



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

**Meeting #:** 25-009  
**Date:** July 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 June 11, 2025

**6. DELEGATIONS**

6.1 Delegations respecting Protecting Hamilton's Farmland (Item 9.1), from the following individuals:

a. Mike Schreiner, MPP, Ontario Green Party

b. Bobbi Ann Brady, MPP, Haldimand-Norfolk

**7. ITEMS FOR INFORMATION**

7.1 Open for Business Sub-Committee Minutes OBSC 25-002 - June 3, 2025

Members of the public can contact the Clerk's Office to acquire the documents considered at this meeting, in an alternate format.

7.2 Climate Change Advisory Committee Minutes:

- a. Climate Change Advisory Committee Minutes CCAC 25-004 - April 29, 2025
- b. Climate Change Advisory Committee CCAC 25-005 - May 27, 2025

7.3 PW25045

Digital Tools to Enhance Public Safety (Outstanding Business List)

7.4 PED24163(c)

10-Year Downtown Revitalization Strategy Project Update and Interim Consultant's Report (Ward 2)

*(This Item includes a Presentation.)*

7.5 PED25163

Hamilton's Biodiversity Action Plan 2025 Annual Update (City Wide)

*(This Item includes a Presentation.)*

7.6 Accessibility Committee for Persons with Disabilities Minutes ACPD 25-006 - June 10, 2025

**8. ITEMS FOR CONSIDERATION**

8.1 Amendments to the Outstanding Business List:

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

Heat Response Strategy (BOH24010) (City Wide)  
 Added: 04/29/24 at Public Health Committee  
 Completed: 05/21/25 at GIC (Item 7.2)

- a. Items Requiring a New Due Date:

Public Access to Hamilton Piers (PW24061) (Ward 5)  
 (Outstanding Business List Item)  
 OBL Item: GIC-10/16/24-10.2(e)  
 Added: 10/16/24 at GIC  
 Original Due Date: 10/31/25  
 Proposed New Due Date: 01/31/26

## 8.2 PED25148

Art Gallery of Hamilton (City Wide)

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

*(Deferred from the June 11, 2025 General Issues Committee meeting.)*

## a. FCS25042

2024 Art Gallery of Hamilton Audited Financial Statements (City Wide)

## b. Correspondence respecting Report PED25148, Art Gallery of Hamilton (Item 8.3), from the following individuals:

## a. Evelyn Myrie, President, Afro Canadian Caribbean Association (A.C.C.A.)

*(Deferred from the June 11, 2025 General Issues Committee meeting.)*

## b. Dr. Sheila Harms, McMaster University

*(Deferred from the June 11, 2025 General Issues Committee meeting.)*

## 8.3 Business Improvement Area Sub-Committee Minutes BIAC 25-006 - June 17, 2025

## 8.4 Hamilton-Wentworth District School Board Liaison Committee Minutes PBCL 25-002 - June 26, 2025

## 8.5 Light Rail Transit Sub-Committee Minutes LRTC 25-003 - June 26, 2025

**9. MOTIONS**

## 9.1 Protecting Hamilton's Farmland

## 9.2 Renaming of the Cleanliness and Security in the Downtown Core Task Force

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

## 11.1 Closed Session Minutes - June 11, 2025

Pursuant to Section 9.3, Sub-section (d) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (d) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to labour relations or employee negotiations.

## 11.2 Confidential Appendix "C" to Report PED25148 - Art Gallery of Hamilton (City Wide)

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 City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

*(Deferred from the June 11, 2025 General Issues Committee meeting.)*

## 11.3 LS23027(d)

General Litigation Update (City Wide)

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

*(Deferred from the June 11, 2025 General Issues Committee meeting.)*

## 11.4 PED25157

Hamilton Police Services Central Headquarters (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 or a local board purpose; and a position, plan, procedure, criteria, or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.



11.5 Labour Disruption Update Hamilton Ontario Water Employees (HOWEA) (To Be Distributed)

Pursuant to Section 9.3, Sub-section (d) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (d) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to labour relations or employee negotiations.

12. ADJOURNMENT



## GENERAL ISSUES COMMITTEE MINUTES - GIC 25-008

9:30 a.m.

June 11, 2025

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

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

**Absent:** Mayor A. Horwath – City Business  
Ward 8 Councillor – Vacant

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

#### 1. CALL TO ORDER

Deputy Mayor C. Kroetsch called the meeting to order at 9:30 a.m.

#### 2. CEREMONIAL ACTIVITIES

There were no ceremonial activities.

#### 3. APPROVAL OF AGENDA

**(Pauls/A. Wilson)**

That the agenda for the June 11, 2025 General Issues Committee meeting, be approved, as presented.

**CARRIED**

#### 4. DECLARATIONS OF INTEREST

There were no declarations of interest.

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

**(Nann/Hwang)**

The minutes of the May 21, 2025 (Item 5.1) meeting of the General Issues Committee, be adopted, as presented.

**CARRIED**

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

## **6. DELEGATIONS**

### **6.1 Tanner Bergsma, respecting the housing crisis in the region and the need for unity in the city to prioritize the people and citizens (In-Person)**

Tanner Bergsma, addressed the Committee respecting the housing crisis in the region and the need for unity in the city to prioritize the people and citizens.

#### **(McMeekin/Nann)**

That the delegation from Tanner Bergsma, respecting the housing crisis in the region and the need for unity in the city to prioritize the people and citizens, be received.

**CARRIED**

### **6.2 Andrew Selman, respecting the collapsing building at 1057 Barton Street East, and the danger it poses to the public (In-Person)**

Andrew Selman, addressed the Committee respecting the collapsing building at 1057 Barton Street East, and the danger it poses to the public.

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

That the Delegation from Andrew Selman, respecting the collapsing building at 1057 Barton Street East, and the danger it poses to the public, be received.

**CARRIED**

### **6.3 Delegations respecting Report PED25148, Art Gallery of Hamilton (Item 8.3)**

- (i) The following delegates addressed the Committee respecting Report PED25148, Art Gallery of Hamilton (Item 8.3):

6.3(a) David Hudson, Hamilton Arts Council (In-Person)

6.3(b) Gail Lord, Lord Cultural Resources (Pre-Recorded)

6.3(c) Shelley Falconer, Gary Graham, and Scott Galbraith, Art Gallery of Hamilton (In-Person)

#### **(M. Wilson/McMeekin)**

That the Delegation from Shelley Falconer, Gary Graham, and Scott Galbraith, Art Gallery of Hamilton, be permitted to address the Committee for an additional 5 minutes.

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

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

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

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Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Vacant	-	Ward 8	Councillor
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

6.3(d) Laine Groeneweg, Smokestack Studio (In-Person)

6.3(e) Kierstyn Beattie and Amanda Otilino, Hamilton-Wentworth District School Board and Hamilton-Wentworth Catholic District School Board (Pre-Recorded)

6.3(f) Tom Wilson (In-Person)

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

That the following delegations respecting Report PED25148, Art Gallery of Hamilton (Item 8.3), be received:

6.3(a) David Hudson, Hamilton Arts Council (In-Person)

6.3(b) Gail Lord, Lord Cultural Resources (Pre-Recorded)

6.3(c) Shelley Falconer, Gary Graham, and Scott Galbraith, Art Gallery of Hamilton (In-Person)

6.3(d) Laine Groeneweg, Smokestack Studio (In-Person)

6.3(e) Kierstyn Beattie and Amanda Otilino, Hamilton-Wentworth District School Board and Hamilton-Wentworth Catholic District School Board (Pre-Recorded)

6.3(f) Tom Wilson (In-Person)

**CARRIED**

**6.4 Delegations respecting Motion 9.1 - Feasibility of the Development of a New HSR Fare Program to Assist Disabled Riders from Accessibility Committee for Persons with Disabilities Minutes ACPD 25-005 - May 13, 2025 (Item 8.5)**

- (i) The following delegates addressed the Committee respecting Motion 9.1 - Feasibility of the Development of a New HSR Fare Program to Assist Disabled Riders from Accessibility Committee for Persons with Disabilities Minutes ACPD 25-005 - May 13, 2025 (Item 8.5):

6.4(a) Karl Andrus, HCBN (In-Person)

6.4(b) Tim Nolan, Accessibility Hamilton Alliance (Virtually)

6.4(e) Hojay Byfield, ACORN Hamilton (In-Person)

6.4(f) Kayla Leet, ACORN Hamilton (In-Person)

6.4(g) David Antunes (In-Person)

6.4(h) Mary Love, Council of Canadians, Hamilton Chapter (In-Person)

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

- 6.4(i) Brad Evoy, Disability Justice Network of Ontario (In-Person)
- 6.4(j) James Kemp (Virtually)
- 6.4(c) Marnie Schurter, ACORN Hamilton (Pre-Recorded)
- 6.4(d) Rachel Moore, ACORN Hamilton (Pre-Recorded)

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

That the following delegations respecting Motion 9.1 - Feasibility of the Development of a New HSR Fare Program to Assist Disabled Riders from Accessibility Committee for Persons with Disabilities Minutes ACPD 25-005 - May 13, 2025 (Item 8.5), be received:

- 6.4(a) Karl Andrus, HCBN (In-Person)
- 6.4(b) Tim Nolan, Accessibility Hamilton Alliance (Virtually)
- 6.4(c) Marnie Schurter, ACORN Hamilton (Pre-Recorded)
- 6.4(d) Rachel Moore, ACORN Hamilton (Pre-Recorded)
- 6.4(e) Hojay Byfield, ACORN Hamilton (In-Person)
- 6.4(f) Kayla Leet, ACORN Hamilton (In-Person)
- 6.4(g) David Antunes (In-Person)
- 6.4(h) Mary Love, Council of Canadians, Hamilton Chapter (In-Person)
- 6.4(i) Brad Evoy, Disability Justice Network of Ontario (In-Person)
- 6.4(j) James Kemp (Virtually)

**CARRIED**

**(iii) (Hwang/McMeekin)**

That the General Issues Committee recess meeting for 41 minutes until 12:30 p.m.

**CARRIED**

The General Issues Committee reconvened at 12:33 p.m.

**7. ITEMS FOR INFORMATION**

**7.1 PED14117(e)**

**Bayfront Industrial Area Strategy Action Plan – 2024 Update (City Wide)**

**(Nann/Hwang)**

That Report PED14117(e), respecting the Bayfront Industrial Area Strategy Action Plan – 2024 Update (City Wide), be received.

**CARRIED**

**7.2 Business Improvement Area Sub-Committee Minutes BIAC 25-005 - May 30, 2025**

**(Hwang/Pauls)**

That the Business Improvement Area Sub-Committee Minutes BIAC 25-005 - May 30, 2025, be received.

**CARRIED**

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

**8. ITEMS FOR CONSIDERATION****8.1 PW25036****2025 Proposed Levels of Service Asset Management Plan (City Wide)**

Ann Thomas, Acting Director of Corporate Assets Management; introduced Amber Dewar, Senior Program Analyst, Public Works who addressed the Committee with a presentation respecting Report PW25036, 2025 Proposed Levels of Service Asset Management Plan (City Wide).

**(i) (M. Wilson/Cassar)**

That Report PW25036, dated June 11, 2025, respecting the 2025 Proposed Levels of Service Asset Management Plan (City Wide) and the accompanying presentation be received, and the following recommendations be approved:

- (a) That the 2025 Proposed Levels of Service Asset Management Plan, attached as Appendix “A” to Report PW25036, BE APPROVED as required by Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure;
- (b) That the 2025 Proposed Levels of Service Asset Management Plan, attached as Appendix “A” to Report PW25036, subject to the approval recommendation (a), BE APPROVED to be posted in a designated area on the City’s website, as required under Ontario Regulation 588/17;
- (c) That the updated Corporate Asset Management Overview, attached as Appendix “B” to Report PW25036, BE RECEIVED;
- (d) That the Schedule for Updating Asset Management Plans, attached as Appendix “C” to Report PW25036, BE RECEIVED; and,
- (e) That the 2025 Proposed Levels of Service Asset Management Plan, attached as Appendix “A” to Report PW25036, BE FORWARDED to the Hamilton Police Service Board, the CityHousing Hamilton Board, and the Hamilton Public Library Board for information.

