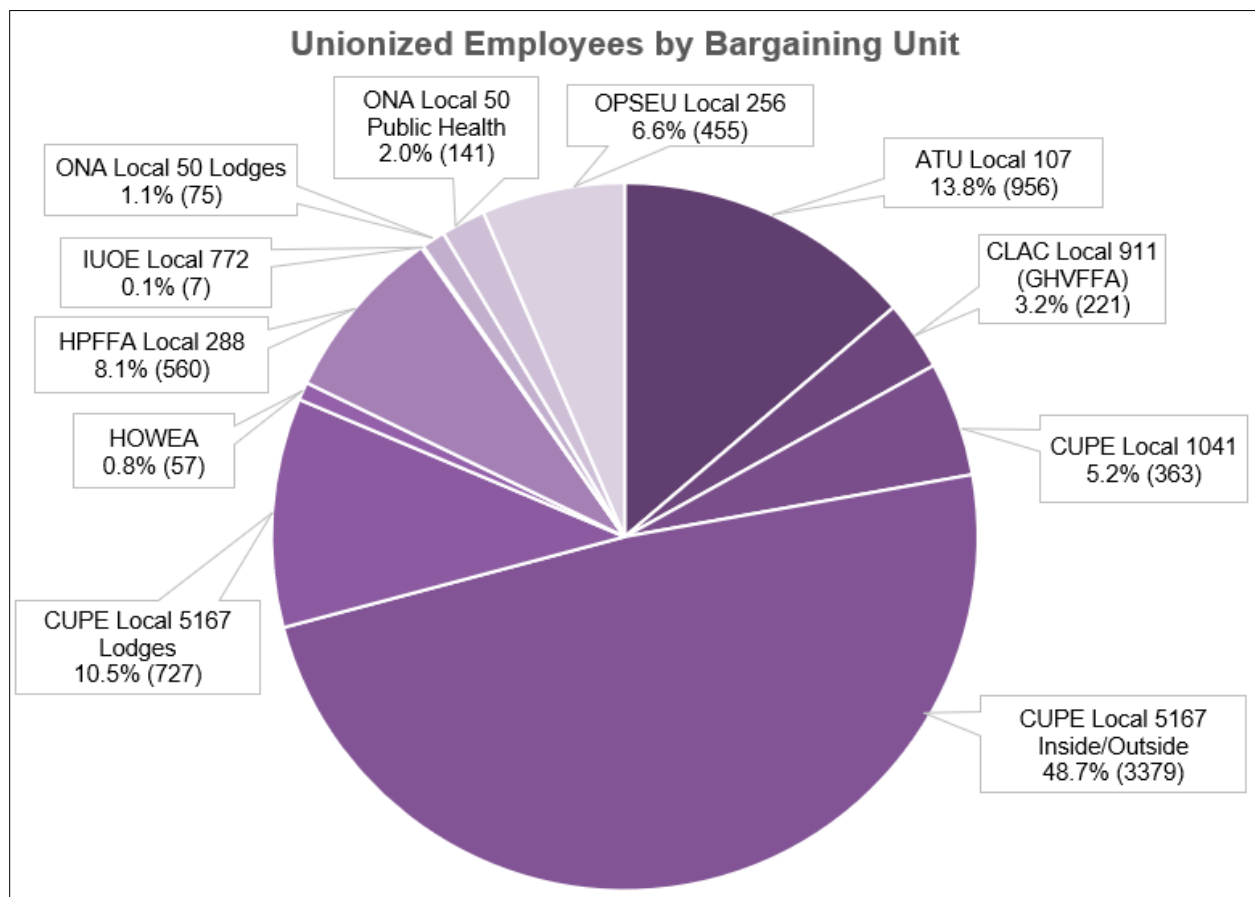
\*Includes Healthy and Safe Communities and Community Services departments.

\*\*City Council department and employees are not included in total.



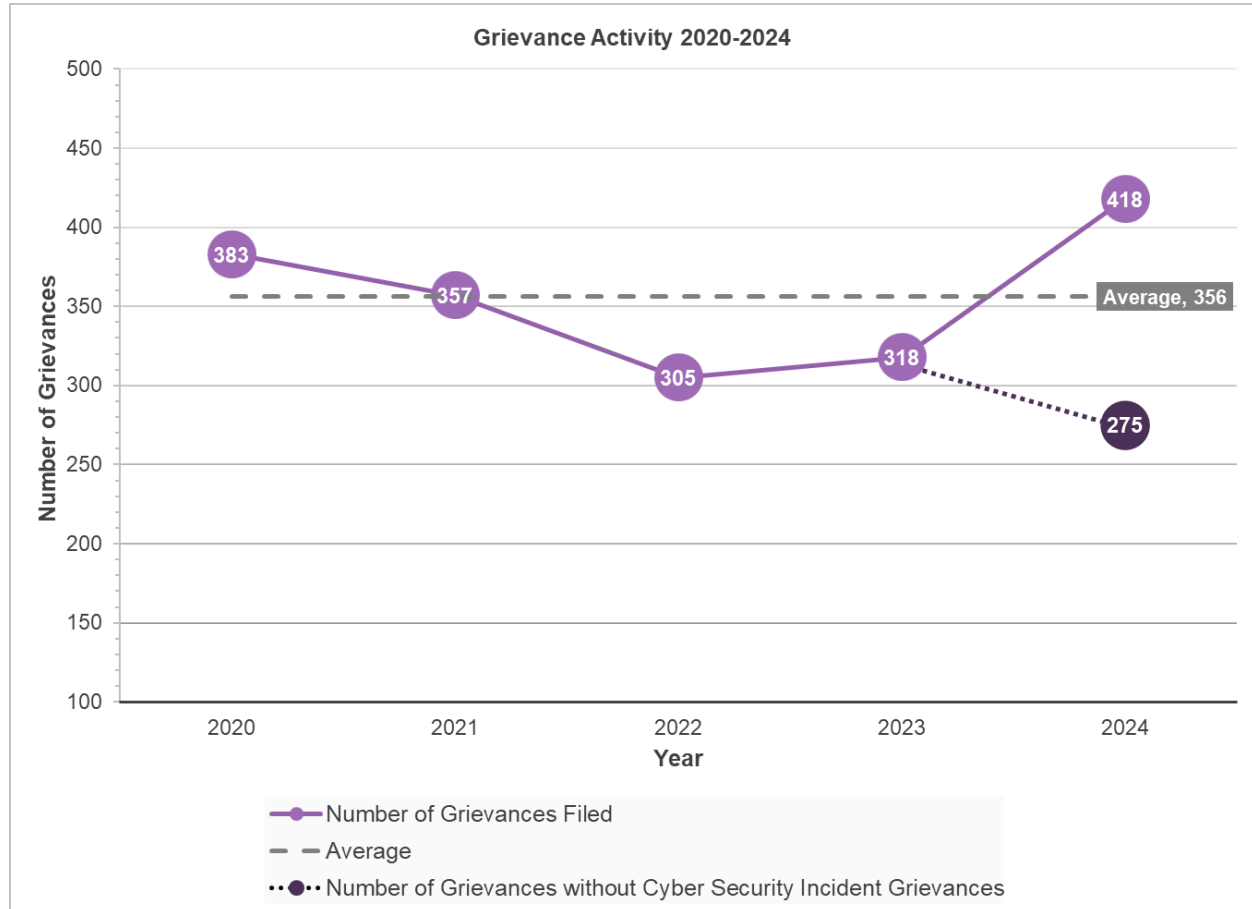
Graph 1 below shows the percentage breakdown of the City's unionized workforce across the eleven bargaining units at the end of 2024. CUPE Local 5167 Inside/Outside is the largest bargaining unit and accounts for approximately 48.7% of the City's overall unionized employees. In contrast, IUOE 772 is the smallest bargaining unit and accounts for approximately 0.1% of unionized employees at the City.

**Graph 1 – Unionized Employees by Bargaining Unit**



## OVERALL GRIEVANCE ACTIVITY

The Report presents an analysis of grievance activity throughout the years from 2020 through 2024. Grievances are an important communication tool which offer insights into potential areas of concern or opportunities for improvement within the organization. Over the five-year period, there have been fluctuations in the number of grievances filed. As shown in Graph 2 below, the lowest level of grievance submissions over the five-year period was 305 grievances in 2022. The number of grievances filed in 2024 was the highest with 418 grievances.

**Graph 2 – Total Grievance Activity 2020-2024**

While the number of grievances filed in any given year can be one general indicator of the state of labour relations, it is not the sole indicator of the labour-management relationship. Often, a collective bargaining year with contentious negotiations, unprecedented and high-profile events, may have an impact on statistics and cause grievances to fluctuate in any given year. As an example, Grievances filed in 2020 and 2021 were impacted by external influences such as the COVID-19 pandemic and the City's navigation through that unprecedented time. Grievances in 2023 reflects a period of active negotiations with lower grievance submission. Grievances in 2024 were greatly impacted by the cyber security incident and the City's navigation through the significant event. In 2024, a total of 143 grievances related to the cyber security incident were filed representing approximately 34.2% of the total grievances filed that year. If the event did not occur in 2024, it could be speculated that the total grievance submission for the year would have been closer to 275 and the lowest grievance submission year over the five-year period.

The time to resolve a grievance can vary significantly depending on the complexity of the issue and whether the grievance proceeds through multiple steps of the grievance

procedure. Grievance resolutions include those achieved in the grievance process, mediations, arbitrations, and grievances withdrawn by the bargaining unit. Chart 2 below shows the number of resolved grievances for those filed in 2020 through 2024. Out of all the grievances filed in the five-year period, approximately 68% of the grievances were resolved by the end of 2024. A total of 235 grievances from the five-year period were resolved in the 2024 calendar year.

**Chart 2 – Grievances Filed, Resolved, and Outstanding from 2020-2024**

Year	Number of Grievances Filed	Number of Outstanding Grievances	Number of Resolved Grievances	Percent of Grievances Resolved	Number of Grievances Resolved in 2024
2020	383	37	346	90.3%	3
2021	357	55	302	84.6%	9
2022	305	75	230	75.4%	34
2023	318	97	221	69.5%	78
2024	418	307	111	26.6%	111
<b>Total</b>	<b>1781</b>	<b>571</b>	<b>1210</b>	<b>67.9%</b>	<b>235</b>

Grievances that remain unresolved or outstanding are generally either held in abeyance for a variety of reasons or awaiting a future hearing date. Often it is advantageous to temporarily pause a grievance instead of proceeding to formal arbitration if the parties are unable to come to an agreement. This allows the parties to research and gather additional information on the grievance prior to committing to next steps in the grievance procedure. If the Cyber Security incident had not occurred, it is likely the grievance resolution rate for 2024 would have been higher.

The grievance process is one of the methods to resolve disputes regarding the terms and conditions of employment and workplace policies and processes. It also provides individual employees as well as union leaders, an opportunity to communicate concerns in a formal and structured manner outlined in their collective agreement. Analysis beyond a direct count of grievances is always necessary, and caution should be given to drawing too many conclusions.

### **GRIEVANCE ACTIVITY BY BARGAINING UNIT**

The data on grievances filed by bargaining unit from 2020 to 2024 in Chart 3 below shows notable fluctuations in grievance activity. While the overall total number of grievances filed in 2024 increased to 418, surpassing the five-year average of 356, a

large portion of grievances filed were due to the unprecedented cyber security incident. Both CUPE Local 5167 Inside/Outside and ATU Local 107 had a significant rise in grievance submissions in 2024. The cyber security incident resulted in a number of grievances due to the unavailability of pay stubs, incorrect or missing pay, no access to lieu banks and delay in retroactive payments. These issues were corrected in June 2024.

Other unions such as OPSEU Local 256 and HOWEA show a decline in grievances over the period, suggesting potential improvements in the workplace or fewer issues arising to a formal grievance. Overall, the grievance activity highlights both an increase in grievances submission for some bargaining units and stability for others. The stability of grievance submissions often reflects the effectiveness of the City's grievance handling process, the level of communication between parties, and the concerted efforts of management working proactively to resolve issues prior to a grievance being filed.

### Chart 3 – Grievances Filed by Bargaining Unit in 2020-2024

Bargaining Unit	2020	2021	2022	2023	2024	Five-Year Average
ATU Local 107	28	45	44	42	74	47
CLAC Local 911 (GHVFFA)	0	1	1	0	0	0
CUPE Local 1041	41	33	21	23	25	29
CUPE Local 5167 Inside/Outside	228	173	132	168	225	185
CUPE Local 5167 Lodges	36	38	44	28	40	37
HOWEA	5	8	12	8	3	7
HPFFA Local 288 Fire	16	15	11	11	13	13
IUOE Local 772	0	0	0	0	0	0
ONA Local 50 Lodges	6	19	13	6	10	11
ONA Local 50 Public Health	6	4	3	1	4	4
OPSEU Local 256	17	21	24	31	24	23
<b>Total</b>	<b>383</b>	<b>357</b>	<b>305</b>	<b>318</b>	<b>418</b>	<b>356</b>

### GRIEVANCE ACTIVITY BY DEPARTMENT

Further analysis of the state of labour-management relations is done through a review of grievance activity in the various City departments. Chart 4 below provides an overview of unionized head count by department and 2024 grievance submissions. As expected, the largest number of grievances filed in 2024 occurred in the two of the

City's largest departments: Public Works and Healthy and Safe Communities. Public Works has the largest grievance submission rate. The higher submission rate is due to higher levels of overtime, standby, callout and discipline grievances.

**Chart 4 – Grievance Submission by Department in 2024**

Department	Unionized Head Count	Number of Grievances Filed in 2024	% of Overall Grievances Submitted	Grievance Rate per 100 Unionized Employees
City Manager's Office	0	0	0.0%	0.0
CityHousing Hamilton	116	3	0.7%	2.6
Corporate Services	293	8	1.9%	2.7
Healthy & Safe Communities*	3741	114	27.3%	3.0
Planning & Economic Development	498	13	3.1%	2.6
Public Works	2293	254	60.8%	11.1
City Wide**	N/A	26	6.2%	N/A
<b>Total</b>	<b>6941</b>	<b>418</b>	<b>N/A</b>	<b>6.0</b>

\*Includes Healthy and Safe Communities and Community Services departments.

\*\*City Wide grievances are not tied to a single department.

City Wide grievances are those that are not tied to a single department. For clarity, policy grievances that affect employees across multiple departments would be categorized as a City Wide grievance. Chart 5 provides an overview of grievances filed by department over the five-year reporting period. When comparing 2023 and 2024, there was an increase in City Wide grievances filed in 2024. This change is largely due to the unprecedented cyber security incident causing more City Wide grievances related to compensation and wage statements (ie. pay stubs) to be filed.

Overall, the grievance activity across the City's departments provides a favourable outlook on the state of labour-management relations showing relatively stable grievance submissions over time by department.

**Chart 5 – Grievance Activity by Department in 2020-2024**

Department	2020	2021	2022	2023	2024	Five-Year Average
City Manager's Office	0	0	0	0	0	0
CityHousing Hamilton	4	4	2	3	3	3
Corporate Services	11	11	13	6	8	10
Healthy & Safe Communities*	152	148	124	123	114	132
Planning & Economic Development	28	31	25	24	13	24
Public Works	182	156	131	161	254	177
City Wide**	6	7	10	1	26	10
<b>Total</b>	<b>383</b>	<b>357</b>	<b>305</b>	<b>318</b>	<b>418</b>	<b>356</b>

\*Includes Healthy and Safe Communities and Community Services departments.

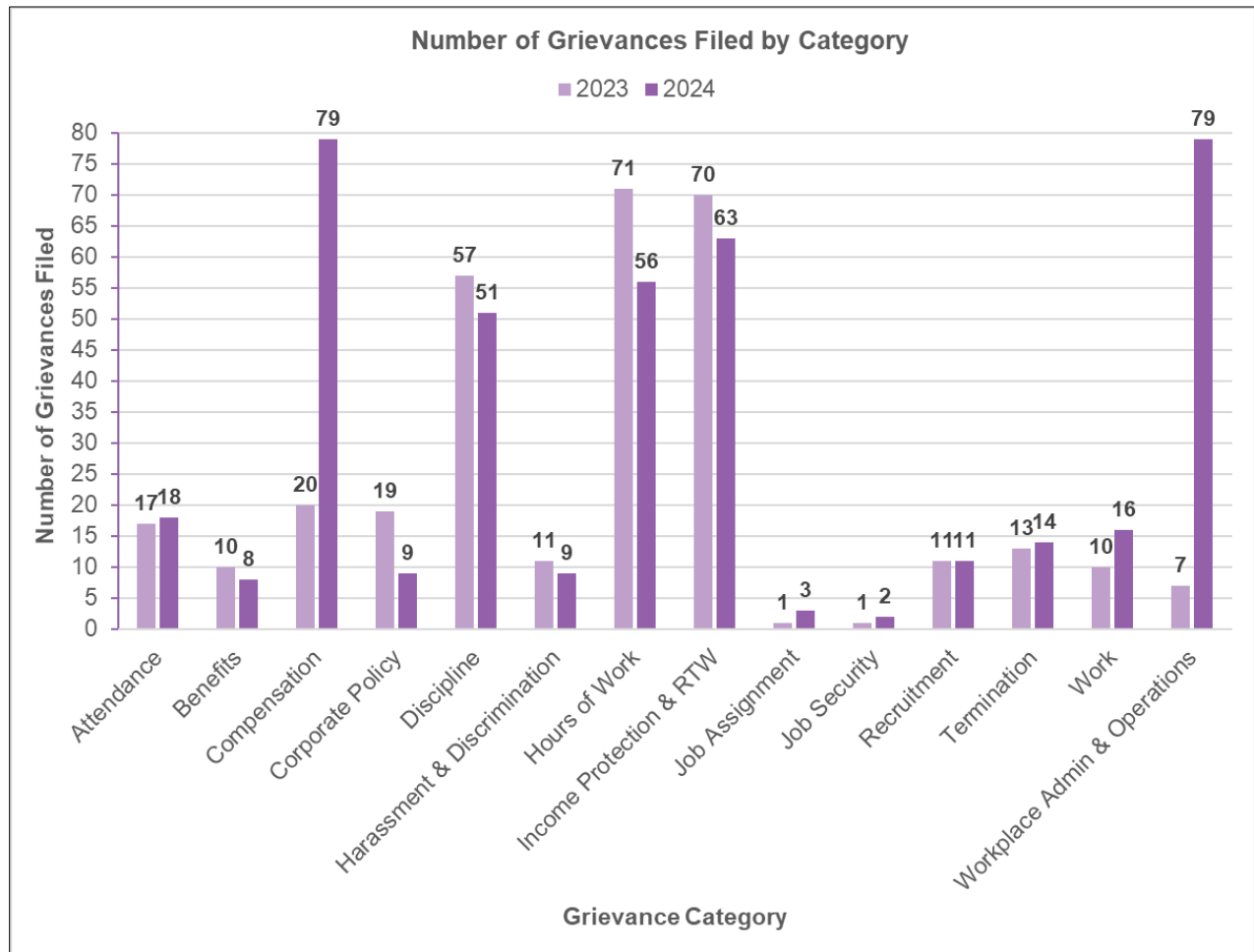
\*\*City Wide grievances are not tied to a single department.

## GRIEVANCE ACTIVITY BY CATEGORY

When grievances are filed, they are categorized into grievance categories by the issue being grieved. A description of all grievance categories can be found in Appendix “A” of this Report. The data is presented in a bar chart (Graph 3) comparing the volume of grievances filed in 2023 and 2024 across the various grievance categories. The total number of grievances filed across most categories remained relatively consistent between the two years, with some categories showing notable increases.

The highest number of grievances filed in 2024 were in the Compensation and Workplace Administration and Operations categories. The increase in grievances in these categories was due to the unprecedented cyber security incident that caused issues with the payment of wages and delayed issuing of wage statements (pay stubs). Over 80% of the grievances filed in these categories were a direct result of the cyber security incident. Hours of Work, Income Protection Plan and Return to Work (RTW), and Discipline categories showed a relatively high volume of grievances, although there was a slight decrease in 2024 compared to 2023 in these categories.

**Graph 3 – Grievances Filed by Category 2023 and 2024**



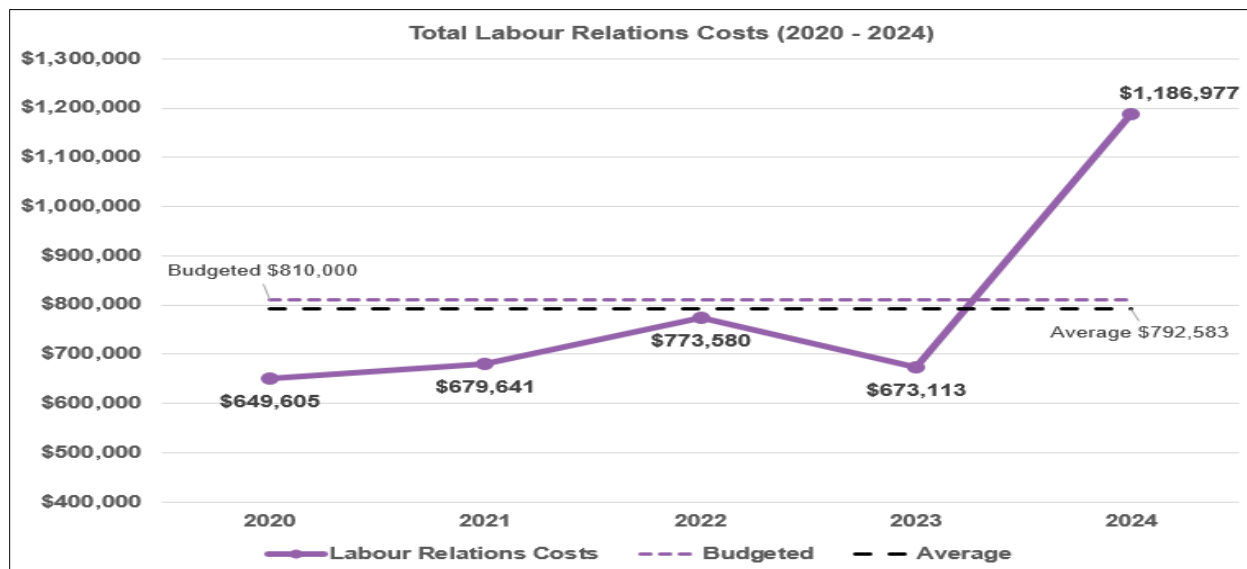
The overall top five grievance categories in 2024 were Compensation, Workplace Administration and Operations, Income Protection Plan and Return to Work (RTW), Hours of Work, and Discipline. Appendix “B” to this Report provides further overview of the number of grievances filed by grievance category for the five-year period from 2020 to 2024 in the top five grievance categories.

**LABOUR RELATIONS LEGAL COSTS**

In 2024, the total labour relations legal costs increased by approximately 76.3% from the previous year. Graph 4 illustrates the total labour relations costs by year from 2020 to 2024, highlighting a significant increase in 2024. Over previous years, costs remained relatively stable; however, in 2024 the total costs exceeded both the budgeted amount and the five-year average. The increase from historical trends reflects factors such as higher litigation cases, increased dispute resolution processes, and rising professional fees. There was also a higher number of arbitrations scheduled in 2024 which is

attributable to delays from the COVID-19 pandemic. Arbitrations for 2024 would have been booked one to three years ago and 2024 was a considered a catch-up year.

#### Graph 4 – Total Labour Relations Legal Costs (2020-2024)



A breakdown of the 2024 legal costs by category in Chart 6 highlights that grievance matters accounted for the largest share of the total labour relation costs at 54.4%. Non-grievance matters, including non-union proceedings, followed comprising of 23.6% of total costs. Collective bargaining costs, including arbitrator fees, represented 16.0% of the overall costs. Human Rights related fees were the lowest contributing to 6.0% of the overall costs in 2024.

#### Chart 6 – Summary of Total Labour Relations Costs in 2024

Category	Mediator Fees	Arbitrator Fees	Legal Fees	Total	Percent of Total
Collective Bargaining	\$5,452	\$28,484	\$156,370	<b>\$190,307</b>	<b>16.0%</b>
Grievance Matters	\$36,786	\$72,496	\$536,932	<b>\$646,214</b>	<b>54.4%</b>
Human Rights Claims	\$0	\$0	\$70,914	<b>\$70,914</b>	<b>6.0%</b>
Non-Grievance Matters	\$0	\$0	\$279,542	<b>\$279,542</b>	<b>23.6%</b>
<b>Total Fees (2024)</b>	<b>\$42,239</b>	<b>\$100,980</b>	<b>\$1,043,758</b>	<b>\$1,186,977</b>	

#### COLLECTIVE BARGAINING ACTIVITY

The City began negotiations in 2023 with several bargaining units to renew expiring collective agreements. Out of the eleven collective agreements that the City has with



various unions/associations, eight were up for renewal in 2023. In addition, the OPSEU Local 256 collective bargaining process that had commenced in 2020 proceeded to interest arbitration in 2023. The Labour Relations team, with the assistance of representatives from other operational and administration departments, engaged in a total of 80 collective bargaining days with union representatives and one interest arbitration hearing in 2023. By the end of 2023, three collective agreements were renewed at various settlement stages (Chart 7). Collective bargaining continued into 2024, with a total of 27 collective bargaining days, one mediation hearing, and two interest arbitration hearings. At this time, six collective agreements were renewed in 2024 (Chart 8) leaving three collective agreements outstanding for renewal (Chart 9). OPSEU 256 is reflected twice as their interest arbitration was for a preceding period, with a 2024 expiration necessitating a renewal negotiation.

### Chart 7 - Collective Agreements Renewed in 2023

Bargaining Unit	Collective Agreement Term	Status
ATU Local 107	January 1, 2023 to December 31, 2026	Ratified - 2023
CUPE Local 5167 Inside/Outside	January 1, 2023 to December 31, 2026	Ratified - 2023
OPSEU Local 256	April 1, 2020 to March 31, 2024	Interest Arbitration Award - 2023 & 2024

### Chart 8 - Collective Agreements Renewed in 2024

Bargaining Unit	Collective Agreement Term	Status
CLAC Local 911 (GHVFFA)	January 1, 2024 to December 31, 2027	Ratified - 2024
CUPE Local 1041	January 1, 2023 to December 31, 2026	Ratified - 2024
CUPE Local 5167 Lodges	April 1, 2023 to March 31, 2027	Ratified - 2024
HPFFA Local 288 Fire	January 1, 2023 to December 31, 2026	Interest Arbitration Award - 2024
IUOE Local 772	January 1, 2023 to December 31, 2026	Ratified - 2024
ONA Local 50 Public Health	January 1, 2023 to December 31, 2026	Ratified - 2024

**Chart 9 - Collective Agreements Outstanding**

Bargaining Unit	Collective Agreement Term	Status
HOWEA	January 1, 2021 to December 31, 2024	Expired - Negotiations Underway
ONA Local 50 Lodges	April 1, 2019 to March 31, 2023	Expired - Negotiations Underway
OPSEU Local 256	April 1, 2020 to March 31, 2024	Expired - Negotiations Underway

**CONCLUSION**

The Labour Relations Activity Report and Analysis of the five-year period spanning from January 1, 2020 to December 31, 2024 provides an overview of the City of Hamilton's interactions with its eleven bargaining units. This period has seen concerted efforts in fair negotiation and grievance resolution to address challenges in a productive manner with consideration for cost efficiency and fairness to taxpayers. Like other City departments, the Labour Relations team experienced great challenges over the Cyber Incident with a loss of access to systems and documents that drive important processes. Despite those challenges, the team continued negotiations and important grievance proceedings as it is legally obligated to do. The City has demonstrated a commitment to maintaining effective labour relations by working collaboratively with its bargaining units and stakeholders, which is important for operational continuity and overall employee satisfaction on a City Wide basis.

**Alternatives**

No alternatives.

**Relationship to Council Strategic Priorities**

Labour Relations activities align with Council's strategic priorities by assisting to resolve issues and clarify terms and conditions of employment to support leaders and employees in completing their work. These efforts assist in reducing the burden on residential taxpayers (Priority 1: Sustainable Economic & Ecological Development) and assist in building a high performing public service (Priority 3: Responsiveness & Transparency).

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## Previous Reports Submitted

- [Labour Relations Activity Report & Analysis \(2019-2023\) \(HUR24006\) \(City Wide\)](#), (Item 9.1), September 4, 2024, General Issues Committee
- [Appendix “A” to Report HUR24006](#), (Item 9.1), September 4, 2024, General Issues Committee
- [Appendix “B” to Report HUR24006](#), (Item 9.1), September 4, 2024, General Issues Committee

## Consultation

In preparation of the information highlighted herein, the following internal division was consulted:

- City Manager’s Office, Human Resources, Employee Health and Labour Relations Division

## Appendices and Schedules Attached

Appendix A: Definitions Respecting Grievance Categories

Appendix B: Top Five Grievance Categories in 2024

### Prepared by:

Gillian Stevenson, Labour Relations Analyst  
City Manager’s Office, Human Resources

Julie Shott, Manager, Labour Relations  
City Manager’s Office, Human Resources

Yakov Sluchenkov, Director, Employee Health and Labour  
Relations, City Manager’s Office, Human Resources

### Submitted and recommended by:

Lora Fontana, Executive Director, Human Resources  
City Manager’s Office, Human Resources

**GRIEVANCE CATEGORIES**

**Attendance:** Vacation, Stat Holidays, Absent Without Leave (AWOL), Leave of Absence, Bereavement, Attendance Support Program (ASP), Lieu Bank, Flex Time

**Benefits:** Health Benefits, Life Insurance, OMERS, Accidental Death & Dismemberment (AD&D), Benefits

**Compensation:** Wages, Premium Pay, Shift Premiums, Meal Allowance, Compensation, Acting Pay, Job Evaluation, Retro Pay, Union Dues, Training Allowance, Pay-out Entitlements

**Corporate Policy:** Driver Safety & Compliance Manual, Corporate Policy (i.e. Mandatory Vaccination Policy)

**Discipline:** Verbal, Written, Suspension, Discipline

**Harassment/Discrimination:** Harassment, Discrimination, Human Rights, Toxic/Poisonous Workplace

**Hours of Work:** Overtime, Call-in, Call-out, Standby, Continuation of the work day, shift schedule, hours of work

**Income Protection & RTW:** Short Term Disability (STD), Income Protection Plan (IPP), Long Term Disability (LTD), Work Accommodation, Return to Work, Doctors Note, Bridging

**Job Assignment:** Seniority, Conditions of Employment, Restructuring, Transfer, Job Location, Job Share, Shift Change

**Job Security:** Lay-off, Recall, Bumping,

**Recruitment:** Job postings & filling, Promotion, Demotion, Complement, Vacancies, Testing, temporary postings

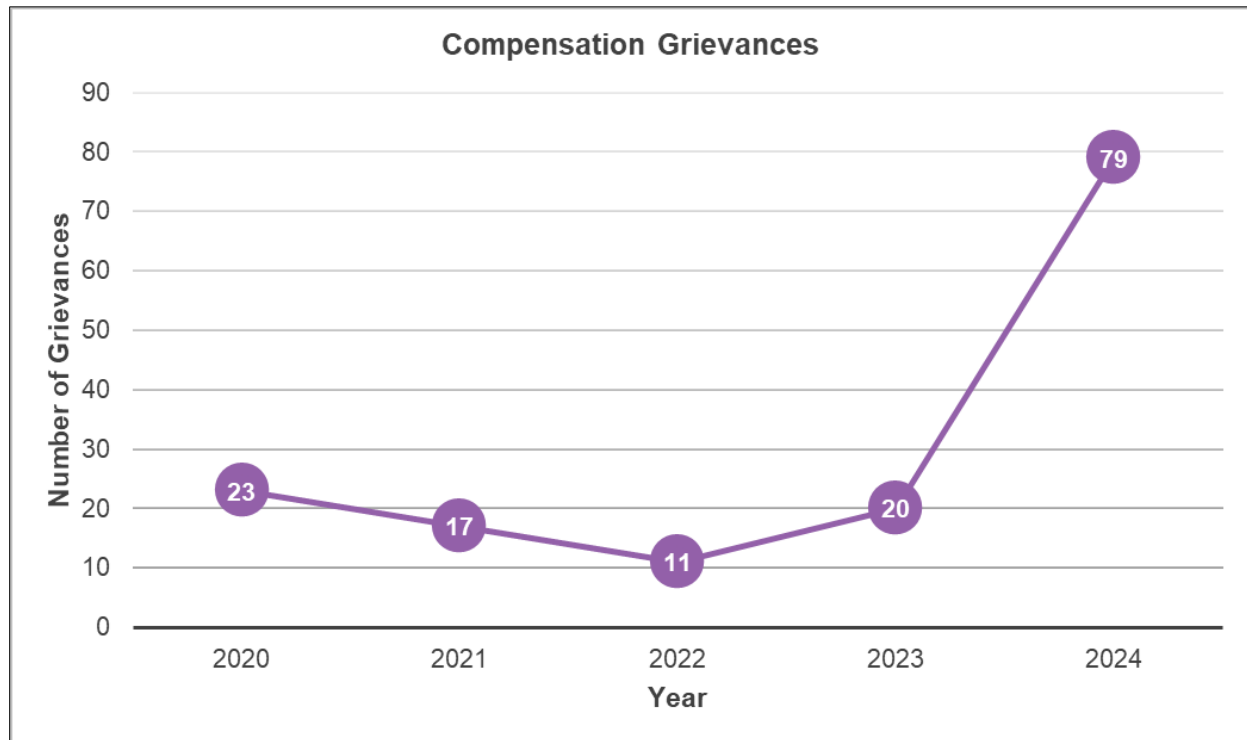
**Termination:** Termination, Severance

**Work:** Duties, Scope, Work of the Bargaining Unit, Contracting Out, Union Representation, Technological Change, Workplace Safety, Meal Breaks

**Workplace Admin & Operations** Parking, Mileage, City Vehicle, Bus Pass, Confidentiality, Tuition Reimbursement, Performance Appraisal, Admin-other, Clothing Allowance, Cleaning Allowance, Clothing/Uniform, Safety Wear, Training, Missed Page, Seniority, Wage Statements

**TOP FIVE GRIEVANCE CATEGORIES IN 2024****1. Compensation**

Wages, Premium Pay, Shift Premiums, Meal Allowance, Compensation, Acting Pay, Job Evaluation, Retro Pay, Union Dues, Training Allowance, Pay-out Entitlements

**Compensation Grievances by Bargaining Unit**

Bargaining Unit	2020	2021	2022	2023	2024
ATU Local 107	0	2	2	0	4
CLAC Local 911 (GHVFFA)	0	0	0	0	0
CUPE Local 1041	1	1	1	4	1
CUPE Local 5167 Inside/Outside	18	9	4	12	60
CUPE Local 5167 Lodges	0	3	0	0	7
HOWEA	0	0	0	2	0
HPFFA Local 288 Fire	1	0	1	0	2
IUOE Local 772	0	0	0	0	0
ONA Local 50 Lodges	0	2	2	1	0
ONA Local 50 Public Health	2	0	1	0	2
OPSEU Local 256	1	0	0	1	3
<b>Total</b>	<b>23</b>	<b>17</b>	<b>11</b>	<b>20</b>	<b>79</b>

## Appendix “B” to Report HUR25002

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**2. Workplace Admin & Operations**

Parking, Mileage, City Vehicle, Bus Pass, Confidentiality, Tuition Reimbursement, Performance Appraisal, Admin-other, Clothing Allowance, Cleaning Allowance, Clothing/Uniform, Safety Wear, Training, Missed Page, Seniority, Wage Statements

**Workplace Admin & Operations Grievances by Bargaining Unit**

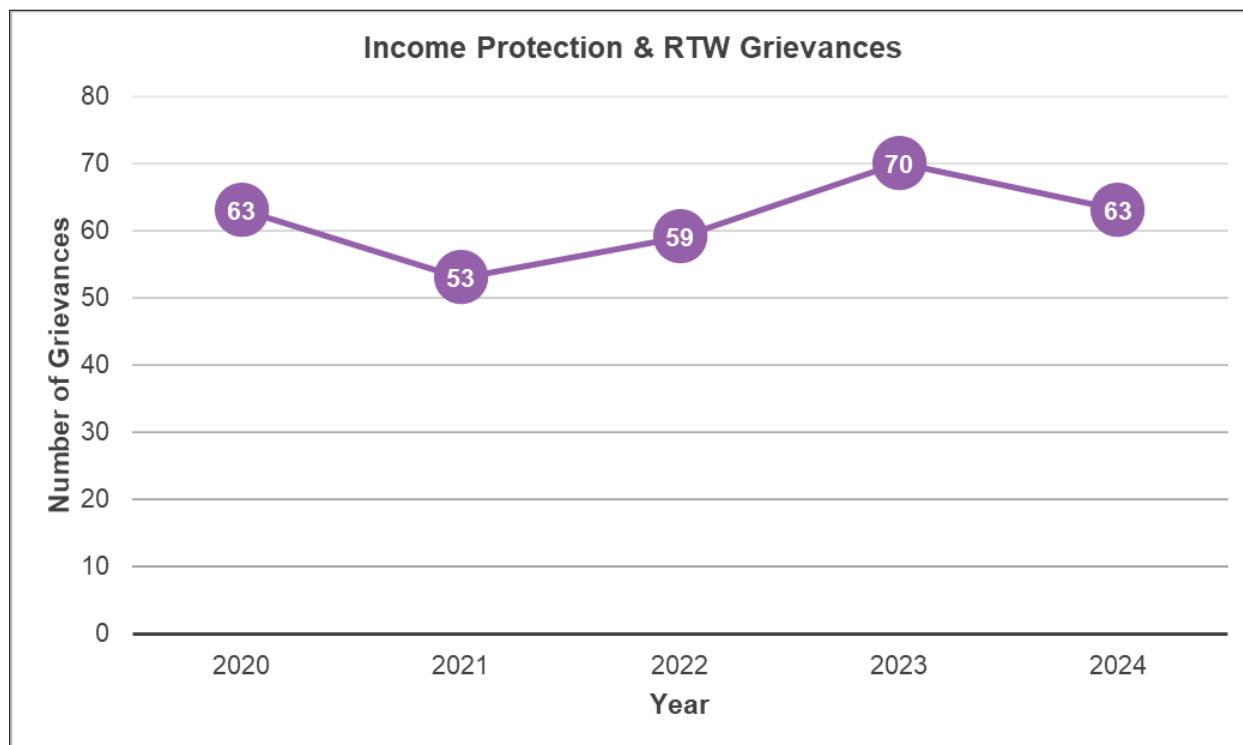
Bargaining Unit	2020	2021	2022	2023	2024
ATU Local 107	1	0	4	0	1
CLAC Local 911 (GHVFFA)	0	0	0	0	0
CUPE Local 1041	1	0	3	1	1
CUPE Local 5167 Inside/Outside	10	1	3	1	63
CUPE Local 5167 Lodges	0	1	1	0	7
HOWEA	0	0	2	0	1
HPFFA Local 288 Fire	0	0	0	1	1
IUOE Local 772	0	0	0	0	0
ONA Local 50 Lodges	0	0	1	0	1
ONA Local 50 Public Health	0	0	0	0	0
OPSEU Local 256	1	3	3	4	4
<b>Total</b>	<b>13</b>	<b>5</b>	<b>17</b>	<b>7</b>	<b>79</b>

## Appendix “B” to Report HUR25002

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**3. Income Protection & RTW**

Short Term Disability (STD), Income Protection Plan (IPP), Long Term Disability (LTD), Work Accommodation, Return to Work, Doctors Note, Bridging

**Income Protection & RTW Grievances by Bargaining Unit**

Bargaining Unit	2020	2021	2022	2023	2024
ATU Local 107	5	14	10	15	27
CLAC Local 911 (GHVFFA)	0	0	0	0	0
CUPE Local 1041	8	7	5	2	6
CUPE Local 5167 Inside/Outside	35	18	20	34	18
CUPE Local 5167 Lodges	7	7	12	6	4
HOWEA	0	1	3	0	0
HPFFA Local 288 Fire	1	2	1	1	0
IUOE Local 772	0	0	0	0	0
ONA Local 50 Lodges	0	0	4	0	3
ONA Local 50 Public Health	2	0	0	1	0
OPSEU Local 256	5	4	4	11	5
<b>Total</b>	<b>63</b>	<b>53</b>	<b>59</b>	<b>70</b>	<b>63</b>

## Appendix "B" to Report HUR25002

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**4. Hours of Work**

Overtime, Call-in, Call-out, Standby, Continuation of the work day, shift schedule, hours of work

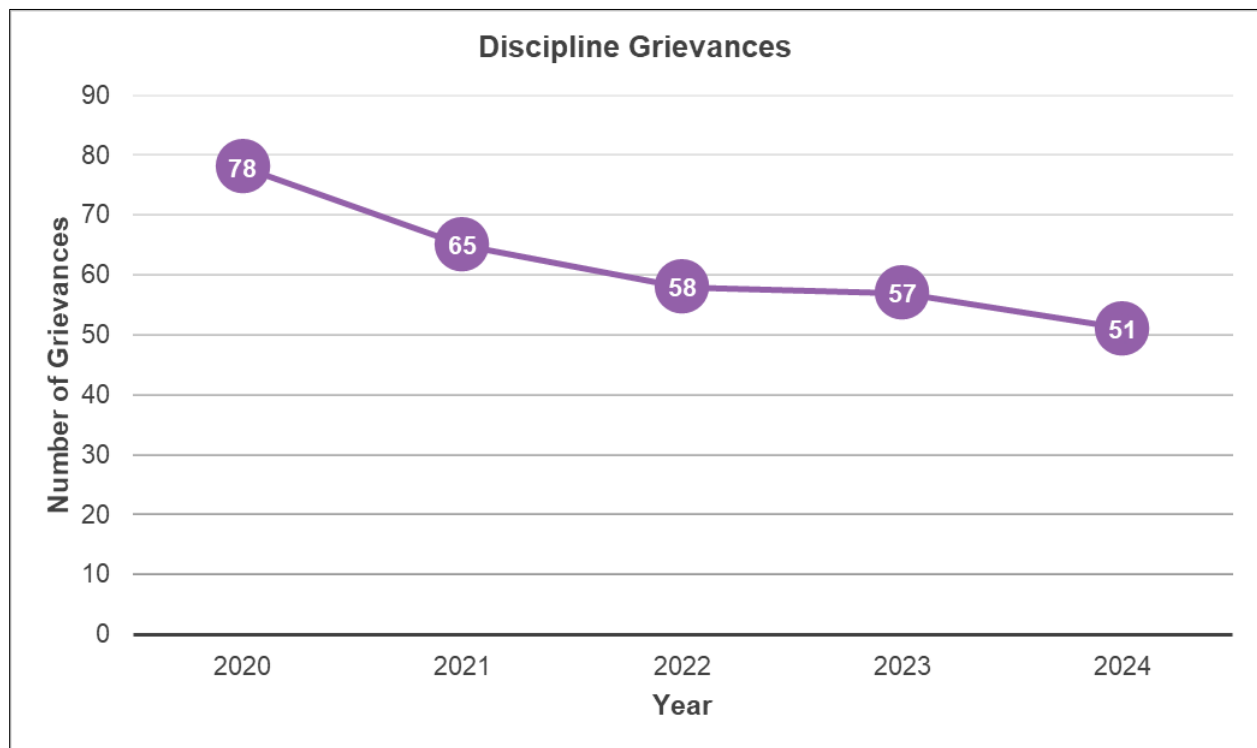
**Hours of Work Grievances by Bargaining Unit**

Bargaining Unit	2020	2021	2022	2023	2024
ATU Local 107	5	1	1	5	9
CLAC Local 911 (GHVFFA)	0	0	0	0	0
CUPE Local 1041	5	6	2	1	10
CUPE Local 5167 Inside/Outside	25	30	18	46	23
CUPE Local 5167 Lodges	1	3	6	10	9
HOWEA	0	6	6	5	1
HPFFA Local 288 Fire	0	0	0	0	0
IUOE Local 772	0	0	0	0	0
ONA Local 50 Lodges	1	7	0	4	1
ONA Local 50 Public Health	0	0	0	0	0
OPSEU Local 256	1	2	0	0	3
<b>Total</b>	<b>38</b>	<b>55</b>	<b>33</b>	<b>71</b>	<b>56</b>



## 5. Discipline

Verbal, Written, Suspension, Discipline



### Discipline Grievances by Bargaining Unit

Bargaining Unit	2020	2021	2022	2023	2024
ATU Local 107	4	17	13	12	15
CLAC Local 911 (GHVFFA)	0	0	0	0	0
CUPE Local 1041	7	2	4	3	2
CUPE Local 5167 Inside/Outside	53	35	31	27	28
CUPE Local 5167 Lodges	12	4	2	8	2
HOWEA	0	0	0	0	0
HPFFA Local 288 Fire	1	0	0	1	1
IUOE Local 772	0	0	0	0	0
ONA Local 50 Lodges	1	2	1	1	2
ONA Local 50 Public Health	0	3	1	0	0
OPSEU Local 256	0	2	6	5	1
<b>Total</b>	<b>78</b>	<b>65</b>	<b>58</b>	<b>57</b>	<b>51</b>



## City of Hamilton Report for Information

**To:** Mayor and Members  
 General Issues Committee  
**Date:** April 9, 2025  
**Report No:** HSC25011  
**Subject/Title:** Movement of Individuals living in  
 Encampments to Housing  
**Ward(s) Affected:** City Wide

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### Recommendations

- 1) That Report HSC25011 respecting Movement of Individuals living in Encampments to Housing **BE RECEIVED** for information.

### Key Facts

- This is the first report-back following Council direction to staff at the November 27, 2024 Council meeting for ongoing semi-annual reporting on unsheltered individuals and their access to shelter or housing.
- This report highlights that 372 individuals were recorded in the Homeless Individuals and Families Information System (HIFIS) as individuals experiencing unsheltered homelessness during the reporting period and outlines the extent to which these individuals secured emergency shelter, transitional housing, and other housing in the reporting period.
- Data was analysed for a defined six-month reporting period of July 1 to December 31, 2024.
- This report is meant to provide information to Council to inform their decision-making process. Staff will continue to provide General Issues Committee (GIC) with semi-annual, data-driven reports of a similar nature, with the aim of enhancing data completeness in future reporting where possible.

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## Financial Considerations

As this report provides information only, there are no budget impact(s) or costs associated with the report.

## Background

At the November 27, 2024, Council meeting, Council passed the following motion:

“That staff be directed to report back to the General Issues Committee (GIC) on a semi-annual basis respecting the number of individuals that have transitioned out of tent encampments to social housing, residential care facilities, transitional housing, and shelter beds.”

This report is the first report-back, providing an overview of the individuals experiencing unsheltered homelessness in the city, and the frequency and duration of their stays in shelters and housing for the reporting period of July 1, 2024 to December 31, 2024, and is informed by the data collection from the Homeless Individuals and Families Information System (HIFIS) database.

## Analysis

### 1) Methodology, Data Sources, and Limitations

Data on individuals experiencing unsheltered homelessness is collected by the Housing Focused Street Outreach (HFSO) team, who interact with individuals experiencing unsheltered homelessness through a housing first, rights-based lens to connect individuals to services and supports. Individuals experiencing unsheltered homelessness can consent to having their personal information and service interactions stored within the Homeless Individuals and Families Information System (HIFIS).

Once individuals have consented to data collection the following data is collected and stored in the Homeless Individuals and Families Information System (HIFIS):

- Name and personal details;
- Housing History (individual's current housing situation as well as when clients move from one housing type to another e.g. unsheltered homelessness to long-term housing; and,
- Goods and services – referrals to financial aid, housing supports, mental health and physical health, Protocol awareness and education, Indigenous specific supports, pet-related supports and referrals, and shower/washroom, shelter, drop-in, and weather event referrals.

If individuals experiencing unsheltered homelessness secured a shelter bed, transitional housing, or other housing including social housing or a subsidized bed within a Residential Care Facility (RCF) that is part of the City of Hamilton Subsidy Program, this data is gathered from:

Movement of Individuals Living in Encampments to Housing  
(HSC25011) (City Wide)  
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- Homeless Individuals and Families Information System (HIFIS);
- For a subsidized bed in a Residential Care Facility (RCF) that is part of the City of Hamilton Subsidy Program or for housing secured through the Access to Housing (ATH) program, through respective City program records;
- For certain organizations serving asylum claimants, through the records of these organizations.

The data reported here is not exhaustive of all individuals that experienced unsheltered homelessness during the reporting period. As previously stated, individuals must consent to have their information stored in the Homeless Individuals and Families Information System (HIFIS). The Housing First Street Outreach Team (HFSO) takes a relationship-based approach with individuals experiencing unsheltered homelessness and is instrumental in helping individuals connect to needed services. Even with this approach, not all individuals experiencing unsheltered homelessness in the City, nor those accessing housing services will be captured due to declined consent. In addition, once individuals consent to having their information in Homeless Individuals and Families Information System (HIFIS), it can be challenging to collect and document their daily sheltered or unsheltered homelessness experience.

## 2) Individuals Experiencing Unsheltered Homeless as recorded in the Homeless Individuals and Families Information System (HIFIS)

For the six-month reporting period, staff recorded 372 unique individuals experiencing unsheltered homelessness in the Homeless Individuals and Families Information System (HIFIS). Table 1 illustrates the number of individuals experiencing unsheltered homelessness and the recorded types of shelter / housing they secured during the reporting period. Of the 372 unique unsheltered individuals, 158 individuals secured some form of shelter / housing in the reporting period.<sup>1</sup>

The most accessed form of shelter or housing for individuals experiencing unsheltered homelessness was emergency shelter beds. For the 130 individuals who stayed in an emergency shelter during the reporting period (Row 1 of Table 1), the average length of time spent in the shelter was 46 days per individual (not shown in Table), in a reporting period of 183 days. On average, individuals stayed in the shelter for 3 distinct stays, but this number widely ranged from 1 to 35 distinct stays per person (not shown in Table).<sup>2</sup>

A total of 49 individuals (Row 3 of Table 1) were recorded in the Homeless Individuals and Families Information System (HIFIS) as housed in other housing during the reporting period. "Housed in other housing" is a broad category capturing the following: home ownership, housed in family's house / apartment, lodging house, rental at market

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<sup>1</sup>The sum of Rows 1, 2, and 3 of Table 1 will be different than the reported 158 unique individuals that secured some type of shelter / housing, because some individuals secured more than one type of shelter / housing, they are counted in all relevant categories.