**(ii) (M. Wilson/Cassar)**

That Report PW25035, respecting 2025 Proposed Levels of Services Asset Management Plan **be amended** by adding an additional sub-section, as follows:

- (f) That Report PW25035, respecting 2025 Proposed Levels of Services Asset Management Plan be brought forward to a**

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

***Special General Issues Committee meeting for information purposes only and for additional discussions with staff.***

**Result: AMENDMENT, 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
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
Vacant	-	Ward 8 Councillor
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

**Result: MAIN MOTION, As Amended, 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
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
Vacant	-	Ward 8 Councillor
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

## 8.2 PED25167

**Leadership in Energy and Environmental Design Grant Application (LGP-25-01) 1518 (1540) Upper Wentworth Street, Hamilton (Ward 7)**

**(Pauls/A. Wilson)**

That Report PED25167, dated June 11, 2025, respecting Leadership in Energy and Environmental Design Grant Application (LGP-25-01) 1518 (1540) Upper

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

Wentworth Street, Hamilton (Ward 7), be received, and the following recommendations be approved:

- (a) That Leadership in Energy and Environmental Design Grant Application LGP-25-01, submitted by Hamilton East Kiwanis non-Profit Homes Inc., owner of the property 1518 (1540) Upper Wentworth Street, Hamilton BE APPROVED for a Leadership in Energy and Environmental Design Grant not to exceed \$1,139,630.00 for estimated construction costs to be provided over a maximum of five (5) 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 Hamilton East Kiwanis Non-Profit Homes Inc., owner of the property 1540 Upper Wentworth Street, 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 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.

**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
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
Vacant	-	Ward 8 Councillor
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**



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

Deputy Mayor Kroetsch relinquished the Chair to Councillor Hwang in order to move Item 8.3, as follows:

**8.3 PED25148**  
**Art Gallery of Hamilton (City Wide)**

**(i) (Kroetsch/McMeekin)**

That Report PED25148, dated June 11, 2025, respecting Art Gallery of Hamilton (City Wide), be received, and the following recommendation be approved:

- (a) That staff BE DIRECTED to provide additional funding of up to \$1,500,000 to the Art Gallery of Hamilton, above the \$1,000,000 already budgeted through the City's Enrichment Fund, to be funded as follows: up to \$1,300,000 from the Tax Stabilization Reserve (Reserve #110046) and up to \$200,000 from the Municipal Accommodation Tax Reserve (Reserve #108072), contingent upon receipt and analysis of quarterly cash flow and financial statements from the gallery to the satisfaction of the General Manager, Corporate Services and General Manager, Planning and Economic Development;
- (b) That a funding increase of \$801,093 to Corporate Facilities and Energy Management's operating budget to provide services, to the Art Gallery of Hamilton, BE CONSIDERED as part of the 2026 Tax budget;
- (c) That a funding increase of \$1,725,556, adjusted annually for inflation, to flow through the Planning and Economic Department, Tourism and Culture Division, in quarterly transfers, to pay a portion of costs to support the care, preservation and exhibition of the Art Gallery of Hamilton's Art Collection, BE CONSIDERED as part of the 2026 Tax budget;
- (d) That a funding increase of \$2,365,900 to the Corporate Facilities Capital block for capital works related to the Art Gallery of Hamilton, BE CONSIDERED as part of the 2026 Tax budget;
- (e) That staff BE DIRECTED to prepare and execute a license agreement with the Art Gallery of Hamilton, incorporating the ongoing funding described in recommendations (b), (c), and (d) to come into effect January 1, 2026; and,

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

- (f) That Confidential Appendix “C” attached to Report PED25148 respecting the Art Gallery of Hamilton, remain confidential.

**(ii) (Clark/Pauls)**

That Shelley Falconer, Art Gallery of Hamilton, be permitted to answer questions of Committee respecting Report PED25148, respecting the Art Gallery of Hamilton (City Wide).

**CARRIED**

**(iii) (Beattie/Pauls)**

That Report PED25148, respecting the Art Gallery of Hamilton (City Wide) (Item 8.3) and the related Correspondence (Item 8.3(a)), be DEFERRED to the July 9, 2025 General Issues Committee meeting to allow for receipt of the Art Gallery of Hamilton’s 2024 Audited Financial Statements including a full picture of their available lines of credit and bank balances.

**Result: DEFERRAL MOTION, CARRIED by a vote of 9 to 5, as follows:**

Absent	-	Mayor Andrea Horwath
No	-	Ward 1 Councillor Maureen Wilson
No	-	Ward 2 Councillor Cameron Kroetsch
No	-	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
Vacant	-	Ward 8 Councillor
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
No	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
No	-	Ward 15 Councillor Ted McMeekin

Deputy Mayor Kroetsch assumed the Chair.

**8.4 FCS25031**

**Method of Filling the Ward 8 Vacancy on City Council (Ward 8)**

**(i) (Clark/McMeekin)**

- (a) That Report FCS25031, dated June 11, 2025, respecting Method of Filling the Ward 8 Vacancy on City Council (Ward 8), be received.

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

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

That Report FCS25031, dated June 11, 2025, respecting Method of Filling the Ward 8 Vacancy on City Council (Ward 8), ***be amended***, as follows:

- (a) That Report FCS25031, dated June 11, 2025, respecting Method of Filling the Ward 8 Vacancy on City Council (Ward 8), be received;
- (b) ***That the City Clerk BE DIRECTED to fill the vacancy for the Office of Councillor Ward 8, by Option B: Through By-election.***
- (c) ***That Council APPROVE the funding method for filling the vacancy from the Tax Stabilization Reserve 110046.***

**Result: MAIN MOTION, As Amended, CARRIED by a vote of 13 to 1, as follows:**

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

**8.5 Accessibility Committee for Persons with Disabilities Minutes ACPD 25-005 - May 13, 2025**

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

That the Accessibility Committee for Persons with Disabilities Minutes ACPD 25-005 - May 13, 2025, be received and the recommendations contained therein, be approved.

(ii) **(Clark/Tadeson)**

That the Accessibility Committee for Persons with Disabilities Minutes ACPD 25-005 - May 13, 2025 BE RECEIVED and REFERRED to HSR Staff for consideration and inclusion in their Report Back to Committee in November 2025.

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

**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
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
Vacant	-	Ward 8 Councillor
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(a) Correspondence respecting Accessibility Committee for Persons with Disabilities Minutes ACPD 25-005 - May 13, 2025 (Item 8.5)**

**(A. Wilson/Tadeson)**

That the following correspondence respecting Accessibility Committee for Persons with Disabilities Minutes ACPD 25-005 - May 13, 2025 (Item 8.5), be received:

- (i) Medora Uppal, YWCA Hamilton
- (ii) Tim Nolan, Accessibility Hamilton Alliance
- (iii) Miriam Sager

**CARRIED**

**8.7 LS25012  
Insurance Renewal (City Wide)**

**(Pauls/A. Wilson)**

WHEREAS, the referral of Report LS25012 respecting Insurance Renewal (City Wide) to Council would reduce the length of the General Issues Committee meeting;

THEREFORE, BE IT RESOLVED:

That Report LS25012, respecting Insurance Renewal (City Wide), be REFERRED to the June 18, 2025 Council meeting for consideration.

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

Absent	-	Mayor Andrea Horwath
--------	---	----------------------

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

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

**11. PRIVATE & CONFIDENTIAL**

**11.4 LS23027(d)  
General Litigation Update (City Wide)**

**(A. Wilson/Hwang)**

WHEREAS, the deferral of LS23027(d), respecting General Litigation Update (City Wide) to the July 9, 2025 General Issues Committee meeting would reduce the length of the General Issues Committee meeting;

THEREFORE, BE IT RESOLVED:

That Report LS23027(d), respecting General Litigation Update (City Wide), be DEFERRED to the July 9, 2025 General Issues Committee meeting for consideration.

**Result: DEFERRAL 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
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
Vacant	-	Ward 8 Councillor
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

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

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Yes - Ward 14 Councillor Mike Spadafora  
Yes - Ward 15 Councillor Ted McMeekin

**8. ITEMS FOR CONSIDERATION (Continued)**

**8.6 HSC25026**

**Commemorating September 30th National Day of Truth and Reconciliation (City Wide)**

**(Cassar/Kroetsch)**

That Report HSC25026, dated June 11, 2025, respecting Commemorating September 30th National Day of Truth and Reconciliation (City Wide), be received, and the following recommendation be approved:

- (a) That a representative(s) of the Mayor and Council be requested participate in the City's National Day for Truth and Reconciliation Event to speak about the meaning of the day and the City's reconciliation efforts;
- (b) That no other City events or Committee of Council meetings be held on September 30th;
- (c) That staff be directed to lower City flags to half-mast on September 30th in recognition of National Day for Truth and Reconciliation; and,
- (d) That People Leaders allow and encourage staff to attend the City's National Day for Truth and Reconciliation event, where operationally feasible, without requiring the use of personal time.

**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
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
Vacant	-	Ward 8 Councillor
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

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

## **8.8 Amendments to the Outstanding Business List**

### **(Cassar/Kroetsch)**

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

#### **8.8(a) Items Requiring a New Due Date:**

Housing Sustainability and Investment Roadmap 2024 Annual Update and 2025

Objective Setting (HSC23028(f) / FCS23055(d) / PED23099(g)) (City Wide)

OBL Item: GIC-11/20/24-8.1(d)

Added: November 20, 2024 (Item 8.1)

Original Due Date: July 30, 2025 (as amended February 5, 2025)

Proposed New Due Date: Q3 2025

Section 447.1 Against GFL Stoney Creek Regional Facility

OBL Item: GIC-02/26/25-9.3

Added: February 26, 2025 (Item 9.3)

Original Due Date: End of Q2 2025

Proposed New Due Date: July 2025

**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
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
Vacant	-	Ward 8 Councillor
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. MOTIONS**

### **9.1 2026 Budget – Full-Time Equivalent (FTE) Cap and Optimization Strategy**

#### **(Spadafora/Francis)**

WHEREAS, the City of Hamilton must take urgent steps to restore fiscal discipline and demonstrate responsible stewardship of taxpayer dollars;

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

WHEREAS, significant year-over-year spending increases, including the addition of 746 Full-Time Equivalent (FTE) positions during this term of Council, have contributed to escalating operating costs;

WHEREAS, the continued expansion of the City's workforce is unsustainable and adds to the growing financial pressure on residents, many of whom are already facing affordability challenges; and,

WHEREAS, it is essential that the City begin to operate within its means and maximize the effectiveness of existing resources.

THEREFORE, BE IT RESOLVED:

- (a) That Council request the Mayor to include the 2026 budget directive a requirement that no additional Full-Time Equivalent (FTE) positions be added in the 2026 operating budget, and that existing FTEs be repurposed and reprioritized to align with and support Council's 2026 strategic direction and priorities; and,
- (b) That this only relates to FTEs that are non-legislative positions (excluding Hamilton Police Services, Fire, Paramedics and Macassa & Wentworth Lodges).

**Result: MOTION, CARRIED by a vote of 9 to 5, as follows:**

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
No	-	Ward 2 Councillor Cameron Kroetsch
No	-	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
Vacant	-	Ward 8 Councillor
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
No	-	Ward 12 Councillor Craig Cassar
No	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
No	-	Ward 15 Councillor Ted McMeekin

**(i) (Tadeson/Pauls)**

That the General Issues Committee meeting of June 11, 2025, be permitted to extend past the 5:30 p.m. curfew, up to 6:30 p.m.

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**



**Result: MOTION, CARRIED by a 2/3 majority vote of 12 to 2, as follows:**

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
No	-	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
Vacant	-	Ward 8 Councillor
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
No	-	Ward 15 Councillor Ted McMeekin

## **9.2 Feasibility of Regulating the Sale of Deterrent Sprays**

### **(Pauls/Jackson)**

WHEREAS, Section 10 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended provides that a municipality may pass by-laws respecting the health, safety and well-being of persons; and the protection of persons and property;

WHEREAS, Bear Spray or similar Animal Deterrent Sprays that contain capsaicin or its compounds as the active ingredient (collectively “Deterrent Sprays”) are intended for personal protection from wildlife or aggressive animals;

WHEREAS, Deterrent Sprays are legal products in Canada and are regulated by the Federal Pest Control Products Act and Ontario’s Pesticides Act but do not require a license to sell or otherwise limit the sale of Deterrent Sprays;

WHEREAS, the Hamilton Police Services have reported an increase in incidents within the city of Hamilton involving the use of Deterrent Sprays for other than its intended purpose;

WHEREAS, this increase in the use of Deterrent Sprays is particularly among children and youth between the ages of 10 and 19 years of age, raising significant public safety concerns for the community; and,

WHEREAS, other municipalities in Canada have enacted local By-laws to further regulate the sale of Deterrent Sprays within their jurisdictions to address similar public safety concerns.

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

THEREFORE, BE IT RESOLVED:

That staff be directed to investigate the feasibility of developing a Municipal By-law to regulate the sale of Deterrent Sprays within the City of Hamilton, with the aim of enhancing public safety and reducing their misuse and report back to the General Issues Committee.

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

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
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
Vacant	-	Ward 8 Councillor
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 Ensuring Proactive Decision-Making and Strengthened Project Oversight

**(Francis/Spadafora)**

WHEREAS transparency and accountability are essential to building and maintaining public trust in municipal governance; and,

WHEREAS Council is committed to continuous improvement in the oversight and delivery of capital projects.

THEREFORE, BE IT RESOLVED:

That staff be directed to draft or update existing policies for Council's consideration respecting timely disclosure to Council when project budgets may be at risk of being exceeded, ensuring proactive decision-making and strengthened project oversight.

The following friendly amendment was accepted by the mover and seconder of the Motion.

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

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

THEREFORE, BE IT RESOLVED:

That staff be directed **to review and report back on** existing policies for Council's consideration respecting timely disclosure to Council when project budgets may be at risk of being exceeded, ensuring proactive decision-making and strengthened project oversight.

**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
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Vacant	-	Ward 8 Councillor
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

#### **9.4 Review and Rationalization of Unfilled Council-Approved Positions**

##### **(Spadafora/Beattie)**

WHEREAS, over the current term, Council has approved a significant number of Full-Time Equivalent (FTE) positions based on departmental requests and service expansion plans;

WHEREAS, a substantial number of these positions have remained unfilled for extended periods of time, raising concerns about whether these roles are operationally essential or fiscally justified; and,

WHEREAS, ongoing vacancies suggest a misalignment between staffing approvals and actual organizational capacity or need, contributing to unnecessary base budget increases.

THEREFORE, BE IT RESOLVED:

- (a) That the City Manager be directed to report back to the General Issues Committee (GIC) with a comprehensive review of all Council-approved FTEs from 2022 to present, including:
  - (i) position title, department, and year of approval;

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

- (ii) whether the position has been filled or remains vacant;
  - (iii) vacancy duration;
  - (iv) impact (if any) of the unfilled position on service delivery; and,
  - (v) budgetary impact of carrying unfilled positions in the base budget;
- (b) That the City Manager be directed to identify and recommend for elimination:
  - (i) any approved FTEs that have remained vacant for more than 12 months without demonstrable service impact; and,
  - (ii) any roles that are no longer operationally required or can be absorbed through existing resources;
- (c) That the City Manager be directed to develop a policy whereby FTEs that remain unfilled for a continuous 12-month period are automatically flagged for Council review and potential removal from the budget; and,
- (d) That any savings from the elimination of unfilled or redundant positions be redirected to offset tax levy pressure.

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 the City Manager be directed to report back to the General Issues Committee (GIC) with a comprehensive review of all Council-approved FTEs from 2022 to present, including:
  - (i) position title, department, and year of approval;
  - (ii) whether the position has been filled or remains vacant;
  - (iii) vacancy duration;
  - (iv) impact (if any) of the unfilled position on service delivery;
  - (v) budgetary impact of carrying unfilled positions in the base budget; and,
  - (vi) ***rationalization related to why the position remains unfulfilled;***
- (b) That the City Manager be directed to identify and recommend for elimination:
  - (i) any approved FTEs that have remained vacant for more than 12 months without demonstrable service impact; and,
  - (ii) any roles that are no longer operationally required or can be absorbed through existing resources;

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

- (c) That the City Manager be directed to develop a policy whereby FTEs that remain unfilled for a continuous 12-month period are automatically flagged for Council review **and report back to the Audit, Finance and Administration Committee** and potential removal from the budget; and,
- (d) That any savings from the elimination of unfilled or redundant positions be redirected to offset tax levy pressure.

**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
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Vacant	-	Ward 8 Councillor
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

#### **9.5 Councillor Travel to 2025 International Children's Games in Tallinn, Estonia**

##### **(i) (Pauls/Francis)**

WHEREAS, the City of Hamilton supports youth participation in the International Children's Games (ICG), which promote global friendship, healthy living, and cultural exchange through sport;

WHEREAS, the ICG provide Hamilton youth with the opportunity to represent their city on an international stage, fostering pride, leadership, and intercultural connections; and,

WHEREAS, Councillor Esther Pauls will be attending the 2025 ICG Summer Games in Tallinn, Estonia, from August 1 to August 8, 2025, as the City of Hamilton representative.

THEREFORE, BE IT RESOLVED:

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

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- (a) That international travel for Councillor Esther Pauls BE APPROVED and that up to \$3,000 be allocated from the Ward 7 Office Budget (Dept ID 300050) to cover the cost of airfare and incidentals for Councillor Esther Pauls to attend the 2025 International Children's Games in Tallinn, Estonia, as the City Representative; and,
- (b) That the Mayor and City Clerk BE AUTHORIZED and directed to execute any required agreements and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

**(ii) (M. Wilson/Clark)**

That sub-section (a) to Councillor Travel to 2025 International Children's Games in Tallinn, Estonia, ***be amended***, as follows:

- (a) That international travel for Councillor Esther Pauls BE APPROVED and that up to \$3,000 be allocated from the ***General Legislative Budget (300100) Ward 7 Office Budget (Dept ID 300050)*** to cover the cost of airfare and incidentals for Councillor Esther Pauls to attend the 2025 International Children's Games in Tallinn, Estonia, as the City Representative; and,

**Result: AMENDMENT, 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
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Vacant	-	Ward 8 Councillor
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

**Result: MAIN 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

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

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Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Vacant	-	Ward 8	Councillor
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

**9.6 Review of Open Capital Projects and Works In-Progress Balances for Potential 2026 Net Levy Savings**

**(Spadafora/Beattie)**

WHEREAS, the City faces ongoing budgetary pressures and affordability concerns from residents;

WHEREAS, it is prudent to review capital projects that have been approved but remain uninitiated, with no spending to date, in order to identify opportunities for deferral, cancellation, or reallocation of funds; and,

WHEREAS, capital projects with open residual Work-in-Progress (WIP) balances older than two years may represent unused or underutilized funds that could be re-evaluated for more strategic use.

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to report back to the General Issues Committee no later than the end of August 2025 with:
  - (i) A list of all currently approved capital projects that have not yet started and/or have no spending against them, along with staff recommendations identifying:
    - (1) projects that could be deferred or cancelled to achieve 2026 net levy savings;
    - (2) projects where delay or cancellation would pose significant risk to the organization, operations, or service delivery; and,
    - (3) projects in which funds spent to date are equal to, or less than, 10% of the total budget; and,

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

- (ii) A list of all open capital projects with residual WIP balances that are more than two years old, and a corresponding review with staff recommendations on:
- (1) whether the remaining funds are still required;
  - (2) whether the funds can be repurposed to other priority needs; and,
  - (3) whether the balances can be closed and contribute toward 2026 net levy savings.

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

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
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
Vacant	-	Ward 8 Councillor
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

## **10. NOTICES OF MOTION**

Councillor McMeekin introduced the following Notice of Motion:

### **10.1 Protecting Hamilton's Farmland**

WHEREAS, Ontario Farmers produce the best tasting, most nutritious and safest to consume food in the world;

WHEREAS, in our confusing economic tariff challenged world, we need to acknowledge that food security and food sovereignty is a national security issue. (NOTE: Food Security is the ability of individuals to receive adequate nourishment while Food Sovereignty refers to the ability of a country to supply its own food needs.);

WHEREAS, MPP's Bobbi Ann Brady and Mike Schreiner have jointly presented a Private Member Bill at the Ontario Legislature to protect Ontario farmlands through the establishment of an 'Ontario Food Belt.';

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**



WHEREAS, Ontario is losing 130 hectares (319 acres) of farmland every day and once this land is gone it is gone forever;

WHEREAS, the 319 acres of agricultural land lost every single day could produce: 24 million apples, 1.2 million bottles of quality Ontario VQA wines or 37 million strawberries;

WHEREAS, the Bill would make farmlands within a designated Food belt permanently protected from development;

WHEREAS, the Bill could improve land-use planning, improve soil health and encourage all farmland to be used in the production of food;

WHEREAS, the Agri- Food industry represents a \$50 BILLION contribution to Ontario's Gross Domestic Product and employs almost 900,000 people;

WHEREAS, Hamilton citizens engaged in overwhelming numbers related to their opposition to urban boundary expansion with the particular focus on the saving of farmland;

WHEREAS, the failure to protect our farmlands will ultimately send 'shock waves' through the economy;

WHEREAS, the Bill is supported by the Ontario Farmland Trust, the Ontario Federation of Agriculture, the Christian Farmers and the National Farmers Union;

WHEREAS, the Bill will encourage farmers to create succession plans and to reinvest in their farms;

WHEREAS, the legislation will help to prevent further land degradation by protecting farm and arable land for future Ontarian's; and,

WHEREAS, the Bill would create a special task force of farmers, farm groups, agricultural experts, and land use planners to craft the Bill;

THEREFORE, BE IT RESOLVED THAT:

- (a) The City of Hamilton applauds the efforts of MPP Bobbi Ann Brady and Mike Schreiner to protect Ontario Foodland;
- (b) That the City of Hamilton gives it's support to the Bill's intent for the Province of Ontario, to create an agricultural working group to more fully outline the contours of an Ontario Food belt;

- (c) That the City of Hamilton request, through our representative at the Association of Municipalities of Ontario (AMO), that AMO support this Bill; and,
- (d) That the City of Hamilton offer support and encouragement to the Ontario Farmland Trust, the Ontario Federation of Agriculture, the Christian Farmers, and the National Union of Farmers in their efforts to support the creation of an Ontario Food belt.

## **11. PRIVATE & CONFIDENTIAL (Continued)**

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 – May 21, 2025**

#### **(A. Wilson/Hwang)**

That the Closed Session minutes of the May 21, 2025 General Issues Committee meeting, be adopted and remain confidential.