<sup>2</sup> Individuals can book into and out of shelter multiples times during the reporting period both before and after a recorded instance of experiencing unsheltered homelessness. Emergency shelter stays identify how many times an individual has had an instance of staying in the shelter regardless of length of stay.

Movement of Individuals Living in Encampments to Housing  
(HSC25011) (City Wide)  
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price, rental at market price with rent subsidy, residential care facility, single room occupancy, social and community housing, and supportive housing.

**Table 1: Number (and percent) of unique individuals experiencing unsheltered homelessness<sup>3</sup> by program access or housing outcome**

Row	Category	Number (and percent)
1	Unique individuals identified as <b>staying in an emergency shelter</b> at least one time in reporting period	130 (32%)
2	Unique individuals identified as <b>staying in transitional housing</b> at least one time in reporting period	13 (3%)
3	Unique individuals identified as <b>housed in other housing<sup>4</sup></b> at least one time in reporting period	49 (12%) <sup>5</sup>
4	Unique individuals with <b>no recorded program access or housing outcomes</b> in reporting period	214 (52%)
5	<b>Total unique individuals identified as unsheltered at least one time in reporting period</b>	<b>372<sup>6</sup></b>

Individuals experiencing unsheltered homelessness spent approximately 16% of days in the reporting period in some form of shelter or housing (emergency shelter, transitional housing, or other housing), and 52% of days in unsheltered homelessness (not shown in Table). However, a third of the time in the reporting period is unaccounted for – as in there is no recorded unsheltered status, housed status, or program outcome recorded. The unsheltered population is transient by nature, with the number of unsheltered individuals fluctuating daily and seasonally, which makes this type of data collection

<sup>3</sup>Includes only individual client records for those who have consented to have their information collected and stored in the Homeless Individuals and Families Information System (HIFIS) and may be an underrepresentation of the total population of individuals experiencing unsheltered homelessness and accessing programs or realizing housing outcomes during the reporting period. Excludes short-term housing programs not using the Homeless Individuals and Families Information System (HIFIS) database, e.g. Bakhita House and Wesley ASAP. Excludes other local transitional housing programs not funded by the City (e.g. YMCA).

<sup>4</sup>“Housed in other housing” includes the following housing types: home ownership, housed in family’s house/apartment, lodging house, rental at market price, rental at market price with rent subsidy, residential care facility, single room occupancy, social and community housing, and supportive housing. These results can overlap with and/or conflict with information about an individual’s housing status collected directly from the residential care facility and supportive housing programs.

<sup>5</sup> Excludes two individuals that were housed in a subsidized bed in a Residential Care Facility (RCF) that is part of the City of Hamilton Subsidy Program.

<sup>6</sup> If an individual secured more than one type of shelter / housing, they are counted in all relevant categories. Thirty-two (32) individuals secured two different types of shelter / housing, and one individual is counted in all 3 categories. Therefore, while the total number of unique individuals experiencing unsheltered homelessness is 372 individuals, the sum of rows 1, 2, 3, and 4 is 406.

Movement of Individuals Living in Encampments to Housing  
(HSC25011) (City Wide)

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challenging and highlights why the relationship-based approach employed by the Housing First Street Outreach (HFSO) team is a best practice approach.

### 3) City Program Records<sup>7</sup>

Through City program records it was confirmed that three individuals experiencing unsheltered homelessness (as reported in the Homeless Individuals and Families Information System (HIFIS) database) were housed in a subsidized bed in a Residential Care Facility (RCF) that is part of the City of Hamilton Subsidy Program. Two individuals were housed through the Access to Housing (ATH) program during the reporting period.

### 4) Records of Organizations Serving Asylum Claimants

Through the records of Wesley ASAP and Bakhita House, it was confirmed that two individuals that experienced unsheltered homelessness (as reported in the Homeless Individuals and Families Information System (HIFIS) database) accessed a shelter bed with one of these organizations, and three individuals accessed housing through the support of one of these organizations.

### 5) Next Steps

This report provides an overview of individuals experiencing unsheltered homelessness, and the extent to which they secure emergency shelter, transitional housing, or other housing accommodations during a defined six-month reporting period of July 1 to December 31, 2024. Data completeness is an ongoing challenge, and staff will look to make enhancements to data for future reporting periods, including efforts to, where possible, increase the level of Homeless Individuals and Families Information System (HIFIS) consent obtained. Staff will return to General Issues Committee (GIC) with reports of a similar nature for subsequent six-month reporting periods to build knowledge around the extent to which individuals experiencing unsheltered homelessness secure shelter, transitional housing, or other housing.

## Relationship to Council Strategic Priorities

This report provides information on individuals experiencing unsheltered homelessness, and the extent to which they secured housing during a defined six-month reporting period. Reviewing this information over a series of reporting periods will provide Council to have more relevant information so they can best address homelessness in the city, which aligns with Strategic Priority 2.1 – *Increase the supply of affordable and supportive housing and reduce chronic homelessness.*

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<sup>7</sup> Housing status information for two individuals is not captured in the Homeless Individuals and Families Information System (HIFIS) reported data Section (2) of this report.

Movement of Individuals Living in Encampments to Housing  
(HSC25011) (City Wide)

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## Consultation

Two City-funded shelters serving asylum claimants (Wesley ASAP and Bakhita House) were consulted to confirm whether unsheltered individuals accessed their services, as these organizations do not use the Homeless Individuals and Families Information System (HIFIS) database.

## Appendices and Schedules Attached

N/A

**Prepared by:** Catherine Parsons, Senior Project Manager, Healthy and Safe Communities Department, Housing Services Division

**Submitted and recommended by:** Michelle Baird, Director  
Housing Services Division



## City of Hamilton Report for Information

**To:** Mayor and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** HSC25022

**Subject/Title:** Residential Care Facility Subsidy Program  
Modernization Project

**Ward(s) Affected:** City Wide

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### Recommendations

- 1) That report HSC25022 respecting Housing with Related Supports Modernization Project **BE RECEIVED** for information:

### Key Facts

- At the November 20, 2024, General Issues Committee meeting, staff were directed to report in Q1 2025 on the terms of reference and scope of work that will guide the review of Residential Care Facilities including community consultation.
- This request is specific to the Request for proposal C5-05-23 that was released in June 2023 and the bid for C5-05-23 Proposal for Consulting Services to Develop Housing with Related Supports Modernization Project was awarded on September 18, 2024, to KPMG LLP
- The information in this report is specific to the proposal and scope as agreed upon between the City of Hamilton Housing Services Division staff and the KPMG consultant team.

### Financial Considerations

Not applicable



Residential Care Facility Subsidy Program Modernization Project  
(HSC25022) (City Wide)

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## Background

Information Report HSC25022 Housing with Related Supports Modernization Project is in response to Cllrs M. Wilson/Clarks motion arising from the November 20, 2024, General Issues Committee meeting whereby requesting that staff be directed to report in Q1 2025 on the terms of reference and scope of work that will guide the review of Residential Care Facilities including community consultation.

Currently, the Residential Care Facilities Subsidy Program, is administered by the City of Hamilton and subsidizes the cost of accommodation, meals, supervision, and assistance with activities of daily living for eligible tenants. The program, formerly known as the Domiciliary Hostel Program, began in the 1970's as a response to low-income seniors who did not require long term care. The model is characterized as custodial care. Current residents include people with mental health issues, developmental disabilities, acquired brain injuries, histories of homelessness and senior adults.

The City of Hamilton pays the contracted Owner/Operator of the facility on a per diem basis. Residents of the Residential Care Facilities contribute to the cost of the service according to their income and the City provides the balance of the cost through the subsidy program. Within the subsidy program, the City of Hamilton provides subsidy to residents within 46 Residential Care Facilities. There are currently a maximum of 803 subsidized beds available. On average in 2024, the City of Hamilton funded 673 beds per month.

As a form of housing with supports, Residential Care Facilities are an important part of Hamilton's housing continuum and provide an option for people who may require supports along with permanent housing.

In 2019 a review was conducted by Org Code and was designed to determine the degree to which Residential Care Facilities are a solution to homelessness in Hamilton, assessing quality assurance within the context of a locally coordinated housing system that values housing-based outcomes toward ending homelessness. The review also assessed program fidelity to provincial standards, identified areas for continuous local improvement for service planning and delivery to enhance tenant quality of life and ensure a high quality of supportive housing programming. Subsequent review recommendations would focus on alignment with provincial standards and the goal of ending chronic homelessness, as well as financial transparency as it related to receiving public funds to end chronic homelessness. The findings were made public through report HSC19064 Residential Care Facilities Subsidy Program Review. Any progress to implement the strategies noted in the report were put on hold considering the pandemic.

Effective April 2022, the Ministry of Municipal Affairs and Housing shifted existing funding programs under a new consolidated "Homelessness Prevention Program" that contains a new set of program guidelines for provisions of Housing with Related Supports. It is this Provincial program that funds 100% of the Residential Care Facility subsidy program.

Residential Care Facility Subsidy Program Modernization Project  
(HSC25022) (City Wide)  
Page 3 of 5

Supportive housing is an integral solution to the homelessness crisis currently being experienced in Hamilton and it is important that Residential Care Facilities effectively operate as a solution. Given the significant changes in homelessness and housing, funding guidelines, and feedback from Residential Care Facility Operators, it was necessary to prioritize a Housing with Related Supports Modernization Project to pilot and implement recommendations.

## **Analysis**

The original request for proposal issued in June of 2023 included the following project requirements:

- 1) The new program model will be built on the findings from the Review of Residential Care Facilities in Hamilton completed by Org Code in 2019 and provincial housing with related supports guidelines. The new model will need to take into account the realities of the City of Hamilton's zoning and licensing by-laws and may identify opportunities unique to Hamilton that may be leveraged to achieve the Project goal/improve outcomes but does not need to base the new model on the City of Hamilton Licensing Code - Schedule 20 – Residential Care Facilities Guidelines.
- 2) The housing with supports model will articulate how facilities/homes within the housing with supports program will house and support tenants based on acuity levels as specified through the Vulnerability Index - Service Prioritization Decision Assistance Tool (Vi SPDAT) or other accepted assessment tool.
- 3) The model will include a requirement for triaging/admission through the City of Hamilton's coordinated access system. This includes the identification of an appropriate assessment tool to right match individuals with appropriate supports, including Residential Care Facilities. Under the existing Schedule 20 the eligibility and intake process include a mandatory health assessment; however, there is no further formal practice for matching an individual to a home that meets their needs beyond basic activities of daily living.
- 4) The model will provide opportunity for existing operators to "opt in" or "opt out" – there is not an expectation that all Residential Care Facility operators will transition to the new housing with supports model – nor does the City have an obligation to build a consensus based model that ensures all current Residential Care Facility operators are supportive of the new model.

KPMG will use a focused consultation approach to fulfill the elements of the Project. Current engagement includes a survey to all current Residential Care Facility subsidy program facility owners/operators and support service providers. Jurisdictional review through desktop research and interviews with Windsor to understand their current

Residential Care Facility Subsidy Program Modernization Project  
(HSC25022) (City Wide)

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model as a comparable City in terms of population and geography. Further analysis of past reviews completed in Brantford, York, Waterloo and Ottawa will provide insight to recommended future states for similar jurisdictions.

Additionally, focus groups will be organized to obtain feedback from key stakeholders and will consist of:

- A sample of 8 current owners/operators of City of Hamilton Residential Care Facility subsidy program facilities.
- Three focus groups with residents of City of Hamilton Residential Care Facilities who receive subsidies.
- A sample of 10 support service providers, including The Greater Hamilton Health Network.
- City of Hamilton Public Health representatives.
- City of Hamilton By-Law and Licensing staff.
- Representatives from MMAH and MOH (if possible).

Housing Services is working to ensure an opportunity for community consultation.

KPMG will propose a new Housing with Related Supports program model to replace the current Residential Care Facilities Subsidy Program. This proposal will include an analysis of the financial impacts of the new design, as well as a transition plan. City staff will present a recommendation report to Council for approval in the fall of 2025 to support the implementation of the new funding model.

## Alternatives

No Applicable

## Relationship to Council Strategic Priorities

1. Safe & Thriving Neighbourhoods
  - 1.1. Increase the supply of affordable and supportive housing and reduce chronic homelessness.

## Previous Reports Submitted

- [HSC19064](#) Residential Care Facilities Subsidy Program Review

## Consultation

Not applicable

## Appendices and Schedules Attached

Residential Care Facility Subsidy Program Modernization Project  
(HSC25022) (City Wide)

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Not Applicable

**Prepared by:**

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Community and Social Housing, Healthy and Safe  
Communities Department, Housing Services Division

Pilar Homerston, Manager of Community and Social  
Housing, Healthy and Safe Communities Department,  
Housing Services Division

**Submitted and  
recommended by:**

Michelle Baird, Director of Housing Services  
Healthy and Safe Communities Department, Housing  
Services Division



## City of Hamilton Report for Information

**To:** Mayor and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** HSC23076(a)

**Subject/Title:** 2024 Ending Chronic Homelessness Performance Update

**Ward(s) Affected:** (City Wide)

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### Recommendations

1) That Report HSC23076(a) respecting 2024 Ending Chronic Homelessness Performance Update **BE RECEIVED** for information.

### Key Facts

- This information report provides the Ending Chronic Homelessness system performance measure results currently available up to September 2024.
- There continues to be variation from year to year in homelessness population outcomes influenced by changes in data collection and other factors such as shelter capacity and housing options.
- Program monitoring results show steady demand across various programs aimed at preventing homelessness, providing emergency shelter, and assisting individuals in finding stable housing.
- Each quarter a substantial proportion (i.e. over 60%) of individuals reached by rapid rehousing and intensive case management programs were placed into more stable housing and/or are receiving ongoing housing stability support. Housing support programs have supported 480 clients to obtain stable housing from January 2024 to September 2024.

- Ongoing efforts are needed to reduce homelessness.

## Financial Considerations

This report provides information only and there are no budget impact(s) or costs associated with the recommendation.

## Background

This information report provides the quarterly Ending Chronic Homelessness system performance measure results currently available up to September 2024.

On March 23, 2023, the Housing Services Division in the Healthy and Safe Communities Department committed to annual reporting on the progress towards ending chronic homelessness (HSC23021) and presented results based on the chosen measures for Q1 and Q2 of 2023 in December 2023 (HSC23076).

These measures align with a results-based accountability approach and illustrate the performance of programs across the housing continuum and demonstrate:

- How much did we do (quantity);
- How well did we do it (quality); or
- Is anyone better off (effectiveness)?

The results are presented as totals across the homeless-serving sector and contains no personally identifying information. All data collection, management, and reporting is done in compliance with the Municipal Freedom of Information & Protection of Privacy Act.

## Analysis

The cyber security incident impacted the City of Hamilton and the Homeless Individuals and Families Information System (HIFIS 4.0) in February 2024. With significant support and collaboration between the City of Hamilton Information Technology Services, the Housing Services Division, the local agencies and organization using HIFIS 4.0, and HIFIS National, the Homeless Individuals and Families Information System database was restored on August 8, 2024, to the latest version available at that time (4.0.60.3). Since the restoration, reporting programs and/or organizations worked diligently to update the database and successfully complete this reporting as much as possible for the period of the outage. Some information remains unavailable or modified for reporting this year.

There are ongoing efforts to improve the HIFIS 4.0 application performance, functionality, and user resources for the system. To improve data entry into HIFIS 4.0, particularly for drop-in, housing-focused street outreach, and transitional living

2024 Ending Chronic Homelessness Performance Update  
(HSC23076(a)) (City Wide)

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programs, new HIFIS 4.0 user resources for participating partners available from the Housing Services Division include:

- HIFIS Data Entry Expectations
- HIFIS 4.0 User Manual
- Client common intake forms
- HIFIS User Access and Rights Policy
- 2025 HIFIS User Training Plan

The current results represent a continuation of routine reporting that begin to illustrate trends. The key findings from this reporting period are:

- There continues to be variation from year to year in homelessness population outcomes, influenced by changes in data collection, methodology, and other factors such as shelter capacity and housing options (e.g. outflow). While some indicators show improvement (e.g. new to homelessness), other indicators (like overall homelessness and chronic homelessness) are not meeting targeted goals. Ongoing efforts are needed to reduce homelessness, especially chronic homelessness.
- There were several enhancements and modifications made to prevention-related supports in 2024 that have impacted the performance results. In August 2024, the City established a Tenant Support Program providing new support to tenants via direct outreach and legal assistance to improve knowledge of tenant rights and prevent bad faith evictions. Additionally, the former Housing Stability Benefit and Rent Ready programs were streamlined into the Housing Emergency Fund, with modified eligibility requirements aimed more directly at eviction prevention and housing stabilization. Given these extensive changes to prevention focused programs, as well as other program implementation delays and results reporting challenges, further monitoring of trends is required in 2025 to ensure these programs are functioning optimally.
- The increased local investment in low-barrier drop-in programming has led to a significant increase in service interactions intended to provide support with basic needs such as accessing indoor spaces and accessing washroom/showers, food, clothing, toiletries, transportation, laundry, etc. These programs support both the homeless population and housing loss prevention and stability among the housed population locally.
- A significant number of individuals experiencing homelessness continue to access emergency shelters. Each quarter over 1000 unique individuals were provided with emergency shelter bed. These numbers are expected to grow with the ongoing expansion of the emergency shelter system in 2024-2025, including the transition of beds from temporary to permanent funding status, the addition of 192 new temporary shelter beds, and operationalization of the 80-bed temporary Barton Tiffany Shelter.

- Each quarter a substantial proportion (i.e. over 60%) of individuals reached by rapid rehousing and intensive case management programs were placed into more stable housing and/or are receiving ongoing housing stability support. Housing support programs, including transitional living, rapid rehousing, and intensive case management programs have supported 480 clients to obtain stable housing from January 2024 to September 2024.

It should be noted that this information represents snapshots in time, and that transitions to housing for individuals experiencing homelessness are not often linear. In particular, individuals experiencing chronic homelessness, living unsheltered/in encampments, or those with high acuity needs may interact with services multiple times before connecting with needed supports and successfully moving along the housing continuum. Intermittent service use can also be further interrupted by periods of instability for individuals, including those related to hospitalization for physical or mental health issues, incarceration, or interactions with other systems intricately connected with homelessness.

This reporting period includes interactions with individuals experiencing co-occurring needs who may face barriers to accessing services and sustainable housing, as well as those new to the emergency system. As a result, this information can be an underestimation of the actual outcomes of this group who have yet to realize positive supports or housing outcomes.

Overall, the data shows steady demand across various programs aimed at preventing homelessness, providing emergency shelter, and assisting individuals in finding stable housing. However, some programs intervention types are below the targeted reach levels, while others are on track to meet or exceed the intended program reach outlined in Hamilton's Systems Planning Framework. Monitoring the performance of these programs is vital to ensuring continued progress in addressing homelessness.

See Appendix "A" to Report HSC23076(a) - Ending Chronic Homelessness Data Table. A reporting data dictionary outlining all the reporting definitions and data collection methods is available upon request.

As next steps, the Housing Services Division will continue to review and improve the annual reporting cycle to Council with focused development aimed at identifying performance measures that begin to shift toward demonstrating client outcomes and incorporate the voice of those with lived or living experience. The 2025 data improvement plan includes implementation of the following:

- **Implementation of new policy guidance within HIFIS 4.0**
  - Timeline: Q1-3 2025
  - Includes updates and changes to the HIFIS 4.0 configuration to align with the new policies released by the Housing Services Division in 2024 including the HIFIS User Access and Rights Policy, Service Restriction



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Policy for Emergency Shelters, Housing-Focused Case Management Policy – Intensive Case Management & Rapid Rehousing Programs, and Housing-Focused Case Management Policy – Shelters.

- **Implementation of a new Data Sharing Partnership Agreement and client consent process**
  - Timeline: Q1-2 2025
  - Includes revisions to the HIFIS 4.0 data sharing agreements and client consent processes to ensure they are aligned with best practices and clearly identify the roles and responsibilities of Coordinated Access and HIFIS participating partners and the uses of client information collected in HIFIS 4.0.
  
- **Ongoing implementation of a comprehensive HIFIS 4.0 data quality improvement initiative**
  - Timeline: 2025 and ongoing
  - To improve the completeness, coverage, and accuracy of information contained within the HIFIS 4.0 database overall the City of Hamilton continues to implement a proactive data validation and verification program and provide scheduled annual training opportunities.

## Alternatives

This report provides information only and there are no alternatives for consideration with the recommendation.

## Relationship to Council Strategic Priorities

These results represent an ongoing commitment to sector-wide data reporting as the Housing Services Division continues to work towards comprehensive program performance measurement within the homeless-serving sector. Performance measurement fosters transparency and is essential to understand the effectiveness of interventions, as well as a community's overall progress towards reducing homelessness.

## Previous Reports Submitted

- [Ending Chronic Homelessness \(HSC23021\) \(City Wide\) REVISED](#)
- [2023 Ending Chronic Homelessness Performance Update \(Q1 and Q2\) \(HSC23076\) \(City Wide\)](#)

## Consultation

The results have been provided or reviewed and confirmed by representatives from the individual reporting programs and/or organizations through email communications, the Homeless Individuals and Families Information System (HIFIS) 4.0 Super User Group,

2024 Ending Chronic Homelessness Performance Update  
(HSC23076(a)) (City Wide)

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and virtual Q&A sessions. See Appendix “B” to Report HSC23076(a) - Ending Chronic Homelessness Consultations for a list of programs engaged for this reporting and engagement opportunities provided by the City of Hamilton.

The monitoring measure definitions are in alignment with data reporting best practices and consistent with Reaching Home Results reporting and homelessness data reporting approaches in other municipalities.

## Appendices and Schedules Attached

Appendix A: Ending Chronic Homelessness Data Table

Appendix B: Ending Chronic Homelessness Consultations

**Prepared by:** Katrice Carson, Senior Project Manager  
Healthy and Safe Communities, Housing Services Division,  
Business Operations

James O’Brien, Manager,  
Healthy and Safe Communities, Housing Services Division,  
Business Operations

**Submitted and recommended by:** Michelle Baird, Director,  
Healthy and Safe Communities, Housing Services Division

## Ending Chronic Homelessness Data Tables

A reporting data dictionary outlining all the reporting definitions and data collection methods is available upon request.

### Population Indicators (Monitoring)

Ref #	Indicators	Goal	Fiscal 2020-21	Fiscal 2021-22	Fiscal 2022-23	Fiscal 2023-24	Assessment and/or Sector Comments
POP1	Number of unique individuals who were homeless for at least one day during the reporting period	Reduce homelessness by 5% overall annually	2738	3230 (+492)	3069 (-161)	3106 (+37)	Data collection coverage and phased program onboarding onto HIFIS may account for previous increases in reported results.
POP2	Number of unique individuals who experienced chronic homelessness during the reporting period	End chronic homelessness by 2025	1420	684 (-736)	1026 (+342)	1165 (+139)	The method for determining chronicity was updated in 2021-22 to align with federal methods for determining chronicity. As a result, figures from 2020-21 and 2021-22 are not directly comparable.
POP3	Number of unique individuals who were included for the first time as homeless during the reporting period	Reduce new inflow into homelessness by 10% annually	1521	2023 (+502)	1676 (-347)	1625 (-51)	Increases in the number of clients with long lengths of stay in the shelter system as a result of limited outflow options impacts the shelter system capacity to accept new clients and client turnover rates. This is a possible contributing factor to the noted decrease.
POP4	Number of unique individuals who returned to homelessness from housing or any transitional living situation	Less than 15% of individuals or households return to homelessness each year	83	150 (+67)	201 (+51)	206 (+5)	NA

More information about the reporting definitions used above can be found at [Community Homelessness Report: HIFIS Report Guide](#)

### System Performance Measures

To support understanding the system performance information provided, please note the following:

- When a measure includes the word "unique" it means we are able to count unique people who have accessed service during the timeframe. These numbers, across the quarters, will not add up to the "unique" year-to-date total. They should be interpreted as the number of clients accessing service at least once during the timeframe. These results only include clients who have consented to have their personal information stored in the Homeless Individuals and Families Information System (HIFIS 4.0) and therefore may be an under-representation of service provision.
- When a measure does not include the word "unique" it means we are not counting unique people who have accessed service during the timeframe. Because of how the information is collected or managed we were not able to say whether individuals accessing the services more than once within the timeframe have only been counted once for the quarter or year-to-date total.
- When a measure includes the word "interactions" it counts the number of times a service was provided and not the number of people receiving the service. This includes services provided to both known clients and interactions recorded anonymously (e.g. when consent for HIFIS data collection was declined).
- All measures should be considered independent of one another unless otherwise noted and results are not expected tally up to the total reached in each section.
- Some temporary or pilot programs have not been included in this reporting at this time including short-term housing programs and waitlist/referral programs.

NA = Not available

Measure		Jul-Sep 2023	Oct-Dec 2023	Jan-Mar 2024	Apr-Jun 2024	Jul-Sep 2024	Assessment and/or Sector Comments
<b>Prevention Programs (PRV)<sup>1</sup></b>							
<b>Description:</b> Includes programs offering financial support (rent and utility arrears, etc.) and/or housing supports to achieve housing stabilization for those at imminent risk for homelessness							
PRV1	Number of individuals or households reached by prevention programs	9986	9610	11,024	9698	9286	Reach Target <sup>2</sup> 9500 These results are influenced by the newly established Tenant Support Program, the consolidation of the Housing Stability Benefit and Rent Ready programs were streamlined into the Housing Emergency Fund, and the delays in the 2024 Canada-Ontario Housing Benefit (COHB) benefits rollout. Due to loss of operating system in 2024 due to the cyber security incident impacting the City of Hamilton some figures cannot be verified at this time.
PRV2	Number of households connected to a longer-term (approx. 5 years) housing allowance, tenant fund, or rent supplement programs to maintain their housing (e.g. Canada-Ontario Housing Benefit, Municipal Housing Allowance, Rent Supplements, and Tenant Defence Support)	2426	2617	2333	2377	2252	Recent decreases attributed to the transfer of the tenant defence fund to the legal clinic. Due to loss of operating system in 2024 due to the cyber security incident impacting the City of Hamilton some figures cannot be verified at this time.
PRV3	Number of individuals or households who received one-time financial assistance from a prevention program	1544	1369	1423	1161	1069	

<sup>1</sup> Interpret with caution – the program-reported information may have inconsistent reporting definitions due to agency-specific data collection and reporting methods

<sup>2</sup> The [Coming Together to End Homelessness: Hamilton's Systems Planning Framework](#) (July 2019) identified a number of program reach and outcome targets.

Measure		Jul-Sep 2023	Oct-Dec 2023	Jan-Mar 2024	Apr-Jun 2024	Jul-Sep 2024	Assessment and/or Sector Comments
PRV4	Total financial (dollars) one-time assistance provided from a prevention program	\$1,897,280	\$1,744,533	\$1,432,852	\$1,304,401	\$823,305	Launch and implementation of the consolidated Housing Emergency Fund Program in July 2024 may influence the 2024 results.
<b>Shelter-based Diversion Programs (DV)<sup>3</sup></b>							
<b>Description:</b> Supports for clients to identify and connect to alternative immediate housing arrangements that can prevent the need to stay in emergency shelters							
DV1	Number of individuals reached by diversion programs	271	297	247	257	315	Reach Target: Not Available Please note that this may be an underrepresentation due to known reporting limitations. One program identified that during this period there has been the high volume of refugee claimants entering the shelter system. This influx has presented challenges for diversion programming, as many of these individuals lack established support systems in Canada, limiting the feasibility of diversion to alternative accommodations.
DV2	Number of individuals/households who received one-time financial assistance from a diversion program	35	39	28	16	33	NA
DV3	Total financial (dollars) one-time assistance provided from a diversion program	\$44,031	\$38,892	\$11,866	\$19,341	\$28,184	NA
<b>Drop-in Programs (DI)</b>							
<b>Description:</b> Provide services to meet basic needs and connect to additional housing resources and supports							
DI1	Number of individuals reached by drop-in programs	NA	NA	NA	NA	NA	Various drop-in programs did not have the ability to collect information that support the reporting of individuals reached during this time period because of the cyber incident and the limitations of agency-specific data collection. Efforts to improve data collection for these intervention types has been identified for 2025.

<sup>3</sup> Interpret with caution – the program-reported information may have inconsistent reporting definitions due to agency-specific data collection and reporting methods

Measure		Jul-Sep 2023	Oct-Dec 2023	Jan-Mar 2024	Apr-Jun 2024	Jul-Sep 2024	Assessment and/or Sector Comments
DI2	Number of drop-in program interactions where individuals received support with their basic needs	9291	12,124	35,145	39,623	41,747	Basic needs service delivery is central to the scope of drop-in programs and all programs noted that all clients receive this service level. Increases are due to new programs introduced in late 2023/early 2024 for winter response and currently ongoing.
DI3	Number of drop-in program interactions where individuals received support with their housing needs	822	969	966	1035	1015	Not all programs are funded by Reaching Home but still strive to support with housing search readiness and stabilization.
<b>Housing-focused Street Outreach Program (HFSO)</b>							
<b>Description:</b> Provide services to meet basic needs and connect to additional housing resources and supports for people experiencing unsheltered homelessness							
HFSO 1	Number of unique individuals reached by the Housing-Focused Street Outreach program who have consented to have their personal information stored in HIFIS	153	193	135	NA	NA	Recent results not available due to the HIFIS outage. HFSO program reach continues to increase as reported in the monthly Encampment Response Team Communication Updates.
HFSO 2	Number of Housing-Focused Street Outreach program client interactions where individuals received support with their basic needs	162	500	139	NA	NA	Recent results not available due to the HIFIS outage. HFSO program reach continues to increase as reported in the monthly Encampment Response Team Communication Updates.
HFSO 3	Number of Housing-Focused Street Outreach program client interactions where individuals received support with their housing needs	701	1280	495	NA	NA	Recent results not available due to the HIFIS outage. HFSO program reach continues to increase as reported in the monthly Encampment Response Team Communication Updates.
<b>Emergency Shelter Early Intervention Supports (ESEI)</b>							
<b>Description:</b> Provides individuals/households with intensive and targeted supports to find alternative stable housing arrangements within 14 days or less of their emergency shelter stay							
ESEI1	Number of unique individuals reached by the emergency shelter early intervention programs (i.e. received targeted housing supports within the first 14 days)	323	415	489	519	512	Reach Target: Not Available

Measure		Jul-Sep 2023	Oct-Dec 2023	Jan-Mar 2024	Apr-Jun 2024	Jul-Sep 2024	Assessment and/or Sector Comments
<b>Emergency Shelters (ES)</b>							
<b>Description:</b> Provides individuals/households with short-term emergency shelter to meet their basic needs (bed, meals, etc.) and support with resources to locate and secure stable housing							
ES1	Number of unique individuals provided with an emergency shelter bed/room when needed - overall (unique shelter stayers)	1252	1266	1012	871	1176	Reach Target 2800 Efforts were made to account for all shelter stays during the HIFIS outage but the results from the period are likely an undercount of the actuals. Note that from 2024 onward reporting of unfunded bed occupancy has been excluded from the results. This impacts comparability with previous results.
ES1a	Number of unique individuals provided with an emergency shelter bed/room when needed - through permanent emergency shelter spaces (unique shelter stayers)	1037	1037	715	576	862	Permanent shelter bed capacity is 259 beds and 20 family rooms during this reporting period. Efforts were made to account for all shelter stays during the HIFIS outage but the results from the period are likely an undercount of the actuals. Note that from 2024 onward reporting of unfunded bed occupancy has been excluded from the results. This impacts comparability with previous results.
ES1b	Number of unique individuals provided with an emergency shelter bed/room when needed - through overflow spaces made available as demand fluctuated (unique shelter stayers)	265	273	369	335	423	Temporary shelter beds during this reporting period included Hotel Overflow, West Ave (now permanent) and Winter Response beds at Salvation Army and Mission Services (now permanent). Efforts were made to account for all shelter stays during the HIFIS outage but the results from the period are likely an undercount of the actuals. Note that from 2024 onward reporting of unfunded bed occupancy has been excluded from the results. This impacts comparability with previous results.



Measure		Jul-Sep 2023	Oct-Dec 2023	Jan-Mar 2024	Apr-Jun 2024	Jul-Sep 2024	Assessment and/or Sector Comments
ES2	Number of unique individuals who received support with their housing needs	Currently under development pending data collection improvements. Improvement work was delayed due to the cyber security incident.					
<b>Transitional Housing Programs (TH)</b>							
<b>Description:</b> Provides place-based time-limited support designed to move individuals to independent living or permanent housing. The length of stay is typically less than one year							
TH1	Number of unique individuals reached by transitional housing programs	84	82	81	83	84	Reach Target 160
TH2	Number (and percent) of unique individuals supported by a transitional living program placed into more stable housing by the end of their stay in the transitional living situation	16 (19%)	11 (13%)	9 (11%)	9 (11%)	6 (7%)	So far in 2024, 24 individuals have been housed from TLP programs.
TH3	Number (and percent) of unique individuals supported by a transitional living program who returned to homelessness after being housed	Currently under development pending data collection improvements. Improvement work was delayed due to the cyber security incident.					
<b>Rapid Rehousing Programs (RRH)</b>							
<b>Description:</b> Case management and housing support for mid acuity participants facing long-term homelessness (chronic homelessness). The length of the intervention is up to 9 months.							
RRH1	Number of unique individuals reached by rapid rehousing programs	380	360	428	440	388	Reach Target 260
RRH2	Combined caseload ratio (Staffing Complement FTEs as per Contract with the City of Hamilton)	30:1 (12.8)	28:1 (12.8)	33:1 (12.8)	34:1 (13.1)	30:1 (13.1)	Target caseload ratios for rapid rehousing programs are 1:25.

Measure		Jul-Sep 2023	Oct-Dec 2023	Jan-Mar 2024	Apr-Jun 2024	Jul-Sep 2024	Assessment and/or Sector Comments
RRH3	Number (and percent) of unique individuals supported by a rapid rehousing program (i.e., reached) who were placed into more stable housing, included those housed prior to the reporting period who continue to be supported and those housed during the period.	235 (62%)	250 (69%)	286 (67%)	309 (70%)	289 (74%)	The remaining clients have ongoing housing searches with the programs. So far in 2024, 240 individuals have been housed from Rapid Rehousing programs.
RRH4	Number (and percent) of unique individuals supported by a rapid rehousing program who had a known return to homelessness after being housed (as per staff follow-up)	17 (7%)	11 (4%)	8 (3%)	8 (3%)	5 (2%)	The remaining housed clients are either still housed and exited the program (RRH5), still housed and receiving ongoing program supports, declined follow-up, or unable to contact.
RRH5	Number (and percent) of unique individuals supported by a rapid rehousing program who successfully exited the program (i.e., individual was housed able to live independently without ongoing case supports)	51 (22%)	67 (27%)	66 (23%)	86 (28%)	119 (41%)	The remaining housed clients are no longer housed (RRH4), housed and still receiving program supports, or declined follow up or unable to contact.
<b>Intensive Case Management Programs (ICM)</b>							
<b>Description:</b> Longer-term case management and housing support to higher acuity participants facing long-term homelessness (chronic homelessness), addictions, mental health. The length of the intervention is generally between 12 and 24 months							
ICM1	Number of unique individuals reached by intensive case management programs	411	435	373	502	517	Reach Target 744
ICM2	Combined caseload ratio (Staffing Complement FTEs as per Contract with the City of Hamilton)	13:1 (31.5)	14:1 (31.7)	12:1 (31.7)	16.1 (30.9)	17:1 (31.0)	Higher acuity clients often require additional staff supports (e.g. multiple staff or senior staff). Target caseload ratios for intensive case management programs are 1:20 for adults or 1:11 for youth.

Measure		Jul-Sep 2023	Oct-Dec 2023	Jan-Mar 2024	Apr-Jun 2024	Jul-Sep 2024	Assessment and/or Sector Comments
ICM3	Number (and percent) of unique individuals supported by an intensive case management program (i.e., reached) who were placed into more stable housing, included those housed prior to the reporting period who continue to be supported and those housed during the period.	229 (56%)	232 (53%)	301 (81%)	281 (56%)	286 (55%)	The remaining clients have ongoing housing searches with the programs. So far in 2024, 222 individuals have been housed from Intensive Case Management programs.
ICM4	Number (and percent) of unique individuals supported by an intensive case management program who had a known return to homelessness after being housed	17 (7%)	11 (5%)	20 (7%)	7 (2%)	11 (4%)	The remaining housed clients are either still housed and exited the program (ICM5), still housed and receiving ongoing program supports, declined follow-up, or unable to contact.
ICM5	Number (and percent) of unique individuals supported by an intensive case management program (i.e., reached) who successfully exited the program (i.e., individual was housed able to live independently without ongoing case supports)	72 (31%)	65 (28%)	80 (27%)	62 (22%)	79 (28%)	The remaining housed clients are no longer housed (ICM4), housed and still receiving program supports, or declined follow up or unable to contact.

## Consultations

### List of Stakeholders/Program Staff Consulted as Part of the Development of Report HSC23076(a)

#### External Stakeholders

- CCAS Community Youth Housing Project
- Good Shepherd Staying Home Program (Women & Families)
- Good Shepherd Family Centre Diversion
- Good Shepherd Men's Shelter Diversion
- Good Shepherd Women's Shelter Diversion
- Good Shepherd Notre Dame - Community Resource Centre Youth Prevention
- Good Shepherd Men's Overnight Drop-in
- Good Shepherd Men's Early Intervention
- Good Shepherd Family Centre Emergency Shelter
- Good Shepherd Mary's Place Emergency Shelter
- Good Shepherd Men's Emergency Shelter
- Good Shepherd Notre Dame Youth Emergency Shelter
- Good Shepherd West Ave – Women's Emergency Shelter (temporary)
- Good Shepherd Hotel Overflow/Mobile Case Management
- Good Shepherd Reaching Home (Families, Women) Rapid Rehousing Program
- Good Shepherd Reaching Home (Families, Women, Youth) Intensive Case Management Program
- Housing Help Centre (HHC)
- HRIC Indigenous Housing & Homelessness Supports and Services
- Living Rock Youth Drop-in
- Mission Men's Shelter Diversion
- Mission Services Willow's Place Drop In
- Mission Men's Early Intervention
- Mission Services Men's Emergency Shelter
- Mission Services Emma's Place Emergency Shelter
- Mission Services Housing Up! Rapid Rehousing Program
- Mission Services Housing Up! Intensive Case Management Program
- St. Matthew's House Housing Outreach Prevention Eviction for Seniors (HOPE)
- St. Matthew's House Christ's Church Cathedral Cafe
- Salvation Army Men's Shelter Diversion
- Salvation Army Men's Early Intervention
- Salvation Army Booth Centre Emergency Shelter
- SJHH Womankind Emergency Shelter

- Wesley Youth Housing
- Wesley Urban Ministries Intensive Case Management Program
- YWCA – Carole Anne's Place
- YWCA – Transitional Living Program

**Internal Stakeholders**

- Housing Services Division Staff

**List of Engagement Sessions and Opportunities Completed**

- HIFIS Super Users Group Meeting – 2024 Reporting Overview: Sept 25, 2024
- Individual Program Meeting (ICM/RRH): October 23, 2024
- City of Hamilton Hosted Virtual Information Q&A Session: October 23, 2024
- City of Hamilton Hosted Virtual Information Q&A Session: October 24, 2024
- HIFIS Super Users Group Meeting – Q&A Opportunity: October 30, 2024
- Individual Program Meeting (Drop-in): November 6, 2024
- Individual Program Meeting (Drop-in): November 7, 2024
- HIFIS Super Users Group Meeting – Q&A Opportunity: November 27, 2024



## City of Hamilton Report for Information

**To:** Mayor and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** PED25075

**Subject/Title:** Hamilton Immigration Partnership Council,  
Community Plan 2025-2028

**Ward(s) Affected:** City Wide

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### Recommendations

- 1) That Report PED25075 respecting the Hamilton Immigration Partnership Council, Community Plan 2025-2028 **BE RECEIVED** for information.

### Key Facts

- Hamilton Immigration Partnership Council Community Plan 2025-2028 outlines a three-year collective pathway towards making Hamilton a welcoming community where newcomers have a positive settlement experience and feel a sense of belonging;
- Hamilton Immigration Partnership Council is funded by a three-year Refugees and Citizenship Canada grant agreement totalling \$1,190,941 and managed by City of Hamilton;
- More than 5,000 new permanent residents have settled in Hamilton each year in recent years, and the City is also home to thousands of temporary residents (study permit holders and temporary foreign workers); and,
- As outlined in the most recent Government of Canada Immigration Levels Plan, Hamilton could see its average annual number of 5,485 new permanent residents 2022-2024 drop to 4,124 per year in 2025-2027, a decrease of 25%.

**Hamilton Immigration Partnership Council, Community Plan 2025-2028  
(City Wide)  
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## **Financial Considerations**

Not Applicable.

## **Background**

Hamilton experiences a steady flow of immigration, including permanent residents, international students, temporary foreign workers, and refugee claimants. Over the past decade, the city has welcomed more than 38,000 permanent residents, highlighting the pivotal role immigration will play in shaping its future. Newcomers not only contribute to the growth of Hamilton's population, but also strengthen its local economy and enrich the City's social and cultural landscape. A well-structured community plan is important to make sure that we all work together to support the city's success by fostering a seamless, welcoming pathway for newcomers to settle and develop a sense of belonging in Hamilton.

Since 2009, the Hamilton Immigration Partnership Council has positioned itself at the centre of efforts to create a welcoming Hamilton community for newcomers. As the community table for newcomer services and support, the Hamilton Immigration Partnership Council has been working to ensure that Hamilton becomes a city where immigrants can build new lives, contributing to the city's growth and success. Through its "collective impact" framework, the Hamilton Immigration Partnership Council has engaged a range of partners and stakeholders (including newcomers) to identify intended outcomes for the city and to facilitate collective action to achieve those goals.

The Immigration Partnership is a multi-layered community table comprised of a Council, Committees, and Ad Hoc Working Groups supported by a secretariat of three staff. The current Partnership Council is comprised of 32 civic leaders reflecting key sectors in the community, including education, business, and social services. More than half of the Hamilton Immigration Partnership Council's members have personal, lived experience of immigration.

The Hamilton Immigration Partnership Council is funded by Immigration, Refugees and Citizenship Canada and housed in the Economic Development Division. The Immigration Partnership was funded by a five-year grant agreement from Immigration, Refugees and Citizenship Canada ending March 31, 2025, and totalling \$1,769,000. Beginning April 1, 2025, the Hamilton Immigration Partnership Council is funded by a three-year federal grant agreement totalling \$1,190,941. This funding supports three full-time staff plus event and project expenses that support the work of the Community Plan.

## **COMMUNITY PLAN 2025-2028**

Over the years, the Hamilton Immigration Partnership Council has completed multiple strategic planning cycles and regularly evaluates its processes and outcomes. With its current strategic plan nearing its end, the Hamilton Immigration Partnership Council's leadership committed to establishing a clear and actionable path forward. A working

**Hamilton Immigration Partnership Council, Community Plan 2025-2028  
(City Wide)  
Page 3 of 7**

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group was struck to guide this process, consisting of the Hamilton Immigration Partnership Council Chair, Vice Chair, several council members, and staff working with the Centre for Community Based Research.

The 2025-2028 Hamilton Immigration Partnership Council Community Plan outlines a three-year collective pathway towards making Hamilton a welcoming community where newcomers have a positive settlement experience and feel a sense of belonging. The Plan begins with operating principles that articulate the Plan's core values that guide how the Community Plan is implemented:

1. Working collectively to realize the impact that we envision;
2. Centring the lived experiences of newcomers, especially those most in need;
3. Leveraging newcomer leadership; and,
4. Working from an anti-racism and anti-oppression lens.

The Plan continues with three primary strategies -- Welcome, Settle, Belong -- and focus areas that outline activities to be carried out by the Hamilton Immigration Partnership Council staff and Immigration Partnership partners. These strategies are designed to lead to specific and measurable outcomes – including outcomes directly linked to the Hamilton Immigration Partnership Council activities as well as those indirect outcomes where the Hamilton Immigration Partnership Council efforts have contributed to broader community change. See Appendix A to PED25075 this Report.

Welcome, Settle, and Belong are not linear processes for newcomers to Canada, nor are they necessarily distinct. The graphic depiction of the Community Plan tries to convey the inter-connected nature of these pillars, also incorporating elements that are distinctive to Hamilton, showcasing the prominence of people, and emphasizing the desired collective outcomes. It is hoped that everyone can identify potential actions in support of the Plan.

The Community Plan took into account the 2021-2025 Economic Development Action Plan and aligns with Hamilton Workforce Strategy, specifically actions under Objective 4.2 to Increase awareness through promotion of local initiatives that influence workforce attraction and development and labour market planning and Objective 5.1 to Advocate for addressing core labour force wraparound supports for Hamilton's diverse communities.

## **IMMIGRATION TRENDS**

Canada is somewhat unique in releasing an “immigration levels plan” to set future immigration targets. For the first time in many years, the federal government seeks to reduce immigration levels. (see [the Government of Canada announced its immigration level plans for 2025-2027](#)) The 2025-2027 Plan, which includes annual targets for international students and temporary foreign workers for the first time, contains these

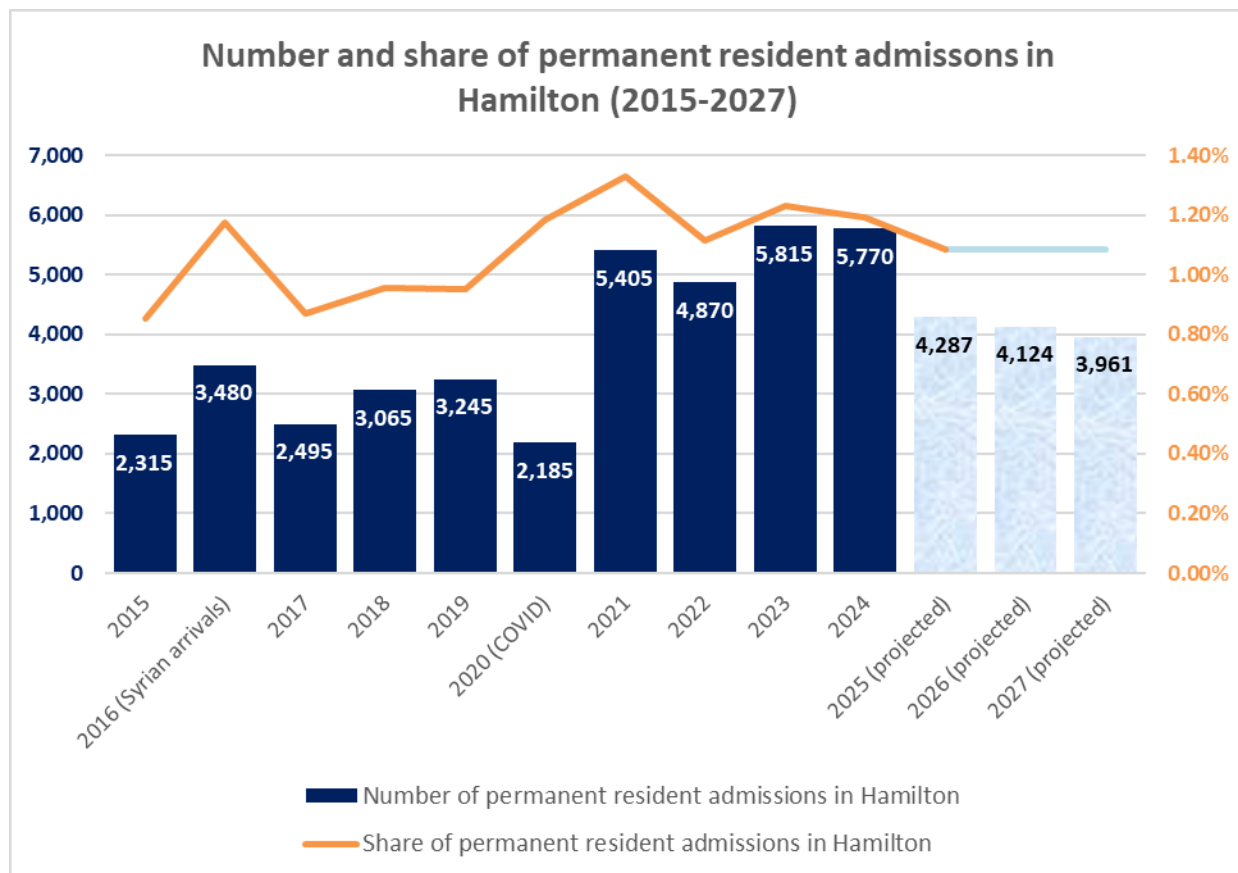


**Hamilton Immigration Partnership Council, Community Plan 2025-2028  
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immediate targets: permanent resident admissions are set to decrease by 21%, new international student arrivals by 10%, and new temporary workers by 16% from 2024 to 2025. Over 40% of permanent resident admissions in 2025 will be international students and temporary foreign workers. In addition, the Plan aims to reduce the share of temporary residents (international students and temporary foreign workers) to 5% of the population by 2026, with a greater focus on transitioning them to permanent residency.

Canada's population growth is driven by immigration. This growth had already slowed by the end of 2024, likely reflecting some of these new changes to immigration, especially the caps placed on international student study permits. ([The Daily — Canada's population estimates, fourth quarter 2024](#))

What will these reduced targets and slower growth mean for Hamilton? Over the past decade, Hamilton has been receiving around 1.1% of new permanent residents in Canada. If this trend continues, based on the new immigration levels plan, Hamilton could expect to have about 4,300 new permanent residents in 2025, 4,100 in 2026, and 4,000 in 2027. Hamilton would see its average annual number of 5,485 new permanent residents 2022-2024 drop to 4,124 per year in 2025-2027, a decrease of 25%.