**CARRIED**

#### **(i) (Tadeson/A. Wilson)**

That Committee move into Closed Session for Items 11.5 at 5:55 p.m. pursuant to Section 9.3, Sub-Section (d) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (d) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to labour relations or employee negotiations.

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

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
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
Vacant	-	Ward 8 Councillor
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

The General Issues Committee meeting reconvened in Open Session at 7:01 p.m.

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

Motions were approved in Closed Session to further extend the curfew of the General Issues Committee meeting of June 11, 2025, past the extended 6:30 p.m. curfew, up to 7:15 p.m.

**11.3 PED25157  
Hamilton Police Service Central Headquarters (Ward 1)**

This Item was withdrawn and will be on a future agenda.

**11.5 Labour Disruption Update Hamilton Ontario Water Employees Association (HOWEA)**

**(McMeekin/Hwang)**

That the Confidential Presentation respecting Labour Disruption Update Hamilton Ontario Water Employees Association (HOWEA), BE RECEIVED AND REMAIN CONFIDENTIAL.

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

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

**12. ADJOURNMENT**

There being no further business, the General Issues Committee adjourned at 7:03 p.m.

Respectfully submitted,

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Angela McRae  
Legislative Coordinator

---

Deputy Mayor Cameron Kroetsch  
Chair, General Issues Committee

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

**Please refer to the June 18, 2025 Council minutes for the disposition of these matters.**

Submitted on Wed, 06/18/2025 - 12:10  
Reference number 72963

Committee Requested  
General Issues Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

#### Requestor Information

Mike Schreiner  
Ontario Green Party  
173 Woolwich St  
Guelph, ON. N1H3V4  
mschreiner@ola.org  
416-325-4664

#### Preferred Pronoun

he/him

#### Reason(s) for delegation request

On July 9th - To present on the proposal brought forward by myself and MPP Brady to introduce legislation to protect Ontario's farmland through the creation of a "Foodbelt".

Councillor McMeekin has presented a Motion to Hamilton council that affirms our proposal.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

Submitted on Fri, 06/27/2025 - 11:26

Reference number 73780

Submitted on

### **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  
Bobbi Ann Brady, MPP Haldimand-Norfolk  
Legislative Assembly of Ontario  
50 B Gilbertson Drive  
Simcoe, Ontario. N3Y 4L8  
[BABrady-CO@ola.org](mailto:BABrady-CO@ola.org)  
519-428-0446

Reason(s) for delegation request  
Presenting Bill 21 Protect Our Food Act, 2025

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No



## **OPEN FOR BUSINESS SUB-COMMITTEE MINUTES OBSC 25-002**

**2:00 p.m.**

**Tuesday, June 3, 2025**

Room 192/193, City Hall, 1<sup>st</sup> Floor  
71 Main Street West, Hamilton, Ontario

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**Present:** Councillors T. Hwang (Chair), C. Cassar (Vice-Chair), and M. Wilson

**Also in Attendance:** Drina Omazic, Hamilton Chamber of Commerce  
Kyle Slote (virtually), Hamilton-Burlington Society of Architects  
Nadine Ubl (virtually), Business Improvement Area Sub-Committee  
Brenda Wilson, Stoney Creek Chamber of Commerce  
Matteo Patricelli (virtually), Flamborough Chamber of Commerce  
Amanda Stringer, West End Home Builders' Association

**Absent with Regrets:** Crystal Henderson, Realtors Association of Hamilton-Burlington

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

Chair Hwang called the meeting to order at 2:00 p.m.

### **2. CEREMONIAL ACTIVITIES**

There were no ceremonial activities.

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

**(Cassar/M. Wilson)**

That the agenda for the June 3, 2025, Open for Business Sub-Committee, be approved, as presented.

**CARRIED**

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

There were no Declarations of Interest.

**Please refer to the July 9, 2025 General Issues Committee meeting minutes for the disposition of these matters.**

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

**5.1 March 6, 2025**

**(M. Wilson/Cassar)**

That the Minutes of the March 6, 2025, meeting of the Open for Business Sub-Committee, be adopted, as presented.

**CARRIED**

**6. DELEGATIONS**

There were no Delegations.

**7. ITEMS FOR INFORMATION**

**7.1 Innovation in Planning Approvals (City Wide)**

Jennifer Hohol, Manager, Strategy and Continuous Improvement, addressed Committee respecting Innovation in Planning Approvals (City Wide), with the aid of a PowerPoint presentation.

**(Cassar/M. Wilson)**

That the presentation respecting Innovation in Planning Approvals (City Wide), be received.

**CARRIED**

**7.2 PED25160  
Construction Approvals Customer Journey Mapping (City Wide)**

Jennifer Hohol, Manager, Strategy and Continuous Improvement, addressed Committee respecting Report PED25160, Construction Approvals Customer Journey Mapping (City Wide), with the aid of a PowerPoint presentation.

**(Cassar/M. Wilson)**

That Report PED25160, dated June 3, 2025, respecting the Construction Approvals Customer Journey Mapping (City Wide) and the accompanying presentation, be received.

**CARRIED**

**7.3 PED25161  
Planning, Permitting, Licensing, and Bylaw Technology Solution  
Update (City Wide)**

**(M. Wilson/Cassar)**

That Report PED25161, dated June 3, 2025, respecting the Planning, Permitting, Licensing, and Bylaw Technology Solution Update (City Wide),

**Please refer to the July 9, 2025 General Issues Committee meeting minutes for the disposition of these matters.**



be received.

**CARRIED**

**7.4 Verbal Update respecting Development Charge By-Law Amendment Process (City Wide) (no copy)**

Ailish Brooke, Manager, Senior Financial Analyst, provided the Committee with a Verbal Update respecting the Development Charge By-Law Amendment Process.

**(Cassar/M. Wilson)**

That the Verbal Update respecting Development Charge By-Law Amendment Process (City Wide), be received.

**CARRIED**

**8. ITEMS FOR CONSIDERATION**

There were no Items for Consideration.

**9. MOTIONS**

There were no Motions.

**10. NOTICES OF MOTION**

There were no Notices of Motion.

**11. PRIVATE AND CONFIDENTIAL**

There were no Private and Confidential Items.

**12. ADJOURNMENT**

There being no further business, the Open for Business Sub-Committee meeting adjourned at 3:23 p.m.

Respectfully submitted,

Salvatore Salamone  
Legislative Assistant  
Office of the City Clerk

Councillor T. Hwang,  
Chair, Open for Business  
Sub-Committee



Hamilton

**CLIMATE CHANGE ADVISORY COMMITTEE**

**MINUTES CCAC 25-004**

**6:00 p.m.**

**April 29, 2025**

**Room 264**

**2<sup>nd</sup> Floor, City Hall**

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**Present:** Councillor A. Wilson (virtually)  
I. Borsuk (Co-Chair), G. Kalapos (virtually), B. Akomolafe (virtually), J. Boyer (virtually), G. Casimirri (virtually), J. Harti, S. Heenan, L. Iannantuono, F. Lenarduzzi (virtually), T. Maclaurin (virtually), S. Rempel, M. Scanlon (virtually), M. Sergeant (virtually), Eladia Smoke (virtually) and M. Tutty (virtually).

**Absent with  
Regrets:**

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**1. CALL TO ORDER**

Co-Chair I. Borsuk called the meeting to order at 6:00 p.m.

**2. CEREMONIAL ACTIVITIES**

**2.1 Land Acknowledgement**

Co-Chair I. Borsuk read the Land Acknowledgement.

**3. APPROVAL OF THE AGENDA**

**(Heenan/Rempel)**

That the agenda for the April 29, 2025 Climate Change Advisory Committee meeting, be approved as presented.

**CARRIED**

**4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

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

**5.1 March 25, 2025**

**(Heenan/Scanlon)**

That the Minutes of the March 25, 2025, Climate Change Advisory Committee, be adopted, as presented.

**CARRIED**

**6. DELEGATIONS**

There were no delegations.

**7. ITEMS FOR INFORMATION**

**7.1 Review of Consolidated Private Tree Bylaw, Urban Boundary Only**

Louise Thomassin, Senior Project Manager, Policy and Preservation, and Natalie Armstrong, WSP addressed Committee respecting the Review of Consolidated Private Tree Bylaw, Urban Boundary Only, with the aid of a presentation.

Committee provided feedback on the presentation.

**7.2 Office of Climate Change Initiatives Updates**

**7.2(a) Climate Change Reserve Update**

Lynda Lukasik, Director, Climate Change Initiatives, provided the Committee with an update.

**7.2(b) Hamilton Climate Action Strategy Annual Climate Change Reporting Metrics Update**

Lynda Lukasik, Director, Climate Change Initiatives, provided the Committee with an update.

**7.2(c) Green Job Alert – Office of Climate Change Initiatives**

Lynda Lukasik, Director, Office of Climate Change Initiatives, informed the Committee about a project manager position with the Office of Climate Changes Initiatives.

**7.3 Climate Change Advisory Committee Working Group Updates**

**7.3(a) Buildings Working Group**

G. Kalapos provided an update.

**7.3(b) Community Engagement and Climate Justice Working Group**

S. Heenan provided an update.

**7.3(c) Technical and Governance Working Group**

L. Iannantuono provided an update.

**7.3(d) Nature-Based Solutions Working Group**

G. Casimirri provided an update.

Co-Chair I. Borsuk relinquished the Chair to G. Kalapos to provide the following update.

**7.3(e) Transportation Working Group**

Co-Chair I. Borsuk provided an update.

Co-Chair I. Borsuk assumed the Chair.

**(Iannantuono/Rempel)**

That the following Items for Information, be received:

- 7.1 Review of Consolidated Private Tree Bylaw, Urban Boundary only
- 7.2 Office of Climate Change Initiatives Updates
  - 7.2(a) Climate Change Reserve Update
  - 7.2(b) Hamilton Climate Action Strategy Annual Climate Change Reporting Metrics Update
- 7.3(c) Green Job Alert – Office of Climate Change Initiatives
- 7.3 Climate Change Advisory Committee Working Group Updates
  - 7.3(a) Buildings Working Group
  - 7.3(b) Community Engagement and Climate Justice Working Group
  - 7.3(c) Technical and Governance Working Group
  - 7.3(d) Nature-Based Solutions Working Group
  - 7.3(e) Transportation Working Group

**8. ITEMS FOR CONSIDERATION**

There were no Items for Consideration.

**9. MOTIONS**

There were no Motions.

**10. NOTICES OF MOTION**

There were no Notices of Motion.

**11. GENERAL INFORMATION / OTHER BUSINESS**

There was no other business.

**12. ADJOURNMENT**

There being no further business, the Climate Change Advisory Committee adjourned at 7.43 p.m.

Respectfully submitted,

Beatrice Ekoko  
Staff Liaison  
Climate Change Advisory  
Committee

Ian Borsuk  
Co-Chair,  
Climate Change Advisory Committee



Hamilton

## **CLIMATE CHANGE ADVISORY COMMITTEE**

### **MINUTES CCAC 25-005**

**6:00 p.m.**

**May 27, 2025**

**Room 264**

**2<sup>nd</sup> Floor, City Hall**

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**Present:** Councillor C. Cassar (virtually), Councillor C. Kroetsch (virtually), Councillor A. Wilson (virtually), I. Borsuk (Co-Chair), G. Kalapos (virtually), B. Akomolafe (virtually), J. Harti, S. Heenan (virtually), A. Khetan (virtually), Z. Kuszczak (virtually), F. Lenarduzzi, S. Rempel (virtually), and M. Velasco (virtually).

**Absent with**

**Regrets:** J. Boyer, G. Casimirri, T. Maclaurin, M. Sergeant, E. Smoke, and M. Tutty.

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

Co-Chair I. Borsuk called the meeting to order at 6:03 p.m.

#### **2. CEREMONIAL ACTIVITIES**

##### **2.1 Land Acknowledgement**

Co-Chair I. Borsuk read the Land Acknowledgement.

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

**(Heenan/Rempel)**

That the agenda for the May 27, 2025 Climate Change Advisory Committee meeting, be approved as presented.

**CARRIED**

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

There were no declarations of interest.

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

**5.1 April 29, 2025**

**(Heenan/Kuszczyk)**

That the Minutes of the April 29, 2025, Climate Change Advisory Committee, be adopted, as presented.

**CARRIED**

**6. DELEGATIONS**

There were no delegations.

**7. ITEMS FOR INFORMATION**

**7.1 Office of Climate Change Initiatives Updates**

**7.1(a) Office of Climate Change Initiatives Annual Update**

Lynda Lukasik, Director, Office of Climate Change Initiatives, provided the Committee with an update.

**7.1(b) Climate Change Reserve - Volunteers**

G. Kalapos called for two volunteers to help Staff review applications. Member Kuszczyk and non-voting Member Harti volunteered.

**7.1(c) Community Liaison Group Discussion**

Project Manager and Staff Liaison, Beatrice Ekoko, Office of Climate Change Initiatives, gave an update.

**7.2 Climate Change Advisory Committee Working Group Updates**

**7.2(a) Buildings Working Group**

G. Kalapos provided an update and spoke provided information about Hamilton Community Enterprises. She also updated the Committee on Bill 17 with respect to Green Building Standards.

**7.2(b) Community Engagement and Climate Justice Working Group**

S. Heenan provided an update.

**7.2(c) Technical and Governance Working Group**

There was no update.

**7.2(d) Nature-Based Solutions Working Group**

There was no update.

### **7.2(e) Transportation Working Group**

There was no update.

### **(Akomolafe/Rempel)**

That the following Items for Information, be received:

#### **7.1 Office of Climate Change Initiatives Updates**

7.1(a) Annual Update Report Update

7.1(b) Climate Change Reserve – Volunteers

7.1(c) Community Liaison Group Discussion

#### **7.2 Climate Change Advisory Committee Working Group Updates**

7.2(a) Buildings Working Group

7.2(b) Community Engagement and Climate Justice Working Group

**CARRIED**

## **8. ITEMS FOR CONSIDERATION**

There were no Items for Consideration.

## **9. MOTIONS**

There were no Motions.

## **10. NOTICES OF MOTION**

There were no Notices of Motion.

## **11. GENERAL INFORMATION / OTHER BUSINESS**

There was no other business.

## **12. ADJOURNMENT**

There being no further business, the Climate Change Advisory Committee adjourned at 7.25 p.m.



Respectfully submitted,

Beatrice Ekoko  
Staff Liaison  
Climate Change Advisory  
Committee

Ian Borsuk  
Co-Chair,  
Climate Change Advisory Committee



## City of Hamilton Report for Information

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

**Date:** July 9, 2025

**Report No:** PW25045

**Subject/Title:** Digital Tools to Enhance Public Safety  
(**Outstanding Business List**)

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

---

### Recommendations

That Report PW25045, respecting Digital Tools to Enhance Public Safety, **BE RECEIVED** for information.

### Key Facts

- The purpose of this report is to provide Council with information on digital tools to enhance public safety for Hamilton Street Railway (HSR) customers.
- A transit safety mobile application (“app”) is a tool used by some transit agencies within a broader safety program that is supported by significant security staff or resources.
- Investing in a transit safety app could be considered in the future as part of a broader safety program but would require investments in system-wide security resources to directly respond to serious safety threats on transit.
- The Transit Division continues to monitor and take steps to improve public safety and remains committed to continuous improvement efforts to ensure transit is safe for all.

### Financial Considerations

There is no budgetary impact or financial impact to the recommendation.

---

## Background

At the September 21, 2022 General Issues Committee meeting (GIC 22-018, Item 12.2), Council directed staff, including the departments of Digital Innovation, Public Works (including Transit), Communications, to develop a plan for the implementation of a transit safety app, either as a stand-alone tool, or included as a feature in the existing HSR app and report back to General Issues Committee with options for the implementation.

## Analysis

Safety is a top priority for staff and customers, and the Transit Division acknowledges that a sense of safety is a key metric in rider satisfaction. Safety incidents range from accidents, to threatening verbal or non-verbal interactions, to serious criminal activities. The Transit Division is committed to providing a safe and welcoming environment for all.

An update on HSR's safety efforts was presented to Council on April 3, 2023 (Report PW23025), following the launch of HSR's Speak Up Speak Out awareness campaign. This campaign encourages customers to call 911 for emergencies and posters provide a quick response (QR) code that links customers to an online form to report non-emergencies to Hamilton Police.

A transit safety app is a safety tool used by some transit agencies, but it is always part of a broader safety program supported by dedicated security staff. A scan of the 20 largest transit agencies in Canada reveal that only two offer an app to report safety concerns: Toronto Transit Commission (TTC) and Brampton Transit.

Both TTC and Brampton Transit have safety reporting apps that allow customers to report incidents to transit control in real-time. Transit control or corporate security is then able to send resources to the bus or the transit terminal. Toronto's response team is made up of 85 Special Constables and 15 Staff Sergeants and Superintendents (reported in 2023). Brampton Transit's safety response team is made up of 71 full-time contract guards and 21 full-time in-house uniformed members. Both agencies also have additional safety features at major terminals and stations.

## Current State of HSR

In September 2020, HSR launched a real-time trip-planning app called HSRnow which works on Apple and Android devices. The app was co-developed with HSR's long-standing transit software vendor, but remains offline due to the 2024 cyber event. Customers can use free third-party trip-planning apps such as Google Transit or Transit App.

The HSRnow app does not provide safety features. A preliminary investigation with the vendor revealed that adding a single feature to call 911 is not feasible due to the risk of accidental 911 calls. Mitigating this risk would require extensive and costly measures and is not recommended as an alternative to customers calling 911 directly.

Although other app options could be explored, the City of Hamilton would first require a system-wide security program, including resources, to respond to safety threats on transit.

## Conclusion

Investing in a transit safety app could be a reasonable support tool but should be a part of a system-wide security response program to directly respond to serious safety threats on transit, and would require significant security staff and resources.

The Transit Division continues to monitor and take steps to improve public safety. A few examples of ongoing and upcoming safety activities include:

- Third-party security guard services are present at the Frank A. Cooke transit terminal. The security vendor is managed under contract by the City's Corporate Facilities and Energy Management division. The security guards provide a presence at the terminal property 24 hours a day through technology observation and patrols. They also request emergency services such as medical, fire and law enforcement on behalf of the City.
- Monitoring of customer satisfaction scores for safety, measured by responses to the question "I felt safe during my trip", to ensure the minimum target is met and any concerns are flagged for review and response. Safety scores were 86% in 2024 and 85% in 2023, which exceeded the minimum 80% target for good performance.
- Investigating all reported safety concerns and taking immediate action such as reporting crimes to Hamilton Police Services.
- Incorporating elements of Canadian Urban Transit Association's Transit Code, into HSR's ongoing safety and etiquette campaigns. Transit Code is a national customer education campaign built on three key pillars: safety, courtesy and respect.
- Participating in the Council directed Gender-Based Safety Audit, led by the YWCA, which provides insights into improvements to the physical environment to remove hazards and improve feelings of safety for women, girls and gender-diverse individuals.
- Participating in the Community Safety and Well-Being Data Strategy Working Group and sharing HSR customer survey scores in support of the Corporate Community Safety and Well-Being Strategy.

Safety is a top priority, and the Transit Division remains committed to continuous improvement efforts to ensure transit is safe for all. While the implementation of an app as a standalone tool is not recommended at this time, it can be considered as part of a future transit focused safety plan, as transit in Hamilton grows.

## Alternatives

As this is an Information Report, there are no alternatives to the information presented.

## Relationship to Council Strategic Priorities

1. Safe & Thriving Neighbourhoods
  - 2.2. Make sure people can safely and efficiently move around by foot, bike, transit or car
2. Responsiveness & Transparency
  - 2.1. Prioritize customer service and proactive communication

The Transit Division honours its guiding principle of belonging, which includes the target outcome “everyone has a right to feel welcome and safe while using transit”. The Transit Division’s ongoing safety approach includes technology tools such as cameras onboard buses, responding to safety concerns using resources such as third-party security guards at the Frank A. Cooke Transit Terminal, a customer awareness campaign, and a courtesy stop program.

## Previous Reports Submitted

- [PW23025 HSR Public Safety Update, Public Works Committee, April 3, 2023](#)

## Consultation

The following external organizations were consulted:

- Toronto Transit Commission (TTC)
- City of Brampton, Brampton Transit

The following internal staff experts were consulted:

- Cyrus Tehrani, Chief Information Officer (Acting), Information Technology/Digital & Innovation, City Manager’s Office
- Heather Anderson, Director, Communications and Engagement, City Manager’s Office.
- Abdul Shaikh, Director, LRT Project Office, Planning and Economic Development Department
- Chris Herstek, Director, Corporate Facilities and Energy Management, Public Works Department
- Martin Dambeau, Manager, Corporate Safety and Security, Public Works Department
- Maryanne Morris, Manager, Policy and Contracts, Procurement, Corporate Services Department
- Andre Zavaglia, Senior Project Manager, Business Support, Transit Division, Public Works Department
- Marsha Collins, Business Relationship Manager, Strategy and Architecture, Information Technology, Corporate Services Department

**Appendices and Schedules Attached**

Not applicable.

**Prepared by:** Ali Sabourin, Manager, Customer Experience and Innovation  
Public Works Department, Transit Division

**Submitted and recommended by:** Nancy Purser, (Acting) Director, Transit  
Public Works Department, Transit Division



# **10-Year Downtown Revitalization Strategy Project Update and Interim Consultant's Report PED24163(c)**

General Issues Committee – July 9, 2025

# Background

- Council approved the development of a 10-Year Downtown Revitalization strategy in December 2024
- Strategy is an effort to reprioritize Downtown revitalization efforts and City focus on the Downtown in the face of emerging and systemic issues:
  - Depressed commercial storefront occupancy rates in the Downtown and International Village Business Improvement Areas relative to other city BIAs
  - Potential for rising office vacancy as a pre-COVID tenant leases come up for renewal over the next couple of years
  - Systemic societal changes and challenges respecting hybrid work, mental health and addiction, affordable housing
  - Economic pressures and uncertainty impacting the development of new housing and the growth of Downtown's resident population
- Strategy is being developed with the support of external consultants and on an expedited schedule



# Downtown's Importance

- ✓ Encapsulates the city's **cultural** and **civic identity**
- ✓ Serves as a **major economic hub** for the city's business community and destination for **City and social services**
- ✓ Where over **30,000\*** Hamiltonians call **home**
- ✓ A place of work for over **28,000\*** people
- ✓ Serves important **city-wide functions** including **transportation linkages**, a hub for the **arts, culture and creative industries** and a major source of the city's **small businesses** and **entrepreneurship**
- ✓ Contributes **\$4.8B in assessment** generating **tax revenue** that **supports City initiatives and operations for all Hamiltonians**

*\*2021 Census Data*



# Current City Downtown Initiatives

Its not just about the strategy.....City divisions have been continuing to action new initiatives in 2025 to better support Downtown:

- Downtown office to residential/hotel grant program *(Ec. Dev.)*
- Graffiti removal grant program for commercial property owners/tenants *(Ec. Dev.)*
- Proactive graffiti management on public property and enforcement on private property *(Municipal Law Enforcement/Transportation)*
- Launch of ad campaigns and direct window service to address graffiti *(Transportation)*
- Enhanced core cleanliness with new equipment and additional staff resources allowing for increased frequency of service *(Waste Management/Transportation)*
- Summer 2025 Downtown Hamilton Clean Team Pilot to expedite and streamline responses to cleanliness issues *(Waste Management)*
- Increased hours of service for response to by-law complaints *(Municipal Law Enforcement)*
- Increased outreach and collaboration with local partners to address site specific issues/concerns *(Housing Services)*

# Downtown Strategy Engagement To-Date

## In-Community Pop-up Engagement

13 engagement events in April May and June at different events/locations in the city:

- Lime Ridge Mall
- Touch-a-Truck Event (Pier 8)
- Art Crawl
- Hamilton Farmer's Market
- Central Library
- Boats in the Park
- Gage Park Greenhouse
- Newcomer Day
- ... and others

## Direct Mail-out

Canada post mail-out to 55,000+ businesses, apartments and residences in Wards 1, 2 and 3)

## Print and Digital Ad-buy

The Spec, Instagram/Facebook, Reddit, Bell/CTV etc.