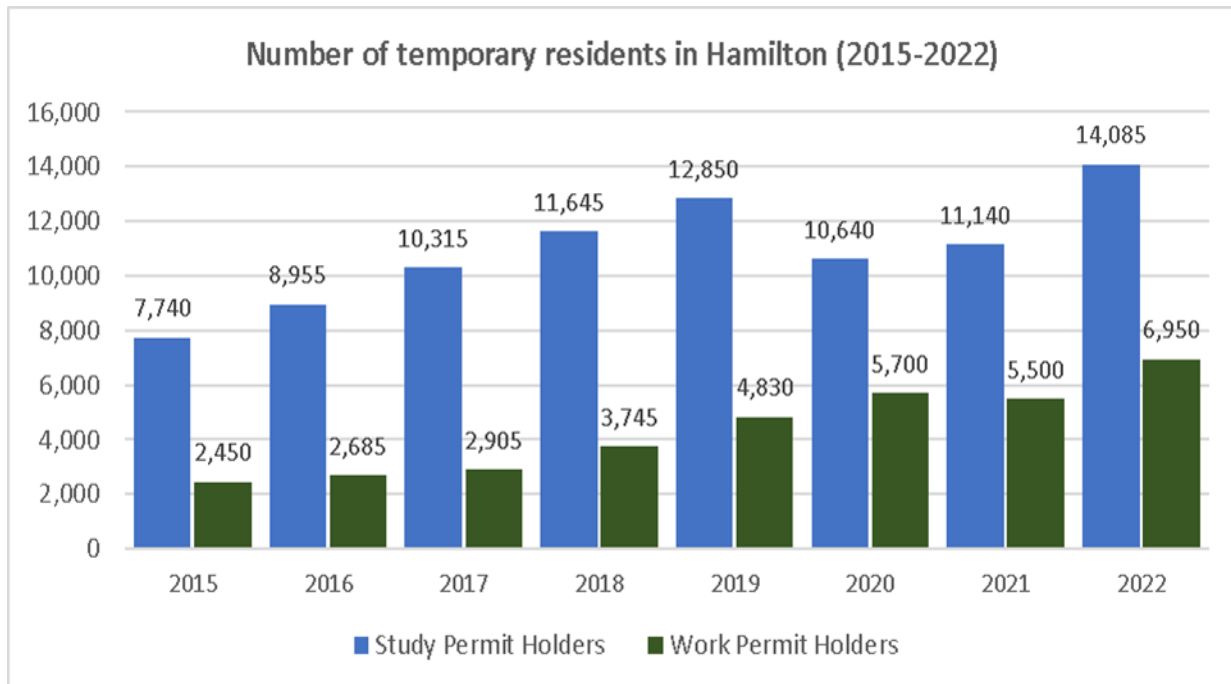


Source: Immigration Refugees and Citizenship Canada, January 31, 2025.

**Hamilton Immigration Partnership Council, Community Plan 2025-2028  
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Note: The projections in 2025, 2026 and 2027 are based on Hamilton’s average share of permanent resident admissions from 2015 to 2023, calculated at 1.09%.

It is expected that temporary resident numbers in Hamilton over the next three years will decrease as well, in keeping with nationwide reductions. Hamilton’s number of international students and temporary foreign workers grew from 2015 to 2022, the most recent year for which data is available. There were over 14,000 study permit holders and nearly 7,000 work permit holders in Hamilton in 2022 – twice as many as in 2015.



Source: Immigration Refugees and Citizenship Canada, Research and Data Branch Temporary Residents October 31, 2023 Data. Accessed from Community Data Program, Immigration Data Portal.

Note: The above chart shows “stock” numbers, which refer to the total number of temporary residents present in Hamilton on December 31 of each year. This number does not include those whose permits expired before the end of the year.

## UPCOMING PROJECTS AND EVENTS

### Newcomer Day – May 30, 2025

Sponsored by Royal Bank of Canada, the Hamilton Immigration Partnership Council’s signature event returns to Hamilton City Hall with a live, in-person event featuring a citizenship ceremony, information fair, and family-friendly activities. Stage entertainment, marketplace and food vendors will showcase the varied skills and talents of Hamilton’s newcomers.

**Hamilton Immigration Partnership Council, Community Plan 2025-2028  
(City Wide)  
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### **Immigrant Survey – May-June 2025**

Hamilton's second immigrant survey will seek responses from more than 1000 persons born outside Canada who now live, work or study locally – including permanent residents, Canadian citizens, refugees, temporary residents, refugee claimants, and international students aged 16 and over. Results will be shared to help improve services and living experiences.

### **Welcoming Week – September 2025**

The Hamilton Immigration Partnership Council will coordinate Welcoming Week activities across the city, coordinating an information and services fair and releasing a schedule of various welcoming activities.

### **Analysis**

Accompanying the forecast reduction in immigration, Immigration, Refugees and Citizenship Canada has reduced funding for settlement services, affecting numerous local service organizations and the Hamilton Immigration Partnership Council partners. The implications of the funding cuts will become more evident as the year progresses. They are especially concerning as Hamilton continues to be strong attractor of secondary migration, that is, migration of newcomers from other parts of the province and country, especially from the Toronto area.

Although not a direct service provider, the Hamilton Immigration Partnership Council also faces funding constraints in the new grant agreement. In this context, the existence of a local community plan is an excellent vehicle for building awareness, increasing collaboration, and determining feasible steps for creating a welcoming community where newcomers have a positive settlement experience and feel a sense of belonging.

### **Alternatives**

Not Applicable.

### **Relationship to Council Strategic Priorities**

1. Sustainable Economic & Ecological Development; and,
2. Safe & Thriving Neighbourhoods

### **Previous Reports Submitted**

Not Applicable

### **Consultation**

The new Community Plan was shaped by several rounds of consultation of the Hamilton Immigration Partnership Council partners and members of the public. The Centre for

**Hamilton Immigration Partnership Council, Community Plan 2025-2028  
(City Wide)  
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Community Based Research facilitated a community planning forum in March 2024 with more than 100 attendees. This community forum identified the priorities for the new 2025-2028 Community Plan. A subsequent forum with 95 attendees was held in November 2024 to provide further feedback on the draft Community Plan.

The Partnership Council discussed the Community Plan several times, including a special council meeting in October 2024. The Community Plan was subsequently approved by the Partnership Council on December 11, 2024. A full community launch event was hosted on February 26, 2025.

The Community Plan, therefore, reflects a broad-based collective vision for Hamilton and outlines the actions to be taken by both the Hamilton Immigration Partnership Council staff and the many partners.

### **Appendices and Schedules Attached**

Appendix A: Hamilton Immigration Partnership Council Community Plan 2025-2028

**Prepared by:** Sarah Wayland, Senior Project Manager, Hamilton Immigration Partnership Council  
Planning and Economic Development Department,  
Economic Development Division

**Submitted and recommended by:** Norm Schleeahn, Director Economic Development  
Planning and Economic Development

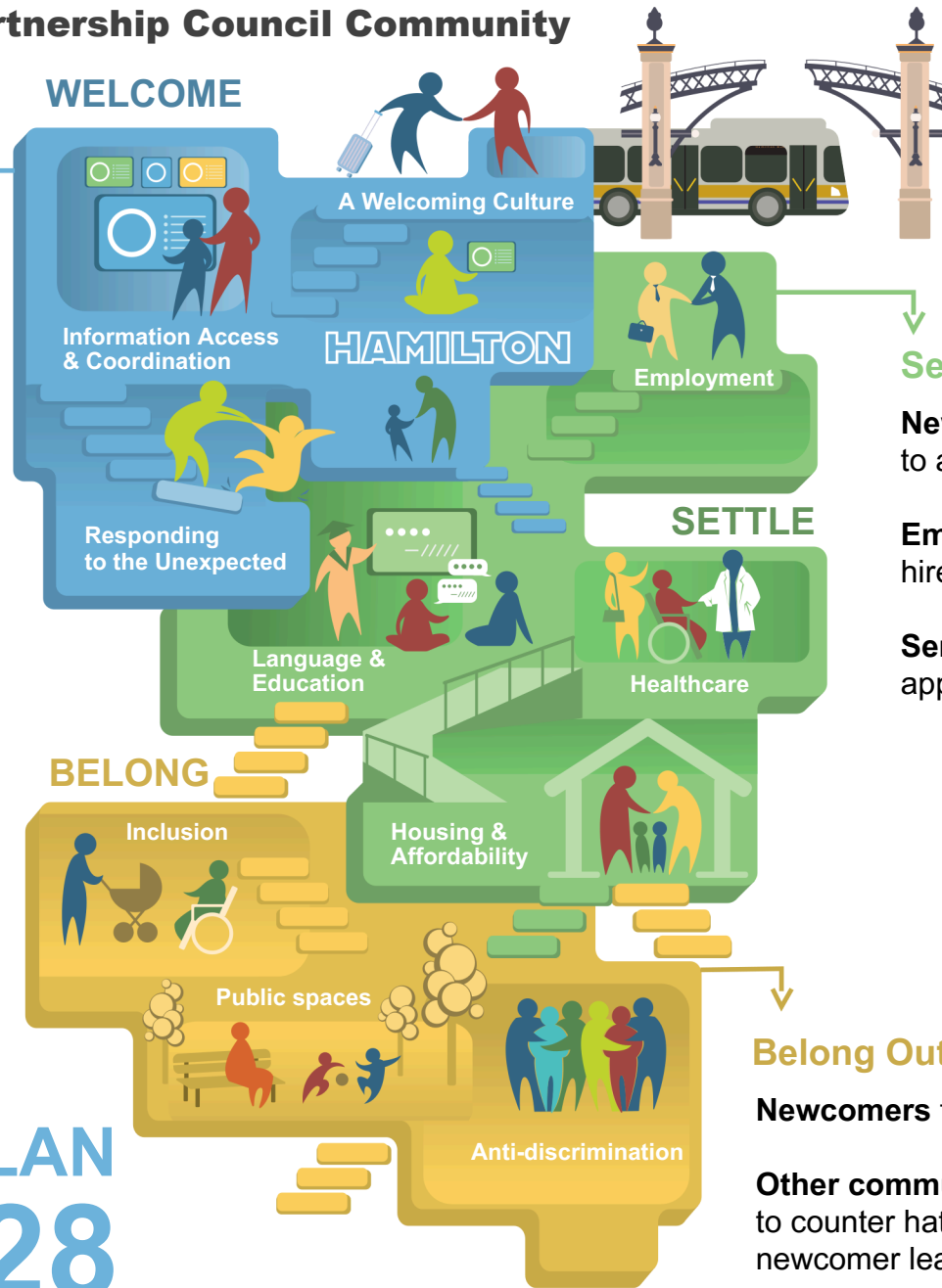
# Hamilton Immigration Partnership Council Community Plan 2025-2028



## Welcome Outcomes

**Newcomers** feel welcomed and connected to services they need.

**Service providers** and other community members have greater skills and capacity to meet newcomer needs.



## Settle Outcomes

**Newcomers** have greater access to appropriate services.

**Employers** are more equipped to hire and retain newcomers.

**Service providers** offer more appropriate, accessible services.

# COMMUNITY PLAN 2025-2028

## Belong Outcomes

**Newcomers** feel celebrated, included, and safe.

**Other community members** work actively to counter hate and discrimination, valuing newcomer leadership and contributions.

Hamilton is a **WELCOMING** community where newcomers have a positive **SETTLEMENT** experience and feel a sense of **BELONGING**.

# WELCOME

# SETTLE

# BELONG

## Information Access & Coordination

Conduct research on immigrant experiences.

Identify gaps and improve access to settlement services for newcomers across permanent and non-permanent resident status.

## A Welcoming Culture

Advocate for and promote a welcoming culture.

## Responding to the Unexpected

Ensure accessible, trauma-informed legal services and tailored public legal education sessions.

Convene relevant partners to discuss emerging challenges and identify next steps, while coordinating supports and resources in times of crisis.

## Employment

Promote the benefits of immigration and support employer hiring and retention of newcomers.

Share research and resources on newcomer employment, IDEA (inclusion, diversity, equity, accessibility) practices, and workplace rights.

## Language & Education

Strengthen partnerships with schools, language providers, and post-secondary institutions.

## Healthcare

Deliver culturally safe and trauma-informed health care.

## Housing & Affordability

Advocate about newcomer housing and shelter needs and provide up-to-date resources.

## Anti-discrimination

Advocate on issues and raise awareness of discrimination and hate that newcomers face.

Coordinate and host inclusion campaigns, events, and relationship building among newcomers, across cultural differences, and with the host population.

## Public spaces

Incorporate a newcomer lens into the creation and renovation of city assets and advocate for more events/spaces to connect newcomers and enhance their civic participation.

## Inclusion

Engage the broader community in implementing the activities of this plan.

## Inclusion Principles

1. Working collectively to realize the impact that we envision newcomer leadership

2. Leveraging newcomer leadership

3. Centring newcomer lived experience, especially equity-deserving groups

4. Working from an anti-racism and anti-oppression lens, promoting education and recognition of the Charter of Rights and Freedoms as it relates to Indigenous and Francophone communities

Funded by:

Financé par :



Immigration, Refugees  
and Citizenship Canada

Immigration, Réfugiés  
et Citoyenneté Canada



# Hamilton Immigration Partnership Council (HIPCC), Community Plan 2025-2028

**Terri Bedminster**  
Executive Director,  
Refuge Newcomer Health

**Grace Baldwin**  
Director,  
Good Shepherd

Prepared for the General Issues Committee (GIC)

April 9, 2025



# Hamilton Immigration



Close to **three in 10** Hamiltonians were born outside Canada.



Among recent immigrants, **almost 85%** belonged to a racialized group, with South Asian being the top racialized group followed by Arab and Black.



Recent immigrants were more likely to have arrived as economic immigrants (2021).



**Top 5** Source Countries of Recent Immigrants\* include:

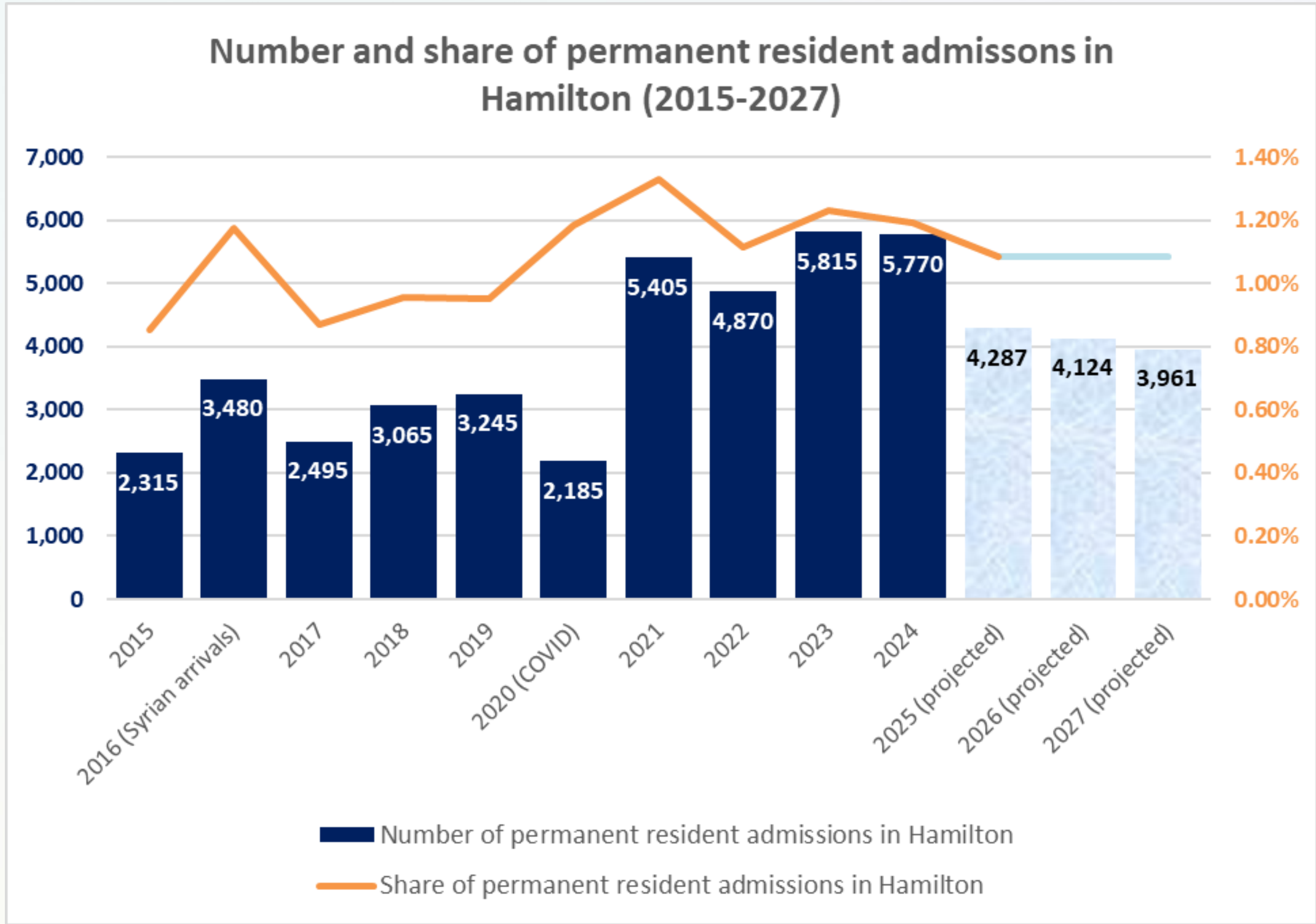
- |             |         |
|-------------|---------|
| India       | Nigeria |
| Syria       | Iraq    |
| Philippines |         |



Most common mother tongue languages (recent immigrants):

- Arabic
- Tagalog
- Spanish
- Punjabi





Source: Immigration Refugees and Citizenship Canada, January 31, 2025.

# About

- Established in 2009
- One of more than 80 Local Immigration Partnerships across Canada
- Collaborator and convener
- Funded by IRCC, embedded in Economic Development in City of Hamilton
- Membership includes a diversity of sectors and organizations



# Knowledge Sharing and Connection



## Hamilton For All

A public education campaign that encourages Hamiltonians to stand up against prejudice, exclusion and discrimination.

[HamiltonForAll.ca](https://HamiltonForAll.ca)



## Publications

- Demographic Profile of Immigrants in Hamilton
- What “Belonging” Means to Newcomer Youth in Hamilton
- Inclusion, Diversity, Equity, and Accessibility (IDEA) Checklist



## We Hire Immigrants

Website dedicated to raising awareness of the **opportunities** and **benefits** of hiring newcomers and immigrants in Hamilton.

[WeHireImmigrants.ca](https://WeHireImmigrants.ca)



## Directory of Services

- **Free** source of 15+ sections of information for newcomers
- Machine-translated into **7 languages**

[NewcomersInHamilton.ca](https://NewcomersInHamilton.ca)

# Community Plan 2025-2028

**March 1, 2024**  
Community Forum #1



**November 22, 2024**  
Community Forum #2



**February 26, 2025**  
Community Plan Launch



# Inclusion Principles

- Working **collectively** to realize the impact that we envision
- Centering **newcomer lived experience**, especially equity deserving groups
- Leveraging **newcomer leadership**
- Working from an **anti-racism and anti-oppression lens**, promoting education and recognition of the Charter of Rights and Freedoms as it relates to **Indigenous and Francophone communities**




**Graphic Artist:** Tatiana Subbotina (Mohawk College Student)

# Make the Pledge

Whether you are in leadership positions, work with newcomers, or just someone who **cares deeply** about making Hamilton a more welcoming community for newcomers, there is a role for you!

- ✓ Read the full [Community Plan](#) to see where you fit in.
- ✓ Print and sign the [Community Plan Pledge](#) and commit to creating a strong impact.


**More details will become available on our website [HamiltonImmigration.ca](https://HamiltonImmigration.ca)**



**Together, We Move Our Community Forward!**

I, \_\_\_\_\_, endorse the Community Plan and commit to supporting our community by taking action toward our shared goals. I pledge to:

- ✓ Work within my professional and/or personal life to advance the plan.
- ✓ Actively participate in (choose one or more strategy areas):  Welcome  Settle  Belong



**I commit to doing:**

# Upcoming Projects and Events

## ■ Newcomer Day - May 30 @ City Hall

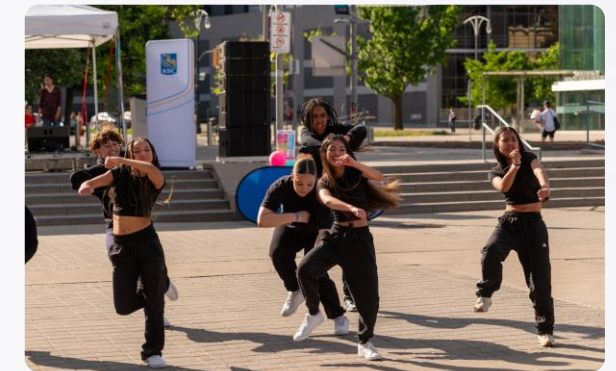
Our annual event welcomes newcomers to Hamilton, helps them understand and access a wide range of services, and celebrates their contributions to Hamilton.

## ■ Immigrant Survey - Launching May 30

This survey seeks to hear from immigrants about their experiences, challenges, strengths and contributions. It provides an opportunity to learn how to improve their settlement experience in Hamilton.

## ■ Welcoming Week - September 12 to 21

Welcoming Week is internationally recognized, with events happening around the world that bring people together to celebrate newcomers.





# Contact Us

## Office

71 Main St. West (7th Floor), Hamilton, ON

## Email

[immigration.partnership@hamilton.ca](mailto:immigration.partnership@hamilton.ca)

## Website

[www.HamiltonImmigration.ca](http://www.HamiltonImmigration.ca)

## Social Media

 [@HIPCHamilton](https://www.instagram.com/HIPCHamilton)

 [facebook.com/HIPCImmigration](https://facebook.com/HIPCImmigration)

 [linkedin.com/company/HIPCHamilton](https://linkedin.com/company/HIPCHamilton)

## HIPC Staff

Sarah Wayland, Senior Project Manager

Mohammad Araf, Program Officer

Natasha Martinez, Community Relations Coordinator





## **AIRPORT SUB-COMMITTEE MINUTES ASCC 25-001**

**1:30 P.m.**

**March 27, 2025**

Room 264, 2<sup>nd</sup> Floor, City Hall  
71 Main Street West, Hamilton, Ontario

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**Present:** Councillors M. Tadeson (Co-Chair), J. Beattie (Virtual), C. Cassar (Virtual), M. Francis (Virtual), T. Hwang, T. McMeekin and E. Pauls (Virtual)

**Absent with  
Regrets:** Councillor M. Spadafora (Co-Chair) - Personal

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### **1. CALL TO ORDER**

Committee Co-Chair Tadeson called the meeting to order at 1:30 p.m.

### **2. CEREMONIAL ACTIVITIES**

There were no Ceremonial Activities.

### **3. APPROVAL OF THE AGENDA**

**(Hwang/Cassar)**

That the agenda for the March 27, 2025, Airport Sub-Committee, be approved, as presented.

**CARRIED**

### **4. DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

### **5. APPROVAL OF MINUTES OF PREVIOUS MEETING**

#### **5.1 November 14, 2024**

**(Hwang/Pauls)**

That the Minutes of the November 14, 2024, meeting of the Airport Sub-Committee be adopted, as presented.

**CARRIED**

**6. DELEGATIONS**

There were no Delegations.

**7. ITEMS FOR INFORMATION**

**7.1 John C. Munro Hamilton International Airport Update**

Cole Horncastle, Executive Managing Director, John C. Munro Hamilton International Airport, addressed Committee respecting the John C. Munro Hamilton International Airport Update, with the aid of a PowerPoint presentation.

**(Francis/Cassar)**

That the presentation from Cole Horncastle, Executive Managing Director, John C. Munro Hamilton International Airport, respecting the John C. Munro Hamilton International Airport Update, be received.

**CARRIED**

**8. ITEMS FOR CONSIDERATION**

There were no Items for Consideration.

**9. MOTIONS**

There were no Motions.

**10. NOTICE OF MOTIONS**

There were no Notice of Motions.

**11. PRIVATE & CONFIDENTIAL**

**(Hwang/Francis)**

That Committee move into Closed Session for Item 11.1 at 2:41 p.m. pursuant to Section 9.3, Sub-sections (c), (j) and (k) of the City's Procedural By-law 21-021; and, Section 239(2), Sub-sections (c), (j), and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land for City or a local board purposes; a trade secret or scientific, technical, commercial or financial information that belongs to the City or a local board and has monetary value or potential monetary value; 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 City or a local board.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

Yes - Ward 10 Councillor Jeff Beattie

Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 4	Councillor Tammy Hwang
Absent	-	Ward 15	Councillor Ted McMeekin
Absent	-	Ward 7	Councillor Esther Pauls
Absent	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 11	Councillor Mark Tadeson

The Airport Sub-Committee meeting reconvened in Open Session at 3:05 p.m.

**11.1 PED19084(k)**

**John C. Munro Hamilton International Airport Lease (1996 as amended)  
Compliance Review (City Wide)**

**(Hwang/Beattie)**

That Report PED19084(k), respecting John C. Munro Hamilton International Airport Lease (1996 as amended) Compliance Review, be received and remain confidential.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 12	Councillor Craig Cassar
Absent	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 15	Councillor Ted McMeekin
Absent	-	Ward 7	Councillor Esther Pauls
Absent	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 11	Councillor Mark Tadeson

**12. ADJOURNMENT**

There being no further business, the Airport Sub-Committee was adjourned at 3:07 p.m.

Respectfully submitted,

Matt Gauthier  
Legislative Coordinator  
Office of the City Clerk

Councillor Mark Tadeson  
Co-Chair  
Airport Sub-Committee



## **ACCESSIBILITY COMMITTEE FOR PERSONS WITH DISABILITIES**

### **MINUTES ACPD 25-002**

4:00 p.m.

February 11, 2025

Room 264, 2nd Floor Hamilton City Hall (Hybrid)  
71 Main Street West, Hamilton, Ontario

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**Present:** Councillor M. Tadeson (virtually), J. Kemp (Chair), H. Kaur (virtually), P. Kilburn (Vice-Chair) (virtually), H. Bonenfant (virtually), L. Dingman, L. Janosi (virtually), M. McNeil (virtually)

**Absent with**

**Regrets:** C. Hernould, L. Johanson, T. Murphy, K. Nolan and T. Nolan

---

### **1. CALL TO ORDER**

Chair J. Kemp called the meeting to order at 4:00 p.m.

### **2. CEREMONIAL ACTIVITIES**

The Legislative Coordinator read the Land Acknowledgement.

### **3. APPROVAL OF AGENDA**

**(McNeil/Dingman)**

That the agenda for the February 11, 2025, Accessibility Committee for Persons with Disabilities meeting, be approved, as presented.

**CARRIED**

### **4. DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

### **5. APPROVAL OF MINUTES OF PREVIOUS MEETING**

#### **5.1 January 14, 2024**

**(Janosi/McNeil)**

That the minutes of the January 14, 2025, Accessibility Committee for Persons with Disabilities, be adopted, as presented.

**CARRIED**

### **6. DELEGATIONS**

There were no Delegations.

### **7. ITEMS FOR INFORMATION**

#### **7.1 Questions respecting Committee Procedures and Election Accessibility (no copy)**

Matthew Trennum, City Clerk, answered questions from Committee respecting Committee Procedures and Election Accessibility.

**(McNeil/Kilburn)**

That the information from Matthew Trennum, City Clerk, respecting Committee Procedures and Election Accessibility, be received.

**CARRIED**

**7.2 Accessible Transportation Services  
Performance Review Q3 2024 - REVISED**

Michelle Martin, Manager of Accessible Transportation Services, addressed Committee respecting the Accessible Transportation Services Performance Review Q3 2024, with the aid of a PowerPoint presentation.

**(Janosi/Tadeson)**

That the Accessible Transportation Services Performance Review Q3 2024 report and the presentation from Michelle Martin, Manager of Accessible Transportation Services, be received.

**CARRIED**

J. Kemp relinquished the Chair to P. Kilburn in order to provide the Built Environment Working Group Update (Item 7.3), the Housing Working Group Update (Item 7.4 and the Outreach Working Group Update (Item 7.5)

### **7.3 Built Environment Working Group Update**

J. Kemp provided a verbal update.

### **7.4 Housing Working Group Update**

(a) Housing Working Group Meeting Notes –  
January 21, 2025

### **7.5 Outreach Working Group Update**

(a) Outreach Working Group Meeting Notes –  
January 21, 2025

### **7.6 Transportation Working Group Update**

P. Kilburn provided a verbal update.

### **7.7 Strategic Planning Working Group Update**

No update.

### **7.8 Open Spaces and Parklands Working Group Update**

No update.

### **(Kilburn/Bonenfant)**

That the following Items for Information, be received:

General Issues Committee – April 9, 2025

- (a) Built Environment Working Group Update (Item 7.3)
- (b) Housing Working Group Update (Item 7.4)
  - (i) Housing Working Group Meeting Notes – January 21, 2025 (Item 7.4(a))
- (c) Outreach Working Group Update (Item 7.5)
  - (i) Outreach Working Group Meeting Notes – January 21, 2025 (Item 7.5(a))
  - (ii) Outreach Working Group Meeting Notes – February 5, 2025 (Added Item 7.5(b))
- (d) Transportation Working Group Update (Item 7.6)

**CARRIED**

J. Kemp assumed the Chair.

## **8. ITEMS FOR CONSIDERATION**

There were no Items for Consideration.

## **9. MOTIONS**

J. Kemp relinquished the Chair to P. Kilburn to introduce the following Motion:



## 9.1 Partnership Opportunity with the Office of Climate Change Initiatives

### (Kemp/McNeil)

WHEREAS, the Office of Climate Change Initiatives has identified the Accessibility Committee for Persons with Disabilities as a community organization serving an equity-deserving group to be a potential partner in the development of a Climate Justice Framework;

WHEREAS, the Office of Climate Change Initiatives has invited the Accessibility Committee for Persons with Disabilities to consider submitting an application to the Office of Climate Change Initiatives to partner with them in the development of a Climate Justice Framework, by hosting meaningful engagement activities for persons with disabilities, developed to gain an understanding of their needs, challenges as well as aspirations in the face of our changing climate;

WHEREAS, the Office of Climate Initiatives has identified a budget to cover the costs incurred by this initiative and requires a report on the results of the engagement activities by June 10, 2025;

WHEREAS, the application deadline to the Office of Climate Change Initiatives is February 12, 2025; and

WHEREAS, the Accessibility Committee for Persons with Disabilities has tasked its Outreach Working Group with community engagement activities:-

THEREFORE, BE IT RESOLVED:

- (a) That the Accessibility Committee for Persons with Disabilities authorize the Outreach Working Group to apply to the Office of Climate Change Initiatives respecting carrying out a community engagement event to gather feedback from persons with disabilities on their needs, challenges and aspirations in the face of our changing climate in order to contribute to the development of a Climate Justice Framework; and
- (b) That, on receiving the results of the application to the Office of the Climate Change Initiatives, the Outreach Working Group report back to the Accessibility Committee for Persons with Disabilities as soon as possible with:
  - (i) any feedback from the Office of Climate Change Initiatives on an unsuccessful application; or
  - (ii) recommendations respecting the proposed Climate Justice Framework community engagement project.

**CARRIED**

J. Kemp assumed the Chair.

**10. NOTICE OF MOTIONS**

There were no Notice of Motions.

**11. PRIVATE & CONFIDENTIAL**

There were no Private and Confidential Items.

**12. ADJOURNMENT**

There being no further business, the Accessibility Committee for Disabilities was adjourned at 5:21 p.m.

Respectfully submitted,

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Carrie McIntosh  
Legislative Coordinator  
Office of the City Clerk

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James Kemp  
Chair, Accessibility  
Committee for Persons with  
Disabilities



## City of Hamilton Report for Information

**To:** Chair and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** PED25047

**Subject/Title:** Innovation in Planning Approvals (Bloomberg Harvard City Leadership Initiative – Innovation Track Program)

**Ward(s) Affected:** City Wide

---

### Recommendations

- 1) That Report PED25047 respecting the City of Hamilton's participation in the Bloomberg Harvard City Leadership Initiative Innovation Track Program **BE RECEIVED** for information.

### Key Facts

- The purpose of this report is to provide an overview of the City of Hamilton's participation in the Bloomberg Harvard City Leadership Initiative Innovation Track Program (BH Program) and the initial outcomes of the resulting pilot projects.
- The City's objective in the BH Program was to explore opportunities to improve the development approvals process to address housing affordability and availability in support of the Mayor and Council's commitment to facilitate the construction of 47,000 housing units by 2031.
- Members of the development community including residential developers, non-profit housing developers, planning consultants, and external commenting agencies were engaged in this work to help define the problem and generate ideas for improvement.
- Through collaboration, over 800 ideas for improvement were generated forming a portfolio of initiatives for future improvement work with two prototypes developed and piloted in the Planning Division – First Wave Portal and All4One.

- Initial outcomes of the First Wave Portal Pilot resulted in automations to support staff in completing application reviews quicker. So far, the All4One Pilot has seen a 60% decrease in the number of days it takes from submission to issuance of a Formal Consultation document, and a 71% decrease in the number of days from Site Plan application to Conditional Site Plan approval when compared to 2024 processing times. As part of the All4One Pilot, staff also experienced quicker decision making and more clarity for next steps and action were seen by both staff and applicants.

## Financial Considerations

There are no budget impact(s) or costs associated with the recommendation.

## Background

The City of Hamilton was one of twelve international municipalities selected to participate in the 2023-2024 BH Program. The BH Program is designed for interdisciplinary city teams to build innovation capabilities to design, test, and prototype solutions to pressing city issues. The BH Program teaches creative problem-solving approaches that help cities with their toughest internal and external challenges. The 2023-2024 cohort included participants from Anaheim, Arlington, Chandler, Fort Lauderdale, Oakland, Moreno Valley, Richmond, Port St. Lucie (United States); Verona (Europe); and Hamilton, London, Ottawa (Canada).

The Mayor put forward an application to the BH Program with the challenge for staff to improve the development approvals process to address housing affordability and availability to support the Mayor and Council's commitment to facilitate the construction of 47,000 housing units by 2031. The goal for staff working through this challenge in the BH Program was to identify and implement innovative practices and technologies to streamline and enhance the efficiency and effectiveness of development application reviews through collaboration. Successful exploration of the challenge through the BH Program would result in creative solutions and tools for staff to use to review development applications more efficiently, faster processing times and better transparency for applicants, and enhanced collaboration and relationship building between staff and the applicant community.

## Analysis

To support the work on the BH Program challenge, a cross-departmental project team was created with members from the City Manager's Office, Mayor's Office, Planning and Economic Development and Public Works.

Over the course of the ten-month program, the project team conducted activities in three phases:

1. Understand the problem;
2. Generate and test new ideas; and,

### 3. Deliver initiatives.

As part of understanding the problem the project team worked together to create and focus on the following problem statement: There is insufficient coordination and unclear expectations for development approvals needed to achieve housing targets efficiently and effectively for the City of Hamilton.

#### **Consultation and Engagement**

With this problem statement at the forefront of their work, the project team engaged with over 60 internal and external collaborators. This included members of the development community including residential developers, non-profit housing developers, planning consultants, and external commenting agencies were engaged in this work to help define the problem and generate ideas for improvement.

A high-level summary of the external engagement work is provided below:

- 35 external partners engaged.
- 28 interview sessions (14 internal and 14 external).
- 12 idea sessions were held.
- 6 other jurisdictions reviews.

Through engagement, internal and external collaborators helped to generate 821 ideas for improvement. These ideas were further refined into eight themes in a Portfolio of Initiatives to be actioned. The Portfolio of Initiatives themes include relationship building, redefining expectations, optimizing and documenting processes, creating transparency, improving internal and external communication, and identifying software supports and technology tools. The Portfolio of Initiatives also includes two ideas the project team selected to be developed as prototypes and piloted – First Wave Portal and All4One.

#### **First Wave Portal Pilot**

The first initiative to be piloted was the First Wave Portal. This is an artificial intelligence technology to provide data informed development and planning assistance to applicants with clear communication of application requirements and expectations. The technology can review zoning compliance submissions and development applications to determine if they meet the City of Hamilton's requirements for items such as development standards and the minimum information needed to complete an Ontario Building Code review.

As part of the First Wave Portal Pilot, staff have used sample applications to complete testing and validating of the technology for low density residential applications against City of Hamilton zoning regulations. The benefits realized from this pilot have included:

- Automation of time consuming and repetitive tasks;
- Accurate reviews for zoning and building code compliance;

- Automation of data entry into zoning compliance responses;
- Reduction of human error; and
- Concise, plain language responses to complex zoning regulation.

Further testing is required of the technology to include broader types of planning applications. The technology must also be tested by both internal and external user groups to ensure it is easy to use and feedback from users is incorporated into the design. The First Wave Portal technology is expected to be launched for use by staff and the public in Q4 2025.

### All4One Pilot

The second initiative to be piloted is the All4One approach which is a cross-departmental team that comes together for focused collaboration to accelerate development application approvals with a dedicated point of contact for each application. The aim of the All4One Pilot is to work with the applicant early in the process allowing Conditional Site Plan approval within 30 days of receiving an application and reduce the time it takes applicants to clear conditions and advance the development application through to building permit. The concept will be piloted on three to five Site Plan applications for affordable housing projects in collaboration with the Housing Secretariat. The All4One Pilot will use lessons learned through the work to develop a “playbook” of roles and expectations for both City staff and applicants use to achieve compressed approval timelines.

There are currently three applications that are going through the All4One Pilot, with one application granted conditional Site Plan approval. Though it is still early in the pilot, success has been seen in the approval timelines as shown in the table below.

Key Performance Indicator	All4One Target	Percent Reduction	Actual Performance	Percent Reduction
#1 - Formal Consultation application completion to Formal Consultation document issuance	14 days	60% reduction from 2024	14 days	60% reduction from 2024
#2 – Site Plan application to conditional Site Plan approval	30 days	37% reduction from 2024 50% reduction from legislated timeline	14 days	71% reduction from 2024 77% reduction from legislated timeline

In addition to the key performance indicators, staff have expressed that the All4One Pilot supports solution driven discussions and quicker decision making. There has also

been more clarity for next steps and action experienced through the pilot for both staff and applicants.

### **Next Steps**

Work will continue to expand the First Wave Portal Pilot and complete implementation of the All4One Pilot including an assessment of lesson learned to identify which learning can be applied to other steps in the development application process to help streamline approvals in those service areas. Staff have also developed an Action Plan to support implementation of ideas for improvement across the themes in the Portfolio of Initiatives. Staff have already begun to share knowledge with colleagues across the Planning and Economic Development Department and will continue to apply innovation tools used through the BH Program to other City challenges.

In alignment with the BH Program work, the Planning and Economic Development Department is currently working on several continuous improvement initiatives engaging with customers to improve the development application process. These initiatives include:

- New planning, permitting, and licensing technology system;
- Public facing dashboards with key performance indicators and annual reporting on development activity;
- Continued commitment to meet Planning Act timelines for Official Plan and Zoning By-law Amendments;
- New Mid-rise and High-rise zoning and expanding the Transit Oriented Corridor zones;
- New subdivision agreement;
- Updated public notices and notice circulation;
- Formal Consultation process and fee review;
- Holding Removal process and fee review;
- Site Plan conditions process review; and,
- Customer experience journey mapping on approvals and incentive programs.

The work of the BH Program along with the continuous improvement initiatives listed above have helped to address many of the items in the motion on Permit Reform Process made at the Planning Committee on March 18, 2025.

### **Alternatives**

None.

### **Relationship to Council Strategic Priorities**

The work that took place as part of the BH Program directly addresses the Council Priority of Responsiveness and Transparency. This work advances outcome **3.2 Get**



**more people involved in decision making and problem solving** through the collaborative work that took place with the development community to understand the problem and generate and test new ideas. This work also continues to move forward outcome **3.4 Modernize City systems** through streamlined processes and accelerated approvals for city services.

## Previous Reports Submitted

- Permit Reform Process, Planning Committee Meeting: March 18, 2025 <https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=441804>

## Consultation

A cross-departmental project team including staff from the Planning and Economic Development Department, Public Works Department, Government Relations & Community Engagement Division, and the Mayor's Office was put together to participate in the BH Program.

## Appendices and Schedules Attached

None.

**Prepared by:** Sean Kenney, Manager Site Plan

**Submitted and recommended by:** Anita Fabac, Acting Director of Planning and Chief Planner  
Planning and Economic Development Department



# **Innovation in Planning Approvals (Bloomberg)**

General Issues Committee – Report PED25047

April 9, 2025

# Bloomberg Harvard Innovation Track Program – What is it?

Helps cities adopt cutting-edge innovation techniques that engage residents in testing, adapting, and scaling ideas with the potential for long-term impact.



<https://centreforpublicimpact.org/resource-hub/innovation-track-of-the-bloomberg-harvard-city-leadership-initiative/>

# Bloomberg Harvard Innovation Track Program – The Challenge

**The Challenge:** Improve the City's development approvals process to address housing affordability and availability, supporting the Mayor and Council's commitment to build 47,000 housing units by 2031.

**The Goal:** To identify and implement innovative practices and technologies to streamline and enhance the efficiency and effectiveness of development application reviews through collaboration.

# Bloomberg Harvard Innovation Track Program - Project Team

## Planning and Economic Development

- Sean Kenney - **Project Lead**
- Jana Kelemen
- Jenn Hohol
- Jill Juhlke
- Joyanne Beckett
- Monir Moniruzzaman
- Rino Dal Bello
- Rob Lalli
- Tricia Collingwood

## City Manager's Office

- Cyrus Tehrani
- Jocelyn Strutt

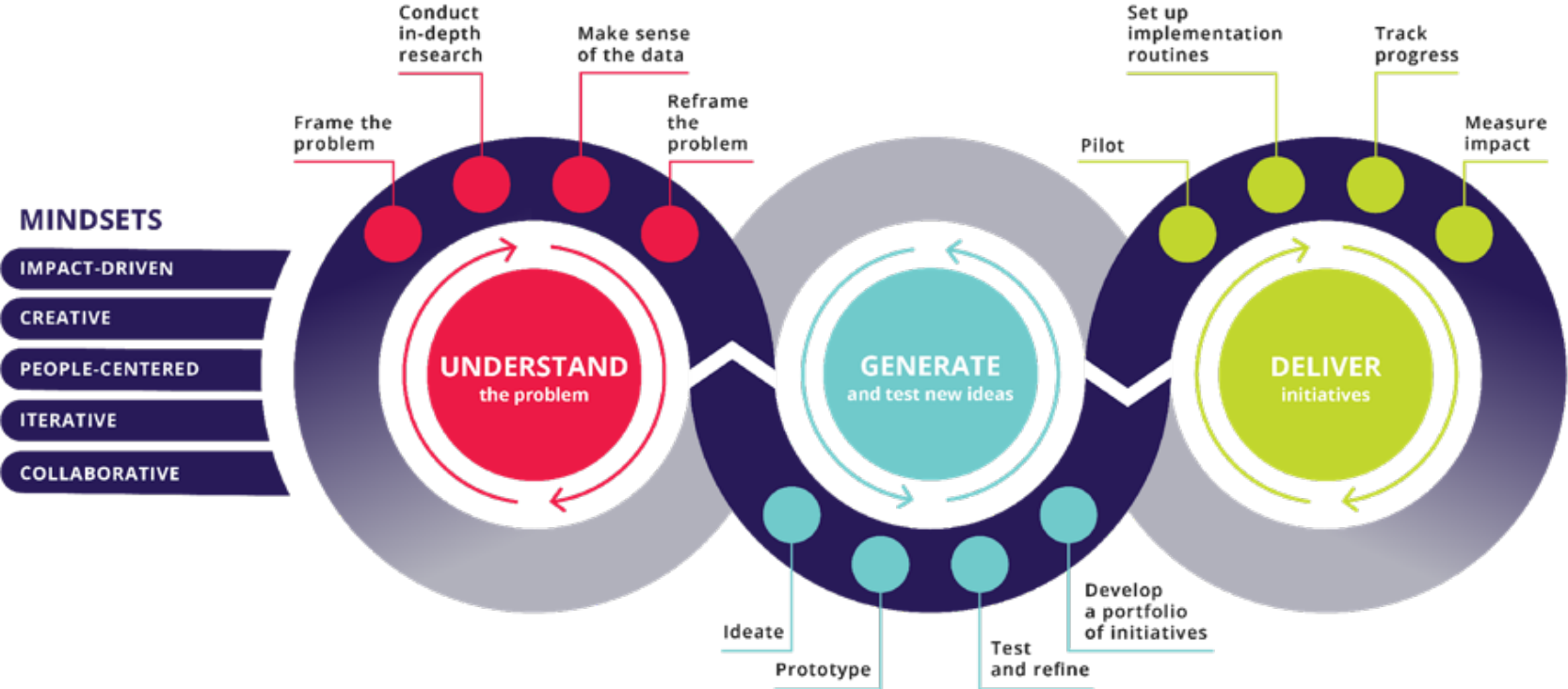
## Mayor's Office

- Uzma Qureshi

## Public Works

- Hanna Daniels

# Bloomberg Harvard Innovation Track Program



# Consider the Customer



<https://www.rwjf.org/en/insights/blog/2022/11/we-used-your-insights-to-update-our-graphic-on-equity.html>

# Step #1 Understand the Problem – Who was Consulted?





## Step #1 Understand the Problem – What We Heard

*“As a non-profit developer trying to do public good, I feel **frustrated** with the lack of communication and transparency throughout the application process.”*



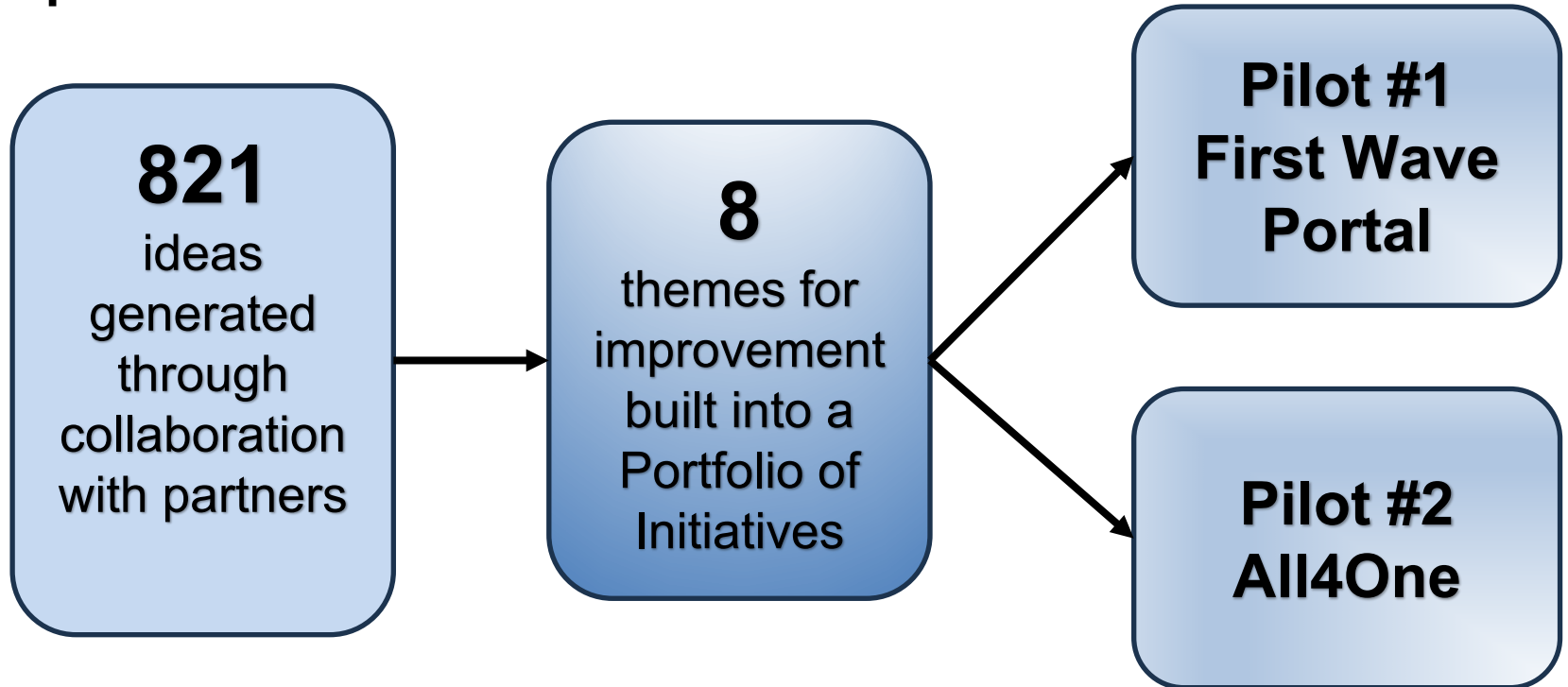
*“We should **start working together** to find the best solutions so we can build more homes for people in need.”*

# Step #1 Understand the Problem – Redefined Problem Statement

*There is insufficient coordination and unclear expectations for development approvals needed to efficiently and effectively achieve housing targets for the City of Hamilton.*



## Step #2 Generate and Test New Ideas



## Step #3 Deliver Initiatives – First Wave Portal Pilot

**What is it?** Testing Artificial Intelligence technology to provide data informed development and planning assistance to applicants for low density residential applications.

### Anticipated Benefits:

- Provide tools to staff to expedite the review process.



# First Wave Portal Pilot Outcomes and Implementation Plan

## Pilot Outcomes

- Automate time consuming and repetitive tasks.
- Accurate reviews for zoning and building code compliance.
- Automate data entry into zoning compliance responses.
- Reduction of human error.
- Provides clear plain language responses to complex zoning regulation.

## Next Steps

- Expand testing of technology to include more application types.
- Collect feedback on customer experience using the technology from both internal and external user groups.
- Launch technology for staff and public use Q4 2025.

# Step #3

## Deliver Initiatives

### – All4One Pilot

**What is it?** A cross-departmental team working on non-profit development projects, with a dedicated point of contact for each project.