## Engage Hamilton

Survey, submit questions and share feedback/stories/big ideas)

## Focused Stakeholder Roundtables

- Arts and Culture
- Downtown Transportation
- Small-Mid Sized Businesses/BIA's
- Commercial Landlords
- Community Safety and Well-being

## Individual Stakeholder Meetings

- Hamilton is Home
- Hamilton Chamber of Commerce
- Hamilton Police
- OVG/HUPEG
- HamOntYouth Steering Committee
- ... and others

# Timeline/Deliverables

<b>July</b>	Prepare a detailed report back to community on what we heard through the public and stakeholder engagement
<b>July to September</b>	Development of the draft strategy and its priority actions including internal cross-departmental collaboration and engagement
<b>October</b>	Community and Stakeholder engagement respecting the draft actions
<b>November</b>	Finalize draft strategy and actions
<b>December 3 GIC</b>	Draft strategy is presented at GIC for feedback
<b>Q1 2026</b>	Strategy is finalized and brought to Council for final approval before the end of Q1 2026.



# Downtown Revitalization Strategy

## Phase 1 Summary Interim Report

Presentation to Council - City of Hamilton

July 9, 2025



**Cultural Spaces**  
People and Places



# Agenda

---

01

Cultural Spaces

Introduction

02

Past Projects

Ottawa and Winnipeg

03

Summary

Phase 1 activities

04

Next Steps

Workplan for the Strategy



1.



# Cultural Spaces

People and Places

# Who We Are

A diverse team of experts with decades of experience in creating resilient strategies for natural and cultural sites, sustainable development, and urban planning.

Driven by the vision of **sustainable and meaningful change** where places and projects are culturally appropriate, socially responsible, economically viable, and environmentally compatible.  
We aim to foster **resilient and vibrant communities**.



# How We Work

- Relationship people and places
- Multidisciplinary
- Treat the place as an ecosystem
- Identify the pressure points, the tensions
- Integrated solutions – avoid silo discussions
- Big and small changes
- Pay attention to who is best placed to affect change

July 9, 2025

Hamilton Downtown | City of Hamilton



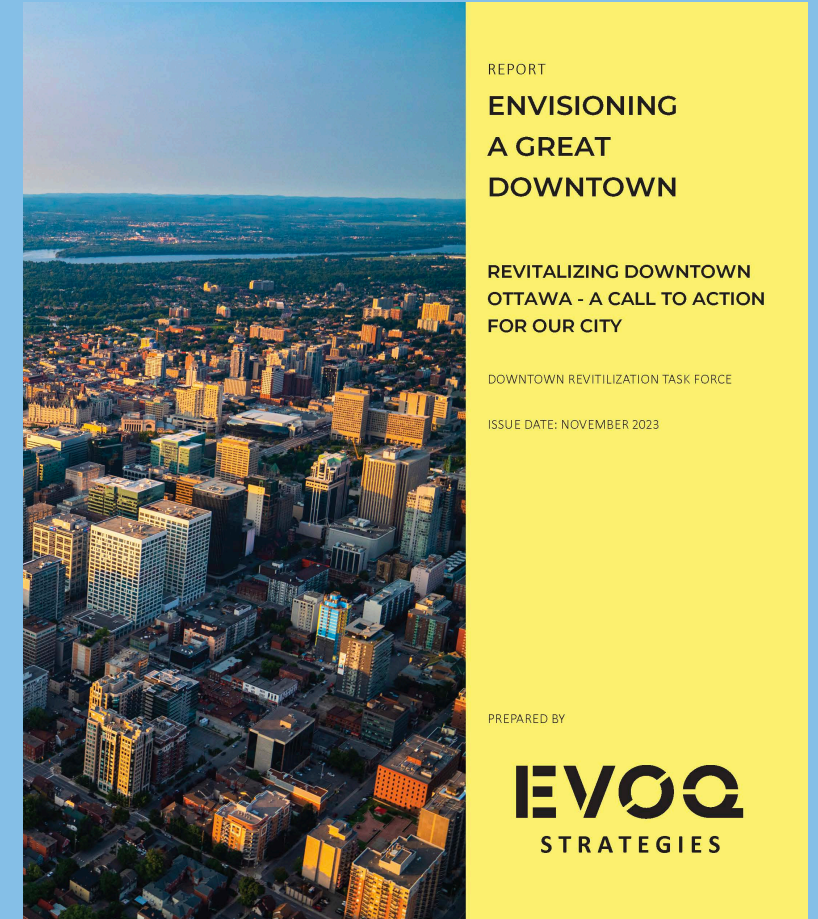
2.

# Past Projects

Ottawa and Winnipeg- Relevant experiences for Hamilton

# Downtown Ottawa

- Initiative from civil society – MP, councillors, social service groups, business groups, office landlords, community groups, municipal liaison
- Changing landscape – COVID, work from home, federal presence, trucker convoy, homelessness, drug crisis
- Complex authority environment – urban design, planning, activities, regulation
- Aim to identify what was lost, how things are changing, assets to leverage, and coordination to manage change
- Engagement of stakeholders through groups, interviews, and online tools
- End result: framework for stakeholders to work together





# EXCHANGE DISTRICT PLAN 2022

## Winnipeg Exchange District

- Initiative from the BIA – arts culture and heritage sector, businesses, property owners, investment program managers, social services groups, academic institutions
- Manage change in a historic and stagnating environment – strict heritage regulation, low investment, changing economic drivers
- Engaged stakeholders in various sectors
- Governance and investments were critical
- Together with planning and design firm prepared a blueprint to manage change



# Sustainability

Sustainability is the **result of integrating social, cultural, economic, and environmental concerns**

Successful strategies apply a sustainability lens because:

- Urban environments are complex
- There are multiple levers of solutions
- The integrated approach is effective and efficient
- Engages multiple components of the community



3.

# Summary

Phase 1- Engagement

# Summary - What We Did

- Project began in March with internal meetings to set priorities
- **Site visit 1**- end of March
- Engagement strategy - open and thematic
- **Site visit 2**- early May
- **Site visit 3**- mid-May
- **Site visit 4**- early June
- Online engagement tools 1 for City Staff and 1 for Stakeholders- complements Engage Hamilton by being **targeted and interactive**

# Summary - What We Did

The Engagement Strategy was meant to reach out to specific stakeholders and complement the City's own public engagement efforts:

- **Objective:** Meet key stakeholders and listen
- **Structure:** Thematic approach- Arts, Culture, and Entertainment; Small and Mid-Size Businesses; Transportation and Mobility; Safety and Social Services; Downtown Marketing Positioning for Tourism; Housing, Commercial Properties; and Urban Fabric and Public Realm
- **Methodology:** Small groups of stakeholders, diversity within themes, direct interactions on the ground
- **Openness:** we worked with partners to identify participants, do not limit ourselves, remain open



# Summary - What We Heard

- Our specific efforts heard from about 200 people in focused one-on-one and group meetings of at least 90 minutes
- Mix of outside organizations and City staff
- Leaders, drivers of change
- Listen, listen, listen

# Summary - What We Heard

**01** A neighbourhood people care about

**03** The perception of abandonment

**02** The home and livelihood of many

**04** The experience of disconnect

# Summary - Vision and Principles

Too soon to develop because of engagement efforts.

However, there are some elements that will inform:

- **Vision:** both a neighbourhood and a destination; City pride; accessible to all; positive energy and excitement; welcoming; opportunities for the city as a whole
- **Principles:** people focused, back-to-basics, build and care, commitment to change, focus on what the City can control, strong public presence, encouraging initiatives, collectively own Downtown and empowering residents.

4.

# Next Steps

Work plan for the Strategy

# Next Steps

## Phase 2:

- ***Draft vision and principles*** - with stakeholders, interactive, review a collection of existing visions and principles from City and stakeholders
- ***Collect Data and Analysis*** - identify and review plans, identify the impact of City initiatives, align existing City initiatives with the vision and principles, connect dots, survey comparables
- ***Draft Priorities and Recommendations*** - relevant, practical, integrated, short to long term, identify levers of change and transformative initiatives
- ***Ongoing stakeholder engagement*** - online and when necessary in person to get guidance, build support, and establish the foundations of long term governance



## City of Hamilton Report for Information

<b>To:</b>	Chair and Members General Issues Committee
<b>Date:</b>	July 9, 2025
<b>Report No:</b>	PED24163(c)
<b>Subject/Title:</b>	10-Year Downtown Revitalization Strategy Project Update and Interim Consultant's Report
<b>Ward(s) Affected:</b>	Ward 2

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### Recommendations

That Report PED24163(c) regarding the 10-Year Downtown Revitalization Strategy Project and Public Engagement Update **BE RECEIVED** for information.

### Key Facts

- The purpose of this Report is to provide an update on the 10-Year Downtown Revitalization Strategy.
- The Report outlines the project timeline and engagement activities to date and includes an interim report from the project's consultants, Cultural Spaces Consulting, attached as Appendix A to Report PED24163(c). This report identifies overarching themes emerging from public and stakeholder engagement, as well as key insights informing the strategy's future vision, guiding principles and next steps.

### Financial Considerations

There are no financial implications associated with this Information Report.

# 10-Year Downtown Revitalization Strategy Project Update and Interim Consultant's Report

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## Background

On December 11, 2024, City Council approved amended recommendations of Report PED24163 respecting a series of initiatives to be led by the Economic Development Division respecting Downtown. These initiatives were intended to recognize community concern respecting the current state of the Downtown and to kick-start a renewed City priority for sustained and on-going Downtown revitalization efforts.

Initiatives approved by Council through Report PED24163 included:

- Development of a Downtown office-to-residential/hotel conversion program (approved by Council on May 28, 2025, via Report PED24163(b));
- Making permanent the Downtown graffiti removal grant program for property owners and commercial tenants; and
- Initiating the development of a 10-Year Downtown Revitalization Strategy (the Strategy), which is the primary focus of this report.

The Strategy is intended to establish a common, forward-looking vision for the Downtown over the next 10 years and identify priority actions (short, medium and long-term) needed to bring that vision to life and ensure Downtown is a place people want to once again live, work and experience. In addition, the Strategy's actions will be informed by, and seek to identify opportunities in the context of Downtown Hamilton, that will support existing city-wide strategies already working to address systemic challenges in the city in terms of housing, community safety and well-being and climate change among others.