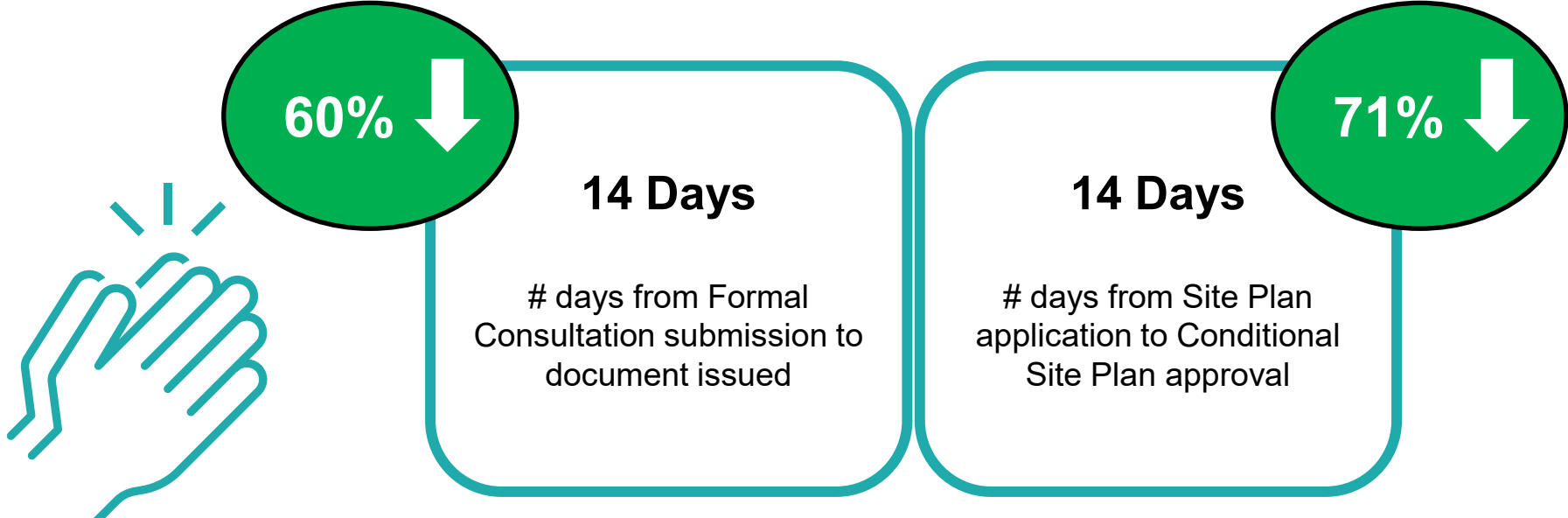
#### Anticipated Benefits:

- Shorten the overall approval timeline of the Site Plan process.
- Increase speed of decision making.
- Improve internal collaboration.
- Improve communication with applicants.

# All4One Pilot Outcomes and Implementation Plan

## Initial Pilot Outcomes:

Currently 3 applicants in All4One Pilot, 1 with conditional Site Plan



# All4One Pilot Outcomes and Implementation Plan

## Initial Pilot Outcomes:

- Solution driven discussions.
- Quicker decision making.
- More clarity for next steps and action for both staff and applicants.

## Next Steps:

- Complete All4One pilot with up to 5 applications.
- Create All4One Playbook with staff roles and responsibilities.
- Explore other development application processes that may benefit from All4One approach.



# Lessons Learned – Collaboration is Key!



**To solve the problem, we must work with everyone involved in the development process.**

*Employees and the development community appreciated the opportunity to participate.*

*There was excitement for the project across City Departments.*

# Next Steps

- Complete implementation of First Wave Portal and All4One pilots.
- Determine lessons learned from pilots and application in other business areas.
- Implement Action Plan developed to support improvements in remaining Portfolio of Initiatives.
- Apply innovation tools to other City challenges.



# Building Back Better: Response to Motion on Permit Reform Process

## Continuous improvement work underway to improve the customer experience and increase efficiencies:

- New planning, permitting, licensing technology system
- Public facing dashboards with KPIs and reporting on development activity
- Continued commitment to meet *Planning Act* timelines for Official Plan and Zoning By-law Amendments
- New Mid-rise and High-rise zoning and expanding the Transit Oriented Corridor zoning
- New subdivision agreement
- Updated public notices and notice circulation
- Formal Consultation process and fee review
- Holding Removal process and fee review
- Site Plan conditions process review
- Customer experience journey mapping on approvals and incentive programs

A large, irregular teal brushstroke background with a textured, painterly appearance. The color is a vibrant, slightly muted teal. The brushstrokes are layered, creating a sense of depth and movement.

Thank  
you



## City of Hamilton Report for Information

**To:** Mayor and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** PED20109(g)

**Subject/Title:** Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding  
**(Outstanding Business List)**

**Ward(s) Affected:** City Wide

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### Recommendations

1) That Report PED20109(g) respecting Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding **BE RECEIVED** for information.

### Key Facts

- This Report responds to the deferral motion approved by the General Issues Committee (GIC) on December 4, 2024 that asked staff to report back with Hamilton Bike Share Incorporated's (HBSI) financial statements, provide more detailed ridership trends, and provide an analysis of the costs associated with current and future growth plans for the Public Bike Share Program.
- Report PED20109(f) recommends a two-year contract extension with Hamilton Bike Share Inc. to operate the public bike share transit program.
- On March 30, 2022, in City Council Minutes 22-007, item 24, Council approved a partnership agreement with Hamilton Bike Share Inc. to operate the City-owned bike share assets, where the City provides contributions for the bike share operations, and the Report PED20109(f) seeks to extend the operating arrangement. The original agreement supports 900 bikes, which is proposed to increase to 1,000 bikes to meet growing demand for bike share and provide the required maintenance for the aging assets.
- There are no financial impacts for the 2025 budget year.

**Public Bike Share Program Phased Procurement Process – Sustainable  
Operations Model and Funding (City Wide)  
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## Financial Considerations

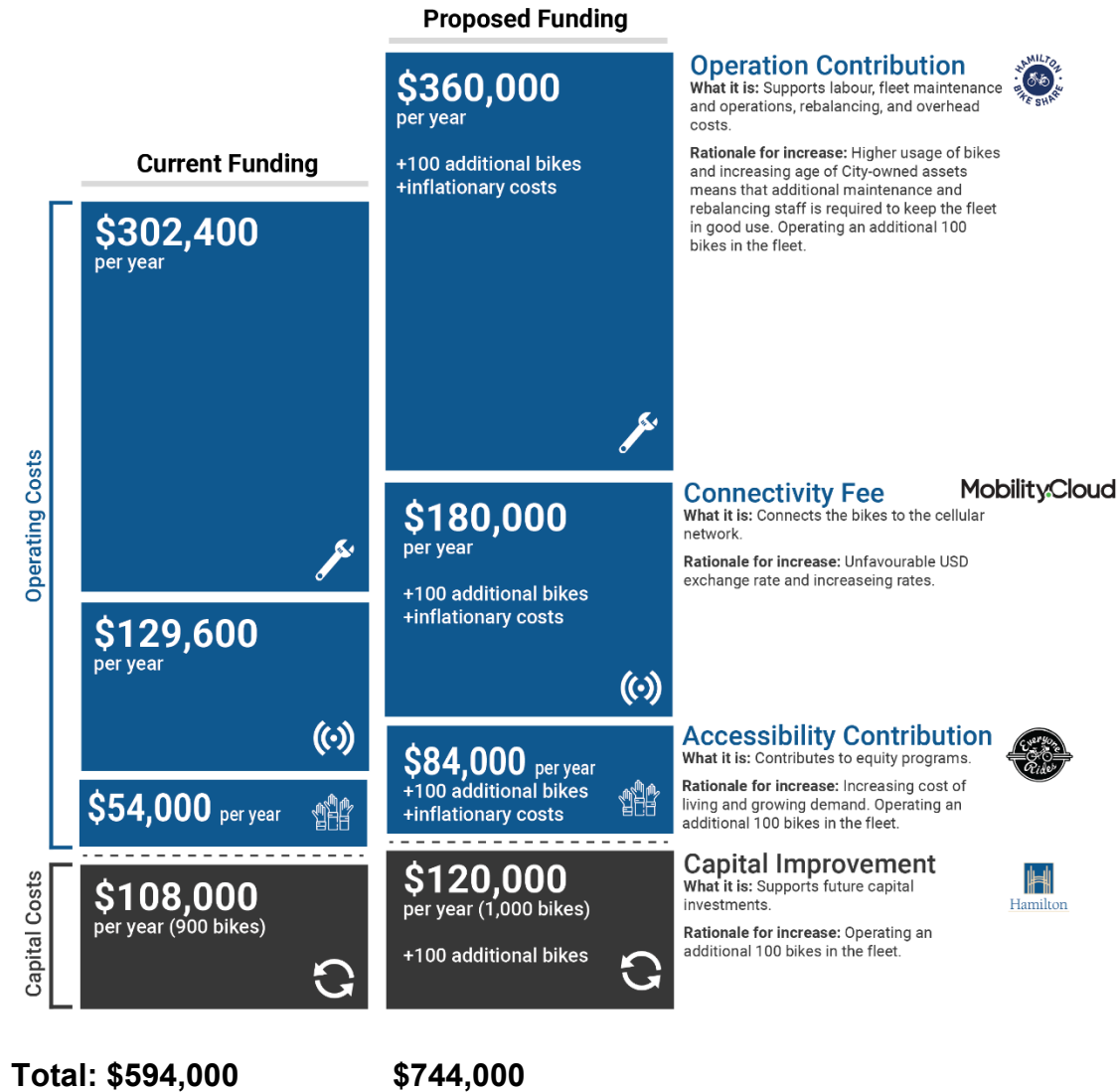
- Confidential Appendix A to Report PED20109(g) contains Hamilton Bike Share Incorporated's 2023 Audited Financial Statements, 2024 Preliminary Financial Statements, and a financial analysis conducted by the City of Hamilton's Finance Department.
- Report PED20109(f) recommends the annual budget used to provide funding to the bikeshare system in 2026 be increased by \$150,000 raising the current annual allocation upset limit from \$594,000 to \$744,000 broken down as follows:
  - \$57,800 increase in direct funding to Hamilton Bike Share Inc. for service enhancements and inflationary costs;
  - \$50,400 in connection fees paid to Mobility Cloud;
  - \$30,000 for adaptive and equitable bike share programs; and,
  - \$12,000 for increased Capital Improvements due to fleet increases.

Additionally, Report PED20109(f) recommends eliminating the reliance on the Cash-in-lieu of Parking Reserve, ensuring long-term financial sustainability. This contribution is currently \$108,000.

- **Figure 1** illustrates the current vs. proposed funding for Hamilton Bike Share Inc. (HBSI), highlighting increases in operating and capital costs to support an expanded fleet. The proposed budget accounts for operating 100 additional bikes already owned by the City, inflationary costs, and rising operational expenses, including maintenance, connectivity, and accessibility contributions.
- **Figure 2** illustrates how funding would be allocated to support bike share operations starting in 2026. The distribution includes:
  - **Operating Contribution:** \$30 per bike per month paid to Hamilton Bike Share Inc. to help the bike share operations.
  - **Accessibility Contribution:** \$7 per bike per month to support inclusive programming through the Everyone Rides Initiative (ERI), including adaptive bike hubs at Gage Park and the Waterfront, which offer alternative bicycles like three-wheeled and recumbent bikes.
  - **Connectivity Fee:** \$15 per bike per month paid to Mobility Cloud to cover backend processing and internet connectivity for the bikes. Any surplus can be reallocated to related operational needs.
  - **Capital Improvement Fund:** \$10 per bike per month used to maintain and enhance City-owned assets, including fleet vehicles, bike parts, and other equipment upgrades.

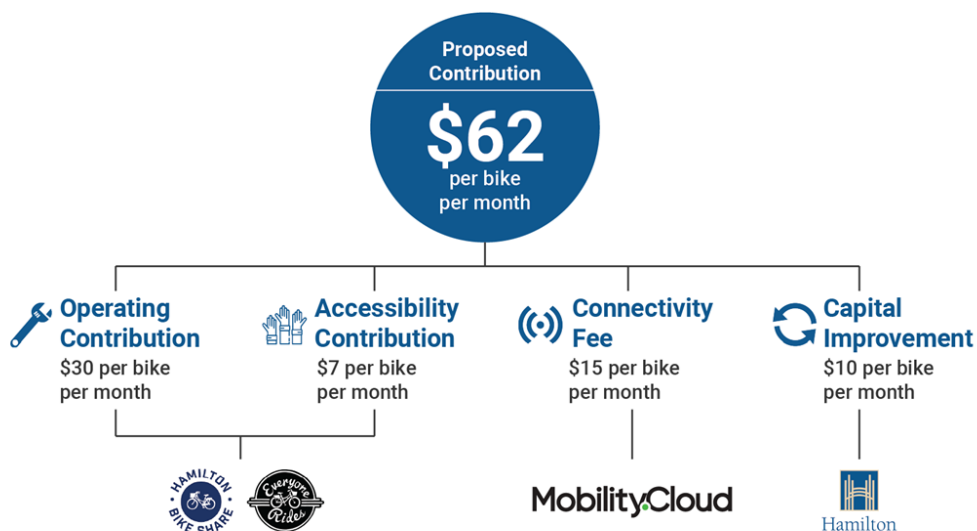
## Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (City Wide)

Figure 1: Explanation of Bike Share Operations Cost and Proposed Contributions for 2026 – 2027



**Public Bike Share Program Phased Procurement Process – Sustainable  
Operations Model and Funding (City Wide)  
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Figure 2: Proposed City Contribution Funding Breakdown (2026 - 2027)



## Background

Report PED20109(g) is a follow-up to the deferred report PED20109(f) presented to the General Issues Committee on December 4, 2024 where Council asked staff to provide an Information Report with additional information on the current and future operation of Hamilton Bike Share Program including ridership trends, costs associated with current and future growth plans including the detailed financial statements of Hamilton Bike Share.

## Analysis

In order to respond to the questions posed by Councillors related to the motion to defer Report PED20109(f), three main areas of analysis will be presented in this Report, including: the Current Bike Share Model and Asset Ownership, Bike Share Financials and Return on Investment, and Bike Share Community Impact.

### Current Bike Share Model and Asset Ownership

- Bike Share Ownership

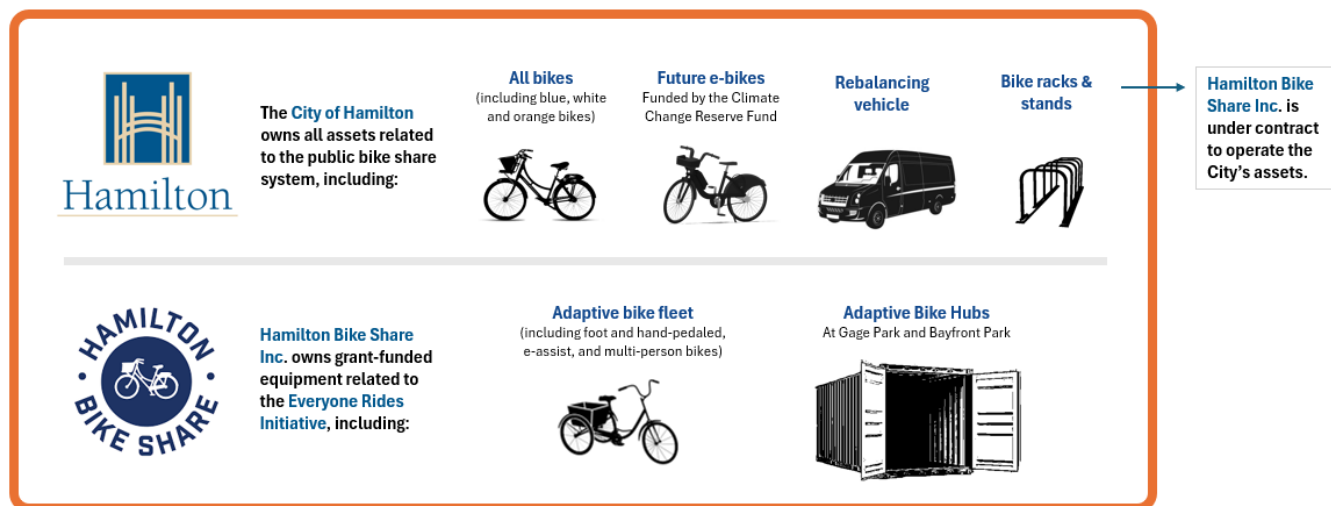
In Report PED20109(d) and Report PED20109(f), the ownership of the bike share program is laid out. The City owns the bikes, controllers (computers that allow bikes to be signed out), signage, hub racks, parts and balancing equipment, including the Ford E-transit. Hamilton Bike Share Inc. is the contracted operator of the program and the partner in funding the program. In addition, they operate the Everyone Rides Initiative program, which provides programming to community members from across Hamilton



**Public Bike Share Program Phased Procurement Process – Sustainable  
Operations Model and Funding (City Wide)  
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who have barriers to accessing the Hamilton Bike Share program. Hamilton Bike Share Inc. owns all assets associated with the Everyone Rides Initiative program. Figure 3 depicts this ownership of different assets owned by the City and by Hamilton Bike Share Inc.

*Figure 3: Description of the Ownership of Assets for the Hamilton Bike Share Program*



Hamilton Bike Share Inc. is responsible for collecting user fees and generating sponsorship and advertising revenues to operate the bike share program. The City contributes to the funds collected by Hamilton Bike Share Inc., with a matching financial contribution of up-to 50%.

### **E-bikes Funded by The Climate Change Reserve Fund Are City Assets**

Climate Change Action Strategy reserve funding was awarded to the bike share program to purchase and operate e-bikes for the public bike share system fleet on October 18, 2023 (Report PED23222). These funds were received by staff in Transportation Planning and Parking and are being used to purchase e-bikes that will become City assets upon acceptance.

The e-bikes will be operated by Hamilton Bike Share Inc. as part of the publicly accessible bike share fleet. Hamilton Bike Share Inc. will receive some funding, via City staff, to initiate the pilot program and maintain the bikes in service.

The majority of the funding will go to the purchase of the e-bikes that the City will own. Hamilton Bike Share Inc. will only receive a portion to operate and maintain them as part of the City-owned fleet, as depicted in Figure 3.

### **Financial Operating Contributions and the Partnership Model**

The City of Hamilton has owned the bike share program and its assets since it launched in January 2015. Between 2015 and 2020, the program was operated by Social Bicycles LLC and later Uber Inc. in 2019, when they purchased Social Bicycles LLC. During this period, any operating subsidies were provided by the private sector. This arrangement is atypical for a station-based bike share program and today, most bike

**Public Bike Share Program Phased Procurement Process – Sustainable  
Operations Model and Funding (City Wide)  
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share programs that operate similar to Hamilton’s program receive public funding. This includes Toronto Bike Share, Montreal Bixi, and Vancouver’s Mobi bike share programs. These programs are operated under a public transit model that prioritize transit connectivity, a wide coverage area, predictable station locations, reasonable membership rates and equity programs.

When Uber decided to end its bike share operations in North America, Hamilton’s program needed to adapt. The Partnership Model was approved by Council as a fiscally responsible way forward where the City and the Operator, Hamilton Bike Share Inc., share in the operating costs of the system with matching contributions on a per-bike basis. This Report PED20109(g) clarifies this relationship and supports the recommendations of Report PED20109(f) which seek Council approval to extend the operating contract with Hamilton Bike Share Inc. for 2026 and 2027 with a small increase in the matching contributions as depicted in Figures 1 and 2.

### Annual Financial Review and Compliance

Under the Partnership Model contract with the City, Hamilton Bike Share Inc. must submit audited financial statements annually. City staff review these statements to assess Hamilton Bike Share Incorporated’s financial capacity to operate the program, ensure compliance with matching contribution requirements, verify financial stability, and confirm that funds are being used appropriately. Since the contract’s inception, these reviews have consistently affirmed Hamilton Bike Share Incorporated’s financial standing.

Table 1, presented in Report PED20109(f) and updated below, shows the projected costs and revenues, and the actuals for 2023. Based on the information, Hamilton Bike Share Inc. has met its commitments and targets. The overall operating expenses for bike share operations were \$88 per bike per month, well within industry standards.

*Table 1: Bikeshare Funding Model*

	2015 – 2021 OPERATIONS MODEL		APPROVED PARTNERSHIP MODEL	
	2020 Emergency Operation (during COVID-19)	Standard Operations (post-COVID-19)	Standard Projected Operations (post-COVID-19)	Actual Operations 2023 (audited financials)
<b>Estimated Revenue (Operator)</b>				
User Fees	\$170-\$190 K	\$230-\$260 K	\$230-\$260 K	\$415 K
Donations/Sponsorships <sup>(1)</sup>	Approximately \$260 K	Approximately \$260 K	\$150-\$200 K	\$109 K
Partnership Model City Contribution	nil	nil	\$302 K	\$282 K
Connectivity Fee City Contribution	nil	nil	\$130 K	\$120K

**Public Bike Share Program Phased Procurement Process – Sustainable  
Operations Model and Funding (City Wide)  
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	2015 – 2021 OPERATIONS MODEL		APPROVED PARTNERSHIP MODEL	
	2020 Emergency Operation (during COVID-19)	Standard Operations (post-COVID-19)	Standard Projected Operations (post-COVID-19)	Actual Operations 2023 (audited financials)
Everyone Rides Initiative (ERI) Equity Program	nil	nil	\$54 K	\$52 K
<b>Total</b>	<b>\$430-450 K</b>	<b>\$490-520 K</b>	<b>\$866-946 K</b>	<b>\$978 K</b>
<b>Estimated Expenses (Operator)</b>				
Operating Expenses (including Everyone Rides Initiative (ERI) expenses)	\$540 K	\$827 K	\$827 K	\$862 K
Connectivity Fee	\$130 K	\$130 K	\$130 K	\$120 K
<b>Total</b>	<b>\$670 K</b>	<b>\$957K</b>	<b>\$957 K</b>	<b>\$982 K</b>
<b>Operating Surplus (Deficit)</b>	<b>(\$220-\$240 K)</b>	<b>(\$437-\$467 K)</b>	<b>(\$11-\$91 K)</b>	<b>(\$4 K)</b>

<sup>(1)</sup> Donations are one time and may not continue to future years

### **Bike Share Financials and Return on Investment**

Table 1 confirms the accuracy of the data used to determine the City's financial contributions from 2022 to 2025. Over the first term of the Partnership Model contract, the City covered 22% to 38% of the bike share program's operating costs.

Report PED20109(f) seeks a two-year extension of the operating contract, incorporating inflationary adjustments and fleet operational enhancements to address changes since 2022. The extension is necessary as City staff have recently initiated a "Future of Micromobility Study" which will be completed in 2025. This study will develop a five-year operating plan for micromobility in Hamilton, assessing the program's performance, evaluating alternative operating models, and outlining expansion plans for micromobility services.

As part of the deferral of Report PED20109(f), Council directed staff to analyze the costs of current and future growth plans. While the "Future of Micromobility Study" (scheduled for completion by the end of 2025) will provide a comprehensive analysis, this Report PED20109(g) offers a preliminary assessment.

A key factor in the next five years is the launch of the McMaster Universal Bike Share Pass program, initiated by McMaster students in partnership with Hamilton Bike Share Inc. This program provides bike share access to all undergraduate students and was approved as part of the Universal-Pass program in 2024. City staff need additional time to collect and analyze data on the pass program's initial performance, assess usage patterns, and evaluate its impact on mid-range micromobility planning. Report

**Public Bike Share Program Phased Procurement Process – Sustainable  
Operations Model and Funding (City Wide)  
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PED20109(f) requests a two-year extension of the current operating contract to allow for this analysis and to adapt to these changes.

The McMaster Universal-Pass program was launched by a student referendum to increase all undergraduate student fees by \$24.50 and provide all students with access to the bike share program annually. Similar to the Universal Transit Pass program operated by the Hamilton Street Railway (HSR) in partnership with the students, the fee is paid regardless of whether a student uses the service or not. While the pass is offered at a reduced rate, the bike share program and the HSR get a guaranteed revenue from a universal pass program. A universal pass program allows the operator to provide a high level of service because of the revenue guarantee. The Partnership Model between the City and Hamilton Bike Share Inc. requires Hamilton Bike Share Inc. to provide new revenue sources as part of the agreement, and this partnership with the McMaster students is part of Hamilton Bike Share Incorporated's fulfilling their commitments to the Partnership. The Universal-Pass program provides a good return on investment for both the Bike share program and the students and contributes to the financial viability and growth of the bike share program.

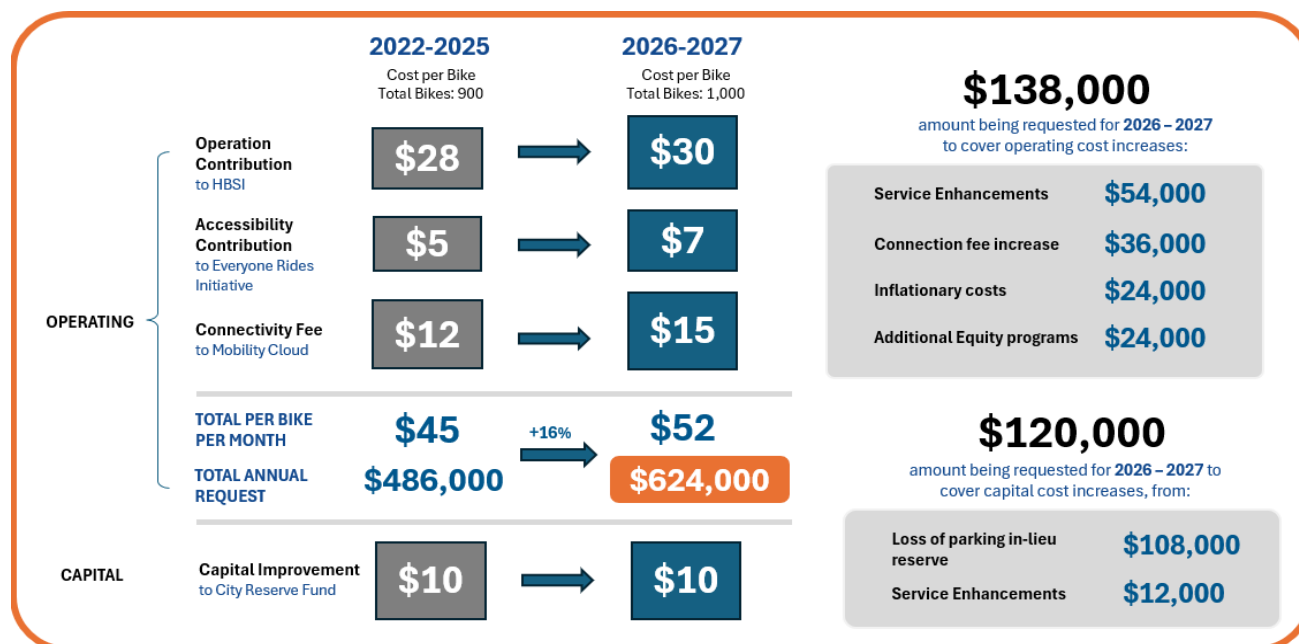
- Current Growth Plans

The current state of bike share operations is highlighted in Table 1. It covers the operation's costs and revenues for the system that spans parts of Ward 13, Ward 1, Ward 2, Ward 3, and Ward 4 between Ottawa Street and Kenilworth Avenue, and Ward 5 at Van Wagners Beach (seasonal).

To maintain this system in the next two years, Report PED20109(f) recommends a 25% increase to the City's contribution in order to increase the number of operational bikes from 900 to 1,000 bikes and provide inflationary increases from the financial assessments completed in 2022. The operating fees are calculated per bike, and this represents a per bike fee increase from \$45 to \$52 per bike per month, and a continuation of a \$10 fee per bike per month for the City's state of good repair Capital Improvements. In total, this represents an increase of \$7 per bike per month, for a total of \$62 per bike per month. This is shown in Figure 4.

**Public Bike Share Program Phased Procurement Process – Sustainable  
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*Figure 4: Total Proposed Funding Breakdown and Fee Increase Explanation*



Figures 1, 2 and 3 break down the costs and what they correspond to. The operations contribution that is provided to Hamilton Bike Share Inc. is \$30 per bike per month, for a total of \$360,000. Hamilton Bike Share Incorporated's Everyone Rides Initiative program receives \$7 per bike per month through the Accessibility Contribution to maintain accessible bike share access, including adaptive cycling programs and subsidized passes for low-income community members. The Connectivity Fee, which is paid to external provider Mobility Cloud, connects each bike to the internet and maintains the software that connects bikes to the network. These fees do not go to Hamilton Bike Share Inc. for operations.

In total, the recommended increase in Report PED20109(f) is \$138,000, where \$90,000 of this funding is due to the need to enhance the service by raising the cap on the number of operating bikes and related increase in connectivity fees to meet existing demand. The increased ridership experienced in 2024 has already required an increase in bikes and maintenance services to meet demand beyond the current cap of 900. The additional increase in funding is \$24,000 for equity programs and accessibility programs and \$24,000 for operations, which reflected increased cost of labour, inflationary costs for parts and materials, and increased demand for subsidized passes.

The additional funding that contributes to the total proposed increase in Report PED20109(f) is due to the Capital Improvement fund of \$10 per bike per month for a total of \$120,000. The Capital Improvement plan was previously provided from the Cash in-lieu-of Parking Reserve and was proposed in Report PED20109(f) to come from the levy instead. Staff have investigated the Cash in-lieu-of Parking Reserve, and although its total available funds are historically low, it could continue to fund the state of good

**Public Bike Share Program Phased Procurement Process – Sustainable  
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repair costs for 2026 and 2027, removing \$120,000 from the proposed increase in funding to the Operating Budget. However, given recent changes to parking requirements through the Zoning By-law, it is expected that this will not be a long-term, sustainable option due to the loss of external funding to replenish the reserve.

○ Future Growth Plans and Return on Investment

The Recommendations in PED20109(f) provide a conservative path forward for the contract extension between the City and Hamilton Bike Share Inc. that ensure a sustained level of service while the Future of Micromobility Study is completed, and the McMaster Universal Bike Share pass program results are analysed. This Report and analysis will be presented to the General Issues Committee in Q1 of 2026, including a five-year Micromobility work plan.

Table 2 projects bike share operating costs through 2027, demonstrating a sustainable trajectory for the program with the recommended funding in Report PED20109(f).

Together, Tables 1 and 2 confirm a clear understanding of the program's projected revenues and expenses. These forecasts will guide the joint City and Hamilton Bike Share Inc. workplan, ensuring that funding targets are met and the program remains financially viable.

*Table 2: Actual and Projected Bike Share Operating Costs 2023 - 2027*

	<b>Actual Operations 2023 (audited financials)</b>	<b>Actual Operations 2024 (unaudited financials)</b>	<b>Projected Operations 2025</b>	<b>Projected Operations 2026</b>	<b>Projected Operations 2027</b>
<b>Estimated Revenue (Operator)</b>					
User Fees	\$415 K	\$533 K	\$998 K	\$1.01M	\$1.04M
Donations/Sponsorships <sup>(1)</sup>	\$109 K	\$77 K	\$133K	\$103 K	\$113 K
Partnership Model City Contribution	\$282 K	\$285 K	\$290 K	\$360 K	\$360 K
Connectivity Fee City Contribution	\$120 K	\$123 K	\$128 K	\$180 K	\$180 K
Everyone Rides Initiative (ERI) Equity Program	\$52 K	\$49 K	\$52 K	\$84 K	\$84 K
<b>Total</b>	<b>\$978 K</b>	<b>\$1.07M</b>	<b>\$1.60M</b>	<b>\$1.74M</b>	<b>\$1.78M</b>
<b>Estimated Expenses (Operator)</b>					
Operating Expenses (including Everyone Rides Initiative (ERI) expenses)	\$862 K	\$1.03M	\$1.41M	\$1.55M	\$1.65M
Connectivity Fee	\$120 K	\$116 K	\$140 K	\$180 K	\$180 K
<b>Total</b>	<b>\$982 K</b>	<b>\$1.15M</b>	<b>\$1.55M</b>	<b>\$1.73M</b>	<b>\$1.83M</b>
<b>Operating Surplus (Deficit)</b>	<b>(\$4 K)</b>	<b>(\$84 K)</b>	<b>\$50 K</b>	<b>11 K</b>	<b>(\$53 K)</b>

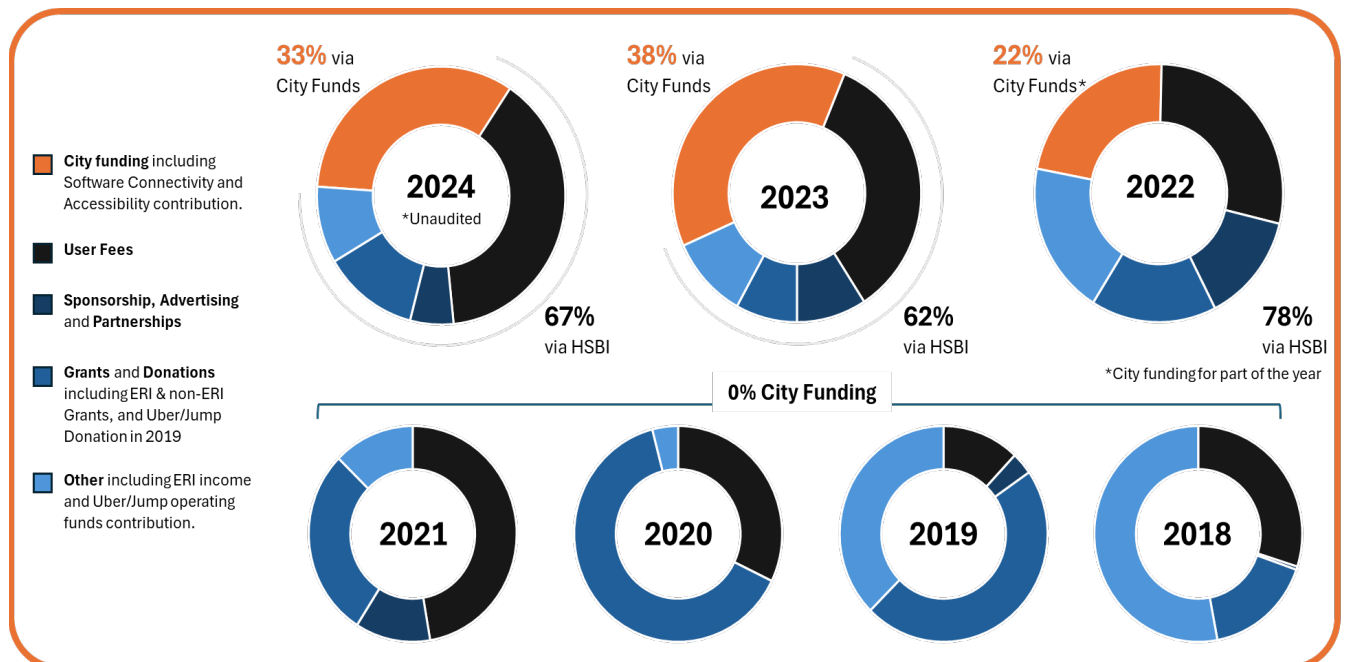
## Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (City Wide)

○ Bike Share Program Return on Investment

The Bike Share program was designed as a public transportation system for people of many ages, incomes, and abilities; that would operate with a combination of private sector, public sector and grant funding. This included funding from Social Bicycles LLC, the original provider of the bike share equipment, and later Uber Inc., who acquired Social Bicycles; as well as private donors, sponsors, advertisers and public granting organizations. In Report PW13015 (presented to PW committee on February 25, 2013) and subsequent Reports PW13015(a) (presented on March 20, 2013) and Report PW13015(b) (presented on December 2, 2013), it was implied that a mix of funding would be required to operate the bike share program and compared the Hamilton system to peer systems in North America. The program was planned to be revenue neutral for five years, which was achieved. While the City has contributed some funds, since 2022, the total City contribution to the start-up and operations of the bike share program is 15% of the overall cost, as shown in Figure 5.

This represents a significant financial return on investment over the last ten years of bike share and micromobility system operations. Figure 5, provides a further breakdown of financial contributions from 2018 to 2024, demonstrating the success of the bike share program in attracting a mix of funding sources, providing a very good return on the initial system investment which used \$1.6 Million in Quick Wins funding from Metrolinx. Overall, during the Partnership period between 2022 to 2024, the City has contributed between 22% to 38% of the operating costs, which is lower than most municipal contributions in other cities.

*Figure 5: Bike Share Funding Sources by Year*



**Public Bike Share Program Phased Procurement Process – Sustainable  
Operations Model and Funding (City Wide)**

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Since 2022, the micromobility landscape has shifted, with bike share systems becoming more stable and sustainable forms of public transportation and receiving municipal financial contributions, as the systems continue to serve more neighbourhoods outside of their downtown cores. Hamilton's large service area, equitable distribution of bike share hubs, and focus on supporting transit make it an ideal first/last mile transit connector; providing a high return on investment. This was further elaborated on in Appendix A of Report PED20109(c) presented to the General Issues Committee on November 16, 2020: "Hamilton Shared Micro-mobility - Assessment of Operating Models, Funding Sources, and Role of Not-For-Profit Organizations" (herein referred to as the Micromobility Assessment). This document calculated the benefit-cost ratio of the bike share system to be 1.2, in addition to unmonetized mobility, equity and road safety benefits. This Return on Investment (ROI) calculation will be further elaborated on in the Future of Micromobility report that is planned to be complete in 2026.

- Bike Share and Micromobility Program Expansion

This Micromobility Assessment completed in 2020 also analysed the expansion opportunities for the bike share program once the current service area was sustained in between 2022 to 2025. (depicted in Figure 6). Tables 1 and 2 demonstrates the financial sustainability of the program. The next two years provide the opportunity for staff to continue the implementation of the expansion, which began with the 2024 expansion into Ward 4, referenced in Report PED20109(f) and funded through a federal grant secured by Hamilton Bike Share Inc.

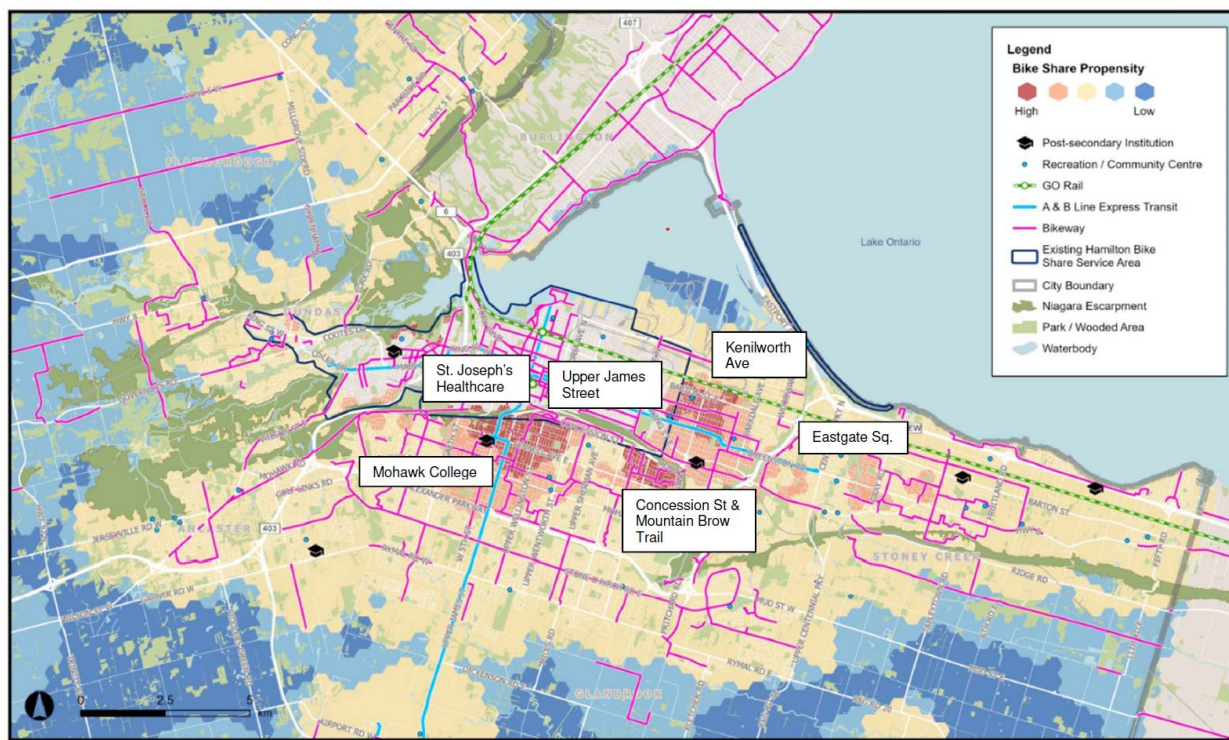
The Micromobility Assessment identified Wards 4, 6, 8 and 14 as primary candidates for expansion, as well as additional "satellite" areas in Ward 5, Ward 9 (Valley Park) and the former municipalities of Ancaster, Stoney Creek, and Waterdown. Additional future considerations include continuing the bike share program along the LRT corridor and serving the Centennial GO Station and Confederation Park.

The Future of Micromobility study, to be completed in 2026, will further build on this work, develop estimated costing, and present a phased approach to the expansion. This report will provide Council with expansion costs, which may vary depending on the expansion area, funding options and potential funding sources. These expansion costs would be in addition to regular operating costs.



**Public Bike Share Program Phased Procurement Process – Sustainable  
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*Figure 6: Map showing areas outside the service area with highest propensity for micromobility.*



The E-scooter program will also be expanded into these identified areas using a phased approach.

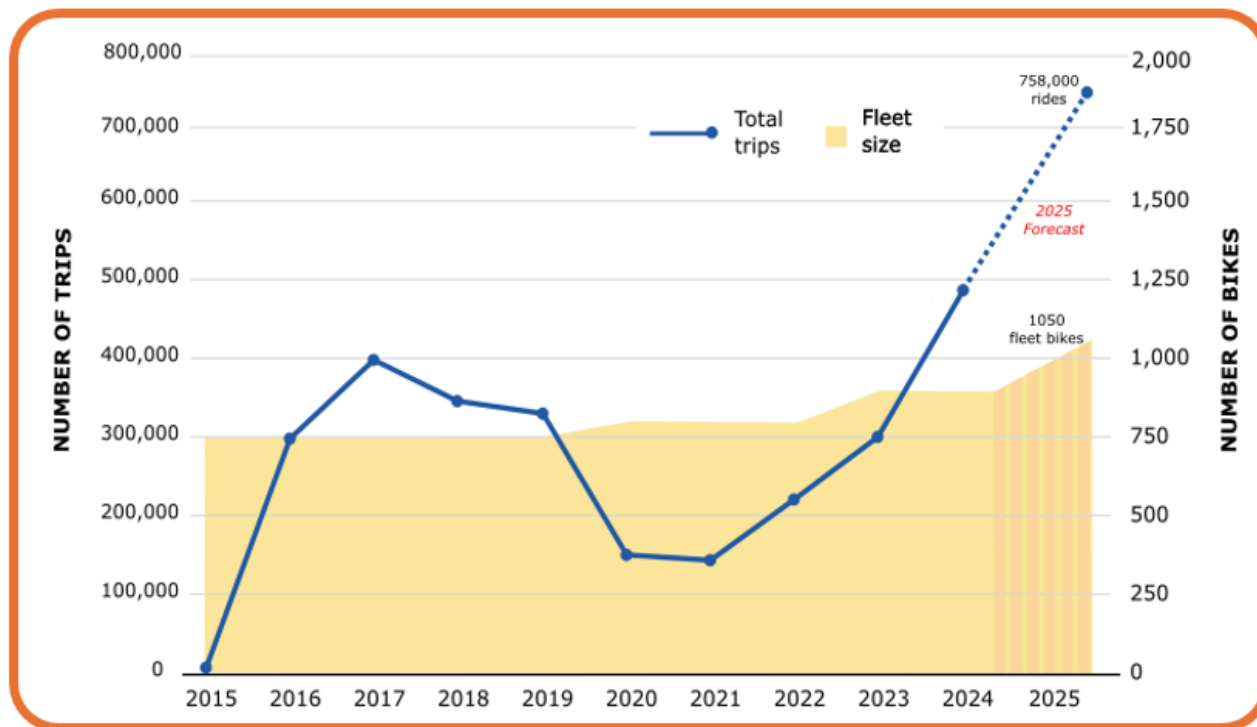
- Community Impact and Ridership Trends

The North American Bike and Scooter Share Association (NABSA) State of the Industry report provides information of micromobility trends in North America. When compared to its peers, Hamilton's program is a top performing mid-sized city bike share program. As of January 2025, the Hamilton Bike Share program has over 32,000 active members, with 900 bicycles in operation across over 150 hubs. Riders have travelled over 6.5 million kilometres across over 3 million trips. Compared to average car travel, they have reduced 1.6 million tons of carbon equivalent, burned 161 million calories, and saved \$2.3 Million dollars collectively.

Between the system launch in 2015 to 2019, the Hamilton Bike Share system consistently operated with 300,000 or more rides per year. In 2020, Uber Inc. unexpectedly divested its North American bike share holdings, resulting in the termination of all members to the program. However, since then, the program has recovered, building year over year ridership and surpassing the 300,000-ride threshold in 2023 and nearing 500,000 rides in 2024. Figure 7 shows this growth pattern.

**Public Bike Share Program Phased Procurement Process – Sustainable  
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*Figure 7: Hamilton Bike Share Annual Ridership and Bike Availability 2015 – 2024*



*\*In 2020, the service was suspended, and the system lost all members due to the termination of the operating contract by Uber Inc. In 2020, Hamilton Bike Share Inc. took over the contract and resumed operations.*

- Bike Share Equity

Hamilton Bike Share Inc.'s equity program, the Everyone Rides Initiative, has also seen year over year growth, with 2024 being its most successful year. The Everyone Rides Initiative operates two grant-funded adaptive bike hubs in Gage Park and Bayfront Park. The hubs provide access to three-wheeled and other speciality bikes for seniors and adults with disabilities who cannot ride a two-wheeled pedal bike. Figure 8 shows the growth of the Everyone Rides Initiative program in subsidized passes, rides and adaptive trips taken.

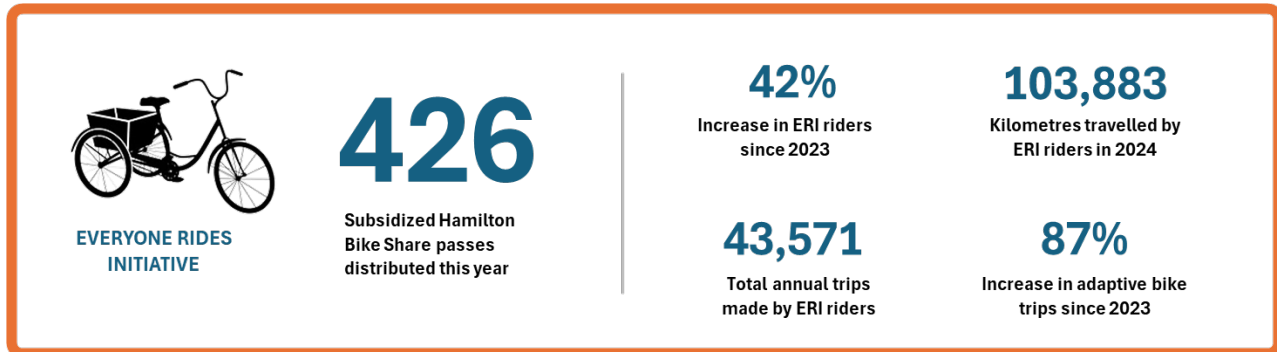
- CityHousing Hamilton Everyone Rides Initiative Partnership

The Everyone Rides Initiative has partnered with CityHousing Hamilton to provide subsidized bike share access for CityHousing tenants, as well as subsidized bike share passes for health care clinics and other service providers. CityHousing Hamilton has expressed interest and demand for the bike share service area to expand further east, to service additional CityHousing buildings. The program also provides cycle training, newcomer programs, affordable access, alternative payment options, group rides, and other resources.

## Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (City Wide)

The Everyone Rides Initiative is one of the most successful bike share equity programs in North America and has established Hamilton as a leader in more equitable active transportation for all ages and all abilities.

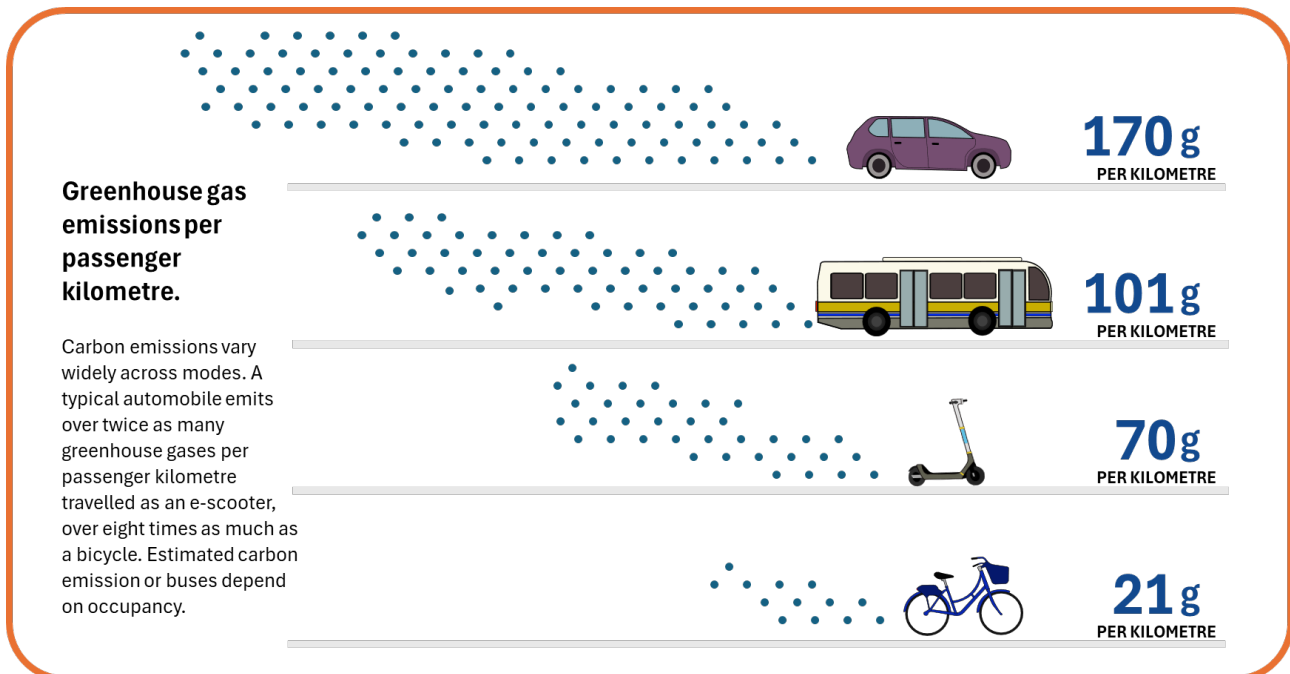
*Figure 8: Everyone Rides Initiative Ridership Growth*



o Climate Change Impacts

The bike share program is also associated with lower green-house gas emissions, which helps meet Council directives for increasing community resilience, reducing climate change impacts and becoming more adaptable to the changing climate. Figure 9 compares bike share to other modes of travel.

*Figure 9: Greenhouse Gas Emissions By Mode*



\*Bike share emissions include lifecycle emissions (e.g. vehicle manufacturing, moving of bike share units, etc.)

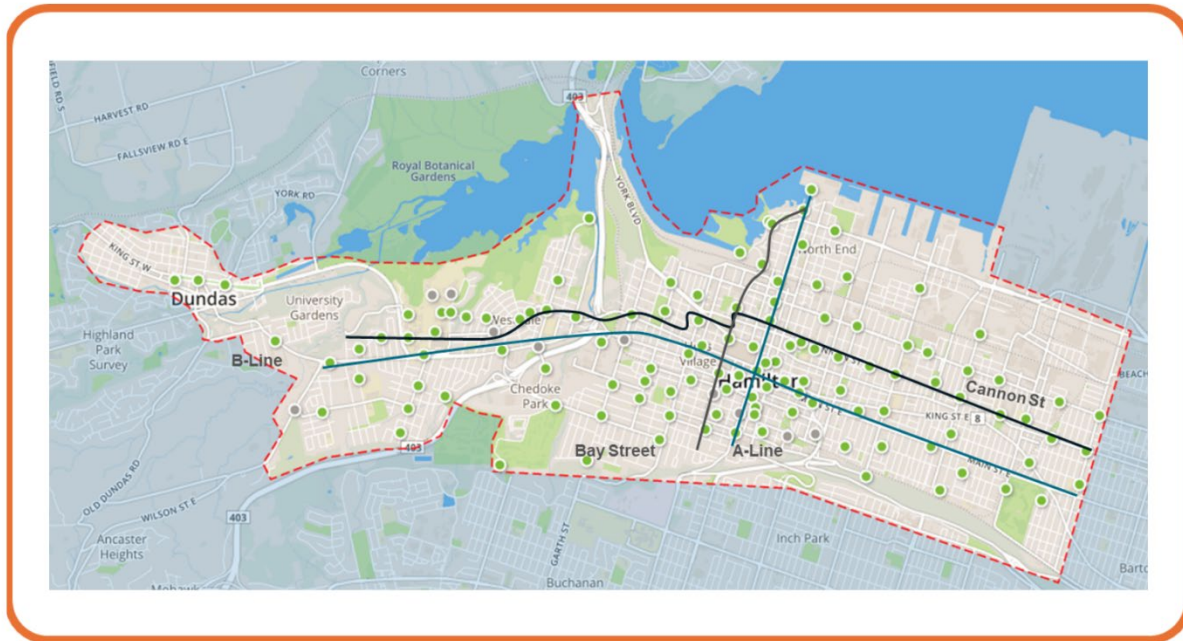
o Public Transit Connectivity

## Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (City Wide)

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The bike share program was designed to connect to public transit, especially in the A-line and B-line corridors in the lower City. The bike share hubs are aligned to these major transit corridors and stops; as well as the major bike corridors as show in Figure 10.

Figure 10: Original Map of Bike Share Hubs and Major Transit Corridors and Stops



According to the North American Bike and Scooter Share Association (NABSA), Bike Share State of the Industry Report, 2023, 70% of micromobility users say they have used shared micromobility, including bike share to connect to transit. The self-reported Hamilton survey results in 2023 and 2024 show that over 40% of bike share riders report using bike share to connect to transit. These are significant numbers that demonstrate the importance of bike share for helping riders navigate the first and last mile of their public transit trip, making them more likely to walk, cycle, and take transit for more trips in the future. These numbers correspond to the increase in active modes taken by residents in the Transportation Tomorrow Survey (TTS) data.

The positive results in the Transportation Tomorrow Survey (TTS) survey and the bike share survey underscore the importance for municipal investments in public transportation, as this can reduce the need for additional roads and road maintenance, which is a major cost for municipalities in Ontario.

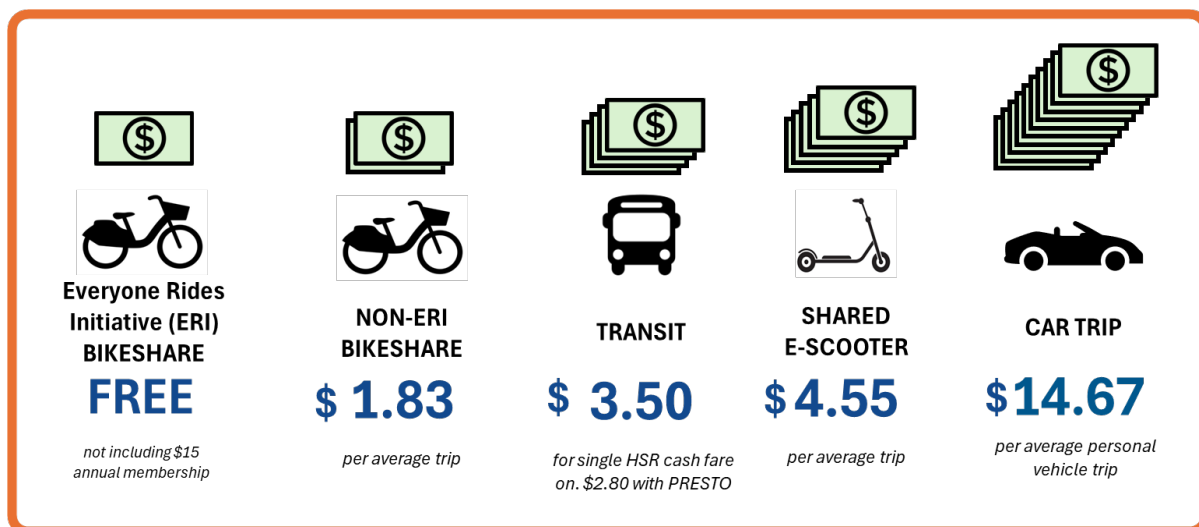
- Affordability for the User and the City

Those who chose to ride public transit, e-scooters, and bike share are able to save a significant amount on their annual travel costs, as compared to driving a car. Households with more than one vehicle can use public transit and micromobility to reduce car ownership for their households with significant savings, which are on average \$10,000 per year, per vehicle. Figure 11 compares the different modes in terms

**Public Bike Share Program Phased Procurement Process – Sustainable  
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of costs to the user, showing that bike share is a cost-effective way to get around the City and connect to public transit.

*Figure 11: Cost Comparisons between Travel Modes*



Based on 2024  
Average Trip  
Duration of 0:12:18  
x PAYG cost per  
minute (\$0.15)

Based on HSR  
and PRESTO  
fare

Based on 2024  
Average Trip  
Distance of 2.69km.  
Assumes 3 minute  
per km travel speed.  
Includes unlock fee  
\$1.15 and \$0.42  
cost per minute.

Based on 2022 TTS Average Trip Distance (Auto)  
for trips Within Regional Municipality of  
Hamilton of 16.3km / Total Trips (762,069).  
Assumes Total Cost per KM of \$0.90 from CAA  
Driving Costs Calculator. Assumes 55/45  
city/highway driving, annual mileage of 15,000-  
20,000 km, median maintenance cost range,  
\$150 monthly insurance, \$500 monthly car  
payment. Fuel at \$1.57 per L.

○ Evolution of Bike Share Funding in the Industry

Various original European bike share programs including Deutsche Bahn Call-a-Bike were publicly funded and developed to connect to transit. However, in the evolution of modern public bikeshare programs, which have become increasingly popular in North American cities since the late 2000s, they were envisioned and launched as non-profit public services that would be self-sustaining through user fees, sponsorship and advertisement revenues, avoiding dependence on public funds.

Despite their growing popularity among users, by the early 2010s, many municipalities began to see that revenues from user fees and sponsorship alone would not be sufficient to cover operating costs, including staffing, fleet maintenance, bike redistribution, repairs, customer service, and more. Seasonal fluctuations in ridership, particularly in winter cities, and challenges in maintaining equitable access to bikeshare across neighbourhoods, add further strain on funding.

By 2015, in North American systems, it became increasingly clear that the financial self-sufficiency model was not sustainable for most bikeshare systems. Cities began to step in with public contributions to ensure their continued operation, recognizing the broader societal benefits bikeshare provided, such as reducing traffic congestion,

## Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (City Wide)

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lowering carbon emissions, and promoting public health. Hamilton was an exception because the City launched a new technology, the Smart Bike Share system, which was a proof of concept for Social Bicycles LLC at the time and had venture capital funding which avoided the need for public financial support.

As with road maintenance, public transit and other public services, subsidies and contributions paid for through tax expenditure or grants, enable the public to reap the benefits of these services without paying the full cost. Cities have come to see public bike share in the same way, where subsidies are needed to continue providing bike share programs that many enjoy and have come to rely on for shorter, more localized trips.

These financial supports enabled cities to expand networks to underserved areas, where the revenue potential was lower but the social and environmental impact was high. Hamilton has done this in parts of Wards 3 and 4, as part of the Everyone Rides Initiative. As a result, like many other cities, Hamilton's public bike share program functions as an extension of the public transit system. Bikeshare stations are installed at or near transit stations and stops, enabling users to use bikeshare to complete the first-and-last mile of trips to and from transit services.

This evolution, particularly since the mid-2010s, underscores the gap between the early vision of bikeshare as a self-funding service and the reality of operating complex, equitable, and accessible systems. Public investment has reframed bike share as a public good, increasingly seen as an extension of municipal public transit systems, that justifies funding due to its significant contributions to urban mobility, environmental goals, and community preferences.

Today, the bike share industry has evolved into a hybrid model that blends public and private funding, with most programs relying on municipal contributions to some extent.

- Public Health Impacts

There are several areas of public health benefit that bike share systems provide, in addition to improved air quality already mentioned: (i) increased physical activity rates and its' associated physical and mental health benefits, (ii) reduced healthcare costs, and (iii) reduced health inequities.

Bike share hubs, in association with active travel infrastructure (e.g. bike lanes, greenways), positively impact use of active travel and the amount of physical activity participated in among adults and children. Adequate physical activity, such as through cycling, is an effective way to meet the 24-hour movement guidelines which are evidenced to improve health, mental well-being, and fitness.

Studies consistently show that bike-sharing programs increase cycling frequency. For example, research in cities like Montreal, and London UK, have shown that individuals are more likely to use bikes for short trips, as bike share programs remove barriers like costs associated with bike ownership, maintenance, and storage.

## Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (City Wide)

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With wide enough coverage, a bike share system enables residents to effectively access education, healthcare, amenities, and workplaces. All of which has a positive effect on physical activity behaviour, even in childhood, which promotes lifelong habits.

Bike share systems can increase physical activity rates (e.g. increased 30 million hours of physical activity across North America) and minimizes the environmental outcomes of motorized transportation (e.g. reducing carbon monoxide (CO<sub>2</sub>) emissions by 65 million pounds). By replacing some car trips with cycling, research indicates that people can gain an additional nine life-years. Moreover, with the implementation of New York City's Citi Bike program, there is an estimated reduction of two-to-three premature deaths and annual savings on healthcare costs of \$18.8 to \$28.3 Million U.S. dollars. Closer to home, by not incorporating physical activity into Canadians' lifestyles, the healthcare system is estimated to spend \$6.8 Billion per year due to the impact physical inactivity has on chronic diseases.

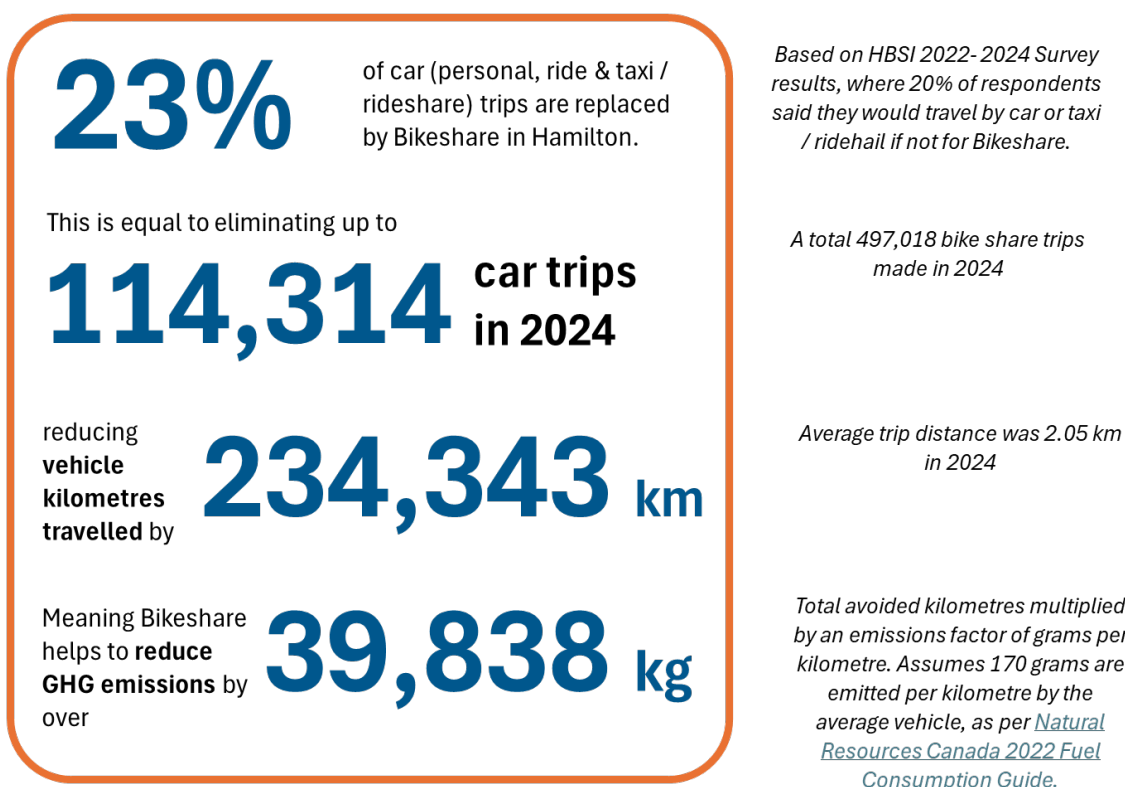
In terms of health inequities, lower income neighbourhoods have historically been poorly designed resulting in increased safety and health risks. However, when active transportation is included in the neighbourhood design (i.e. bike share hubs, sidewalks, bike lanes, public transit, and roadways) social and health inequities are reduced. Hamilton has chosen to focus on these issues and established the Everyone Rides Initiative early in the development of the bike share system. Additionally, when individuals have affordable transportation options, they have more money to spend on necessities such as food and rent, or extras such as goods from local business. Thus, robust comprehensive, affordable public and active transit systems are a key component to addressing the cost-of-living crisis.

### ○ Behaviour Change and Car Trip Replacement

The City has invested in behaviour change programs, including the Smart Commute program geared towards improving workplace travel, and the Schools program, geared towards improving school travel in terms of sustainability, safety and health. The bike share program was designed to complement this programming, as it establishes bike share vehicles in an accessible and convenient fashion across the city. The underpinning of behaviour change strategies for encouraging sustainable travel behaviour is to make other modes such as walking, cycling, and transit more accessible, convenient, safe and reliable. Bike share is a key strategy to achieve these goals. Through bike share rider surveys in 2022 – 2024, over 20% or one in five riders report replacing car trips with bike trips as shown in Figure 12. This is a significant reduction and is a number that is likely under reported because as people shift to bike share, year over year they will report driving less and therefore become less reliant on their vehicle. This results in a reduction of vehicle kilometres travelled and less wear and tear on public roads.

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*Figure 12: Car Trip Displacement by Bike Share*



○ Support for Local Businesses and Attractions

The bike share program was designed to serve local businesses, major event spaces, transit terminals and stations, other tourist destinations. The bike share trip data to hubs demonstrates the success of the design and the popularity of hubs that serve these areas, both as destinations and starting points in a person's trip. Numerous studies, such as ones completed by the Toronto by the Toronto Coalition for Active Transportation, show that when walking and cycling infrastructure, including bike share hubs, are placed in a business area, they generate additional profits for the businesses in that area. A significant proportion of bike share trips serve these important local destinations and may encourage additional patronage from bike share users at these businesses. A causal connection cannot be certain, but the probably is high, given the available trip data. Furthermore, the connection to escaarpment stairs as a destination demonstrates that residents wishing to access the lower city and vice versa are using bike share as a means to do this.

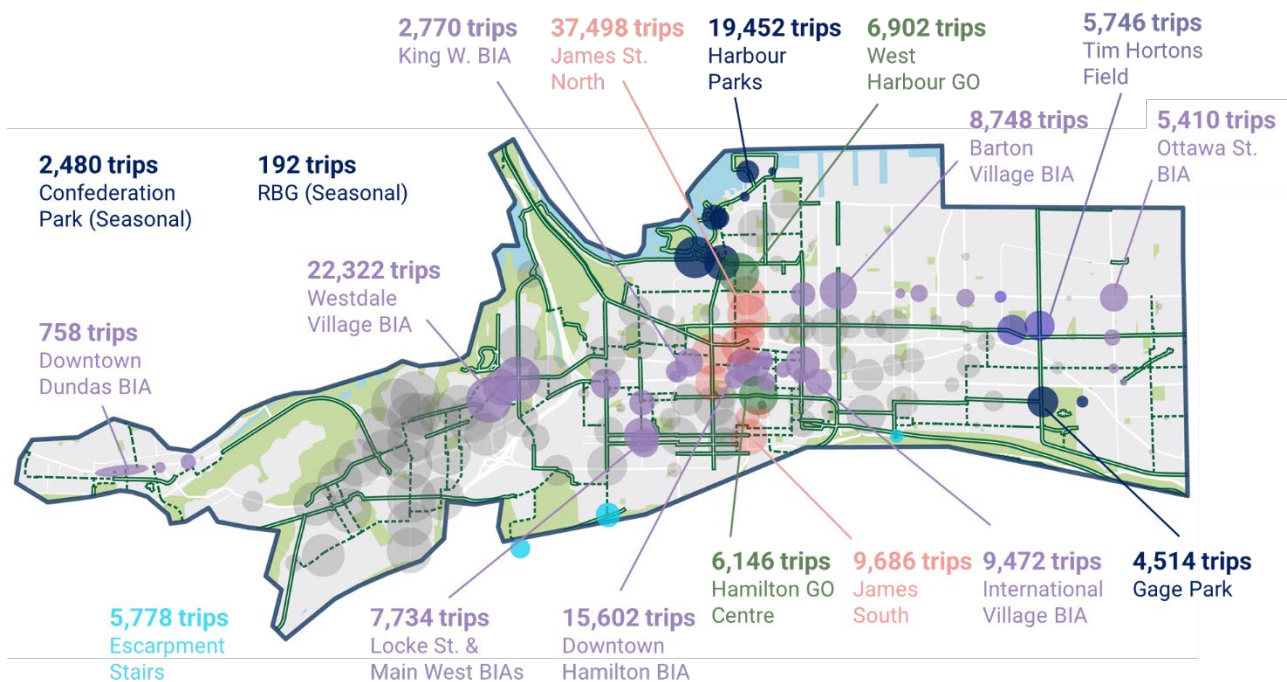
Figure 13 depicts these trips overlaid on a map of the bike share service area; with the exception of Confederation Park – Van Wagner's beach, which operates as a bike rental for those wishing to access areas of the Waterfront.



## Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (City Wide)

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Figure 13: Trips starting and Ending at Major Business Areas and Destinations in 2024



### Alternatives

**Provide the funding match for the partnership model that is recommended in Report PED20109(f) of \$62 per bike per month but fund the Capital Improvement costs from the Cash in-lieu-of Parking Reserve similar to what was done in 2022 – 2025.**

The overall recommended contribution from the City presented in Report PED20109(f) is \$744,000; however, \$120,000 of this is for Capital Improvements of City assets that would not go to an external group and was previously funded from the Cash in-lieu-of Parking Reserve. If Council chooses to amend this and continue using the reserve, the total overall proposed funding from the levy for 2026 and 2027 would be \$624,000 annually, instead of the proposed \$744,000 annually. This alternative is supported by City Staff.

### Allocation of Municipal Accommodation Tax to Bike Share

In 2022, Hamilton City Council approved By-law No. 22-209, establishing a mandatory Municipal Accommodation Tax (MAT) to be collected. The Municipal Accommodation Tax provides the City of Hamilton and the Hamilton Tourism Development Corporation with funding for destination marketing and tourism development initiatives, including investing in hosting significant tourism festivals and events that positively impact the local economy. Given Bike Share is utilized by tourists and as a promotion tool for

**Public Bike Share Program Phased Procurement Process – Sustainable  
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tourism, Council could choose to allocate a small portion of approximately \$50,000 to the Bike Share Program.

## **Relationship to Council Strategic Priorities**

The Recommendations in Report PED20109(f) will strategically improve the Council priority areas:

1. Sustainable Economic & Ecological Development
  - 1.1. Reduce the burden on residential taxpayers – by decreasing travel costs.
  - 1.2. Facilitate the growth of key sectors – specifically the transportation sector.
  - 1.3. Accelerate our response to climate change – by using bike share as both a climate change mitigation strategy to reduce motor vehicle trips and as an adaptation strategy to provide suitable alternatives, reducing reliance on fuel.
2. Safe & Thriving Neighbourhoods
  - 2.1. Make sure people can safely and efficiently move around by foot, bike, transit, or car – the Everyone Rides Initiative, Bike Share, and the Micromobility program directly impact this priority.
  - 2.2. Provide vibrant parks, recreation, and public space – public bike share increases access to these spaces and bike share hubs are placed directly at these locations as key destinations.

## **Previous Reports Submitted**

The previous reports related to this Report include:

- [PED20109](#) Social Bicycles and City of Hamilton Contract
- [PED20109\(a\)](#) Public Bike Share Transit Contract Update
- [PED20109\(b\)](#) Bike Share Storage
- [PED20109\(c\)](#) Public Bike Share Program Phased Procurement Process
- [PED20109\(d\)](#) Public Bike Share Program Phased Procurement Process –Sustainable Operations Model and Funding
- [PED20109\(e\)](#) Public Bike Share Program Phased Procurement Process –Sustainable Operations Model and Funding Update
- [PED20109\(f\)](#) Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding

## **Consultation**

- Maja Walters, Manager, Finance and Administration, Corporate Services
- Susan Nicholson, Deputy City Solicitor, Legal and Risk Management, Corporate Services
- Ryan Waddell, Executive Director, Hamilton Bike Share Inc.
- Julia Hamil, Programs and Partnerships Director, Hamilton Bike Share Inc.
- Trevor Jenkins, Manager, Arcadis Inc.

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## **Appendices and Schedules Attached**

Appendix A: CONFIDENTIAL Appendix A to Report PED20109(g) – Hamilton Bike Share Inc. Audited Financial Statements

*Discussion of Appendix "A" of this Report in Closed Session is pursuant to Section 9.3, sub-section (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2), sub-section (i) of the Municipal Act, 2001, as amended, as the subject matter pertains to:*

- *a trade secret or scientific, technical, commercial, financial, or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.*

**Prepared by:** Peter Topalovic, Manager, Active Transportation and Mobility Planning and Economic Development, Transportation Planning and Parking

**Submitted and recommended by:** Brian Hollingworth, Director Planning and Economic Development, Transportation Planning and Parking

PED20109(g)

# Public Bike Share Program Phased Procurement Process

Sustainable Operations Model & Funding Update

April 9, 2025



This presentation **PED20109(g)** is a follow-up to the deferred report **PED20109(f)** presented to General Issues Committee on December 4, 2024.

That Report PED20109(f), respecting Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding be DEFERRED to a Q1 2025 General Issues Committee meeting when staff can provide an information report with additional information on:

- a) The current and future operation of Hamilton Bikeshare Program including ridership trends
- b) Costs associated with current and future growth plans including detailed financial statements of Hamilton Bikeshare (including a confidential financial appendix)





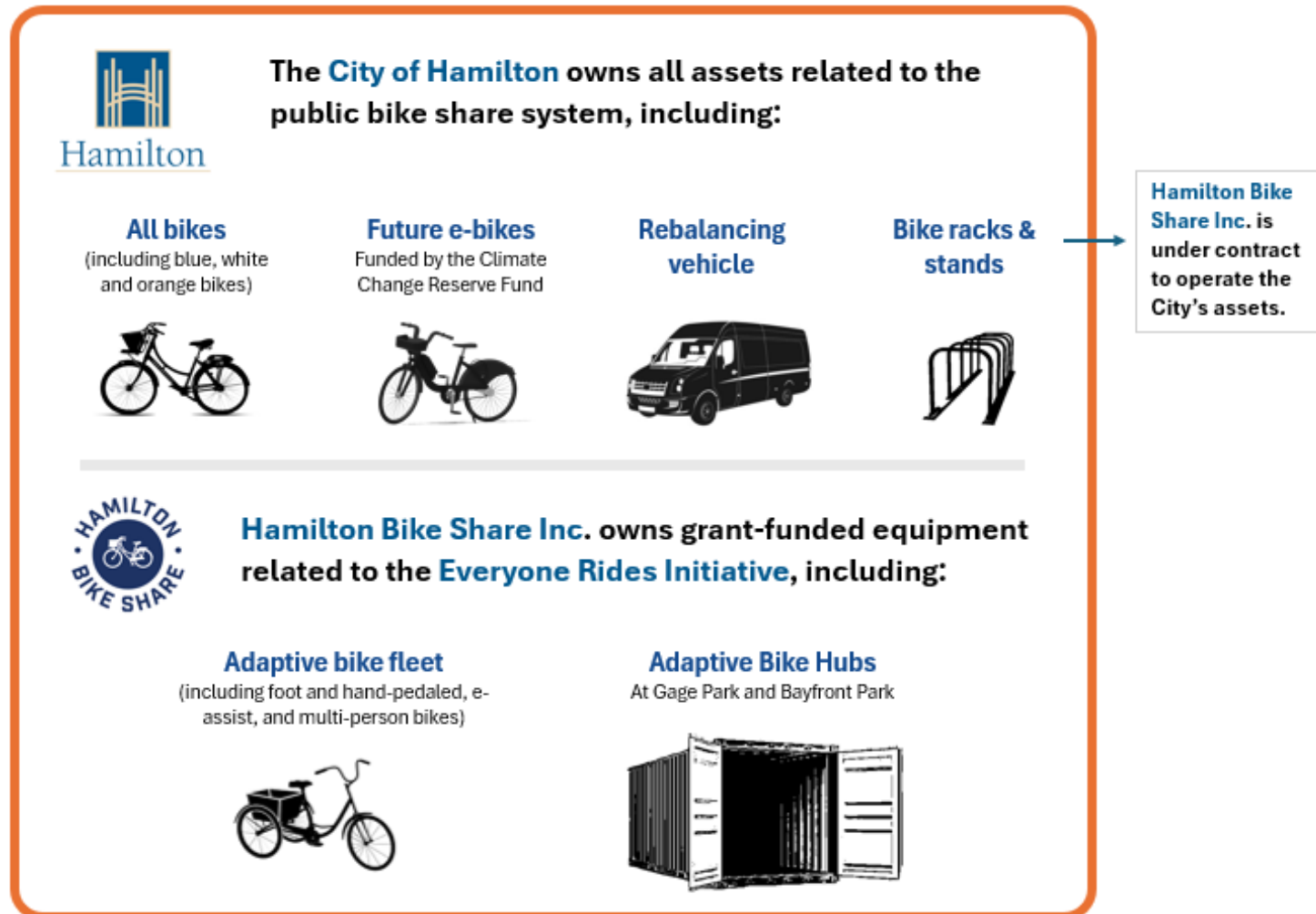
**On March 30, 2022, Council approved a partnership agreement with Hamilton Bike Share Inc. to operate the City-owned bike share assets, where the City provides contributions for the bike share operations.**

- Report **PED20109(f)** recommends a two-year contract extension with Hamilton Bike Share Inc. to operate the public bike share transit program for 2026-27
- The original agreement supports and operates 900 bikes, which is proposed to increase to 1,000 bikes to meet growing demand for bike share and provide the required maintenance for the aging assets.

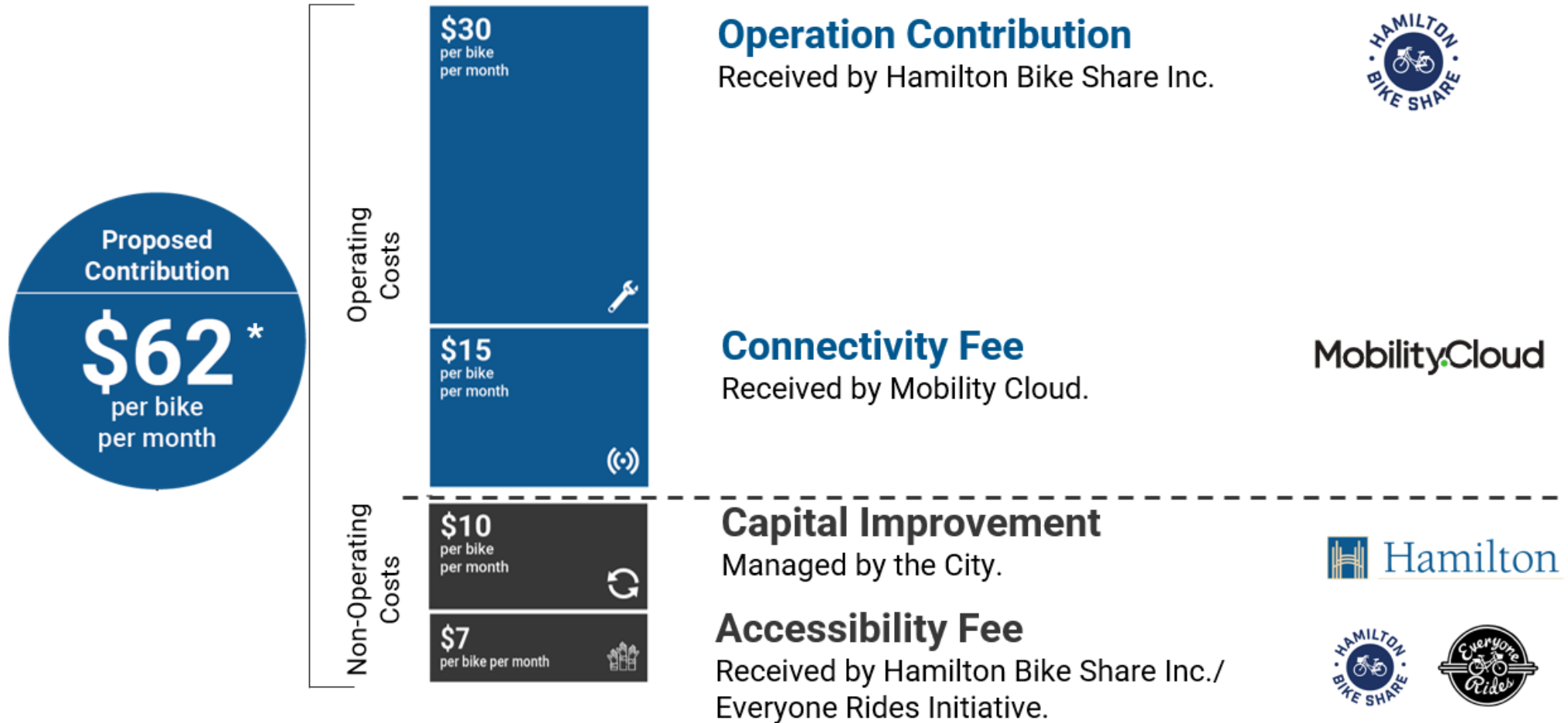
# Bikeshare Asset Ownership

The City of Hamilton owns all bike share assets related to the public bike share system, including:

- Bikes
- Controllers
- Signage
- Hub racks, and
- Balancing equipment and vehicles, which HBSI operates on behalf of the City.



# Clarity on the Proposed Funding in PED20109(f)



\* Maximum contribution

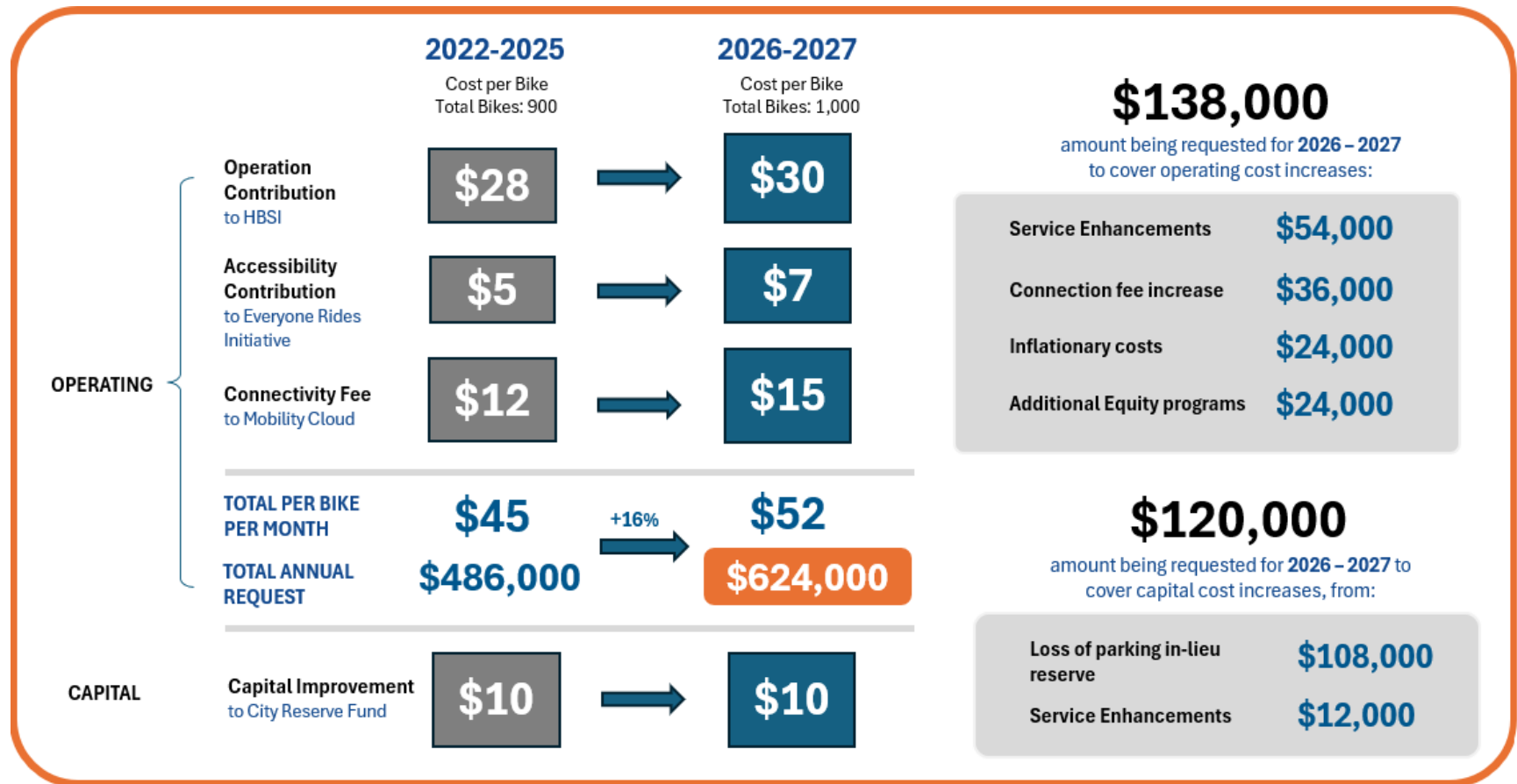




# Proposed Funding Breakdown and Fee Increase

## A 25% increase to the City's contribution is recommended

- Supports an increase up to 1,000 operational bikes.
- Total fee increase represents an increase of \$7 per bike, per month.





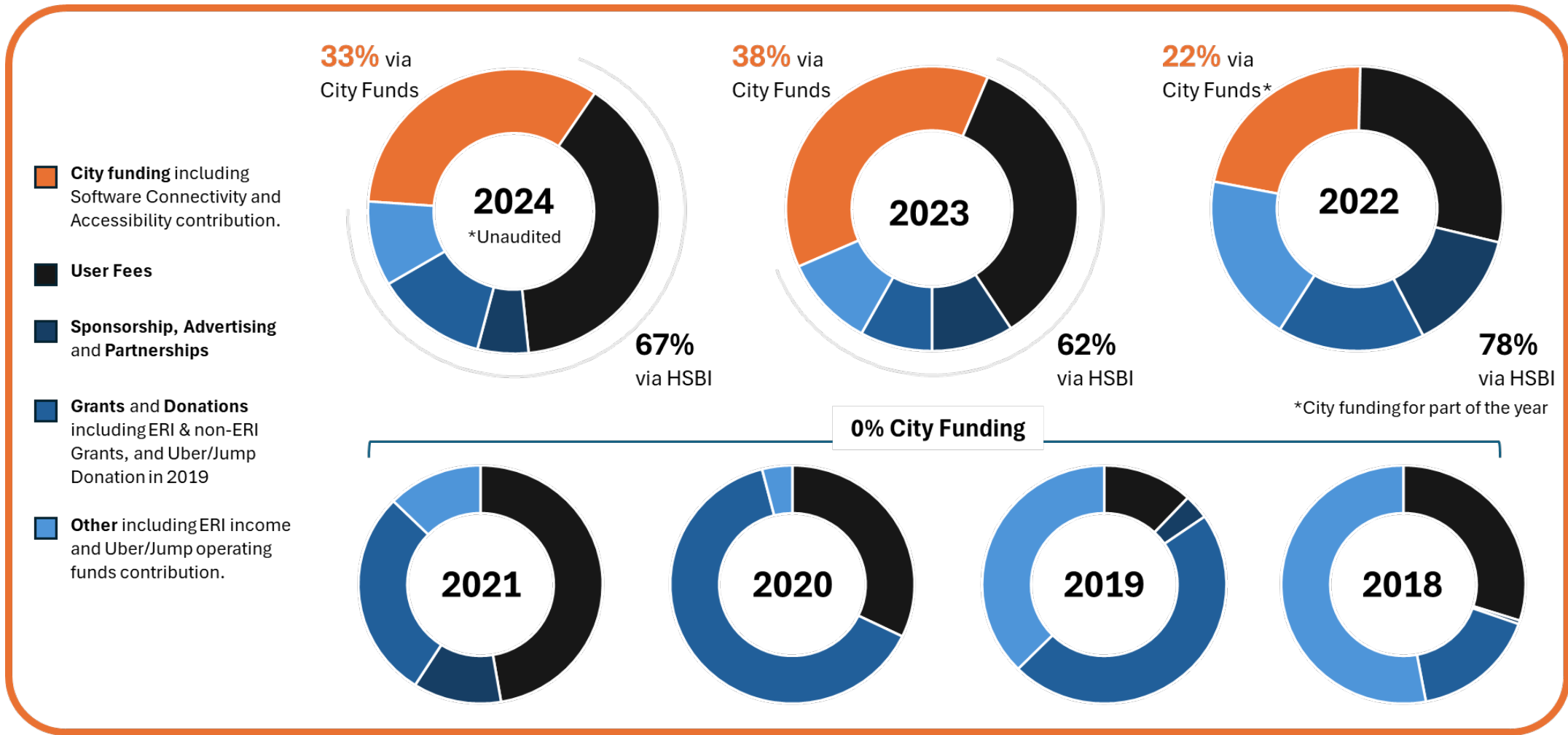
# 3. Additional Supporting Information (Appendix B)

Bike share operating costs projected to 2027 demonstrates a continued sustainable trajectory for the program with the recommended funding in PED20109(f).

	2023 - Audited	2024 - Unaudited	2025 - Projected	2026 - Projected	2027 - Projected
<b>Estimated Revenue</b>	\$ 978,000	\$ 1,070,000	\$1,600,000	\$1,740,000	\$1,780,000
<b>Estimated Expenses</b>	982,000	1,115,000	1,550,000	1,730,000	1,830,000
<b>Operating Surplus (Deficit)</b>	(\$4,000)	(\$84,000)	\$50,000	\$11,000	(\$53,000)

*Adapted from Confidential Appendix B.*

# Bikeshare Funding Sources by Year

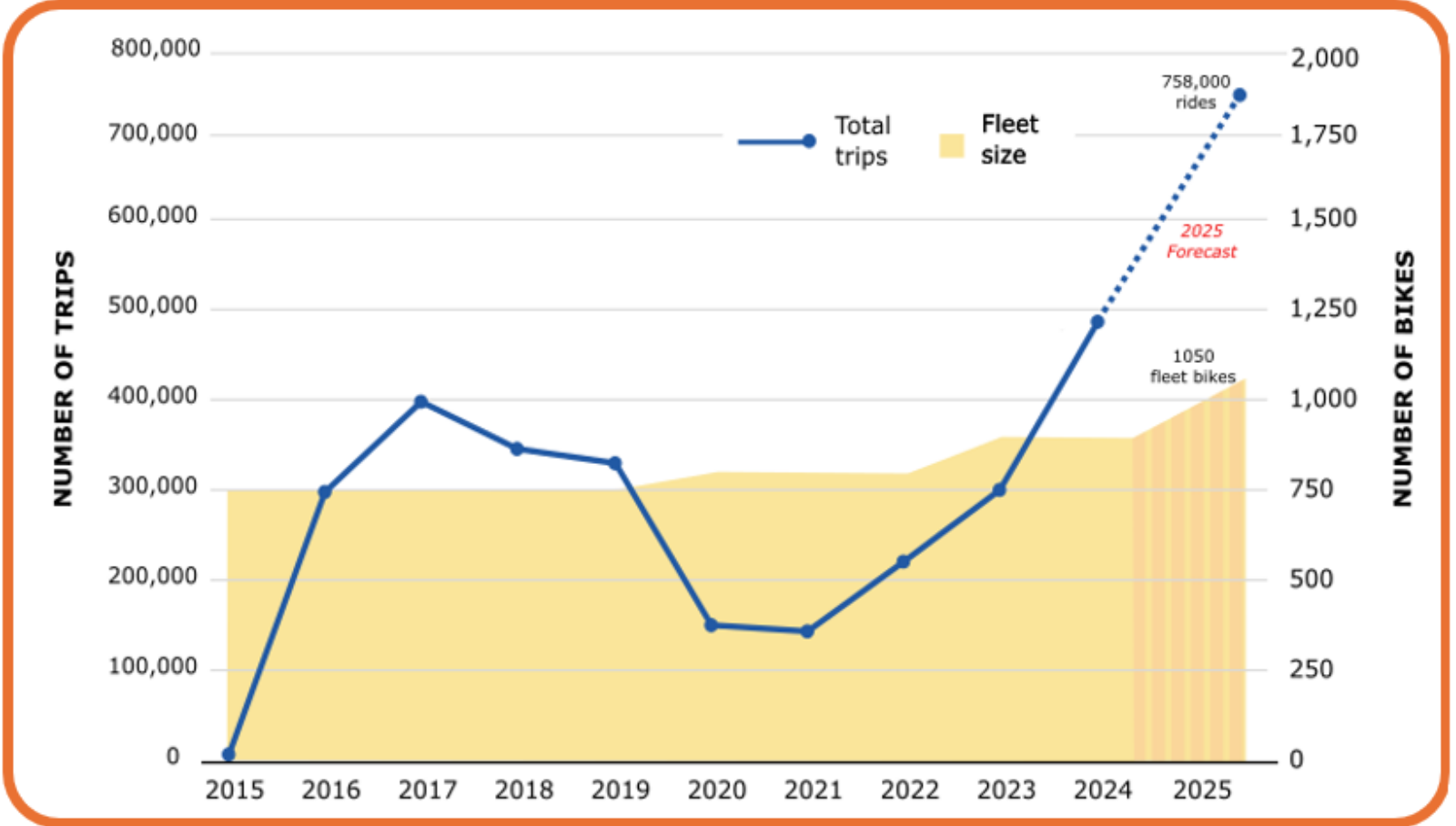




# Growth in Bikeshare Fleet and Trips

Hamilton Bike Share has over 32,000 active members, with over 900 bicycles in operation.

- Bikeshare surpassed the 300,000 ride threshold in 2023 and logged nearly 500,000 rides in 2024.
- Rides are projected to increase significantly in 2025



# Everyone Rides Initiative Ridership Growth



The Everyone Rides Initiative is one of the most successful bike share equity programs in North America.

- The program has seen year-on-year growth, with 2024 being its most successful year.
- The program provides cycle training, newcomer programs, affordable access, alternative payment options, group rides and other resources.



EVERYONE RIDES  
INITIATIVE

426

Subsidized Hamilton  
Bike Share passes  
distributed this year

42%

Increase in ERI  
riders since 2023

103,883

Kilometres travelled  
by ERI riders in 2024

43,571

Total annual trips  
made by ERI riders

87%

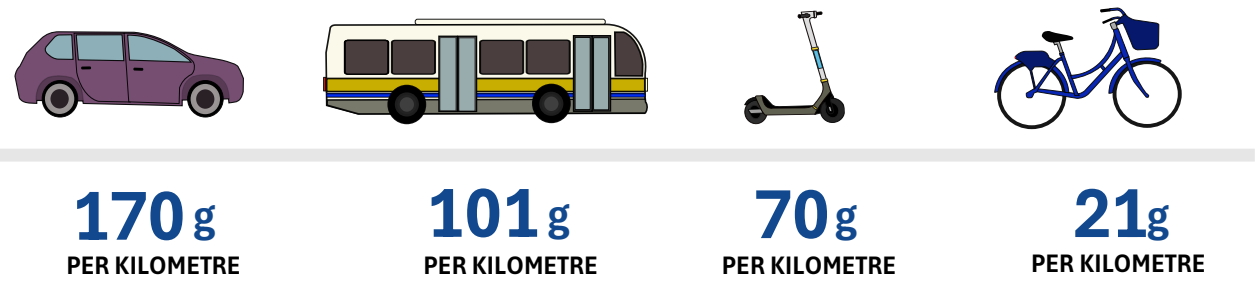
Increase in adaptive  
bike trips since 2023



# VKT and GHG Reduction by Bikeshare

**Bike Share produces the least carbon emissions per passenger kilometre compared to other modes.**

In 2024, Bike Share trips reduced VKT by over 230,000 kilometres, and GHG emissions by nearly 40,000 kilograms.