As part of discussions, Council approved the following amended recommendations (amendments are italicized and bolded for reference):

- (a) "That the Economic Development Division staff be directed to develop a 10-Year Downtown Revitalization Strategy utilizing funding from the Economic Development Initiatives Capital Project (3621708900) ***up to an upset limit of \$100,000 for consultant related costs*** and that the draft Strategy be brought to a General Issues Committee for consideration before the end of 2025
- (e) ***That staff be directed to report back to the General Issues Committee in Q2 2025 with an interim report respecting the principles that will inform the actions of the strategy.***

This Report is being provided in response to recommendation (e) above.

# 10-Year Downtown Revitalization Strategy Project Update and Interim Consultant's Report

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### Project Phases

The development and final Council consideration of the Strategy will occur in three phases.

<b>PHASE 1: Community Engagement</b>  <b>(April – June)</b>	<b>Hear from the community and stakeholders about the Downtown.</b>  Goals: <ul style="list-style-type: none"> <li>• Ensuring the strategy is based on an accurate understanding of the communities' challenges, needs and wants for Downtown;</li> <li>• Building trust and relationships towards success; and,</li> <li>• Changing the narrative and invoking pride and ambition about what could be.</li> </ul>
<b>PHASE 2: Development of the Draft Strategy</b> (including vision, guiding principles, and priority actions)  <b>(July - November)</b>  <b>(December review by Council)</b>	<b>Collaborate with internal Departments/Divisions and key stakeholders to develop the priority actions that the City and its partner will lead/action over the next 10 years.</b>  Culminates in delivery of the draft Strategy to City Council for review and feedback at the December 3 General Issues Committee.  Goals: <ul style="list-style-type: none"> <li>• Identify actions that can occur immediately, and over the horizon of the Strategy, to ensure consistent and on-going priority and attention is given to Downtown;</li> <li>• Everyone working together to create real, tangible plans reflecting what Hamiltonians want for our collective Downtown;</li> <li>• Working collaboratively to share skills and resources to make things happen; and,</li> <li>• Fostering organic, grass roots efforts to achieve long-lasting change and ownership of Downtown.</li> </ul>
<b>PHASE 3: Final Strategy Approval</b>  <b>(Q1 2026)</b>	<b>City Council review and approval of the final Strategy and implementation recommendations.</b>



# 10-Year Downtown Revitalization Strategy Project Update and Interim Consultant's Report

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### Project Timeline and Activities To-date

The following provides an overview of the project's timeline and associated activities to-date. Specific details respecting the engagement activities referenced in the timeline are discussed further in the 'Consultation' section of this Report.

December 2024	Council approves amended recommendations of Report PED24163 to begin the Strategy.
January 2025	<p>Staff, in collaboration and consultation with procurement staff, confirm the use of the 'Request for Quotations (Good and Services)' procurement process to retain a supporting project consultant.</p> <p>The Request for Quotations bid document is prepared and approved by senior leadership.</p>
February 2025	Five consultants with the expertise deemed necessary for the work are invited to respond to the Request for Quotations bid starting on February 1. Invitees are provided until February 28 to submit their bids.
March 2025	<p>Cultural Spaces Consulting (the Consultant) is confirmed as the successful bidder and their services are procured.</p> <p>Initial introductory meetings and tours of the Downtown between City staff and the Consultants take place.</p> <p>Public engagement and communication plans are developed for engagement and project awareness efforts during Phase One of the project.</p>
April 2025	<p>Phase One Public engagement and project awareness efforts commence including the following:</p> <ul style="list-style-type: none"> <li>• The project page at <a href="http://www.hamilton.ca/OurFutureDowntown">www.hamilton.ca/OurFutureDowntown</a> goes live April 1</li> <li>• The Engage Hamilton engagement project page at <a href="http://www.engage.hamilton.ca/OurFutureDowntown">www.engage.hamilton.ca/OurFutureDowntown</a> goes live April 2</li> <li>• A Communication Update to City Council is provided April 1</li> <li>• A City press release respecting the strategy's launch is issued April 23.</li> <li>• Print and digital ad buys in local media and social media platforms commence.</li> <li>• The first of 13 scheduled in-community pop-up engagement event occurs on April 26 with the Magnolia Hall grand opening.</li> </ul>
May 2025	Public engagement and project awareness efforts continue including:

## 10-Year Downtown Revitalization Strategy Project Update and Interim Consultant's Report

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- Nine in-community pop-up engagement events are held.
- An informational project postcard is mailed out during the week of May 9.
- Roundtable stakeholder meetings are held with over 200 stakeholders invited to engage on key Downtown topics/themes.
- Additional individual stakeholder meetings/outreach occur with individuals, groups, associations and organizations.
- Print and digital ad buys continue through May.

Note at the time of writing this Report, the following activities are planned but have not yet occurred.

June 2025	Public engagement and project awareness efforts continue, including: <ul style="list-style-type: none"> <li>• An additional three in-community pop-up engagement events being held.</li> <li>• Online engagement and feedback through the Engage Hamilton project page continues until June 30 for Phase 1 of the project.</li> </ul>
July 2025	Interim Information Report delivered to General Issues Committee July 9.  A detailed report back to community summarizing the feedback heard through public engagement to the end of June is prepared and shared on Engage Hamilton and directly with engaged stakeholders before the end of July.

In July 2025, Phase Two of the project commences.

### Analysis

Appendix A of Report PED24163(c) includes an interim report prepared by the project consultants. It identifies overarching themes emerging from public and stakeholder engagement to date, as well as key observations and insights regarding the strategy's future vision, guiding principles and next steps for Downtown revitalization.

### Alternatives

As this is an Information Report, there are no alternatives presented.

### Relationship to Council Strategic Priorities

The Strategy is intended to support key Council priorities respecting Downtown revitalization, particularly as it relates to Council's priorities to support sustainable economic and ecological development and ensuring Downtown is a safe and thriving neighbourhood.

# 10-Year Downtown Revitalization Strategy Project Update and Interim Consultant's Report

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## Previous Reports Submitted

[PED24163 Downtown Hamilton Office and Storefront Commercial Sector Update and Action Report \(Ward 2\)](#)

[Our Future Downtown: 10-Year Downtown Revitalization Strategy Project Update \(Ward 2\) Communication Update, April 1 2025](#)

## Consultation

In collaboration with the Public Engagement and Corporate Communications teams in the City Manager's Office, staff developed a comprehensive public engagement and communication plans for Phase One of the project. The goal was to raise as much awareness as possible about the strategy and engage a broad section of Hamiltonians about the Downtown within the project timeframes and available budget.

Engagement efforts also aimed to hear from non-Hamilton residents who visit or work in the Downtown, recognizing the important role that employment and tourism play in its success.

**Phase One** of the project included the following outreach:

1. Engage Hamilton Project Page;
2. Direct Mail-outs;
3. Digital and Print Media Ad Buys;
4. In-Community Pop-Up Engagement;
5. Residential High-Rise Lobby Posters;
6. Stakeholder Roundtables;
7. Individual Stakeholder Engagement/Outreach; and,
8. Additional Focused Engagement Efforts

Additional details on each of these engagement efforts are provided below.

The feedback and comments received through these efforts so far have informed the interim report contained in Appendix A to Report PED24163(c). A more fulsome and detailed report back to the community respecting what has been heard will be prepared by staff and made available though the Engage Hamilton project page and directly to engaged stakeholders by the end of July.

## 10-Year Downtown Revitalization Strategy Project Update and Interim Consultant's Report

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#### Engage Hamilton Project Page

The Engage Hamilton project page launched on April 2, 2025, offering the public several ways to contribute to the development of the Downtown Revitalization. Participants could complete a survey, share comments and concerns, submit personal stories/special memories and ideas, and ask questions.

As of June 5, 2025, the platform had achieved the following engagement:

- **Visitors Summary:**

- **Total visits** - 10,100
- **Max visitors per day** - 379
- **Visitors by Channel:**
  - Direct (using URL) - 6,866
  - Email - 227
  - Search Engine - 530
  - Social media - 1842
  - Referrals - 610;

- **Tool Performance:**

- Survey Submissions - 276
- Guest book Entries (Downtown Challenges and Concerns) - 57
- Stories (Special memories) Submissions - 3
- Questions Submitted - 10
- Ideas Posted:
  - "What's your big idea?" - 173
  - "What is your vision for Hamilton's downtown core?" - 39
  - "What do you value about the downtown core?" - 28

In total, over 1,100 contributions (including comments posted to and up/down voting on individual ideas posted publicly); and,

- **Documents Page:**

- Visitors - 49
- Documents Downloaded – 74.

#### Direct Mail-out

To expand awareness and participation, postcards were mailed to over 55,000 residents, property owners, multi-residential tenants, and businesses in the greater Downtown area of Wards 1, 2 and 3.

## 10-Year Downtown Revitalization Strategy Project Update and Interim Consultant's Report

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The goal was to reach more people living in high-rise residential settings, which are often harder to engage.

A broader citywide mail-out was considered but found to be cost-prohibitive due to budget constraints. Instead, awareness was supported through other channels, including ads and community outreach.

### Digital and Print Media Ad Buys

A coordinated media campaign ran across local newspapers, websites, and social media platforms to promote the project and encourage engagement.

### In-Community Pop-Up Engagement

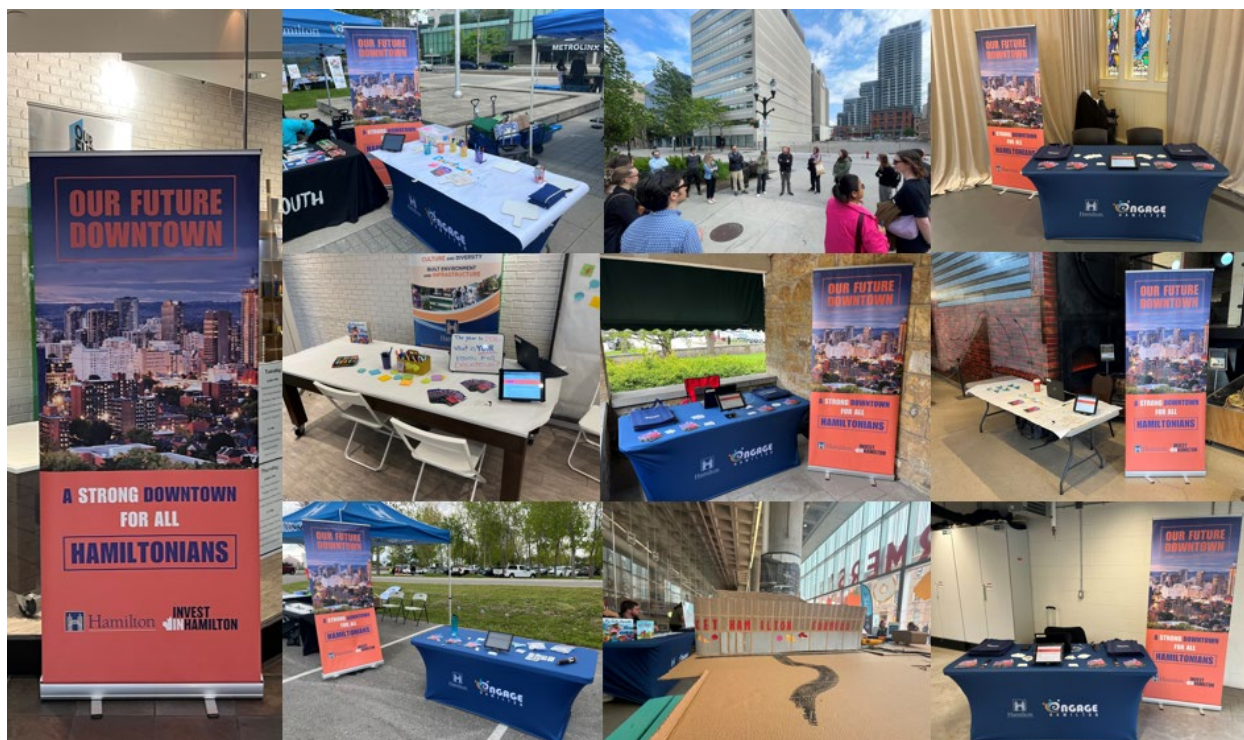
To reach residents who may not engage otherwise, staff organized 13 pop-up events from April through June, aligning with major public events and destinations both inside and outside Downtown. These allowed face-to-face conversations and idea-sharing.