**23%** of car (personal, ride & taxi / rideshare) trips are replaced by Bikeshare in Hamilton.

This is equal to eliminating up to

**114,314** car trips in 2024

reducing vehicle kilometres travelled by

**234,343** km

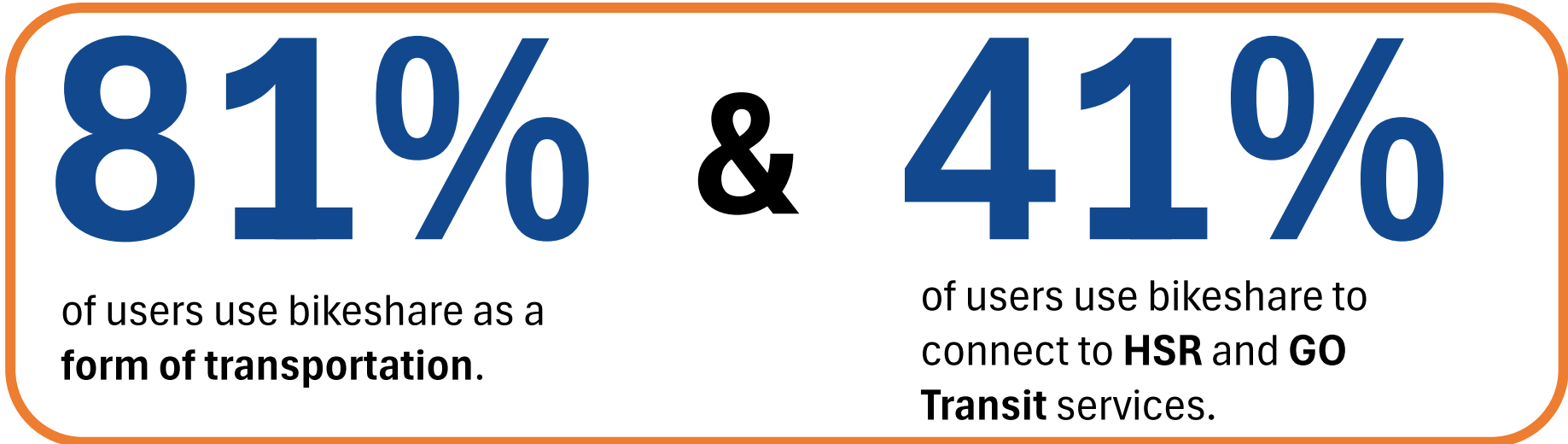
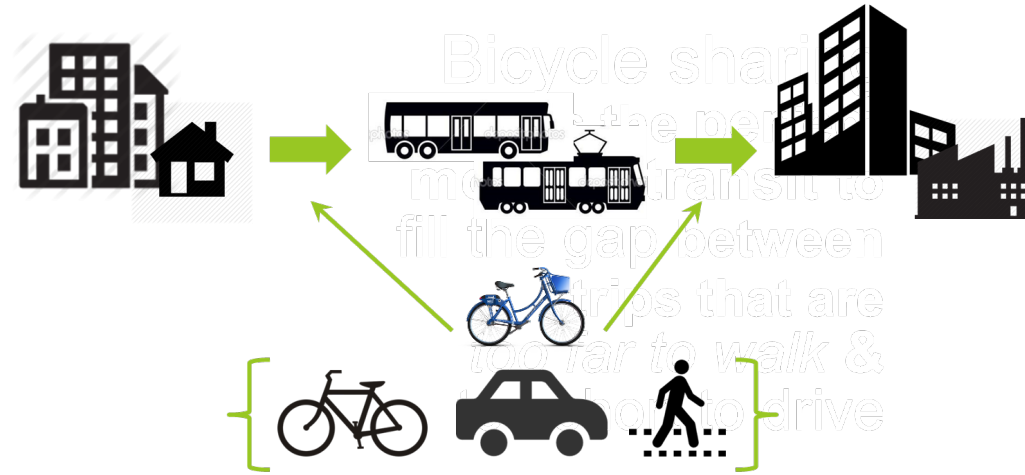
Meaning Bikeshare helps to **reduce** GHG emissions by over

**39,838** kg

# Bikeshare is a complement to transit

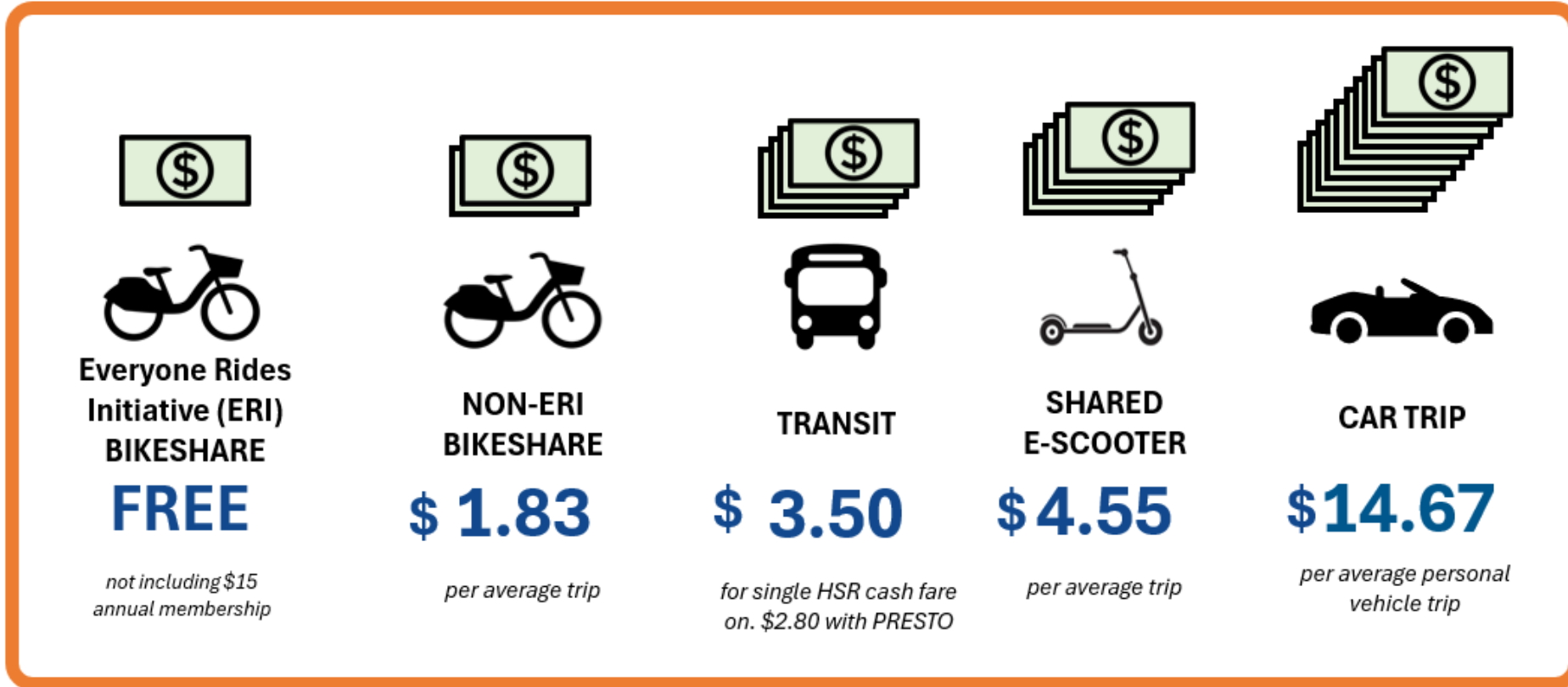
## Bike Share hubs were designed to feed transit stops

Trips that are too far to walk but too close to drive can deter people from getting to bus stops and GO stations. Bike share fills this gap.



# Mode Cost Comparison

Bike Share is the least expensive mode per average trip in Hamilton.



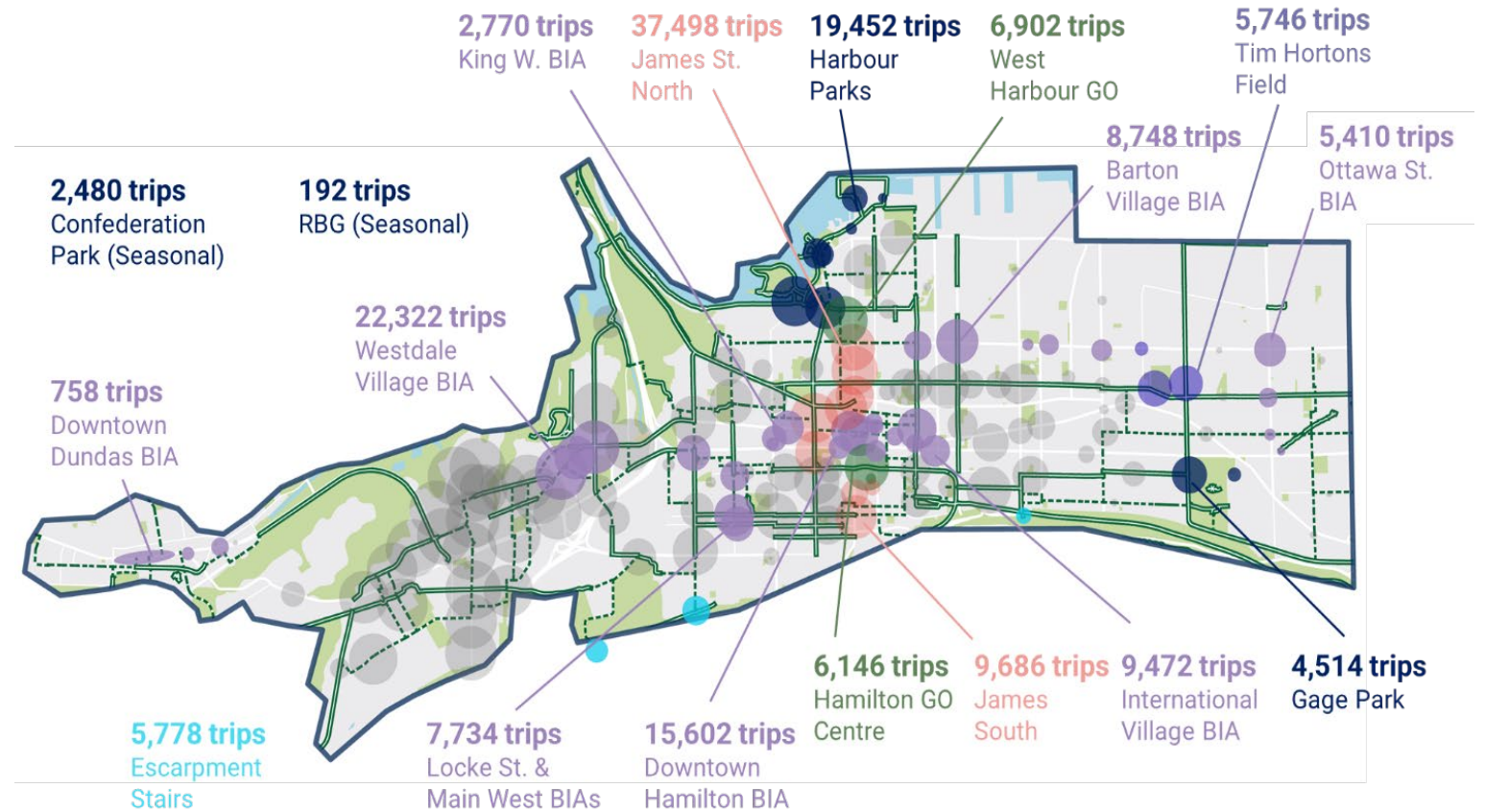




# Attraction to Local Business

**Bikeshare was designed to serve local businesses, transit, event spaces and other tourist destinations.**

Trips starting and ending in major business areas and destinations suggest that Bikeshare encourages patronage at local businesses.

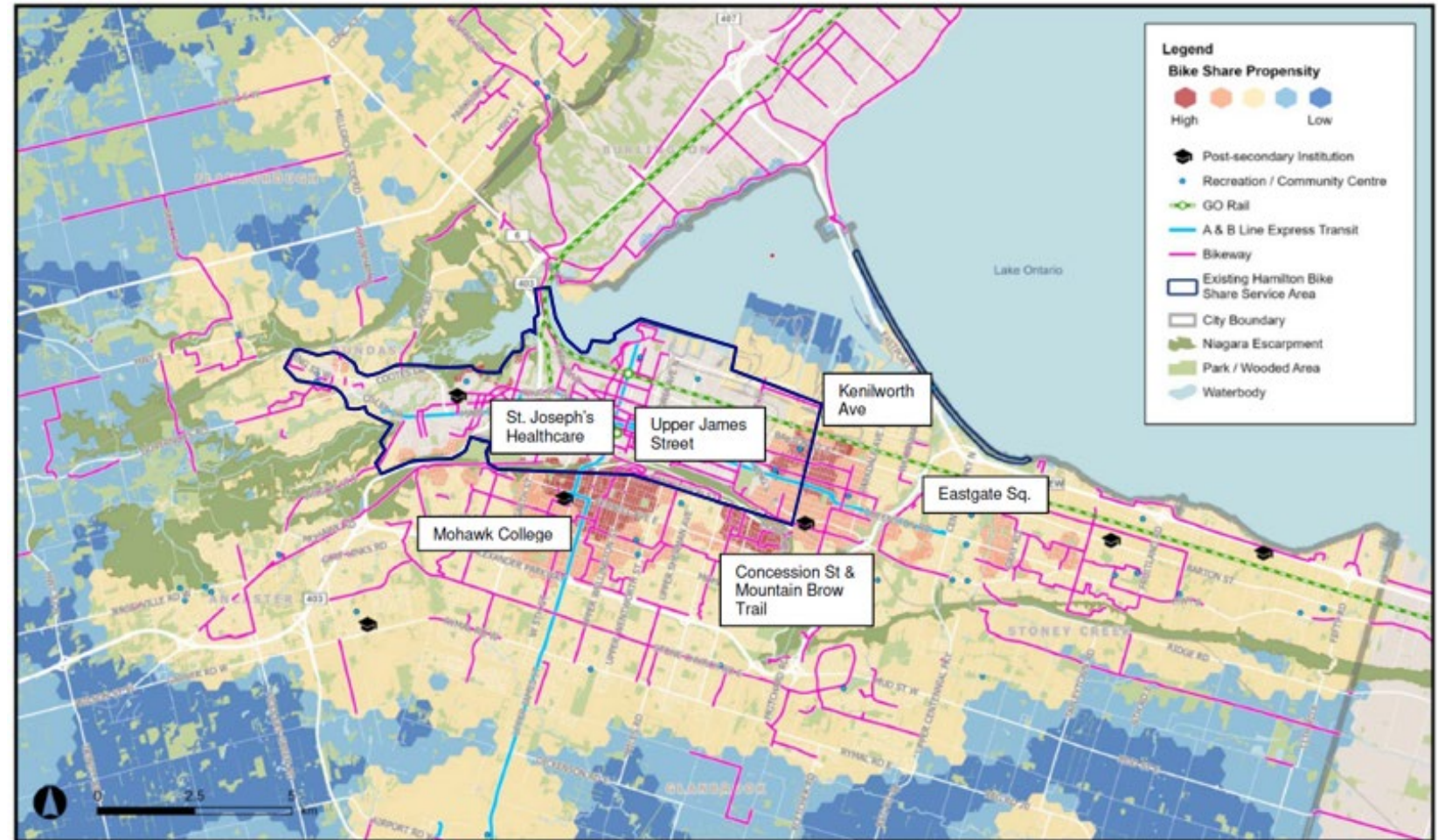


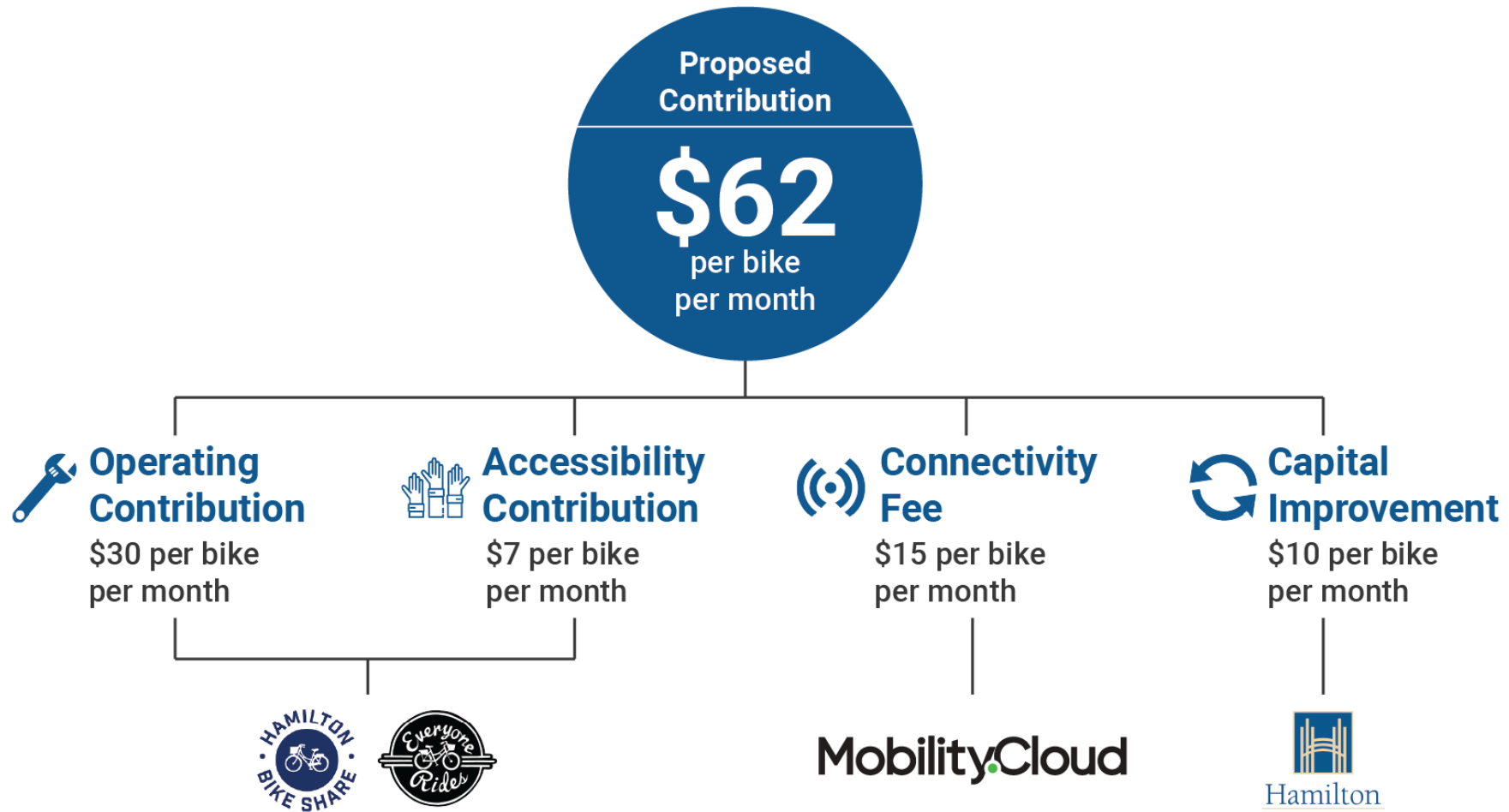
# Bike Share and Micromobility Program Expansion



The Bike Share system spans parts of Ward 13, Wards 1, 2, 3 and 4 (to Kenilworth) and Ward 5 (Confederation Park)

- Future growth plans (5 to 10 years) will be guided by the Future Micromobility Study, 2025-2026.
- Key areas of growth are in Ward 6, 7, 8 and parts of 9 as well as the urban centres of the former municipalities





\* Maximum contribution

# Thank-you and Questions






Hamilton

THANK YOU



**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Transportation Planning and Parking Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	December 4, 2024
<b>SUBJECT/REPORT NO:</b>	Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Peter Topalovic (905) 546-2424 Ext. 5129
<b>SUBMITTED BY:</b>	Brian Hollingworth Director, Transportation Planning and Parking Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That the Hamilton Bike Share system and City of Hamilton Partnership Model approach which includes a City contribution toward operating and asset management costs to increase financial sustainability, maintain and improve service delivery and build in asset management considerations be extended until December 31, 2027;
- (b) That the annual budget be increased by \$258,000 for a total of \$744,000 to support the operating costs of the Hamilton Bike Share system be approved, endorsed and referred to the 2026 and 2027 Operating Budgets;
- (c) That upon approval by Council of the budget enhancement identified in Recommendation (b) that Council authorizes, directs and delegates authority to the General Manager, Planning and Economic Development Department to execute, on behalf of the City of Hamilton, the necessary agreements to amend and extend the existing contract with the current not-for-profit operator, Hamilton Bike Share Inc., to include the following:
  - (i) extended term of the agreement from December 31, 2025 to December 31, 2027;

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**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide) - Page 2 of 16**

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- (ii) requirement for annual reporting by Hamilton Bike Share Inc. to the City, including an annual operating and financial report.

## **EXECUTIVE SUMMARY**

At the General Issues Committee Meeting of November 26, 2021, the following direction was provided by Council:

“That Staff be directed to report back to the General Issues Committee, during the 2022 Operating Budget process, with options to effectively and efficiently provide financial sustainability for the Hamilton Bikeshare program in the City of Hamilton”.

The response to this direction was provided by Staff and approved by General Issues Committee on February 25, 2022 in Report PED20109(d) and PED20109(e) and approved by Council on March 30, 2022 (Report 22-007, item 24). This established the City of Hamilton and Hamilton Bike Share Inc. Partnership agreement that terminates on December 31, 2025 and establishes a shared funding model where the City and Hamilton Bike Share Inc. both contribute to the operations and maintenance of the bike share program.

The purpose of Report PED 20109(f) is to extend the City of Hamilton and Hamilton Bike Share Inc. Partnership agreement in 2026 and 2027. The extension will align the City of Hamilton and Hamilton Bike Share Inc. partnership agreement to be consistent with the McMaster Universal Bike Share Pass Program which has been approved through student referendum for the 2024 to 2027 academic terms and will provide a bike share pass to all students who wish to use it, as part of their student fees. This extension will also allow for the operation and analysis of the electric bikeshare pilot program, which was approved on October 25, 2023 by Council (23-019 item 1(a)(c)(i)) as part of the Climate Action Strategy and is intended to be fully self-funding and not require any operational costs as part of the partnership model.

During this extended operating period, further evaluation of the current bikeshare and e-scooter program will take place as part of the Future of Micromobility study which will be completed in 2026. Data from the operations of bike share and e-scooter programs will be analysed by McMaster University and a consultant to develop a long-term plan for the micromobility program post-2027.

The Hamilton Bike Share system was launched in 2015 and has since become a network with over 150 hubs, 1,100 bikes, and with more than 2.9 million trips taken by residents and visitors. It has a significant equity, diversity and inclusion component that is one of its guiding principles and is operationalized through the community-led,

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**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide) – Page 3 of 16**

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Everyone Rides Initiative, which has provided low cost access to the system for eligible riders, expansion into underserved neighbourhoods, offered adaptive bikes, and delivered training programs. Hamilton Bike Share also expanded the service area to Kenilworth Avenue through a Federal grant.

The Hamilton Bike Share system ridership has been steadily increasing since the pandemic. The introduction of e-scooters slowed the increase with some bikeshare trips moving to e-scooters, but for the most part e-scooter users are new to micromobility. Since the introduction of the Universal Bike Share Pass Program at McMaster, bike share ridership has tripled, contributing to the three million trips that have been taken by tens of thousands of residents since 2015.

This Report recommends the extension of the Partnership Model approved in PED20109(d) and maintaining a baseline funding scenario that maintains the current level of operations in the current service area with a maximum of 1,000 bikes for \$62 per bike, per month. This funding would be split towards an operating subsidy, the accessible bikeshare program, asset management, and connectivity fees. It is based on a target of providing matching financial contributions for bike share system operations through the tax levy, and through revenues, user fees and grants, similar to the model for transit systems, which Hamilton Bike Share Inc. is responsible for collecting and obtaining.

From March 2022 to September 2024, this model has achieved its intended outcome. The bike share program is on a more sustainable trajectory in terms of funding, operations, maintenance and partnerships. Hamilton Bike Share Inc. has increased ridership, collected revenues, obtained grants available for non-profit organizations, leveraged other funding sources and expanded the program to match the City's contribution. This has allowed the City to be fiscally responsible while also supporting the bike share program.

**Alternatives for Consideration – See Page 16**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Since 2022, the City has been funding the Hamilton Bike Share Inc. (HBSI) program, with a current allocated budget of \$486,000 and \$108,400 from the Cash-in-lieu of Parking Reserve for a total of \$594,400. The proposed contract extension for the City of Hamilton and Hamilton Bike Share Inc. (HBSI) Partnership will be to December 31, 2027 and employ a sustainable operating model and funding approach to the original contract starting in March 2022 and terminating on December 31, 2025. This will result in a \$258,000 levy increase to bring the total budget

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**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide) - Page 4 of 16**

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to \$744,000 in 2026 and in 2027. This levy increase includes the \$108,400 that was previously funded from the Cash-in-lieu of Parking Reserve but is assumed to decline in 2025 due to the elimination of minimum parking requirements under Zoning By-law 05-200.

This Report is recommending an operations model and funding amount to sustain the existing base system with up to 1,000 bikes in the current bike share service area. The previous operating contract was for 900 bikes. Based on the City's study "Hamilton Shared Micromobility - Assessment of Operating Models, Funding Sources, and Role of Not-For-Profit Organizations" presented to Council on November 16, 2020 in Report PED20109(c) and information provided to the City from Hamilton Bike Share Inc. on bike share operations, the following is the proposed fee breakdown for sustaining bike share operations on a per bike, per month basis.

- General operation fee (paid to Hamilton Bike Share Inc.): \$30;
- Bike connectivity fee (paid to Mobility Cloud): \$15;
- Capital improvement fee (paid to a City reserve fund): \$10; and,
- Accessibility fee (paid to the Everyone Rides Initiative): \$7.

This funding breakdown is what is typically expected; however, values for each of the four categories can change, depending on the operational need each month, but cannot exceed the overall funding envelope.

These values aim to reflect some inflationary costs in 2026 and 2027 as well as an increase in fleet size to 1,000 (from 900). Two hundred additional bikes in the fleet will be dedicated to McMaster as part of an agreement with McMaster Students (through the Students Union) and Hamilton Bike Share Inc. This additional service is funded through user fees.

For the up to 1,000 proposed bike share bikes this totals \$744,000 annually. The remaining operational costs for the system will be funded through the partnership with Hamilton Bike Share Inc. in the form of user revenues, grants, sponsorships, and advertising. In 2022 to 2025, the operations cost based on 900 bikes was \$594,400. The increased cost in 2026 and 2027 is due to the:

- increase in the number of bikes from 900 to 1,000;
- adding the capital improvement fee to the levy from what was previously provided from the Cash-in-lieu of Parking Reserve; and,

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**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide) - Page 5 of 16**

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- inflationary cost increases.

The above costs do not cover any expanded bike share operating areas, with the exception of current Ward 4 expansion to Kenilworth Avenue or capital replacement; however, the model has provisions for future expansion by using a per bike operations fee that will be determined in the Future of Micromobility Study currently underway.

**Staffing:** There are no immediate staffing implications associated with this Report. The bike share program will continue to be managed by existing staff resources within the Transportation Planning and Parking Division of the Planning and Economic Development Department.

**Legal:** Legal staff will review and approve all agreements and contracts associated with this Report.

## **HISTORICAL BACKGROUND**

On November 25, 2020, Council approved Report PED20109(c) Public Bike Share Program Phased Procurement Process which established an operating agreement through to December 2022 for the operation of the existing base bike share program through Hamilton Bike Share Inc.

On July 7, 2021 (PED2114) Council approved a bike share equipment donation from Portland, Oregon which will result in an expanded fleet and extend the life of the existing fleet by providing a greater spare ratio for the fleet and a source of compatible parts.

On August 11, 2021 (PED20134(b)), Council approved Commercial E-scooter Operations procurement process resulting in an award to Bird Canada to operate up to 900 E-scooters. This program launched on April 3, 2023.

Report PED20081 (Sept. 21, 2021) established that the City's Parking Reserve fund, which has a current balance of approximately \$465,000, can be used for capital improvements for the Transportation Demand Management program and the Micromobility program, including the bike share program.

Report PED20109(d) and PED20109(e) approved by General Issues Committee on February 25, 2022 and approved by Council on March 30, 2022 (Report 22-007, item 24) established the City of Hamilton and Hamilton Bike Share Inc. Partnership Agreement that terminates on December 31, 2025. This establishes a shared funding model where the City and Hamilton Bike Share Inc. both contribute to the operations

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**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide) - Page 6 of 16**

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and maintenance of the bike share program. The annual City of Hamilton contribution is \$594,400.

In January 2024, McMaster Students voted in a referendum to approve an annual Universal Bike Share Pass with a value of \$24.50 per student, per year, for the use of 90-minutes of bike share riding per day from September 2024 to August 2027.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

There are no policy implications associated with this Report.

## **RELEVANT CONSULTATION**

Several internal stakeholders were consulted as part of the development of this Report including:

- Legal Services;
- Purchasing;
- Financial Planning, Admin and Policy; and,
- Hamilton Bike Share Inc. (HBSI) was consulted in the development of this Report.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

### **Review of Operating Models**

Recommendation (a) of Report PED20109(d) responds directly to the motion approved on November 26, 2021 General Issues Committee: “that Staff be directed to report back to the General Issues Committee, during the 2022 Operating Budget process, with options to effectively and efficiently provide financial sustainability for the Hamilton Bikeshare program in the City of Hamilton”.

In order to provide sustainable financial support for the bike share program, an operating model was chosen out of four potential models, to establish a relationship with the contracted operator of the system and determine how funding will be distributed. The four typical models that were analysed in Report PED20109(d) were: the partnership model, the fee-for-service model, the specific components model, also referred to as State of Good Repair model, and the privately-operated model. Council approved the use of the Partnership Model.

**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide)**  
**- Page 7 of 16**

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○ Partnership Model

The Partnership Model is a broad term that describes the relationship between the municipality and service provider in both the public bike share context and public transit context; where the municipality has financial responsibilities for operations, but so does the operator. This model maintains the current partnership between the City and Hamilton Bike Share Inc. and funds a portion of the operations, while requiring that Hamilton Bike Share Inc. also be responsible for a portion of the operational funding. Generally, in this model, the revenue/cost ratio is expected to be approximately half the total cost so the City would cover those operating costs, with the operator responsible for the other half. Based on the full year of 2023 data, the City covered 44% of the operating costs when taking into account all expenses and operating deficits incurred by Hamilton Bike Share Inc.

The Partnership Model also builds in incentives for the operator, as they need to meet their commitment through user fees, grants, sponsorship and advertising, and Hamilton Bike Share Inc. was able to achieve external funding and partnership goals with both the Federal and Provincial governments as well as McMaster University students and the McMaster Students Union.

There are other alternatives for consideration in terms of the model and the funding amount, corresponding to various service levels and expansion areas; however, this model focuses on the base case; which maintains the partnership between the City of Hamilton and Hamilton Bike Share Inc. and requires both parties to provide operational funding. As this model is developed and tested further, it can scale to include more expansion areas of the city, more pedal bikes and trikes, as well as the introduction of new technology including E-bikes, E-cargo bikes, and E-trikes.

The Partnership Model is a popular delivery model for bike share systems in North America, especially for mid-sized cities that have existing bike share programs. The complete analysis of this model and the other three models considered are contained in PED20109(d).

The Partnership Model has additional benefits to the City beyond being less costly to fund because it relies on both partners to contribute financially to the operations. The model also has less impact to full time equivalent requirements of City Staff because the collection of user fees, grants and sponsorships are the responsibility of the operating partner. It also allows the operating partner to access grants the City and for-profit operators do not have access to. The model ties this funding to the number of bikes in the system so it can equitably scale as the system is expanded. It also lessens the reliance on grants and private sector contributions while also incentivising the operator

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**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide)**  
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to continue pursuing those funding mechanisms in a more supportive and sustainable manner.

This option also staggers the City's risk and workload, allowing it to work with Hamilton Bike Share Inc. to establish a sustainable bike share program through to 2025; determining the next steps for a procurement that will cover 2026 to 2031. It should also be noted that Hamilton Bike Share Inc. exists for the sole purpose of operating bike share and over the multi-year analysis period, the City has options to sell the entire system to Hamilton Bike Share Inc. or merge Hamilton Bike Share Inc. as an agency of the City similar to other entities like a parking or conservation authority, a trust or an independent body with Council representation on its board. Continuing the partnership with Hamilton Bike Share Inc. allows the City to leverage skills and experience of a competent local operator that is dedicated to operating equitable micro-mobility in Hamilton and is familiar with the needs of the residents.

The Partnership model is the preferred option for many reasons as described above and especially because it has built-in incentives to ensure the operator's performance, while also guaranteeing the City's support and participation in the provision of public bike share.

- Model Analysis

Hamilton Bike Share Inc. has provided information on current and past operating costs and revenues through financial statements and other documents. Staff have validated this information against real world data and other systems and developed estimates of current and expected revenues and expenditures for different elements of the system. Hamilton Bike Share Inc.'s 2015 - 2020 operating cost under normal conditions was approximately \$80 to 90 per bike per month, which is comprised of labour to repair and rebalance bikes, facilities, insurance and administrative costs. At present, Hamilton Bike Share Inc. assumes the cost of software connectivity, which is approximately \$130,000 per year. During 2022 to 2024, the actual operating costs were approximately \$95 per bike per month, based on the actual 2023 operations data.

The actual operating costs of \$95 per bike, per month, were at the top of the projected range because this takes into account the fleet enhancement with 700 donated bikes from Portland Oregon in 2023 and the enhanced services across the service area, including the expansion to Kenilworth Avenue. Inflationary increases in costs in replacement parts needed for fleet maintenance and renewal were also a factor in the increased costs. However, this is still on par with comparative systems which cost more than \$100 per bike per month to operate, since the COVID-19 pandemic and the increase in inflation.

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**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide)**  
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Under the partnership model, Council approved a levy contribution to the program of \$40 per bike per month for operations, consisting of \$28 per bike per month to Hamilton Bike Share Inc. for general operating and \$12 per bike per month to Mobility Cloud for connectivity fees. The balance of the overall costs were offset by Hamilton Bike Share Inc. through user fees, sponsorship, advertising and grants to make up the difference between the City's contribution and the actual costs, as described in Table 1. The impact of these contributions are shown in Table 1, along with comparisons to the current COVID 19 constrained operations and projected standard operations.

**Table 1: Bikeshare Funding Model**

	2015 – 2021 OPERATIONS MODEL		APPROVED PARTNERSHIP MODEL	
	2020 Emergency Operation (during COVID-19)	Standard Operations (post-COVID-19)	Standard Projected Operations (post-COVID-19)	Actual Operations 2023
<b>Estimated Revenue (Operator)</b>				
User Fees	\$170-\$190 K	\$230-\$260 K	\$230-\$260 K	\$403 K
Donations/Sponsorships/ <sup>(1)</sup>	~\$260 K	~\$260 K	\$150-\$200 K	\$86 K
Partnership Model City Contribution	nil	nil	\$302 K	\$283 K
Connectivity Fee City Contribution	nil	nil	\$130 K	\$119 K
Everyone Rides Equity Program			\$54 K	\$50 K
<b>Total</b>	<b>\$430-450 K</b>	<b>\$490-520 K</b>	<b>\$866-946 K</b>	<b>\$941 K</b>
<b>Estimated Expenses (Operator)</b>				
Operating Expenses	\$540 K	\$827 K	\$827 K	\$941 K
Connectivity Fee	\$130 K	\$130 K	\$130 K	\$119 K
<b>Total</b>	<b>\$670 K</b>	<b>\$957K</b>	<b>\$957 K</b>	<b>\$1.026M</b>
<b>Operating Surplus (Deficit)</b>	<b>(\$220-\$240 K)</b>	<b>(\$500-\$467 K)</b>	<b>(\$11-\$91 K)</b>	<b>(\$85 K)</b>

<sup>(1)</sup> Donations are one time and may not continue to future years

The 2023 actuals were within the projected ranges, with the exception of ridership fees, which far exceeded expectations because of the fleet enhancement, partnerships and bike maintenance and balancing performed by Hamilton Bike Share Inc. This demonstrates the effectiveness of the partnership model, the reduced costs to the City and the future viability of the program.

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**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide) - Page 10 of 16**

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In order to continue the operations of the bike share program in a sustainable way, Staff are proposing the continuation of the levy contribution as part of the City of Hamilton and Hamilton Bike Share Inc. contract extension that takes into account some of the inflationary costs in 2026 and 2027 and an increase in fleet size by 100 bikes, the details of each expense category are provided below:

1. **General Operation Fee (\$30):** this covers general day-to-day operations of the bike share system, including maintenance of bicycles and stations, rebalancing the fleet, deploying new bikes and stations, call centre/customer operations, and collecting user fees. This fee would be paid to Hamilton Bike Share Inc.;
2. **Bike Connectivity Fee (\$15):** this covers the monthly cost paid to the cellular provider to connect the controllers on the bike to the network and the backend support for system operations (e.g. software, servers, etc.). This fee is passed through Hamilton Bike Share Inc. to Mobility Cloud, the connectivity provider;
3. **Capital Improvement Fee (\$10):** the fee is proposed to be put into the Cash-in-lieu of Parking Reserve to offset capital costs related to bike share, including renewal of bike controllers, bikes, and stations, and other components necessary to operate the system. It should be noted that this will not be enough to replace the existing assets alone, so other funding (e.g. grants) will be required beyond 2027; and,
4. **Accessibility Fee (\$7):** a fee to enable operation of the Everyone Rides Initiative accessible and adaptive bike program (e.g. trikes), which allows people with disabilities and varying bike need to access bike share.

The acquisition of the donated Portland bike share have enabled a fleet expansion in the current service area of 1,200 bikes, 1,000 of which the City will cover operating costs for and 200 of which will be the responsibility of Hamilton Bike Share Inc. to operate, which is funded through operating costs collected by McMaster Students. For the 1,000 bike fleet, with a total levy cost of \$62 per bike, per month, this would total \$744,000 per year in 2026 and 2026. For comparison, Bike Share Toronto pays \$103 per manual bike (in 2022) per month to their for-profit operator, or \$8,712,000 per year, excluding bike connectivity, capital improvement and accessibility-related costs.

### **Contract Extension**

A phased approach to continue the operation of the Hamilton bike share service was directed by Council on May 27, 2020 (Report PED20109(a)) and on November 16, 2020 (Report PED20109(c)). The solution to this direction was provided by Staff and approved by GIC on February 25, 2022 in report PED20109(d) and PED20109(e) and

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**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide) - Page 11 of 16**

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approved by Council on March 30, 2022 (Report 22-007, item 24). This established the City of Hamilton and Hamilton Bike Share Inc. Partnership agreement that terminates on December 31, 2025 and establishes a shared funding model where the City and Hamilton Bike Share Inc. both contribute to the operations and maintenance of the bike share program.

This Report recommends a contract extension with Hamilton Bike Share Inc. to operate the bike share system to December 31, 2027. The extension will align the City of Hamilton and Hamilton Bike Share Inc. partnership agreement to be consistent with the McMaster Universal Bike Share Pass Program which has been approved through student referendum for the 2024 to 2027 academic terms and will provide a bike share pass to all students who wish to use it, as part of their student fees. This extension will also allow for the operation and analysis of the electric bikeshare pilot program, which was approved on October 25 by Council (23-019 item 1(a)(c)(i)) as part of the Climate Action Strategy and is intended to be fully self-funding and not require any operational costs as part of the partnership model.

Hamilton Bike Share Inc. is a non-profit operator in good standing with the City of Hamilton. Each year of the partnership, Hamilton Bike Share Inc. has provided audited financial statements which demonstrate that all revenues have been invested in the operations, maintenance and growth of the system, as outlined in the Bike Share Operations agreement. The following parameters have been used to guide the development of the operations contract between this Hamilton Bike Share Inc. and the City of Hamilton which has been in place since 2022:

1. Service levels: include requirements for balancing, customer service, maintaining state of good repair of bikes and other related elements that are standard for bike share contracts and are already contained in the existing contract. These have been achieved between 2022 to present, and ridership has increased beyond the projections;
2. User fees: are set by City and Hamilton Bike Share Inc. that are practical and within industry standards and will require both parties to agree to fee or membership changes. These have been charged to users appropriately as per the agreement and used to offset operational costs of the system between 2022 to present;
3. Partnership Fee stabilization: ensures that City's contribution to bike share operations is based on an equal sharing of net costs; if additional revenue is generated, so that this changes, these additional revenues should go to improving the system and/or be contributed to the bikeshare reserve; and be reviewed regularly to ensure that both parties are incentivized and contributing

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**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide) - Page 12 of 16**

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fairly to operations. Between 2022 to present, the City's contribute was less than half the total operating costs due to system enhancements and inflation; Hamilton Bike Share Inc. was able to generate additional revenue to offset the shortfall;

4. Equity program (Everyone Rides Initiative): will report on the use of the City's contribution through the Accessibility Fee and how it is benefiting bike share and Everyone Rides Initiative members. This was provided every year from 2022 to present and resulted in the enhancement of the Adaptive Bike Share program and additional program activities to operate the Everyone Rides Initiative;
5. System expansion: to new geographic areas and/or to add additional bikes to the system can be requested by either the City or Hamilton Bike Share Inc., as long as the same fee system recommended in this Report is applied on a per bike basis. An expansion to Kenilworth Avenue took place in 2024 and further expansion is being considered;
6. E-bikes: may be added to the system by the City and Hamilton Bike Share Inc. will manage these provided that the capital costs are covered by the City or through grant programs and that a similar operations fee be applied by the City to operate these bikes. Additional fees or grants may be required for e-bike operations as they have higher operational costs. An e-bike pilot is planned to be launched in 2025 and funded through the Climate Change Action strategy; and,
7. Annual reporting: Hamilton Bike Share Inc. will provide an annual report on operations, including revenues and expenses as well as ridership statistics. This has been provided consistently since 2022.

### **Current and Future System Enhancements**

This Report and the recommended funding do not provide for system expansion. However, the Partnership Model establishes the framework and foundation upon which Council could decide to expand the service in the future.

In order to inform the Phased Procurement Process and the Partnership Model, staff initiated a Micromobility assessment of operating models, funding sources and role of not-for-profit organizations in July 2020 which was presented to Council in Report PED20109(c) on November 16, 2020. The results of the study indicate that the most stable bike share systems operate with a municipally-owned and operated base bike share system, that receives financial support from the municipality and from grants, alongside a private sector, non-exclusive contract-based Micromobility system. Taking this into consideration, this Report recommends the continuation and extension of the

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**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide) - Page 13 of 16**

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phased procurement process that would maintain such a “hybrid” model to December 31, 2027. It would extend the existing base bike share operations under the existing not for profit operator, Hamilton Bike Share Inc.

The Future of Micromobility Study will build upon the Micromobility Assessment of Operating Models, and provide a more in-depth analysis of operating model, system enhancements, system expansion and the return on investment. The goal of this study is to provide a long term, ten-year plan for the operations of the Micromobility system for 2028 to 2038. The study will be completed in 2026.

The Shared Micromobility Study (PED20109) which analysed the propensity of different areas of Hamilton that would best support shared mobility devices. The analysis found that the top performing expansion opportunities are:

- A 1.9 kilometre square eastward expansion of the existing service area from Ottawa to Kenilworth (Lawrence to the CN Corridor); and,
- A 13.2 kilometre square expansion on the Mountain, north of Mohawk Road (Upper Gage to Scenic).

Both expansion opportunities require capital and operating cost investments to implement and sustain; allowing over 96,000 more residents to access bike share in their community. These expansions would also support the growing investments in cycling infrastructure and routes in these areas, including the Keddy Access Trail, Mountain Brow Trail, Cannon bike lanes, and the Pipeline Trail.

The first part of this expansion to Kenilworth Avenue occurred in 2024 and is currently operating.

The estimated overall gross costs of these two options are summarized in Table 2. Staff continue to monitor for funding opportunities through federal and provincial investment programs (e.g. the Investing in Canada Infrastructure Program (ICIP)). However, these programs typically only support capital investments and cannot be used to offset operating costs. Reliable and consistent operational funding is a necessity to being able to expand the bike share system. In addition to these costs, any large-scale expansion of the system would potentially require additional City staff resources to provide oversight and management of the expansion area, and coordinate between the bike share operator and internal City groups.

**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide) - Page 14 of 16**

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**Table 2: Estimated Costs for Bike Share Service Area Expansion**

<b>Expansion Opportunity</b>	<b>Number of Stations / Bikes</b>	<b>Estimated Capital Cost (2020\$)</b>	<b>Estimated Gross Operating Costs (2020\$)</b>
Lower City - East to Kenilworth (Lawrence to CN Corridor)	8 stations / 60 pedal bikes	\$200,000	\$72,000/year
Mountain – North of Mohawk (Upper Gage to Scenic)	120 stations / 557 pedal bikes	\$2.3 million	\$668,400/year

Note: Operating estimates do not consider the additional distance that would be required for the operators to travel, the additional storage and fleet maintenance space required, and additional vehicles required for the expansion. There may also be a need for additional storage space.

The capital and operation costs of the lower City expansion to Kenilworth are covered in the current operations agreement and funded as part of the partnership model. Further consideration and analysis for expansion in Ward 4 are underway.

The propensity analysis also suggested other expansions opportunities including an eastward expansion of the lower City service area to Eastgate Square, the south Mountain (Mohawk to Rymal), Valley Park, a realignment of the Dundas deployment, and the historic cores of Stoney Creek, Ancaster and Waterdown. Further investment in cycling infrastructure in these areas would help increase their propensity. Additional investments in cycling infrastructure, both in these areas and City-wide, will also help to continue the bike share program's success.

All of these and other areas of the City will be analysed in the Future of Micromobility report currently underway.

- Everyone Rides Initiative

Hamilton's Everyone Rides Initiative would continue to operate under the recommended model. The Everyone Rides Initiative is an initiative of Hamilton Bike Share Inc. and operates independently and at no cost to the City. It provides cycling education, outreach, discounted access to the bike share system, advice and support to the City on system expansion, and promotes a range of initiatives that remove barriers to cycling across the City. Operational funding has been provided to the Everyone Rides Initiative through the partnership model and led to the enhancement of the program and the support for two adaptive bike share hubs; one in Gore Park and the other in Bayfront Park. Those with mobility challenges can use trikes to explore areas in the East and Downtown, through this program.

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**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide) - Page 15 of 16**

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The capital costs of Adaptive Bike Program are over \$100,000 (including two shipping containers, placemaking/beautification mural art, and 16-specialized bikes and adaptive accessories) which were not funded by the City but leveraged through grants awarded to Hamilton Bike Share Inc.

The Everyone Rides Initiative and CityHousing Hamilton are partnering on a pilot project to provide subsidized bike share passes to residents in new affordable housing development with limited parking.

- Electric Bike Share Bikes (E-bikes)

Electric assist bikes (E-bikes) have become popular for bike share systems, especially those that operate in areas with grade changes (e.g. hilly areas). E-bikes look like a normal bike but provide a boost to the rider through a pedal assist. E-bikes help with hills and inclines, reduce emissions by 97% relative to automobiles, allow people to travel longer distances, and help to get people cycling who may not otherwise ride a traditional bike because of physical constraints. Riders often make longer and more frequent trips due to less physical exhaustion and increased convenience. Toronto Bike Share has introduced E-bikes as part of their fleet, while Portland's BikeTown system replaced their manual bike system with a completely electric fleet.

The City's existing bike share bikes are manually powered, which reflects the available bikes at the time of the initial procurement. Integrating E-bikes could help increase the usefulness of the system to residents of different abilities, particularly if the system expands across the Escarpment.

Experience in other jurisdictions has found that E-bikes cost twice as much to purchase and operate as manual bikes but are generally used twice as often per day. Through the Climate Change Action Strategy funding, a pilot program was approved on October 25, 2023 by Council (23-019 item 1(a)(c)(i)) and is intended to be fully self-funding and not require any operational costs. The e-bikeshare pilot will include the purchase, launch and operations of the e-bike program. This funding is separate from the partnership model funding being proposed in this Report PED20109(f) and will not be used for general pedal bike operations. This will give Hamilton Bike Share Inc. and the City the opportunity to test e-bikes as part of the bike share fleet and determine the actual operating costs and usage of these bikes to determine if an electric fleet expansion will benefit current and future users in the Hamilton escarpment neighbourhoods.

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**SUBJECT: Public Bike Share Program Phased Procurement Process – Sustainable Operations Model and Funding (PED20109(f)) (City Wide)**  
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**ALTERNATIVES FOR CONSIDERATION**

**Provide a funding match for the partnership model that equals previous contributions.**

Council could opt to provide funding that does not include the inflationary cost increases and matches the amount previously approved in PED20109(d) of \$55 per bike per month. However, this would not meet the spirit of the partnership model which is to provide half the operational costs for the bike share program and would put pressure on Hamilton Bike Share Inc. to further generate additional external revenues over and above what they currently generate. This may not result in a fully sustainable bike share service.

**APPENDICES AND SCHEDULES ATTACHED**

Not applicable.

**From:** G. Ko  
**Sent:** March 18, 2025 12:49 PM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

**Subject:** Letter of Concern: General Issues Committee (April 9, Bikeshare)

**External Email:** Use caution with links and attachments

Hello Councillors,

My name Grace K., I am a future Hamilton resident, and current student at McMaster University (pursuing an undergraduate degree in Life Sciences).

**Now: Addressing the elephant in the room. Why would you want to listen to a group of hippie, rich, and uppity university students?**

About something as, quite frankly, irritating as bike shares?

I'll tell you, in this letter, about my father. He's getting to be 50 now, and spends his time providing for his family. Mostly that activity, actually: He's never really been one for vacations, something that his upbringing taught him.

He grew up, in his own words, "dirt poor," and spent most of his time working at his parents' convenience store. School, and university at McMaster, was considered a special treat for him, because it meant avoiding the back-breaking and soul-eating work that meant. He's been robbed, he's been held at gunpoint, he's never taken a vacation until he came to campus in the 19890s.

In the day, he could not afford the fancy cars that his classmates did. He had so little in funding, he spent his food pass trying to bring the soda and treats, in order to stock his father's store. He did not have his parents to fall back on, he did not have his parents' car, he did not have his parents' money.

**As a student, I save over \$2,400 per year on gas fuel, with the Bike Share Program. And, I'll defend this with my life: This \$2,400 could have been absolutely life-changing for my father, when he grew up studying at McMaster, trying to bring his family out of poverty.**

Currently, I use the Bike Share every day, and so do my friends (quite a few who are also unable to afford a car). I also go on a one-hour ride every weekend, where I will do the majority of my shopping: Because of the scale of the bike share, this is usually to local, Hamilton-owned businesses. The money that would have been spent on gas and fuel, is instead being spent on groceries and produce: Based on my credit statement, I estimate that this is around 300 dollars per month, being relocated from gas into the local economy.

These businesses, the same type my father grew up in, really and truly rely on the traffic that the bikes and pedestrians bring. Quite frankly: The Bike Share has encouraged me to shop in Hamilton, because having a car would have meant that I would go to the larger stores in other areas.

This being said: "Beg" does not say it, "implore" is too polite. But I ask, with all of my heart:

*Please, continue to fund this program.*

It really does mean the world.

Sincerely,

Grace K. (McMaster Life Sciences, Class of 2028)

**From:** Thalia Waite  
**Sent:** March 18, 2025 12:50 PM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

**Subject:** Hamilton Bike Share

**External Email:** Use caution with links and attachments

Hi there,

My name is Thalia and I am a student at McMaster University. I am an avid user of the bike share program. It is critical to my undergrad experience in getting me to classes on time where the busses fail.

Please continue funding the bike share program!

Best,  
Thalia



From: Olivia Kehoe  
Sent: March 18, 2025 12:50 PM  
To: [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

Subject: Say YES to bike share!

External Email: Use caution with links and attachments

Hello Councillors,

My name is Olivia Kehoe, and I am a Dundas resident and have been for my whole life. I am an environmental science student at McMaster University. McMaster is a highly regarded university and one of the largest employers in the Hamilton Area. We have a very large student population that supports local businesses. The bike share is key for this student population to support and access these local businesses. Students, including myself, rely on this sustainable transport to commute to and from campus. This also helps support our movement towards environmental sustainability, something I am very passionate about. We should increase access to these types of transport, not take it away. If this bike share is not funded, students will lose the ability to move freely within the Hamilton area and this will increase the dependence on cars, further contributing to the congestion of Hamilton.

The bike share should continue to be funded by the City of Hamilton, please vote YES to continue funding the program and its expansion on April 9th!

Thank you!  
Olivia Kehoe

**From:** Ashlyn Stewart  
**Sent:** March 18, 2025 12:52 PM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

**Subject:** Bike Share

**External Email:** Use caution with links and attachments

To whom it may concern,

My name is Ashlyn and I am a resident who grew up in Hamilton. I am a McMaster Human Behaviour student minoring in sustainability.

The bike share is an important aspect of campus life here at McMaster University and is a crucial aspect of how many students, such as myself, commute to campus. Given how many students rely on the bike-share program as a sustainable option for transit when there are few other options available, it is imperative that such a program continues. It is a program that strengthens sustainability and the community of Hamilton. It delivers benefits to communities that need it the most, giving options for those who are the most in need. It promotes public health and sustainability, and it is something that we need in the city.

The bike share program provides Hamilton with a unique standpoint of sustainability, making it a leader in sustainability in Canada and promoting a promising, sustainable future.

It is a program that provides public benefit, and it will be damaging to vulnerable populations if it is removed.

Thank you for your time,

Ashlyn Stewart

From: Finn  
Sent: March 18, 2025 12:46 PM  
To: [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

Subject: A letter to the General Issues Committee for the April 9th vote on Bike Share Funding

My name is Finnian Olmsted, I am a Ward 7 resident who grew up in Hamilton. I am currently attending McMaster for Honours Environment & Society.

McMaster is a world-class university, one of the largest employers in the City, and our student population of 30,000+ brings tremendous business to Hamilton. As one of the few remaining bike share systems in Canada, Hamilton Bike Share plays a crucial role in connecting the McMaster community with the city at large. Supporting and sustaining this system not only strengthens that connection but also helps Hamilton Bike Share thrive — delivering benefits to neighbourhoods across the city and helping put Hamilton on that map as a leader in sustainable urban mobility.

I find great utility in bike share despite living on the mountain where the program is not yet available. When I drive, it is the fastest way to get from my car to campus. It is by far the best way to get around campus, Westdale, and the entire service area any time of day. It connects people in Hamilton from one place to another far faster than the HSR, far cheaper than driving, while being completely carbon neutral and promoting active transit.

I think the City of Hamilton should keep funding Bike Share because it is affordable, practical, and an asset to all Hamilton residents, not just those living in Wards where the program operates. I implore you to continue funding Bike Share. The reason that it is so easy to use and so affordable is because it is a public service, and the privatization of it would utterly ruin the system.

Please vote YES to continue funding the program and its expansion on April 9th.

Thank you,  
Finnian Olmsted, Ward 7, McMaster Student.

From: Thomas French  
Sent: March 18, 2025 2:44 PM  
To: [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

Subject: Please vote to continue funding Hamilton Bike Share

External Email: Use caution with links and attachments

Hello Councillor

My name is Thomas French and I am writing you to voice my concern about the future of Hamilton Bike Share.

I have been a student at McMaster University since 2019 and have been a frequent user of the bike share system ever since. I grew up in Toronto where the bike share network is quite extensive and well used, so I was happy to have access to a similar service when I moved to Hamilton. I was very excited when the undergraduate bike share pass was approved last year, even though I would not be able to benefit since I would soon be graduating. Now back at the university as a graduate student, I am very happy to see that the graduate bike pass has been approved for next year.

Now that most McMaster students have access to a subsidized pass, I can only imagine that bike share ridership will increase in the next few years. I was surprised to learn that the future of the bike share program's funding is in question, since it seems to me like such a vital service offered by the city. As environmental issues become increasingly salient with every passing year, I would expect the city to be looking for ways to lower dependence on personal vehicles while promoting and expanding transit options like the upcoming LRT project and the bike share network.

I realize that finances must be considered when deciding whether to fund a program such as this. I won't pretend to understand the complexities of a municipal budget, but I believe there are steps that can be taken to supplement the cost of the bike share program. For example, the city is fairly lenient when it comes to municipal parking, offering free parking evenings, weekends, holidays, and for the entire month of December. Maybe there is an opportunity to rework the parking fee structure in a way that will help fund the bike share program (and other transportation alternatives), while also motivating Hamiltonians to become less reliant on cars. The city of Hamilton is on the rise and programs like bike share can only help attract young people like myself to the city.

Please vote to continue funding the bike share program and promote sustainable transit in Hamilton.

Thank you for your time,

Thomas French

**From:** Sydney Watson-Leung  
**Sent:** March 18, 2025 2:47 PM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

**Subject:** McMaster Bike Share

**External Email:** Use caution with links and attachments

Hi Councillors,

I am a resident of Hamilton and a McMaster student. I am currently in my third year at McMaster, where I am completing a Combined Honours Degree in Media Arts and Sociology. Through my studies, I have become incredibly passionate about sustainability, accessibility and community.

I am a media producer for OPIRG McMaster, which works to incubate student social movements. This means I am well-aware of the issues that students are passionate about, and I have witnessed firsthand the importance and impact of Hamilton Bike Share. Students have shared their stories of accessibility, convenience and community that they have unlocked through Hamilton Bike Share, where I have been able to easily come to the conclusion that Bike Share is a necessity for the Hamilton and McMaster community.

Further, in my own experience, I have found that not only does Bike Share allow me to travel easily throughout Hamilton, both down-town and around campus, but I have also felt safer travelling than ever before. While I love public transport, I do not like waiting for buses late at night, especially when I am downtown Hamilton. Bike Share allows me to access public transit 24/7, without being at the mercy of unreliable transit options. It fills in the gaps and allows students to feel SAFE and secure.

Defunding this program would be a massive step backwards for the City of Hamilton. When you have granted such an enriching program to citizens—in this case, 30 000+ students—it is heinous to remove a program that benefits so many. Enriching community, safety, and accessibility should not be something revoked because of monetary value. There is more to this city and its people than financial reward.

Hamilton Bike Share helps the quality of life of thousands of McMaster students. Please continue funding bikeshare.

Best,

Sydney Watson-Leung

**From:** Garrison  
**Sent:** March 19, 2025 10:01 AM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Cc:** Ward 2 <[ward2@hamilton.ca](mailto:ward2@hamilton.ca)>; Kroetsch, Cameron  
<[Cameron.Kroetsch@hamilton.ca](mailto:Cameron.Kroetsch@hamilton.ca)>

**Subject:** Hamilton bike share funding

**External Email:** Use caution with links and attachments

Hello,

I just wanted to send a quick message to express my support for the city of Hamilton to continue to fund the Hamilton bike share program. I use it often and I see many other people using it often in place of driving. I think it is a wonderful program that is affordable and accessible.

Thank you,

Garrison Siberry

**From:** Sam Aylward [REDACTED]  
**Sent:** March 19, 2025 10:46 AM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca); Ward 4 <[ward4@hamilton.ca](mailto:ward4@hamilton.ca)>  
**Subject:** Bike share funding

**External Email:** Use caution with links and attachments

Hello,

It's my understanding that on April 9th Hamilton City council is holding a vote regarding the continuation of bike share funding.

I wanted to add my voice to support the continuation of funding this important program.

Providing residents of Hamilton green alternative methods of transportation is incredibly important.

Furthermore, the program makes our city more accessible for those without access to a car.

I hope the city will continue to fund the program and all others which improve flexibility of movement for residents of the city.

Thanks,

Sam Aylward

**From:** Jimmy Yan <[REDACTED]>  
**Sent:** March 19, 2025 12:10 PM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Subject:** Bike Share Funding meeting

**External Email:** Use caution with links and attachments

Hello,

I'd like to write in to share my support for the council to vote in Favour of continuing the Bike Share Funding Support for Hamilton Bike Share. I am an [REDACTED] who lives in Hamilton and works at [REDACTED] downtown and I am an avid user of these bikes for my daily commute. I think they promote an active lifestyle, closer community as it encourages me to go shop more locally available options such as the Dundurn market or shops on Locke, and also helps reduce car/motor vehicle dependence on our roads. My practice is largely in orthopaedic trauma and MVC make a large amount of this sort of volume and any amount of road use reduction is beneficial. Additionally, they are a great option for people visiting Hamilton for people to get around and see the city from a different perspective. Last spring my mother came to visit from Florida and we went to check out Princess Point/Cootes Paradise, and we used the bike share to get around. It was the first time she had been on a bike in nearly 30 years but these bikes are accessible, safe, and user friendly. It was a great time! I have been using these bikes since moving to Hamilton 10 years ago when I was starting my residency and they are such a great part of the city's services for its population. I hope the council in its wisdom can see the value in such a program and continue to provide funding and support for it.

Thank you very much,

--

**James Yan, MD, FRCSC**

[REDACTED]

[REDACTED] | [REDACTED] | @ [REDACTED]

P Please consider the environment before printing this email.



**From:** Erin S <[REDACTED]>  
**Sent:** March 19, 2025 2:19 PM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Cc:** Ward 4 <[ward4@hamilton.ca](mailto:ward4@hamilton.ca)>  
**Subject:** Bike Share Funding.

**External Email:** Use caution with links and attachments

I 100% support Hamilton Bike Share Funding from the City even though I don't personally need to use it. I chose to use it. Others on the other hand need to use it. What is it, \$300-400,000 a year? That's less than \$1 a resident per year. I have friends that also use Hamilton Bike Share and I see many using the bikes throughout the year. It is a critical piece of transit for people who don't own vehicles or their own bike and very beneficial for students.

It's a quick and convenient way to get to the stadium or a local business that may be too far to walk but too close or inconvenient for the bus.

I hope council sees the benefit of this great product we have and how successful it has been and vote to keep funding for the program.

Erin Shacklette  
Ward 4 Resident

From: Eric J. <[REDACTED]>  
Sent: March 20, 2025 8:08 AM  
To: [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
Subject: Hamilton Bike share

External Email: Use caution with links and attachments

Good day,

As a resident here who pays property taxes. Also, a walker, bicycle user, HSR user, occasionally driving.

I use the Bicycle share facilities a lot, would say daily to speed up my commute, or to just enjoy a beautiful day to be outside. Many days to explore the city without contributions to pollution.

Do you know how important this is? Do you understand? Most major and growing cities have such facilities. Do you want Hamilton to be a good, forward moving city with proper clean and healthy transportation? If you do care, then continue to fund this Bicycling share programming.

If you choose to ignore it, then I will be considering moving out and into a city that supports it.

Thank you, resident at [REDACTED].  
Sent from Proton Mail Android

**From:** Lucas Ho-Foster <[REDACTED]>  
**Sent:** April 1, 2025 8:00 AM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Subject:** April 9 Committee Meeting Hamilton Bike Share Testimony

**External Email:** Use caution with links and attachments

Hi,

My name is Lucas Ho-Foster and I'm an engineering physics student at McMaster University. I'm a Hamilton resident and live in Ward 1.

Over the last few months, I've been so proud to tell friends and family about how McMaster and Hamilton Bike Share have partnered up, and how much this has opened up the city for me and many in my community. I've been very excited that McMaster has become the first university in Canada to have an integrated bike sharing program, and so far the experience of having access to the bikes has been amazing.

Bike Share Hamilton has become one of my favorite parts of the city and I've felt so fortunate to have access to it. I've used Bike Share to get groceries, to get to the gym and to hang out with friends and grab food! Bike Share become a part of our social lives and we've really appreciated its presence every day.

I hope that the City of Hamilton continues to fund Bike Share and build a city we can all be proud of. Please vote YES to continue funding the program and its expansion on April 9th!

Thank you,  
Lucas Ho-Foster, Ward 1

**From:** Tina Liu <[REDACTED]>  
**Sent:** April 1, 2025 8:00 AM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Subject:** April 9th GIC Meeting

**External Email:** Use caution with links and attachments

Dear Counsellors,

My name is Tina Liu. I am a McMaster Psychology student and am passionate about sustainability. I believe it is imperative to continue funding for BikeShare, as it plays a crucial role in student life. Many students like me rely on BikeShare to commute to school every day. I use BikeShare to get groceries from Fortinos and for rides through Cootes Paradise. BikeShare has helped me appreciate how fun it is to go biking with friends, and how healthy it is for exercise.

Most importantly, BikeShare is sustainable. For many commuters, it's reduced the need for cars. Bikes prevent further spread of pollution, putting Hamilton on the map as a leader in sustainable urban mobility.

Currently, the BikeShare pass is affordable for students from low socioeconomic backgrounds like myself. As a working student, the lowered cost for BikeShare helps me afford my daily living expenses. The BikeShare pass would not be accessible to me if it were to return to the original pricing, rather than the \$24.5/year that it is now.

The City of Hamilton should continue funding BikeShare as it's a cherished part of students' and community member's lives. Please vote YES to continue funding the program and its expansion on April 9th! We're counting on you! 😊

Sincerely,

Tina

**Tina Liu**  
(she/her)

Honours Psychology, Neuroscience & Behaviour Student

Level II

location: [McMaster University, Hamilton, ON](#)  
email: [REDACTED]

**From:** Lesia Leong <[REDACTED]>  
**Sent:** April 1, 2025 1:27 PM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Subject:** April 9 GIC meeting written submission- Bike Share

**External Email:** Use caution with links and attachments

Dear Counsellors

My name is Lesia Leong and I am a Hamilton resident currently attending McMaster University.

I started using bike share in the fall of 2024 when a pass became included in my tuition. Since then, I have been a regular user of the sobi's.

Coming from Toronto, I was used to public transport that was available 24/7 that arrived every few minutes. When I moved to Hamilton I quickly realized how inaccessible the city was. Busses near me ran every hour on sundays with the latest one running at 11:30pm. Going out and enjoying the city on weekends proved to be very difficult. With the bike share u pass this year, my friends and I have been able to explore more of the city and try out different restaurants and cafes. We would not have done this without bike share being so accessible and convenient. Exploring Hamilton as a young woman has been scary at times and bike share has helped me go around the city with a sense of safety.

Major cities all around the world including but not limited to: Toronto, Paris, New York, Boston, Sydney, London all have bike share programs. Cancelling bike share is taking a step back from positioning Hamilton as an up and coming city.

Please continue funding bikeshare!



## City of Hamilton Report for Consideration

**To:** Mayor and Members  
 General Issues Committee  
**Date:** April 9, 2025  
**Report No:** PED25095  
**Subject/Title:** Revised Board of Management for the Westdale  
 Village Business Improvement Area  
**Ward(s) Affected:** Ward 1

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### Recommendations

- 1) The following individual be removed from the Westdale Village Business Improvement Area Board of Management:
  - a. Ron Gabor – Hamilton Public Library Westdale Branch.
- 2) The following individuals be appointed to the Westdale Village Business Improvement Area Board of Management:
  - a. Quentin Wang – One-Zo Tapioca;
  - b. Bernadette Curtis – Westdale Theatre;
- 3) That the changes within Report PED25095 **BE APPROVED** by Council.

### Key Facts

- Changes to Board Members of the Westdale Village Business Improvement Area Board of Management include the removal of one Director and appointment of two Directors. The appointment of two Directors will bring the total number to 8 Directors. This aligns with a full complement allowance of up to 20 Directors.

**Revised Board of Management for the Westdale Village Business Improvement  
Area (Ward 1)  
Page 2 of 3**

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## **Financial Considerations**

There are no financial considerations as this is a change in the Westdale Village Business Improvement Area Board of Management.

## **Background**

A meeting of the Board of Management of the Westdale Village Business Improvement Area took place on February 11, 2025. At this meeting, the membership received the resignation of Ron Gabor from the Board of Management and received the appointment of Bernadette Curtis and Quentin Wang.

Should Council adopt the recommendation in Report PED25095, the aforementioned Business Improvement Area member would be removed from the Business Improvement Area Board of Management and appoint two replacements.

## **Analysis**

As per the *Municipal Act 2001*, Sections 204-215 governs Business Improvement Areas. Section (204) Subsection (3) stipulates “A Board of Management shall be composed of, (a) one or more Directors appointed directly by the Municipality; and (b) the remaining Directors selected by a vote of the membership of the improvement area and appointed by the Municipality”. Section 204 Subsection (12) stipulates “...if a vacancy occurs for any cause, the Municipality may appoint a person to fill the vacancy for the unexpired portion of the term and the appointed person is not required to be a member of the improvement area.”

## **Alternatives**

Not applicable.

## **Relationship to Council Strategic Priorities**

1. Responsiveness & Transparency
  - 1.1. Build a high performing public service.

## **Previous Reports Submitted**

Not Applicable.

## **Consultation**

Not applicable.

**Revised Board of Management for the Westdale Village Business Improvement  
Area (Ward 1)  
Page 3 of 3**

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**Appendices and Schedules Attached**

Not applicable.

**Prepared by:** Cristina Geissler, Business Development and Business Improvement Area Officer, Commercial Districts and Small Business, Economic Development, Planning and Economic Development Department

**Submitted and recommended by:** Norm Schleeahn, Director of Economic Development Planning and Economic Development Department.





## City of Hamilton Report for Consideration

**To:** Mayor and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** PED25099

**Subject/Title:** Revised Board of Management for the International Village Business Improvement Area

**Ward(s) Affected:** Wards 2 and 3

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### Recommendations

- 1) The following individual **BE REMOVED** from the International Village Business Improvement Area Board of Management:
  - a) Peter Quaglia – Dodsworth and Brown Funeral Home;
- 2) The following individual **BE APPOINTED** to the International Village Business Improvement Area Board of Management:
  - a) Shelley Kuzma – Goodwill Amity;
- 3) That the changes within Report PED25099 **BE APPROVED** by Council.

### Key Facts

- Changes to Board Members of the International Village Business Improvement Area Board of Management include the removal of one Director and appointment of one Director.

### Financial Considerations

There are no financial considerations as this is a change in the International Village Business Improvement Area Board of Management.

**Revised Board of Management for the International Village Business  
Improvement Area (Wards 2 and 3)  
Page 2 of 3**

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## **Background**

A meeting of the Board of Management of the International Village Business Improvement Area took place on February 13, 2025. At this meeting, the membership received the resignation of Peter Quaglia from the Board of Management and received the appointment of Shelley Kuzma.

Should Council adopt the recommendation in Report PED25099, the aforementioned Business Improvement Area member would be removed from the Business Improvement Area Board of Management and appoint their replacement.

## **Analysis**

As per the *Municipal Act 2001*, Sections 204-215 governs Business Improvement Areas. Section (204) Subsection (3) stipulates “A Board of Management shall be composed of, (a) one or more Directors appointed directly by the Municipality; and (b) the remaining Directors selected by a vote of the membership of the improvement area and appointed by the Municipality”. Section 204 Subsection (12) stipulates “...if a vacancy occurs for any cause, the Municipality may appoint a person to fill the vacancy for the unexpired portion of the term and the appointed person is not required to be a member of the improvement area.”

## **Alternatives**

Not applicable.

## **Relationship to Council Strategic Priorities**

1. Responsiveness & Transparency
  - 1.1. Build a high performing public service.

## **Previous Reports Submitted**

Not applicable.

## **Consultation**

Not applicable.

## **Appendices and Schedules Attached**

Not applicable.

**Revised Board of Management for the International Village Business  
Improvement Area (Wards 2 and 3)**

**Page 3 of 3**

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**Prepared by:** Cristina Geissler, Business Development and Business Improvement Area Officer, Commercial Districts and Small Business, Economic Development, Planning and Economic Development Department

**Submitted and recommended by:** Norm Schleeahn, Director, Economic Development Planning and Economic Development Department



## City of Hamilton Report for Consideration

**To:** Mayor and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** PED25108

**Subject/Title:** Revised Board of Management for the Downtown  
Hamilton Business Improvement Area

**Ward(s) Affected:** Ward 2

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### Recommendations

- 1) The following individual **BE REMOVED** from the Downtown Hamilton Business Improvement Area Board of Management:
  - a. Christal Pshyk – LEN: Democratic Purveyors of Fine Art & Beautiful Things;
- 2) The following individual **BE APPOINTED** to the Downtown Hamilton Business Improvement Area Board of Management:
  - a. Graziella Panessa – Redchurch Café and Gallery;
- 3) That the changes within Report PED25108 **BE APPROVED** by Council.

### Key Facts

- Changes to Board Members of the Downtown Hamilton Business Improvement Area Board of Management include the removal of one Director and appointment of one Director.

**Revised Board of Management for the Downtown Hamilton Business  
Improvement Area (Ward 2)  
Page 2 of 3**

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## **Financial Considerations**

There are no financial considerations as this is a change in the International Village Business Improvement Area Board of Management.

## **Background**

A meeting of the Board of Management of the Downtown Hamilton Business Improvement Area took place on February 25, 2025. At this meeting, the membership received the resignation of Christal Pshyk from the Board of Management and received the appointment of Graziella Panessa.

Should Council adopt the recommendation in Report PED25108, the aforementioned Business Improvement Area member would be removed from the Business Improvement Area Board of Management and appoint their replacement.

## **Analysis**

As per the *Municipal Act 2001*, Sections 204-215 governs Business Improvement Areas. Section (204) Subsection (3) stipulates "A Board of Management shall be composed of, (a) one or more Directors appointed directly by the Municipality; and (b) the remaining Directors selected by a vote of the membership of the improvement area and appointed by the Municipality". Section 204 Subsection (12) stipulates "...if a vacancy occurs for any cause, the Municipality may appoint a person to fill the vacancy for the unexpired portion of the term and the appointed person is not required to be a member of the improvement area."

## **Alternatives**

Not applicable.

## **Relationship to Council Strategic Priorities**

1. Responsiveness & Transparency
  - 1.1. Build a high performing public service.

## **Previous Reports Submitted**

Not Applicable.

## **Consultation**

Not applicable.

**Revised Board of Management for the Downtown Hamilton Business  
Improvement Area (Ward 2)**

**Page 3 of 3**

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**Appendices and Schedules Attached**

Not applicable.

**Prepared by:** Cristina Geissler, Business Development and Business Improvement Area Officer, Planning and Economic Development Department, Economic Development, Commercial Districts and Small Business

**Submitted and recommended by:** Norm Schleeahn, Director, Planning and Economic Development Department, Economic Development



## City of Hamilton Report for Consideration

**To:** Mayor and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** PED25084

**Subject/Title:** Locke Street Business Improvement Area 2025  
Budget and Schedule of Payments

**Ward(s) Affected:** Ward 1

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### Recommendations

- 1) That the 2025 proposed budget of the Locke Business Improvement Area, attached as Appendix A to Report PED25084, in the amount of \$108,575 **BE APPROVED**;
- 2) That the levy portion of the 2025 proposed budget of the Locke Street Business Improvement Area, in the amount of \$47,075, **BE APPROVED**;
- 3) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, the *Municipal Act, 2001* (the "Act"), to authorize the levy on qualifying properties within the Locke Street Business Improvement Area, as referenced in Recommendation of Report PED25084;
- 4) That the following schedule of payments to the Locke Street Business Improvement Area, representing the levy amount for 2025 **BE APPROVED**:
  - a) April: \$23,537.50;
  - b) June: \$23,537.50;

**Locke Street Business Improvement Area 2025 Budget and Schedule of  
Payments (Ward 1)  
Page 2 of 3**

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Note: Assessment appeals may be deducted from the levy payments. Business Improvement Area levies may only be disbursed once the proceeding years 2024 audit is complete.

## **Key Facts**

This Report addresses the approval of the 2025 proposed budget and schedule of payments for the Locke Street Business Improvement Area.

## **Financial Considerations**

The \$47,075 levy portion of the 2025 proposed budget of the Locke Street Business Improvement Area is raised and collected by the City pursuant to a special levy on the qualifying properties (commercial and industrial properties) within the Business Improvement Area boundaries. There is no cost to the City of Hamilton for the levy portion of the 2025 Proposed Budget of the Locke Street Business Improvement Area.

Provision of additional funding to the Business Improvement Area from the City of Hamilton (excluding the levy portion) such as through the Community Improvement Plan or other grant programs (the “Grant Programs”) is subject to City approval of the individual Grant Programs through the City’s budget process and is contingent on approval pursuant to the terms and conditions of the individual Grant Programs.

## **Background**

At the Annual General Meeting of the Locke Street Business Improvement Area that took place on January 27, 2025, the Locke Street Business Improvement Area Board of Management presented its proposed budget for 2025 to the membership.

The process followed to adopt the Locke Street Business Improvement Area’s Budget for 2025 was in accordance with the *Ontario Municipal Act*, 2001, as amended, and the Business Improvement Area Procedure By-Law.

## **Analysis**

As per Section 205(1) of the *Act* requires the board of management of each Business Improvement Area to annually prepare a proposed budget, and Section 205(2) of the *Act* requires the board of management to submit the proposed budget to council and provides that the municipality may approve it in whole or in part but may not add expenditures to it. Pursuant to section 205(3) of the *Act*, the board of management is prohibited from spending money unless it has been included within a budget approved by the municipality or in a reserve fund.



**Locke Street Business Improvement Area 2025 Budget and Schedule of  
Payments (Ward 1)  
Page 3 of 3**

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**Alternatives**

Not applicable.

**Relationship to Council Strategic Priorities**

1. Responsiveness & Transparency
  - 1.1. Build a high performing public service.

**Previous Reports Submitted**

Not applicable.

**Consultation**

Not applicable.

**Appendices and Schedules Attached**

Appendix A: Locke Street BIA Budget 2025

**Prepared by:** Cristina Geissler, Business Development and Business Improvement Area Officer, Commercial Districts and Small Business Section, Planning and Economic Development

**Submitted and recommended by:** Norm Schleeahn, Director Economic Development Business Investment and Sector Development, Planning and Economic Development



## Locke Street BIA Budget 2025

<b>Revenue:</b>	<b>2025</b>
City BIA Levy	\$47,075
BIA Reserve	\$5,000
Other City Revenue	\$16,500
Festivals and/or Sundays Unlocked sponsorship & grants Revenue	\$40,000
<b>TOTAL</b>	<b>\$108,575</b>

<b>Expenses:</b>	
Social media management	\$12,500
Advertising/Marketing/Tourism	\$5,434
Special Events	\$15,491
Street Beautification	\$14,000
Festivals and/or Sundays Unlocked	\$40,000
Auditors	\$500
Executive Director	\$12,000
Bookkeeping & Business Support	\$2,000
Office Supplies	\$150
Insurance	\$1,500
Reserve	\$5,000
<b>TOTAL</b>	<b>\$108,575</b>



**Locke Street Business Improvement Area  
2025 Annual General Meeting  
NOTICE OF MEETING  
MEETING AGENDA**

**Meeting Location:** West Town Bar & Grill 214 Locke Street S. HamOnt

**Date:** Monday, January 27, 2025

**Time:** 5:00 p.m.

- 1.0 Call to Order**
- 2.0 Welcome and Introduction of Board of Management: BIA Chair Bettina Shormann**
- 3.0 New Business Items**
- 4.0 Approval of the Agenda**
- 5.0 Declarations of Interest**
- 6.0 Approval of the Meeting Minutes of the Annual General Meeting of January 29, 2024**
- 7.0 Councillor's Update: Councillor Maureen Wilson**
- 8.0 Hamilton Police Service - Crime Report & Prevention Update, HPS**
- 9.0 Executive Director's Update: Tracy MacKinnon  
Review of 2024 and looking ahead to 2025**
- 10.0 Presentation of 2025 Operating Budget**
- 11.0 Guest: Planning and Economic Development, City of Hamilton**
- 12.0 New Business**
- 13.0 Adjournment of Meeting**

The purpose of this meeting is to review and discuss the Locke Street Business Improvement Area's (BIA) 2025 budget and general program. This program is funded by a special levy charged to you as well as other commercial and property owners and businesses in the BIA. The AGM is an opportunity to participate in the decisions that your BIA is making on your behalf. We look forward to you attending the meeting to learn more about the improvements being made within your business area.

We will have food and refreshments and encourage you to attend to meet & greet your Locke Street neighbours.

2024 AGM minutes or the BIA ByLaws can be found at: <https://lockeshops.com/board-minutes/>  
Please email us for questions or info or to RSVP: [lockestreetshopsbia@gmail.com](mailto:lockestreetshopsbia@gmail.com)



## City of Hamilton Report for Consideration

**To:** Mayor and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** PED25104

**Subject/Title:** Dundas Business Improvement Area 2025 Budget  
and Schedule of Payments

**Ward(s) Affected:** Ward 13

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### Recommendations

- 1) That the 2025 proposed budget of the Dundas Business Improvement Area, attached as Appendix A to Report PED25104, in the amount of \$309,791 **BE APPROVED**;
- 2) That the levy portion of the 2025 proposed budget of the Dundas Street Business Improvement Area, in the amount of \$182,376, **BE APPROVED**;
- 3) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, the *Municipal Act, 2001* (the "Act"), to authorize the levy on qualifying properties within the Dundas Business Improvement Area, as referenced in Recommendation of Report PED25104;
- 4) That the following schedule of payments to the Dundas Business Improvement Area, representing the levy amount for 2025 **BE APPROVED**:
  - a) May: \$91,188;
  - b) June: \$91,188.

**Dundas Business Improvement Area 2025 Budget and Schedule of Payments  
(Ward 13)  
Page 2 of 3**

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## **Key Facts**

This Report addresses the approval of the 2025 proposed budget and schedule of payments for the Dundas Business Improvement Area.

## **Financial Considerations**

The \$182,376 levy portion of the 2025 proposed budget of the Dundas Business Improvement Area is raised and collected by the City pursuant to a special levy on the qualifying properties (commercial and industrial properties) within the Business Improvement Area boundaries. There is no cost to the City of Hamilton for the levy portion of the 2025 Proposed Budget of the Dundas Business Improvement Area.

Provision of additional funding to the Business Improvement Area from the City of Hamilton (excluding the levy portion) such as through the Community Improvement Plan or other grant programs (the “Grant Programs”), is subject to City approval of the individual Grant Programs through the City’s budget process and is contingent on approval pursuant to the terms and conditions of the individual Grant Programs.

## **Background**

At the Annual General Meeting of the Dundas Business Improvement Area that took place on February 18, 2025, the Dundas Business Improvement Area Board of Management presented its proposed budget for 2025 to the membership.

The process followed to adopt the Dundas Business Improvement Area’s Budget for 2025 was in accordance with the *Ontario Municipal Act*, 2001, as amended, and the Business Improvement Area Procedure By-Law.

## **Analysis**

As per Section 205(1) of the *Act* requires the board of management of each Business Improvement Area to annually prepare a proposed budget, and Section 205(2) of the *Act* requires the board of management to submit the proposed budget to council and provides that the municipality may approve it in whole or in part but may not add expenditures to it. Pursuant to section 205(3) of the *Act*, the board of management is prohibited from spending money unless it has been included within a budget approved by the municipality or in a reserve fund.

## **Alternatives**

Not applicable.

**Dundas Business Improvement Area 2025 Budget and Schedule of Payments**

**(Ward 13)**

**Page 3 of 3**

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**Relationship to Council Strategic Priorities**

1. Responsiveness & Transparency
  - 1.1. Build a high performing public service

**Previous Reports Submitted**

Not applicable.

**Consultation**

Not applicable.

**Appendices and Schedules Attached**

Appendix A: Dundas Business Improvement Area Budget 2025

**Prepared by:** Cristina Geissler, Business Development and Business Improvement Area Officer  
Commercial Districts and Small Business Section  
Economic Development  
Planning and Economic Development Department

**Submitted and recommended by:** Norm Schleeahn, Director  
Economic Development  
Planning and Economic Development Department

**DUNDAS BUSINESS IMPROVEMENT AREA BUDGET 2025**

**REVENUE**

Levy	182,376.00
HST Rebate (estimate)	10,000.00
City Parking Grant (estimate)	24,000.00
City Contribution To Operating Grant (estimate)	14,000.00
Reserves	54,415.00
Cash (estimate)	25,000.00
<b>TOTAL REVENUE</b>	<b>\$309,791.00</b>

**EVENTS AND PROMOTIONS**

General Advertising	20,000.00
Easter	7,500.00
Scarecrow Saturday	5,300.00
Dickens of a Christmas	50,240.00
Live and Local Summer	27,200.00
Other Events + Promotions	20,000.00
<b>EVENTS TOTAL</b>	<b>\$130,240.00</b>

**BEAUTIFICATION**

Hanging baskets, Planters, seasonal décor, weeding, waste management	<b>\$39,000.00</b>
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**ADMINISTRATION**

Economic Development	3,000.00
Rent	24,500.00
Office	3,500.00
Telephone & Utilites	2,300.00
Member Services	3,000.00
Insurance	4,400.00
Wages	65,000.00
Benefits/WSIB/ CPP etc	10,755.00
Assessment Appeals	1,500.00
Audit and Bookkeeping	4,100.00
Bank Fees	400.00
<b>ADMINISTRATION TOTAL</b>	<b>\$122,455.00</b>

<b>EXPENSE TOTAL</b>	<b>\$291,695.00</b>
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<b>Net Gain/ Loss</b>	<b>\$18,096.00</b>
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## City of Hamilton Report for Consideration

**To:** Mayor and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** PED25089

**Subject/Title:** Leadership in Energy and Environmental Design Grant Application (LGP-24-01), 212 Glover Road, Hamilton

**Ward Affected:** Ward 11

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### Recommendations

- (a) That Leadership in Energy and Environmental Design Grant Application LGP-24-01, submitted by IKEA Properties Limited, owner of the property 212 Glover Road, Hamilton **BE APPROVED** for a Leadership in Energy and Environmental Design Grant not to exceed \$3,380,649.77 for estimated construction costs to be provided over a maximum of five years, in accordance with the terms and conditions of a Leadership in Energy and Environmental Design Grant Agreement;
- (b) That the General Manager of the Planning and Economic Development Department **BE AUTHORIZED AND DIRECTED** to execute a Leadership in Energy and Environmental Design Grant Agreement together with any ancillary documentation required, to give effect to the Leadership in Energy and Environmental Design Grant for IKEA Properties Limited, owner of the property 212 Glover Road, Hamilton in a form satisfactory to the City Solicitor;
- (c) That the General Manager of the Planning and Economic Development Department **BE AUTHORIZED AND DIRECTED** to administer the Leadership in Energy and Environmental Design Grant Agreement including but not limited to: deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Leadership in Energy and Environmental Design Grant, as approved by City Council, are maintained and that any applicable Grant Amending Agreements are undertaken in a form satisfactory to the City Solicitor.



**Leadership in Energy and Environmental Design Grant Application (LGP-24-01)**  
**212 Glover Road, Hamilton (Ward 11)**  
**Page 2 of 7**

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## **Key Facts**

- The purpose of this Report is to present the Leadership in Energy and Environmental Design Grant Application (herein referred to as the Application) for 212 Glover Road (herein referred to as the Site) and provide, among other things, Staff's analysis of the recommended Grant payment;
- Staff's recommendations implement the Council approved Leadership in Energy and Environmental Design Grant Program (herein referred to as the Program) and, if approved, provide the Applicant with a financial incentive to construct a sustainable Leadership in Energy and Environmental Design Gold building (herein referred to as Gold building); and,
- These recommendations align with Council direction and priorities, particularly Council Priority 1: Sustainable Economic and Ecological Development.

## **Financial Considerations**

No new funding or staffing resources are required to implement any of the recommendations in this Report as the funding of the Grant is derived from the generation of municipal taxes from the development. As per the Program, the City may provide the Applicant with a Grant equivalent to 75% of the increase in municipal taxes up to the estimated eligible costs of \$3,380,649.77 or until five annual payments are provided, whichever comes first. Based on an estimated maximum potential annual Grant amount of \$547,636.20, the annual Grant payments are estimated to conclude in year five with a total achievable grant of \$2,738,181.00.

During the Grant payment period, the City will retain the remaining 25% of the annual municipal tax increment not otherwise provided to the Applicant estimated to be \$182,545.40 annually and \$912,727.00 over the five year grant payment period.

Upon completion of the eligible Grant payments, the City will realize the full municipal tax increment estimated to be \$730,181.60 annually for the remaining life of the development.

## **Background**

### **Application and Planned Redevelopment**

On December 6, 2024, an Application to the Program for the Site was submitted by IKEA Properties Limited c/o Todd Lisso.

The Site is located in the Red Hill South Business Park in Glanbrook. It is approximately 26.35 hectares (65.11 acres) and vacant. A site map is provided in Appendix A to Report PED25089, this Report.

**Leadership in Energy and Environmental Design Grant Application (LGP-24-01)**  
**212 Glover Road, Hamilton (Ward 11)**  
**Page 3 of 7**

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The Applicant intends to achieve a Gold Certification for the planned redevelopment, which includes a 44,898.7 square metre warehouse with 1,942 square metres of office and accessory retail space.

**Leadership in Energy and Environmental Design Grant Program and Leadership in Energy and Environmental Design Certifications**

The Program is intended to provide an economic catalyst for sustainable building and land development practices by cost-sharing (50%) in the assumed incremental costs required to achieve a Leadership in Energy and Environmental Design certification by the Canada Green Building Council (herein referred to as the Certification).

The Certification process is an independent, third-party verification with the goal of achieving one of four ratings of Certified, Silver, Gold or Platinum. Points are earned for incorporating “green” building strategies and improvements (in this context, they are typically above the baseline associated with the Ontario Building Code) in the six areas of human and environmental health as discussed below in the Analysis section.

**Urban Hamilton Official Plan**

The subject site is identified as “Employment Area” on Schedule “E” – Urban Structure and further designated “Business Park” on Schedule “E-1” – Urban Land Use Designations.

The planned development conforms to the designation.

**City of Hamilton Zoning By-law 05-200**

The subject Site is zoned Prestige Business Park (M3), which permits a warehouse use.

**Site Plan Control**

At the time of writing this Report, the planned development has received Conditional Site Plan Approval (DA-23-014).

**Analysis**

The subject site is located within the Hamilton LEED’ing the Way Community Improvement Project Area By-law 08-213, as amended. The Applicant is intending to achieve a Gold Certification and is therefore eligible for a Grant that is equivalent to 2.5% of the overall construction cost of the proposed development.

As with all certifications achieved under Canada Green Building Council’s Leadership in Energy and Environmental Design program, the Applicant will be required to meet an established threshold, with the intention of delivering a high-performing and resilient building that also achieves a carbon emissions reduction. The planned Certification for

**Leadership in Energy and Environmental Design Grant Application (LGP-24-01)**  
**212 Glover Road, Hamilton (Ward 11)**  
**Page 4 of 7**

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this proposal includes the following (note specific building strategies and improvements may be subject to change during construction and through the certification process):

- **Site Development:** using an Integrative Process approach, the Applicant is implementing an electric vehicle work fleet and chargers, a monitoring construction activity pollution prevention program and protecting/restoring habitat strategies (e.g. plant species appropriate for the ecoregion and site conditions). Rainwater management has also been designed for retaining the 80<sup>th</sup> percentile of local rainfall events;
- **Water Efficiency:** over 40% indoor water use reduction through low flow plumbing fixtures (and additional water sub-meters for added monitoring). Outdoor water reduction has been achieved through a no-irrigation plan and use of native drought-tolerant species;
- **Energy Efficiency:** the building is fully electric, and its greenhouse gas emission intensity is 2kgCO<sub>2</sub>/m<sup>2</sup> without accounting for the solar array being installed, which would achieve, in effect, a zero-greenhouse gas emissions intensity, equivalent to a zero carbon building. This is achieved through many upgrades being proposed including the enhanced pre-cast walls, roof insulation, windows and overhead doors all with improved R-values, a geothermal exchange field among other improvements;
- **Material Selection:** conducted a life cycle assessment of the structure and enclosure demonstrating a minimum of 10% reduction in material (compared to a baseline building). Additionally, among other requirements related to specific material ingredients and sourcing, the Applicant is targeting the use of 30% recycled content and targeting a 75% waste diversion rate from the landfill for construction waste;
- **Indoor Environmental Quality:** enhanced indoor air quality strategies will be pursued including high efficiency filtration media, pollutant source control and low emitting material selection; and,
- **Innovative Design:** among other things, incorporating a triple bottom line cost-benefit analysis.

The Program assumes a corresponding increase in total construction costs of 5% for developments intending to achieve Gold. The City's share of this increase, per the Program, is 50% of the assumed increase or 2.5% of the total construction cost. The Program also permits the addition of the soft costs associated with achieving the Certification including, but not limited to, energy modelling, consultant fees and Certification costs.

**Leadership in Energy and Environmental Design Grant Application (LGP-24-01)**  
**212 Glover Road, Hamilton (Ward 11)**  
**Page 5 of 7**

Therefore, the maximum Grant, based on eligible costs, is estimated at \$3,380,649.77 consisting of the following:

- \$3,320,613.20 representing 2.5% of the estimated overall construction cost for the development of \$132,824,544.00; and,
- \$60,036.57 representing 50% of estimated eligible soft costs of \$120,073.14.

Prior to any Grant payment being issued, the Applicant will be required to provide the following:

- Confirmation that eligible costs under this Program have not been the subject of any other financial assistance;
- A Quantity Surveyors report to confirm the final (actual) construction costs with supporting documentation for the eligible costs, which will be audited by Staff. The supporting documentation can be audited by a third party at the discretion of Staff, which will be at the Applicant's expense; and,
- Confirmation of the achievement of the Gold Certification from the Canada Green Building Council. The Grant will not be issued if the intended Gold Certification is not achieved (i.e. a lower certification or no certification is achieved), while an achievement of a Certification greater than Gold (i.e. Platinum) will require a revised recommendation report to Council to increase the eligible Grant maximum in accordance with the Program terms for Council consideration.

Note, a Council approved Grant payment is not issued until the construction of the proposed development is completed and the Applicant has paid one full calendar year of taxes, at which point the estimated Grant payment, provided in this Report, will be finalized in accordance with the actual taxes paid and the uplift in municipal taxes confirmed.

The following is an overview of pre and post development property assessments and associated taxes which have informed the estimated maximum potential Grant and Grant payment period contained in this Report. The below helps distinguish between the maximum permitted Grant (based on eligible costs) and the maximum achievable Grant given the details of the proposed development and the Program requirements.

<b>Annual Grant as a percentage of annual municipal tax uplift:</b>	75%	
<b>Total Estimated Eligible Costs (Maximum):</b>	\$3,380,649.77	
<b>Pre-project Assessment (IX-Vacant industrial Land):</b>	\$12,250,000.00	Year: 2024
<b>Municipal Levy:</b>	\$400,645.60	
<b>Education Levy:</b>	\$107,800.00	
<b>Pre-project Property Taxes</b>	\$508,445.60	

**Leadership in Energy and Environmental Design Grant Application (LGP-24-01)**  
**212 Glover Road, Hamilton (Ward 11)**  
**Page 6 of 7**

<b>Estimated Post-project Assessment (CT-Commercial):</b>	\$52,503,000.00	Year: 2024
<b>Estimated Municipal Levy:</b>	\$1,130,827.20	
<b>Estimated Education Levy:</b>	\$462,026.40	
<b>Estimated Post-project Property Taxes:</b>	\$1,592,853.60	
<b>Estimated Annual Municipal Levy Increment:</b>	\$730,181.60	
<b>Estimated Annual Grant (75% of increment):</b>	\$547,636.20	
<b>Total Estimated Achievable Grant (the total, distributed over a maximum of five Annual Grant payments):</b>	\$2,738,181.00	

**Provisions for Calculations:**

- 1) The actual roll number(s), assessed value(s), tax classification(s) and value partitioning (where applicable) are to be determined by the Municipal Property Assessment Corporation upon completion of the development;
- 2) As per Program requirement, the increase in realty taxes is based on the year in which the tax estimate was requested;
- 3) 2024 tax rates have been used for calculation of the estimated post-development property taxes;
- 4) Annual Taxes exclude any Local Charges;
- 5) Post-development assessment estimate provided by Municipal Property Assessment Corporation; and,
- 6) All dollar figures rounded.

**Legislated Requirements**

Municipal financial incentive program required to be enacted through a Community Improvement Plan must be established in accordance with Section 28 of the *Planning Act*.

The Program is authorized by the Hamilton 'LEED'ing the Way Community Improvement Plan By-law 08-213 as amended, which was originally adopted and approved in 2008 and subsequently reviewed and updated in 2010 in accordance with Section 28 of the *Planning Act*. The Applicant will be required to enter into a Leadership in Energy and Environmental Design Grant Agreement that will specify the obligations of the City and the Applicant and will be prepared in a form satisfactory to the City Solicitor.

**Leadership in Energy and Environmental Design Grant Application (LGP-24-01)**  
**212 Glover Road, Hamilton (Ward 11)**  
**Page 7 of 7**

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## **Alternatives**

The Application meets the eligibility criteria and requirements of the Program. In the event the project is not considered for the Program, the Application should be referred to staff for further information on possible financial and/or legal implications

## **Relationship to Council Strategic Priorities**

Staff's recommendations support the following key Council priority:

1. Sustainable Economic and Ecological Development
  - 1.1. Reduce the burden on residential taxpayers.
  - 1.2. Facilitate the growth of key sectors.
  - 1.3. Accelerate our response to climate change.
  - 1.4. Protect green space and waterways.

## **Previous Reports Submitted**

- Not applicable.

## **Consultation**

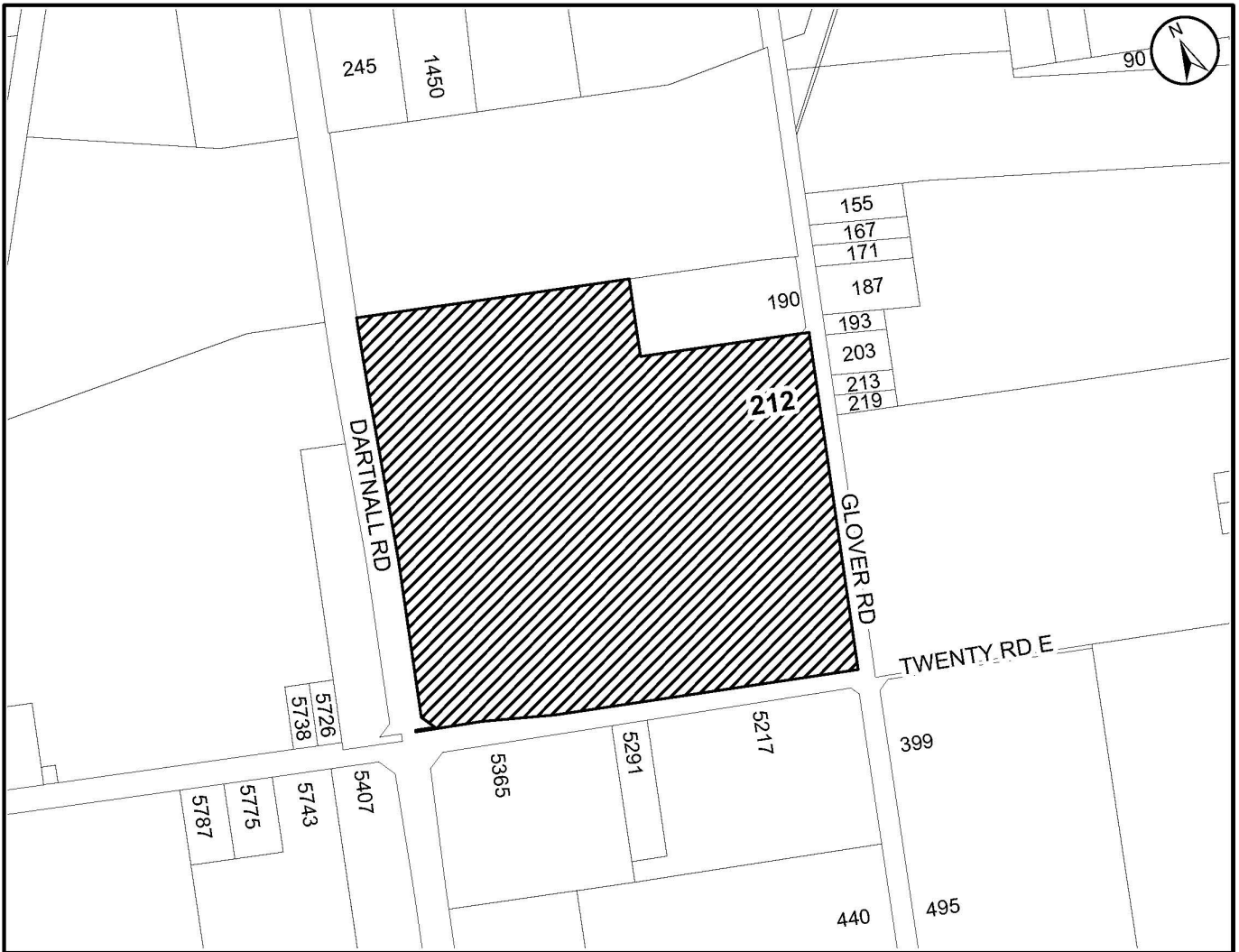
- Irwin Sampat, Tax Assessment and Appeals Advisor, Finance and Corporate Services Department;
- Lana Papp, Law Clerk, Finance and Corporate Services Department; and,
- Christine Kempton, Business Administration, Finance and Corporate Services Department.

## **Appendices and Schedules Attached**

Appendix A: Site Location Map

**Prepared by:** Johnpaul Loiacono, Senior Planner  
Planning and Economic Development Department, Economic  
Development Division

**Submitted and  
recommended by:** Norm Schleeahn, Director  
Planning and Economic Development Department,  
Economic Development



● Site Location

# Location Map



PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:  
212 Glover Rd

Date:  
February 7, 2025

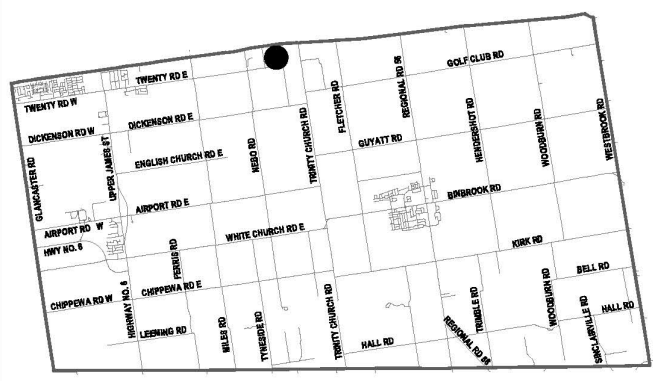
Appendix "A"

Scale:  
N.T.S

Planner/Technician:  
JL/DR

## Subject Property

212 Glover Road, Glanbrook



Key Map - Ward 11





## City of Hamilton Report for Consideration

**To:** Mayor and Members of Council  
 General Issues Committee  
**Date:** April 9, 2025  
**Report No:** PED25101  
**Subject/Title:** Revitalizing Hamilton Tax Increment Grant Program  
 Application – 92-96 John Street North and 75-81  
 Wilson Street, Hamilton  
**Ward(s) Affected:** Ward 2

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### Recommendations

- (a) That a Revitalizing Hamilton Tax Increment Grant Program Application submitted by Hamilton III GP Inc., as General Partner for, Hamilton III LP (Hamilton III GP Split Inc.), for the property at 92-96 John Street North and 75-81 Wilson Street, Hamilton, estimated to total \$2,262,415.00 over a maximum of four years based on the incremental tax increase attributable to the redevelopment of 92-96 John Street North and 75-81 Wilson Street, Hamilton, **BE AUTHORIZED AND APPROVED** in accordance with the terms and conditions of the Revitalizing Hamilton Tax Increment Grant Program;
- (b) That the General Manager of the Planning and Economic Development Department **BE AUTHORIZED AND DIRECTED** to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Revitalizing Hamilton Tax Increment Grant for Hamilton III GP Inc., as General Partner for, Hamilton III LP (Hamilton III GP Split Inc.) for the property at 92-96 John Street North and 75-81 Wilson Street, Hamilton, in a form satisfactory to the City Solicitor;
- (c) That the General Manager of the Planning and Economic Development Department **BE AUTHORIZED AND DIRECTED** to administer the Grant and Grant Agreement including, but not limited to, deciding on actions to take in respect of events of default and executing any Grant Amending Agreements,



**Revitalizing Hamilton Tax Increment Grant Program Application – 92-96 John Street North and 75-81 Wilson Street, Hamilton (Ward 2)**

**Page 2 of 8**

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together with any ancillary amending documentation, if required, provided that the terms and conditions of the Revitalizing Hamilton Tax Increment Grant Program, as approved by City Council, are maintained and that any applicable Grant Amending Agreements are undertaken in a form satisfactory to the City Solicitor.

### **Key Facts**

- A Revitalizing Hamilton Tax Increment Grant Program (the Program) Application for the redevelopment of the property at 92-96 John Street North and 75-81 Wilson Street, Hamilton (the Property) was submitted by Hamilton III GP Inc., as General Partner for, Hamilton III LP (Hamilton III GP Split Inc.) (the Applicant), the owner of the Property. The Property is located within the Downtown Hamilton Community Improvement Project Area required for eligibility under the Program as established via By-law 21-163;
- The development involves the construction of a 31-storey building with 383 residential condominium units and 488 square meters of new commercial space. There will be 143 parking units;
- Prior to redevelopment, the Property currently contains a one-storey commercial building, a three-storey commercial building with associated parking lots and a two-storey residence;
- Construction costs are estimated at \$134,700,000.00 The assessed value of the Property is estimated to increase from its preconstruction value of \$2,575,000.00 to \$75,357,000.00; and,
- This will increase total annual property taxes generated by the property. The municipal share of this property tax increase (municipal tax increment) will be approximately \$904,966.00 of which 100% would be granted to the owner during year one, 75% or approximately \$678,724.50.00 in year two, 50% or approximately \$452,483.00 in year three and 25% or approximately \$226,241.00 in year four. The estimated total value of the Grant is approximately \$2,262,415.00. Note that each year's Grant payment is calculated based on the actual tax increment realized annually.

**Revitalizing Hamilton Tax Increment Grant Program Application – 92-96 John Street North and 75-81 Wilson Street, Hamilton (Ward 2)**  
**Page 3 of 8**

**Pre-Construction Photo**



Source: Applicant

**Rendering of Building to be Constructed**



Source: Applicant

**Revitalizing Hamilton Tax Increment Grant Program Application – 92-96 John  
Street North and 75-81 Wilson Street, Hamilton (Ward 2)**

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- Staff note that the subject site is currently municipally known as 92-96 John Street North and 75-81 Wilson Street, Hamilton. Currently, the future address of the property upon completion of the planned development is unknown. Notwithstanding this status, and regardless of any future address assigned to the site, this Report and Staff's Recommendations shall, for clarity, apply to the site area as defined in Appendix A to Report PED25101.

### **Financial Considerations**

The City will collect full property taxes on the property and, in turn, provide a Grant for four years, declining each year after the first year by 25%, based on the increase in the municipal portion of the taxes, post-redevelopment completion of 92-96 John Street North and 75-81 Wilson Street, Hamilton. Following year one of the Grant Payment, the City will start to realize the positive results of the Program from a financial perspective. Based on the projected figures, the estimated tax increment over four years' totals \$3,619,864.00, of which the Applicant would receive a Grant totalling approximately \$2,262,415.00 and the City retaining taxes totalling approximately \$1,357,449.00.

### **Analysis**

#### **Legal Implications**

The Program is authorized by the Revitalizing Hamilton's Commercial Districts Community Improvement Plan which was last comprehensively reviewed and approved by City Council on September 29, 2021 via By-law No. 21-164.

The Applicant will be required to enter into a Grant Agreement prior to Grant payment which will specify the obligations of the City and the Applicant and will be prepared in a form satisfactory to the City Solicitor.

As projects move forward, it is sometimes necessary to amend previously approved Grant Agreements and any ancillary documentation. Therefore, staff are recommending that the General Manager of Planning and Economic Development be authorized to amend Grant Agreements and any ancillary documentation, provided that the terms and conditions of the Program are maintained.

#### **Staffing Considerations**

Applications and Grant payments under the Program are administered by staff from the Economic Development Division, Planning and Economic Development Department and the Financial Planning, Administration and Policy Section of the Corporate Services Department. There are no additional staffing requirements arising from this Report's recommendations.

#### **Relevant Consultation**

Staff from Financial Services, Taxation and Legal Services Divisions of the Corporate Services Department were consulted, and the advice received incorporated in this Report.

**Revitalizing Hamilton Tax Increment Grant Program Application – 92-96 John  
Street North and 75-81 Wilson Street, Hamilton (Ward 2)**

**Page 5 of 8**

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## **Policy Implications and Legislated Requirements**

### **Urban Hamilton Official Plan**

The subject lands are identified as the “Downtown Urban Growth Centre” Node on Schedule “E” – Urban Structure and designated as “Downtown Mixed-Use Area” on Schedule “E-1” – Urban Land Use Designations of the Urban Hamilton Official Plan. The subject lands are also located in the Downtown Hamilton Secondary Plan and designated “Downtown Residential” (High-rise 2). The Secondary Plan supports creating new housing throughout the Downtown while improving the quality of the existing residential neighbourhoods and providing for a diversity of housing and a range and size of unit types.

### **Zoning By-law No. 05-200**

The subject lands are zoned “Downtown Residential (D5)” within the City of Hamilton’s Zoning By-law 05-200. The D5 Zone permits a range of uses including retail and residential with the intention to maintain residential areas by allowing for a range of housing forms while integrating retail and commercial uses for the residents’ daily needs.

The planned use of the site is permitted.

### **Site Plan Control**

The Site is subject to Site Plan Control. The development has received Draft Site Plan approval (DA-23-051).

**Revitalizing Hamilton Tax Increment Grant Program Application – 92-96 John  
Street North and 75-81 Wilson Street, Hamilton (Ward 2)  
Page 6 of 8**

### Calculation of Grant

The following is an overview of pre and post development Property assessments and associated taxes which have informed the estimated Grant contained in this Report:

<b>Grant Level:</b>	<b>100%</b>	
<b>Total Eligible Costs (Maximum)</b>	\$134,700,000.00	
<b>Total Pre-Project CVA:</b>		
<b>CT Commercial</b>	\$1,052,000.00	
<b>CT Commercial</b>	\$1,248,000.00	
<b>CT Residential</b>	<u>\$275,000.00</u>	
<b>Total</b>	<b>\$2,575,000.00</b>	Year: 2024
<b>Pre-Project Property Taxes:</b>		
<b>Municipal Levy</b>	\$61,372.23	
<b>Education Levy</b>	<u>\$20,660.75</u>	
<b>Pre-Project Property Taxes</b>	<b>\$82,032.98</b>	
<b>Estimated Post-Project CVA:</b>		
<b>NT New Residential</b>	\$74,665,000.00	Year: TBD
<b>CT Commercial</b>	<u>\$692,000.00</u>	Year: TBD
<b>Total</b>	<u>\$75,357,000.00</u>	
<b>Estimated Year 1 Municipal Levy</b>	\$966,338.00	
<b>Estimated Education Levy</b>	<u>\$120,327.00</u>	
<b>Estimated Total Post-Project Property Taxes</b>	<b>\$1,086,665.00</b>	

#### Provisions for Calculations:

- 1) The actual roll number(s), assessed value(s), tax classification(s) and value partitioning (where applicable) are to be determined by the Municipal Property Assessment Corporation;
- 2) As per Program requirement, the increase in realty taxes is based on the year in which Building Permit that initiated the above grade construction of the development was issued;
- 3) 2024 tax rates have been used for calculation of the estimated post-development property taxes;
- 4) Annual taxes exclude any Local Charges; and,

**Revitalizing Hamilton Tax Increment Grant Program Application – 92-96 John  
Street North and 75-81 Wilson Street, Hamilton (Ward 2)**  
Page 7 of 8

5) All dollar figures rounded.

### Estimated Grant Payments

The estimated Grant Payments under the terms of the Program are provided below and based on the following municipal property tax increment calculation:

Pre-project Municipal Taxes = Municipal Levy = \$61,372

Estimated Post Project Municipal Taxes = Municipal Levy = \$966,338

Municipal Tax Increment = \$966,338 - \$61,372 = \$904,966

Year	Grant Factor	Tax Increment	Grant
1	100%	\$904,966.00	\$904,966.00
2	75%	\$904,966.00	\$678,724.50
3	50%	\$904,966.00	\$452,483.00
4	25%	\$904,966.00	\$226,241.50
<b>Total</b>		<b>\$3,619,864</b>	<b>\$2,262,415.00</b>

The Grant Agreement required to execute the Grant payments will contain provisions respecting the timing of payments and criteria for calculating the Grant payment in each year to ensure Grant payments reflect the Property's actual assessed value and actual municipal taxes levied each year. The Applicant will be required to accept the terms and conditions of the Grant Agreement prior to any Grant payments being made.

### Alternatives

The Application meets the eligibility criteria and requirements of the Program. Declining a Grant and/or approving a reduced amount would undermine the principles of the Program and urban regeneration efforts in general. This alternative is not recommended.

In the event the project is not considered for the Program, the Application should be referred to staff for further information on possible financial and/or legal implications.

### Relationship to Council Strategic Priorities

Staff's recommendations are intended to enforce/improve City priorities as follows:

1. Sustainable Economic & Ecological Development
  - 1.1 Reduce the burden on residential taxpayers

### Previous Reports Submitted

Not Applicable.

**Revitalizing Hamilton Tax Increment Grant Program Application – 92-96 John  
Street North and 75-81 Wilson Street, Hamilton (Ward 2)**

**Page 8 of 8**

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**Consultation**

- Irwin Sampat, Tax Assessment and Appeals Advisor, Corporate Services Department.
- Lana Papp, Law Clerk, Corporate Services Department.
- Christine Kempton, Business Administrator, Corporate Services Department.
- Robert Just and Ryan Miller, Emblem Developments

**Appendices and Schedules Attached**

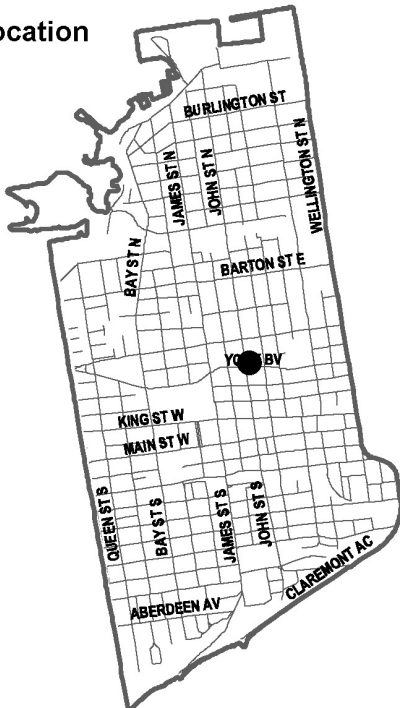
Appendix A: Location Map

**Prepared by:** Carlo Gorni, Coordinator-Urban Renewal Incentives,  
Planning and Economic Development Department,  
Economic Development Division, Commercial District and  
Small Business Section

**Submitted and  
recommended by:** Norm Schleeahn, Director  
Planning and Economic Development Department  
Economic Development



● Site Location



Key Map - Ward 2

# Location Map



Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:  
 92-96 John St N & 75-81 Wilson St

Date:  
 February 19, 2025

Appendix "A"

Scale:  
 N.T.S

Planner/Technician:  
 CG/NB

### Subject Property



92-96 John Street North and 75-81 Wilson Street,  
 Hamilton (Ward 2)







## City of Hamilton Report for Consideration

**To:** Chair and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** HSC24016(a)

**Subject/Title:** Asylum-Claimants Transitional Housing Proposal

**Ward(s) Affected:** (City Wide)

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### Recommendations

- 1) That funding up to \$1,044,225 **BE APPROVED** to extend the provision of services and programs for refugee claimants and asylum seekers between June 1, 2025 to December 31, 2025 (7 months) to be funded first from eligible provincial or federal funding, then if necessary, any end of year program or department surplus and if required, corporate sources as approved by the General Manager Finance and Corporate Services subject to the Service Providers entering into a funding agreement with the City on such terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department and in a form satisfactory to the City Solicitor and that the General Manager of the Healthy and Safe Communities Department be authorized and directed to execute the funding agreement and any ancillary documentation:
  - a) That funding up to \$280,000 be provided to Good Shepherd Centres to extend the provision of a 10-bed women's transitional housing program for refugee claimants and asylum seekers between June 1, 2025, to December 31, 2025,
  - b) That funding up to \$642,250 be provided to Wesley Urban Ministries to extend the provision of 30 beds of a 75-bed transitional housing program for men, women, family, and couples between June 1, 2025, to December 31, 2025
  - c) That funding up to \$121,975 be provided to Refugee Newcomer Health to extend the partial operation costs of a Newcomer Referral and Coordination Hub serving all newcomer demographics between June 1, 2025, to December 31, 2025.

## Asylum-Claimants Transitional Housing Proposal (HSC24016(a)) (City Wide)

Page 2 of 8

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- 2) That funding up to \$5,258,703 **BE CONSIDERED** as part of the 2026 and 2027 Tax Budget processes to extend the provision of services and programs for refugee claimants and asylum seekers between January 1, 2026 to March 31, 2027 (15 months), in line with the timelines for potential Federal Interim Housing Assistance Program Funds to be funded first from eligible provincial or federal funding, subject to the Service Providers entering into a funding agreement with the City on such terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department and in a form satisfactory to the City Solicitor and that the General Manager of the Healthy and Safe Communities Department be authorized and directed to execute the funding agreement and any ancillary documentation:
    - a) That funding up to \$618,075 be provided to Good Shepherd Centres to extend the provision of a 10-bed women's transitional housing program for refugee claimants and asylum seekers between January 1, 2026, to March 31, 2027,
    - b) That funding up to \$3,810,778 be provided to Wesley Urban Ministries to extend the provision of a 75-bed transitional housing program for men, women, family, and couples between January 1, 2026, to March 31, 2027,
    - c) That funding up to \$829,850 be provided to Refuge Newcomer Health to extend the operation of a Newcomer Referral and Coordination Hub serving all newcomer demographics between January 1, 2026, to March 31, 2027.
  - 3) That staff **BE DIRECTED** following 2.5 years of operation to report on program success and make a recommendation on the continuation of services after March 2027.
  - 4) In anticipation of potential funding from the Federal government, that staff **BE DIRECTED** to receive funding from Immigration, Refugee, and Citizenship Canada's Interim Housing Assistance Program across 2025-26 and 2026-27 fiscal years to reimburse the municipality for funds expended to support refugee claimants and asylum seekers experiencing homelessness as well as operating and program costs associated with housing services aimed at reducing emergency shelter occupancy and ending encampments
  - 5) That staff **BE DIRECTED** to continue to pursue full recovery from the Federal and Provincial governments for the costs associated with the City's response for refugee claimants and asylum seekers and that any funds received for this purpose be applied to the Corporate Financials – Expenditures/Non-Program Dep.
  - 6) That Clerks **BE DIRECTED** to remove the Outstanding Business List item from the April 4, 2024, GIC Report HSC24016 regarding reporting back on the asylum program after six months of operations, as this report satisfies that requirement.

## Key Facts

- Staff recommend continued funding for 85-bed transitional housing and housing focused case management programs in support of refugee claimants and asylum seekers experiencing homelessness.
- Council initially approved programming in June 2024 (HSC24016) and enhanced the programs after three months (HSC24027(b)) in response to community need and early promising performance indicators.
- After 6 months of operation, programs have exceeded initial targets, housing 54 individuals and 9 families, decreasing length of stay in transitional housing to 3 months or less, and lowered the prevalence of refugee claimants and asylum seekers in mainstream shelters creating room for people coming from encampments or other forms of homelessness.
- The City of Hamilton received \$5.2M under the Federal Immigration, Refugee, and Citizenship Canada (IRCC) Interim Housing Assistance Program (IHAP) in 2023 to reimburse the City for shelter costs associated with asylum and refugee claimants. The City has submitted \$3.95M for 2024 operations. The 2024 claim is still being processed; however, it does include the 2024 Asylum program.
- The City has submitted a proposal for a two-year allocation under the Interim Housing Assistance Program that would cover asylum claimants seeking shelter in our emergency response system, as well as in this transitional housing program. The recommendations within this report align with this federal funding cycle, ending in March 2027.

## Financial Considerations

Current Recommendation	2025 (Jun-Dec)	2026	2027 (Jan-Mar)
TOTAL	\$1,044,225	\$4,186,033	\$1,072,671

The current recommendation before Council is to approve funding for the original 40 beds and case management supports to the end of 2025 to be paid from eligible provincial or federal funding, then divisional or departmental surplus, and finally corporate sources. The annualized cost of 85 beds and case management supports for 2026, and 3 months of this program in 2027 will be referred to the 2026 Budget process for consideration. At the same time, the City has submitted a funding proposal to the Federal Interim Housing Assistance Program, which if approved, would reduce the costs of this program considerably. The recommendations do not seek funding beyond these federal timelines.

## Asylum-Claimants Transitional Housing Proposal (HSC24016(a)) (City Wide)

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## Detailed Costs

Costs by Program	2025 Jun-Dec (7 months)	2026 Jan-Dec (12 months)	2027 Jan-Mar (3 months)
Good Shepherd Bakhita House	\$280,000	\$492,000	\$126,075
Wesley Asylum Seeker Assistance Program	\$642,250	\$3,033,455	\$777,323
Refuge Newcomer Health Referral and Coordination Hun	\$121,975	\$660,578	\$169,273
<b>Total Costs</b>	<b>\$1,044,225</b>	<b>\$4,186,033</b>	<b>\$1,072,671</b>

Good Shepherd Bakhita House provides a 10-bed short term transitional housing program, Wesley Asylum Seeker Assistance Program provides a 75-bed short term transitional bed program with case management supports, and Refuge Newcomer Health Referral and Coordination Hub provides case management wrap around supports to those transitioning to the above programs, staying at Bakhita House, and support for clients post-housing for stability and community integration.

The financial benefit and implications of continued funding are highlighted in the “Analysis” section.

## Historical Context:

Already Approved by Council	2024	2025
HSC24016 (June 2024 - May 2025)	\$1,043,667	\$746,100
HSC24027(b) (Oct 2024 - Dec 2025)	\$470,236	\$1,880,944
<b>TOTAL</b>	<b>\$1,513,903</b>	<b>\$2,627,044</b>

Report HSC24016 approved a budget from June 1, 2024, to May 31, 2025, for 40 beds and case management supports for asylum claimants. Report HSC24027(b) approved a budget for October 2024 through to December 2025 to enhance the asylum claimant programs for an additional 45 beds and case management supports.

## Reimbursement from the Federal Government:

In 2023, the City submitted \$10 M in claims to the Federal Government Interim Housing Assistance Program to offset the costs of serving a growing number of refugee claimants and asylum seekers, and was reimbursed \$5.2 M. Reimbursement for 2024 has been delayed by the cyber incident, but has been recently submitted in the amount of \$3.95 M. An application for reimbursement for Jan-March 2025 is still pending release from the Federal Government.

In response to Municipal advocacy, the Federal Government has shifted to a proactive funding model and the City has already applied for the period of April 2025 – March 2027 in the amount of \$10.3 M for 24 months. In the application for funding for 2025-2026 the Federal Government was willing cover up to 95% of the costs, and in 2026-2027 they were willing to fund up to 75% of the costs from the Municipality.

The City anticipates a response from the Interim Housing Assistance Program in March 2025 regarding reimbursement and funding going forward for 2025-2027 fiscal years. Staff also anticipate a January-March 2025 claim submission will also be possible; however, this has not been issued by the Federal Government at the time of writing.

Note that we have asked for funding from the Federal Government over and above the costs recommended in this report. If granted, this money would cover the costs of enhancements requested by the programs (see “Alternatives” section on Page 7) and reimbursements for costs spent in operating mainstream emergency shelters.

There are no anticipated staffing implications associated with Report HSC24016(a).

## **Background**

Since early 2023, municipalities across Canada have seen an influx in refugee and asylum-seeking households arriving in Canada, with many requiring immediate emergency shelter services and support finding housing.

On April 10, 2024, Council approved Report HSC24016 Asylum-Claimants Transitional Housing Proposal for 40 beds and 100 caseload spaces to alleviate occupancy pressures in the emergency shelter system and provide specialized supports to asylum seekers and refugees. Outcomes to date are very promising with 54 individuals and 9 families out of the 136 people who have booked into the transitional housing achieving stable housing within the first 6 months of operation (43%). Only 2 people left the program voluntarily, and no clients have reported to be discharged to homelessness.

The City has provided enhanced supports to the whole Homelessness Sector, including asylum seekers and refugee claimants experiencing homelessness. At the September 25, 2024, Council meeting, Council approved Report HSC24027(b), Reducing Homelessness and Managing Encampments, that supported additional spaces in the emergency shelter system, including an additional 45 beds for asylum seekers and refugee claimants. Wesley Asylum Seekers Assistance Program and Refugee Newcomer Health were ready to respond to the community call to expand the system immediately, and staff recommended this option to Council based on the success of their preliminary data.

To date, the Federal Ministry of Immigration, Refugees and Citizenship Canada’s Interim Housing Assistance Program has reimbursed the City of Hamilton for 50% of shelter costs incurred between October and December 2023 at \$5.2 M. The City has been delayed in submitting 2024 claims due to the cyber security incident but hopes for additional reimbursement for 2024 operations at 15% acknowledging the reduced reliance on the shelter system, as well as 100% of the transitional beds and case

management programs geared towards asylum claimants – a total of \$3.95M for January – December 2024.

Currently, the City has applied for the Federal Interim Housing Assistance Program for asylum claimant support in fiscal years 2025-2026 and 2026-2027, as the Federal Government has moved to a pro-active grant process, instead of a retroactive reimbursement model, in response to advocacy from municipalities.

As part of the original Council approval for this program (HSC24016), staff are required to report back with detailed analysis of the first six months of operation and make recommendations about continuation of services. At six months of operation, the program is successful in its intention to divert newcomers from mainstream shelter beds and into specific short-term housing supports for refugee and asylum seekers. Upon expansion of the program at the three-month mark, outcomes have improved. This report is to recommend extending the funding for the Asylum-Claimants Transitional Housing Programs from June 1, 2025, to March 31, 2027, to align with the timeline that the Federal Government has committed to funding these programs. Extending the program would allow for continued service delivery of this promising and nationally recognized approach. It also continues to provide asylum and refugee housing capacity during a time of uncertain international politics.

## Analysis

The short-term housing offered by Wesley and Good Shepherd have accommodated over 136 refugee claimants and asylum seekers since programs began in mid-June 2024. The cost to operate is similar to our existing emergency shelter services, however most clients have a length of stay that is 3 months or less which is shorter than many currently using the emergency system. The overall reach of the housing and case management programs is 152 individuals including family members.

The programs are integrated into our existing coordinated homelessness service delivery system and have been scaled up per the previous Council report HSC24027(b) Reducing Homelessness and Managing Encampments. The mainstream emergency shelter system has seen an 83% decrease in refugees, refugee claimants, and asylum seekers from a high of 36% of the shelter stayers in 2023 to 6% in December 2024.

Housing placements have been achieved by 54 individuals and 9 families to date, exceeding expectations of a 3-month turnaround within the first 6 months of program operation. One hundred and fifty-two people have received case management supports, and those asylum seekers and refugee claimants in shelter that do not qualify for a bed at one of the short-term emergency housing beds, or are on a waitlist, still receive referrals from the program to support their flow through the shelter system.

Staff are in close contact with program operators to launch the program, understand program roll-out, and collect program metrics. Staff connected with shelter operators about how this program has affected their operations. Many identified the capacity created within the shelter system by the asylum seekers programs as a “bright spot” and a “relief” to see clients move into more appropriate programs and eventual housing. Client satisfaction surveys show that 96% of respondents reported being satisfied

overall. When asked about their service needs and priorities and whether they were met, 84% of respondents said their needs were either met or exceeded.

These programs are on track to move almost 200 individuals in the first twelve months from shelter into private market housing and will reduce pressures on the men's, women's, and family shelter sectors. At full capacity (85 beds), it is anticipated that they will house 272 asylum claimants experiencing homelessness per year.

Hamilton's model has been recognized across the province. At the Ontario Intergovernmental Asylum Roundtable, it is reported that length of stay in short term housing at hotels in the GTA is more than 1 year. Other municipalities are increasingly interested in Hamilton's promising practice and efficient housing outcomes. The Federation of Canadian Municipalities has also inquired about our program to seek additional details and acknowledge our program successes that can be leveraged in other communities.

Based on this analysis, staff are recommending this program be extended. This program model has been working well for clients, program operators, and is diverting newcomers from standard shelter operations where there are less resettlement supports available, providing much needed spaces to other community members in shelter.

## **Alternatives**

As part of the application for funding to the Federal Interim Housing Assistance Program for 2025-2026 and 2026- 2027, the City has submitted enhanced program costs and capital costs that have been requested by the programs. The enhancements to staffing and program costs are approximately \$340,000 annually and are detailed as follows:

- House Manager (1.5 FTE), \$95,815
- Program Coordinator, \$84,413
- Program Costs, Flex Funds, \$112,000
- Rental Costs, \$48,000

Staff have not recommended these costs in this report because the asylum claimant programs are achieving good outcomes at current costs. Although it is reasonable to assume that these programs would continue to offer excellent value for investment, the population of asylum claimants in mainstream shelters is currently being managed by the existing investment and there are areas in the homeless serving sector that would be higher priority for investment at this time.

The City supports these enhanced costs in principle, that is why we have submitted them to the Federal Interim Housing Assistance Program for support, however, staff does not recommend that the City take on the financial costs for this enhancement.

Council may wish to fund these enhancements, for an annualized cost of \$340,000 and referred to the budget thereafter, between June 1<sup>st</sup>, 2025, and March 31, 2027.

## **Relationship to Council Strategic Priorities**

The recommendations strategically improve Council's 2022-2026 Priority 2.1, to "increase the support of affordable and supportive housing and reduce chronic homelessness". Recommendations in this report will contribute to reducing chronic homelessness by creating space in shelters for people exiting encampments and other forms of homelessness, it moves asylum claimants quickly through the experience of homelessness by providing specific wrap around supports to meet people's needs for housing and community integration, and it has proven to be an efficient investment in a sector that is chronically underfunded by Provincial and Federal Government.

## Previous Reports Submitted

- Asylum-Claimants Transitional Housing Proposal (HSC24016) (City Wide) April 3, 2024, General Issues Committee
  - [filestream.ashx](#)
- Reducing Homelessness and Managing Encampments (Report HSC24027(b)/FCS24028/PED24162) (City Wide) September 18, 2024, General Issues Committee
  - [filestream.ashx](#)

## Consultation

Heather Snyder, Business Administrator, Corporate Services

David Trevisani, Manager Finance and Administration, Corporate Services

Ontario Intergovernmental Asylum Roundtable

Clients served in the Asylum Claimant Transitional Housing programs

## Appendices and Schedules Attached

**Prepared by:** Robyn Perry, Senior Project Manager,  
 Housing and Homelessness Policy, Housing Services  
 Division

Shannon Honsberger, Manager,  
 Housing and Homelessness Policy, Housing Services  
 Division

**Submitted and recommended by:** Michelle Baird, Director  
 Healthy and Safe Communities, Housing Services Division





## City of Hamilton Report for Recommendation

**To:** Chair and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** PED25116

**Subject/Title:** Rescind Direction to Sell 38 Strachan Street West and 344 Bay Street North and Parts A and B of the Road Allowance Abutting the West Side of 38 Strachan Street West

**Ward(s) Affected:** Ward 2

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### Recommendations

- 1) That the decisions to declare surplus and sell the lands known as 38 Strachan Street West and 344 Bay Street North, and to sell Parts A and B of the allowance abutting the west side of 38 Strachan Street West, as shown in Appendix A to Report PED25116, BE RECINDED;
- 2) That staff be directed to prepare the necessary draft amendments to the Official Plan and Secondary Plan and schedule a Statutory Public Meeting for Council's consideration at a future Planning Committee meeting to remove the residential land use permissions and recognize the existing park use;
- 3) That 38 Strachan Street West, 344 Bay Street North and Parts A and B of the road allowance be recognized as part of the parkland dedication requirements for the redevelopment of 405 James Street North (Jamesville) in advance of the proposed updates to the Official Plan and Secondary Plan;
- 4) That the General Manager of Planning and Economic Development, or designate, be authorized, and directed to execute any agreements necessary to accept 38 Strachan Street West, 344 Bay Street North and

**Rescind Direction to Sell 38 Strachan Street West and 344 Bay Street North and  
Parts A and B of the Road Allowance Abutting the West Side of 38 Strachan  
Street West (Ward 2)**  
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Parts A and B of the road allowance as off-site parkland dedication for the redevelopment of 405 James Street North, in a form satisfactory to the City Solicitor.

## **Key Facts**

- On March 29, 2017, Council approved a motion that directed that 38 Strachan Street West and 344 Bay Street North be declared surplus and that CityHousing Hamilton carry out the planning process for this parcel.
- Report PED17219, following the direction of the Affordable Housing Site Selection Sub Committee, approved at Council on June 28, 2017, as part of GIC Report 17-014, identified 38 Strachan Street West as a suitable site for facilitating an affordable housing development.
- On June 9, 2021, Council approved Public Works Committee Report 21-008 that directed the permanent closure and sale of a portion of road allowance abutting the west side of 38 Strachan Street West.
- On March 5, 2025, CityHousing Hamilton advised the Acting General Manager of the Planning and Economic Development Department that they have no interest nor intent in developing the subject lands and that CityHousing Hamilton intends to continue the Jamesville development without intensifying this parcel.
- The purpose of this report is to rescind the directions to declare surplus and sell the lands known as 38 Strachan Street West and 344 Bay Street North and to sell part of the road allowance abutting the west side of 38 Strachan Street West (Parts A and B), as shown in Appendix A to Report PED25116, to recognize these lands as part of the parkland dedication requirements for the redevelopment of 405 James Street North, and to undertake the necessary Official Plan and Secondary Plan amendment to recognize the park.

## **Considerations**

Not applicable.

## **Background**

On March 29, 2017, Council passed the following motion as it relates to the lands at 38 Strachan Street West and 344 Bay Street North

- (a) That the lands municipally known as 38 Strachan Street West and 344 Bay Street North, in the City of Hamilton be declared surplus to the requirements of the City of Hamilton in accordance with the “Procedural By-law for the Sale of Land”, being By-law No. 04-299;
- (b) That City Housing Hamilton carry out the planning process for this Low Density Residential parcel with an emphasis on tying in these lands with current residents’ needs respecting the Mixed Income Jamesville CHH property redevelopment;

**Rescind Direction to Sell 38 Strachan Street West and 344 Bay Street North and  
Parts A and B of the Road Allowance Abutting the West Side of 38 Strachan  
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- (c) That the manager of the Neighbourhood Action Strategy be requested to meet with representatives of the community garden and assist with, and in conjunction with any other City of Hamilton staff as needed, the relocation of the community garden to an area of similar size at the entrance of Bayfront Park to the west;
- (d) That any proceeds after Legal and Real Estate fees from the sale of 38 Strachan West and 344 Bay Street North be allocated toward road and sidewalk rehabilitation in the North End neighbourhood;
- (e) That should the garden club agree to continue to care for a garden at the new location to the immediate west at Bayfront Park, that the garden should not be maintained as a food garden;
- (f) That a portion of the parcel to the South West be maintained as green space.”

Report PED17219, following the direction of the Affordable Housing Site Selection Sub Committee, approved at Council on June 28, 2017, as part of GIC Report 17-014, identified 38 Strachan Street West as a suitable site for facilitating an affordable housing development.

Report PW21034 recommended that the application of the City of Hamilton’s Real Estate Section on behalf of CityHousing Hamilton Corporation to permanently close and sell a portion of road allowance abutting the west side of 38 Strachan Street West be approved, subject to conditions. The report also recommended that this portion of the road allowance be sold.

## **Analysis**

The subject lands are valued by the neighbourhood and broader community for park and open space uses and are currently used as a community garden. The original intent going back to 2017 was to sell the subject lands to facilitate the development of affordable housing. At that time, CityHousing Hamilton was to carry out the planning process for this parcel with an emphasis on tying in these lands with current residents’ needs respecting the redevelopment of CityHousing Hamilton’s Jamesville property at 405 James Street North.

In April 2024, the City of Hamilton released the revised Jamesville redevelopment concept that included the transfer of the development potential of the subject lands to 405 James Street North. In addition, on March 5, 2025, CityHousing Hamilton advised the Acting General Manager of the Planning and Economic Development Department that they have no interest nor intent in developing the subject lands and that they intend to continue the Jamesville development without intensifying these lands.

As a result, these lands are no longer required for affordable housing purposes and this report recommends that the previous directions to sell the Bay-Strachan parcel, and the

**Rescind Direction to Sell 38 Strachan Street West and 344 Bay Street North and  
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abutting road allowance, be rescinded. The intent is for the lands to remain as parkland (community garden).

To ensure this occurs, the report directs staff to prepare the necessary Official Plan and Secondary Plan amendments and schedule a Statutory Public meeting for Council's consideration to remove any residential land use permissions and ensure the lands are designated for park purposes.

As the development potential of the subject lands was transferred to 405 James Street North with the Council endorsement of the revised concept for the Jamesville redevelopment, the report also directs that staff recognize 38 Strachan Street West, 344 Bay Street North and Parts A and B of the road allowance as part of the parkland dedication requirements for the redevelopment of 405 James Street North (Jamesville) in advance of the proposed updates to the Official Plan and Secondary Plan.

## **Alternatives**

Council could direct that staff not rescind the direction to sell the lands and the adjacent road allowance, and not proceed with the necessary Official Plan and Secondary Plan Amendments, however staff do not recommend this alternative as the lands are no longer required for affordable housing as the development potential of these lands has been transferred to 405 James Street North through the revised concept for Jamesville and they should remain as a community garden.

## **Relationship to Council Strategic Priorities**

1. Sustainable Economic & Ecological Development
  - 1.1. Protect green space and waterways
2. Safe & Thriving Neighbourhoods
  - 2.1. Provide vibrant parks, recreation and public space

## **Previous Reports Submitted**

- Properties and Process for Disposition of Lands for Affordable Housing ([PED17219](#))
- Proposed Permanent Closure and Sale of a Portion of Road Allowance Abutting 38 Strachan Street West, Hamilton ([PW21034](#)) (Ward 2)

## **Consultation**

- CityHousing Hamilton
- Planning & Economic Development Department, Corporate Real Estate Office
- Finance and Corporate Services Department, Legal Services

**Rescind Direction to Sell 38 Strachan Street West and 344 Bay Street North and  
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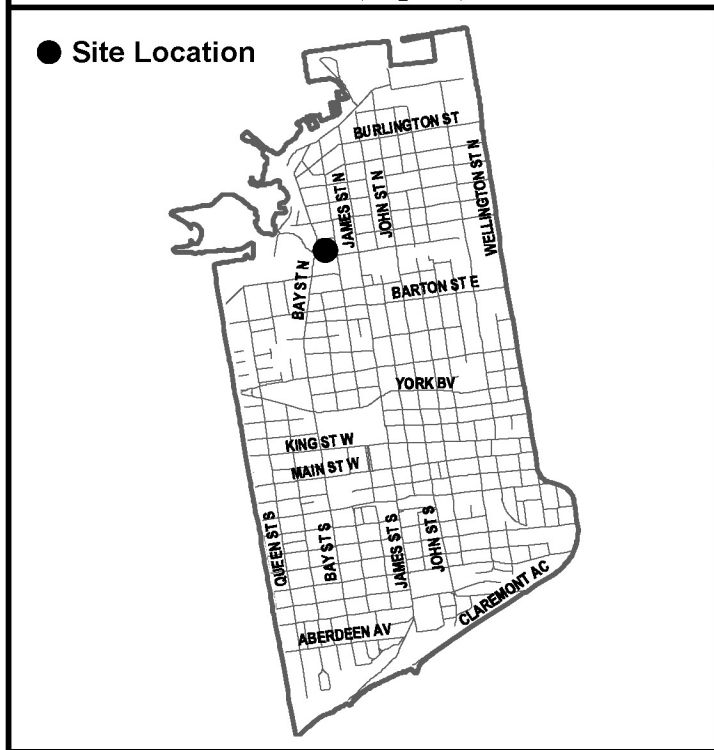
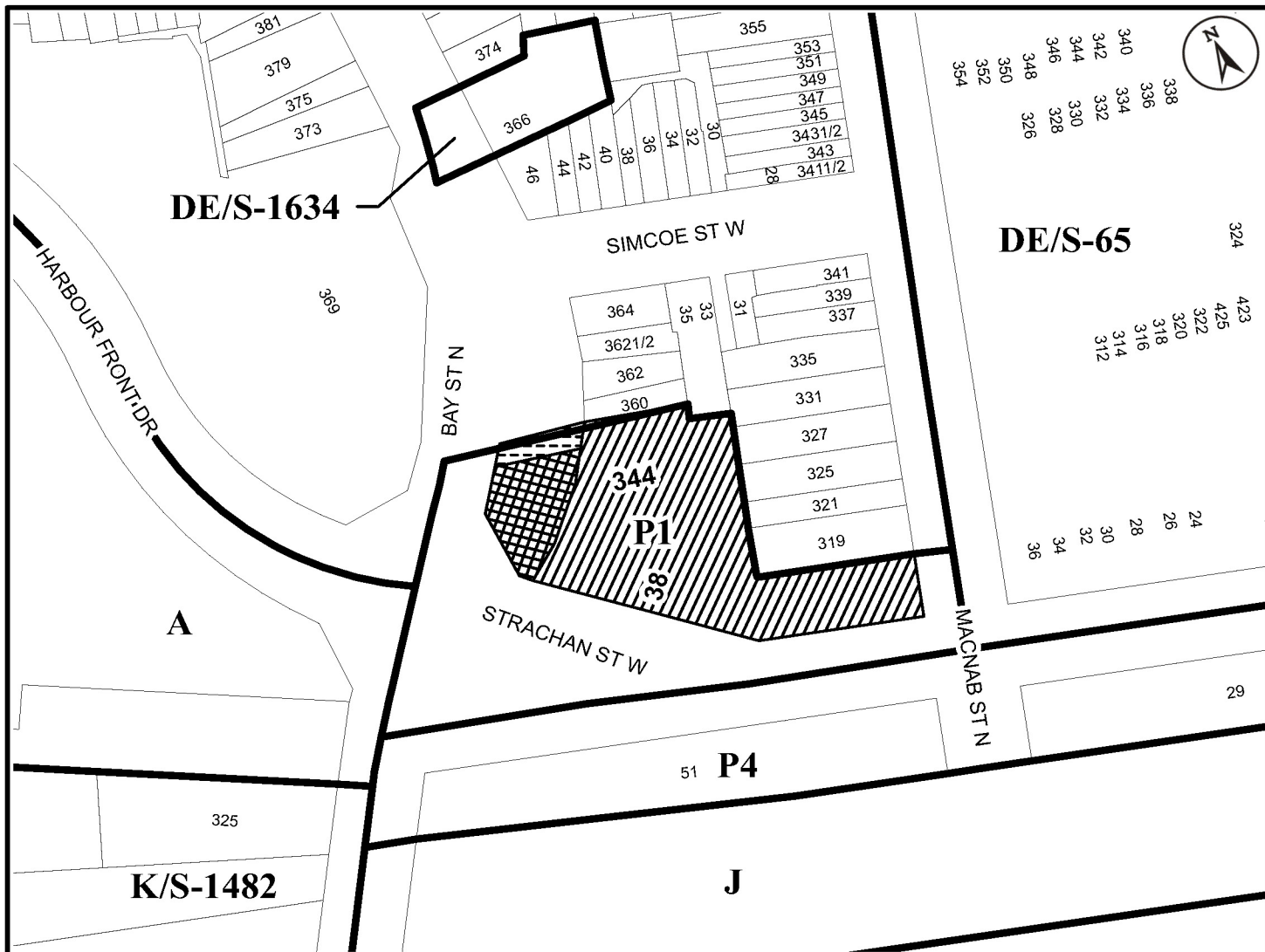
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**Appendices and Schedules Attached**





Appendix A: Location Map

**Prepared by:** Anita Fabac, Acting Director of Planning and Chief Planner  
Planning and Economic Development, Planning Division

**Submitted and  
recommended by:** Steve Robichaud, Acting General Manager  
Planning and Economic Development



Key Map - Ward 2

<h2 style="margin: 0;">Location Map</h2>		 <b>Hamilton</b>
<b>PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT</b>		
<b>File Name/Number:</b> 38 Strachan St W & 344 Bay St N	<b>Date:</b> March 13, 2025	
<b>Appendix "A"</b>	<b>Scale:</b> N.T.S	<b>Planner/Technician:</b> AF/NB
<b>Subject Property</b>		
	38 Strachan Street West and 344 Bay Street North, Hamilton (Ward 3)	
	Part A	
	Part B	



## City of Hamilton Report for Consideration

**To:** Chair and Members  
General Issues Committee

**Date:** April 9, 2025

**Report No:** PW25003

**Subject/Title:** Report on the Appointment of City Representatives to the Joint Stewardship Board

**Ward(s) Affected:** Citywide

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### Recommendations

- 1) That one Member of Council and one member of the Senior Leadership Team **BE APPOINTED** to the Joint Stewardship Board to fill the two vacated City of Hamilton seats;
- 2) That Confidential Appendix "A" attached to Report PW25003 **REMAIN CONFIDENTIAL**; and,
- 3) That the City Clerk **BE DIRECTED** to advise the Joint Stewardship Board of the City Council Appointments.

### Key Facts

- Staff were directed by Council to prepare a report for the General Issues Committee regarding the implications of the resignation of two City of Hamilton Joint Stewardship Board ("JSB") members.
- This report provides advice pertaining to City Council's ability to appoint members to the JSB and outlines a strategy to support the Joint Stewardship Board's operations in accordance with the Red Hill Valley Joint Stewardship Agreements.
- The Joint Stewardship Board currently consists of three representatives from the Haudenosaunee and three representatives from the City of Hamilton.

Report on the Appointment of City Representatives to the Joint Stewardship Board  
(PW25003) (City Wide)

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- Of the three City positions, Councillor Hwang is the sole remaining City representative on the Board, with the other two seats currently vacant because of recent resignations.
  - The Red Hill Valley Joint Stewardship Agreements do not limit City Council's ability to choose its representatives for the Joint Stewardship Board. Members can include members of City Council, City staff, or members of the public.
  - This report recommends appointing one member of Council and one member of the senior leadership team to the Joint Stewardship Board. Including a senior staff member on the JSB could offer several benefits, including preserving institutional knowledge, providing technical expertise on the Red Hill Valley Joint Stewardship Agreements, enhancing coordination across city departments, and demonstrating the City's Administrative commitment to the Board's long-term success.
  - Appointments will be made public following the conclusion of the closed session meeting.

## Financial Considerations

There are no financial implications associated with this report.

## Background

The Red Hill Valley Joint Stewardship Agreements ("Agreements") were signed in September 2003 by the City of Hamilton and representatives of the Haudenosaunee.

Following the resignation of two Joint Stewardship Board members (Councillors Clark and Francis), staff were directed to return to the General Issues Committee with a report outlining the implications of the resignations and next steps.

The following Council direction was given at the October 9, 2025, Council meeting:

"That staff be directed to report back to the General Issues Committee on the implications of the resignations from the Red Hill Valley Joint Stewardship Board and on the operations of the Board and an analysis of next steps for Council's consideration taking into account the terms and conditions of the Haudenosaunee-Hamilton Red Hill Agreements."

The Agreements have been reviewed, and staff confirm that City Council has the authority to appoint any individual it deems appropriate to the Joint Stewardship Board.

To restore the Board's functionality and address the current vacancies, staff are recommending that the Board would be best supported if Council appoints one Member of Council and one member of the senior leadership team to the Joint Stewardship Board.



Report on the Appointment of City Representatives to the Joint Stewardship Board  
(PW25003) (City Wide)

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This will allow City staff to better support the work of the Board and City Council representatives through direct participation in the meetings and the assignment of work. This also provides the opportunity for the senior administration of the City to implement the direction of the Board. Alternative appointments, or combinations thereof, can be found in the Alternatives section of this report.

Further discussion on a strategy to renew and support the Joint Stewardship Board's operations is found in Confidential Appendix "A" to Report PW25003.

## Analysis

### Strategy to support the Joint Stewardship Board's Operations

The City retained external legal counsel, Alexandria Winterburn of Aird & Berlis, to review the Red Hill Valley Joint Stewardship Agreements and provide strategic guidance following the resignation of the two Council members.

A recommended strategy to support the Joint Stewardship Board's continued operations, restore its effectiveness and address current operational challenges is detailed in Confidential Appendix "A" to Report PW25003.

Outlined below are key components of the proposed strategy. In addition to the core recommendations, appointing a senior leadership team member to the Board is recommended – an approach supported by several strategic benefits:

- **Continuity and Preservation of Institutional Knowledge:** A member of the senior leadership team will help ensure institutional knowledge is preserved and lessons learned from past board activities are retained and applied to future decision making.
- **Long-Term Relationship Building and Sustainability:** The appointment of a member of the senior leadership team supports sustained, long-term relationships both within the board and with external partners, contributing to the overall sustainability of the Board's operations.
- **Technical Expertise and Implementation:** A member of the senior leadership team brings additional technical / subject-matter expertise and can support the efficient implementation of Board decisions across City departments.
- **Enhanced Coordination and Risk Management:** Their presence facilitates alignment with and coordination of City resources, strengthens risk oversight, and ensures strategic consistency across municipal priorities.
- **Clarity, Accountability, and Communication:** The presence of a senior leadership team member will support clarity and accountability regarding interpretation of the terms of the Agreements, support open and informed discussions at the Board, and ensure timely, effective follow-up with relevant City staff - contributing to overall transparency and communication.

Report on the Appointment of City Representatives to the Joint Stewardship Board  
(PW25003) (City Wide)

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- **Visible Administrative Commitment:** Appointing a member of the senior leadership team demonstrates a visible commitment by the administration to the Board's success and the effective implementation of its initiatives.

The strategy outlined in Confidential Appendix "A" to Report PW25003 is aimed at supporting the Joint Stewardship Board to effectively fulfill the responsibilities outlined in the Agreements.

Adhering to established procedures around meetings, staff interactions, and accountability - alongside strengthened administrative processes - will provide a more stable and transparent operational foundation.

By demonstrating good faith efforts to align with the terms of the Agreements and effectively restore the Board's functionality, the City and the broader Hamilton Community will be better positioned in the future.

## Alternatives

The City may appoint any individual to the Joint Stewardship Board, under the terms of the Agreements. More recently, these positions have been filled by Councillors from wards near the Red Hill Valley, but City Council may also appoint members of the public, staff, or other combinations as it deems appropriate.

## Relationship to Council Strategic Priorities

Report PW25003 is in keeping with the Agreements entered into by the City in 2003, and supports the following Council Strategic Priorities, namely:

1. Sustainable Economic & Ecological Development
  - 1.4 Protect green space and waterways.
3. Responsiveness & Transparency
  - 3.2 Get more people involved in decision making and problem solving.
  - 3.3 Build a high performing public service.

## Previous Reports Submitted

Not applicable.

## Consultation

This report was written in consultation with the following Departments / Divisions:

- Marnie Cluckie, City Manager
- Grace Mater, General Manager, Healthy and Safe Communities
- Lisa Shields, City Solicitor, Corporate Services
- Alexandria Winterburn, Aird & Berlis LLP (external)

Report on the Appointment of City Representatives to the Joint Stewardship Board  
(PW25003) (City Wide)

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- Katelyn LaForme, Director, Indigenous Relations, Healthy and Safe Communities
  - Beth Dockstator, Manager, Indigenous Relations, Healthy and Safe Communities

### **Appendices and Schedules Attached**

Confidential Appendix A: Legal Opinion dated April 1, 2025 from Alexandria Winterburn

*Confidential Appendix "A" is private & confidential in accordance with Section 239(2)(f) of the Municipal Act 2001 as it contains advice that is subject to solicitor-client privilege, including communications necessary for that purpose.*

**Prepared by:** Carlyle Khan, General Manager, Public Works  
Grace Mater, General Manager, Healthy & Safe Communities

**Submitted and recommended by:** Carlyle Khan, General Manager, Public Works Department  
Grace Mater, General Manager Healthy & Safe Communities Department

# CITY OF HAMILTON MOTION

**General Issues Committee Date: April 9, 2025**

**MOVED BY COUNCILLOR T. HWANG .....**

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

## **Exploring Options for Additional Below-market Homeownership Opportunities and Supporting City of Hamilton Incentives in the Roxborough Park Housing Demonstration Project**

WHEREAS, Roxborough Park is a joint public-private housing demonstration project in the McQueston neighbourhood of East Hamilton, which is delivering a mix of market and below-market homeownership and rental housing options in the city;

WHEREAS, in 2019 City Council approved the creation of two financial incentive programs under the Housing for Hamilton Community Improvement Plan: the Roxborough Access to Homeownership Grant Program and Roxborough Rental Housing Loan Program, which provide grants and forgivable loans respectively, to support the creation of below-market homeownership and rental housing opportunities in the project;

WHEREAS, City Council approved one-time funding to the Roxborough incentive programs intended to support a maximum of 107 below-market homeownership townhouse units and over 200 below-market residential rental units; and

WHEREAS, funding for the Roxborough Access to Homeownership Grant Program has been fully committed with the creation of 107 below-market homeownership townhouse units.

THEREFORE, BE IT RESOLVED:

- (a) That staff engage with Roxborough Park Inc. to explore opportunities for the creation of additional below-market townhouse units within the Roxborough Park Housing Demonstration Project; and
- (b) That staff report back to the General Issues Committee before Q3 2025 with the outcomes of this engagement and identify any additional incentive program funding and program amendments that would be required to support additional below-market homeownership townhouse units in the Roxborough Park Housing Demonstration Project.