Events included:

- Magnolia Hall Grand Opening (Saturday April 26);
- Gage Park Greenhouses (Friday May 2);
- Open Doors Hamilton at Whitehern Historic House and Garden (Sunday May 4);
- Art Crawl on James Street North (Friday May 9);
- Hamilton Farmer's Market (Wednesday May 14);
- Hamilton Central Library (Friday May 16);
- Lime Ridge Mall (Saturday May 17);
- Touch-a-Truck at the Discovery Centre/Pier 8 (Saturday May 24);
- Newcomer Day (Friday May 30);
- Boats in the Park at Hamilton Museum of Steam and Technology (Saturday May 31);
- Hamilton Farmers' Market (Saturday June 7);
- State of the City (Monday June 16); and,
- Open Streets (Sunday June 22).

# 10-Year Downtown Revitalization Strategy Project Update and Interim Consultant's Report

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Images of in-community engagement (Image Credit: City Staff)

### Multi-Residential Building Lobby Posters

Posters were placed in the lobbies of several residential buildings (36 James St. N., 141 Catharine St. S., and CityHousing Hamilton buildings) to boost awareness among Downtown tenants.

Efforts to expand this to more buildings were limited by challenges in identifying and contacting building managers or condo boards. In the successful cases, residents played a key role by helping facilitate connections with building contacts.

### Stakeholder Roundtables

A series of focused roundtables took place over two weeks in May. Facilitated by the consultants, these sessions brought together stakeholders from within and outside the City to discuss key revitalization themes, including: arts and culture, community safety and well-being, transportation, branding/marketing/tourism, small and mid-sized business, housing and urban fabric/public realm.

In total, approximately 200 stakeholders were invited to engage through these roundtable discussions.

## 10-Year Downtown Revitalization Strategy Project Update and Interim Consultant's Report

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### Individual Stakeholder Engagement/Outreach

In addition to the stakeholder roundtables, staff met with a range of groups, organizations, and individuals to gather input. These included:

- Business Improvement Area Subcommittee;
- HamOntYouth Steering Committee;
- Hamilton is Home Alliance;
- Hamilton Immigration Partnership Council (City staff contacts with future engagement with the council itself to occur in Phase Two of the project);
- Hamilton Farmers' Market Board of Director's;
- Hamilton Farmers' Market Vendors Association;
- Hamilton Police Service;
- Individual Downtown office tenants through in-person corporate calls;
- Oak View Group/Hamilton Urban Precinct Entertainment Group; and,
- Start-up and Entrepreneur Focus Group at Innovation Factory.

### Additional Focused Engagement Efforts

- Indigenous Consultation  
Staff have been working with the City's Indigenous Relations team to identify meaningful opportunities to engage with the urban Indigenous community on this project. These activities are planned for Phase Two of the project.
- Ontario Professional Planners Institute Walking Tour (May 29)  
Staff worked with the Ontario Professional Planners Institute to organize a walking tour of the Downtown to discuss Downtown challenges and potential opportunities from an urban planning and design perspective.

### Appendices and Schedules Attached

Appendix A: Interim Report prepared by Cultural Spaces Consulting

**10-Year Downtown Revitalization Strategy Project Update and Interim Consultant's  
Report  
Page 11 of 11**

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<b>Prepared by:</b>	Phil Caldwell, Acting Manager of Commercial Districts and Small Business Planning and Economic Development Department, Economic Development Division
<b>Submitted and recommended by:</b>	Norm Schleeahn, Director of Economic Development Planning and Economic Development Department, Economic Development Division



# Downtown Revitalization Strategy Phase 1 Summary Interim Report

City of Hamilton

June 9<sup>th</sup>, 2025



**Cultural Spaces**  
People and Places

## Context

Cultural Spaces was retained by the City of Hamilton in the Spring of 2025 to help develop a revitalization strategy for its Downtown. The strategy is meant to capture a range of considerations and provide recommendations for priorities and actions.

The project is divided into phases, where Phase 1 is focused on engaging with a diversity of stakeholders. Council requested an update on the project in Q2 2025.

### 1. What we did

The project began in early March with an internal team meeting that focused on reviewing priorities and setting up a schedule for visits and stakeholder engagements.

The first site visit took place between March 24th and 26th. This was the opportunity for the team to familiarize itself with Downtown Hamilton and meet some of the key City contacts.

Following the first visit, the priority was to establish a structure to engage key stakeholders. The objectives of the structure were to: 1) capture a diversity of stakeholders; 2) encourage conversations on themes that were interrelated; and 3) offer a format that was conducive to open exchanges.

Based on that approach, 9 themes were identified: Arts, Culture, and Entertainment; Small and Mid-Size Businesses; Transportation and Mobility; Safety and Social Services; Downtown Marketing Positioning for Tourism; Housing, Commercial Properties; and Urban Fabric and Public Realm. An average of 15 people joined each thematic conversation. Some of these conversations were jointly organized with outside groups, such as the BIAs and established social services and housing committees.

In addition to these, we met with City staff and senior leadership involved in a wide scope of programs and the senior leadership of the police service. In order to broaden the ability for stakeholders to engage with the project, we set up two online tools. One is for staff to engage and share ideas on their role in revitalizing Downtown, the other is for external stakeholders to share their efforts to make Downtown an attractive and welcoming space for all.

Lastly, we visited Downtown Hamilton four times since the end of March for a total of 10 days. We walked the streets of Downtown at various occasions, during all of our visits, day and night. We stopped and chatted with individuals, entered stores, and always stayed in a Downtown hotel. This allowed us to immerse ourselves as much as possible in the fabric and the feeling of Downtown.

While we do not claim to have spoken to everyone and remain available to engage with others, this phase of engagement heard from hundreds of stakeholders and offered a credible cross-section of individuals and organizations involved with Downtown.

### 2. What we heard

Each engagement was facilitated by the Cultural Spaces team and was guided by open ended questions and trust building through anonymity so as to provide an open forum to share

perceptions, experiences, ideas, frustrations, and needs. The team was strictly in a listening mode.

The following are the highlights of the exchanges:

- **A neighbourhood that people care about**: stakeholders care about the area and demonstrate great pride in fostering activities, initiating and growing businesses, and taking care of their spaces. They conceive of Downtown as a neighbourhood with regular amenities required for residents (e.g. grocery stores, parks, schools) as well as one that is home to amenities of interest to the city as a whole and beyond (e.g. the public library, the art gallery, theatres). Stakeholders use the urban fabric and wealth of opportunities that typical city downtowns offer to live, create, invest and innovate. They continue to spend time and resources to beautify, animate, and make the place attractive.
- **The home and livelihood of many**: Downtown is not just a space, it is a place. It is the home of tens of thousands of residents, mostly renters, and the livelihood of hundreds of independent businesses, artists, and innovators. Residents are there most by choice and some because of the affordability of housing and availability of specific services. The attraction of an urban setting and lifestyle is important and valued. More people are able to settle Downtown under certain conditions. Some businesses have been around for decades and are institutions in the city. Many independent businesses are entrepreneurs, especially for women and from underrepresented groups, who are attracted to Downtown as a first opportunity to launch a business.
- **The perception of abandonment**: Residents, creators, and businesses expressed feelings of abandonment, frustration, and of not being listened to. Concerns about the state of infrastructure, safety, long-term planning, accessibility, and positive promotion of the neighbourhood have remained unaddressed according to stakeholders. Stakeholders expressed strong emotions of hurt, pain, and sense of loss from not being heard. For the residents and businesses who live and have their livelihood Downtown, the negative perceptions that outsiders may have on the neighbourhood is often more than a perception, it is an experience. They have expressed frustration at not getting answers about major projects and being in limbo, the concentration of services for people in need without an assessment of potential impacts, and the lack of care for the quality of the urban furniture and maintenance of the public realm. The feeling is that Downtown is neither treated as a proper neighbourhood nor a destination for visitors.
- **The experience of disconnect**: The perception of abandonment is coupled with an experience of disconnect between the efforts of residents, creators, and businesses and those of the City. They have difficulty reconciling the negative perception of Downtown from non residents, a lack of awareness of the positive aspects of the life of residents and contributions of local business owners, and a lack of prioritizing by the City. Stakeholders do not believe that their neighbourhood is a priority. They expressed that they feel that their own investments in making Downtown a place of choice for residents, creators, and businesses are not matched by the City. They feel that they are more often met with 'no', a wait-and-see attitude, delays, and sometimes confusion in responses from the City. Inside the City a similar perception of lack of focus on priorities and inability to make timely decisions hinders the efforts of staff to be responsive. Stakeholders are looking for better communication with the City, a clear sense of priorities, openness to initiatives, responsiveness, coordinated prioritization, sustained engagement of stakeholders by the

City, sustained effort to take care of both infrastructure and social issues, and a people-first attitude.

### **3. Elements for a vision**

Council requested an update on the vision for a revitalized Downtown on July 9th. Based on the efforts made to date, it is too soon to engage in discussions of visioning.

However, there are elements that are gleaned from what stakeholders said that are helpful to imagine the future. These pertain to a Downtown that is both a neighbourhood and a destination for visitors and Hamiltonians, a place to display City pride, a home that is accessible for all, and a place of positive energy and excitement. It is a place that is welcoming and offers opportunities for the city as a whole.

As the Cultural Spaces team continues to engage with stakeholders, more focused efforts will be made to craft a vision that is authentic, pragmatic, attainable, incites change, and builds confidence for all those involved.

### **4. Core principles**

Council requested an update on the principles for a revitalized Downtown in Q2 2025. Similarly to the vision, it is too soon to discuss principles.

There are nevertheless some elements that offer a sense of how principles can form the basis for decisions that have an impact. These include a people focused approach, a back-to-basics approach, a build and care approach, a desire and commitment to change, a commitment to taking control of what the City can control, a strong public presence, encouraging initiatives, and a commitment to collectively own Downtown while empowering residents.

Principles will be developed in the next few months together with stakeholders and City staff.

### **5. Next steps: framing the data collection and analysis**

The next steps of the work will focus on developing the methodology to collect data and analyze it. This will require close cooperation with City staff and some key stakeholders to have access to credible and up to date data. Additionally, we will consult relevant plans and current strategies to find a relevant pattern of actions and start building a coherent direction for the City as a whole.

The methodology will rely on a sustainability approach that considers the interconnectedness of social, environmental, cultural, and economic matters. The identification of pillars to support the revitalization and of levers to activate those efforts will form the foundation of the revitalization strategy. Recommendations will be crafted in a direct and pragmatic language. They will emphasize the ability to deliver change within 5 years and prioritize longer term changes over 10 years.

The project will continue to listen to stakeholders and engage with them to provide the necessary meaningful long-term direction for the success of the strategy.



WELCOME TO THE CITY OF HAMILTON

# GENERAL ISSUES COMMITTEE

July 9, 2025

# PED25163

## Hamilton's Biodiversity Action Plan 2025 Annual Update.

Presented by: Jennifer Allen and Shauna Hasselman

# What is the Biodiversity Action Plan?

- The Biodiversity Action Plan was adopted by Council on June 26, 2024;
- The Biodiversity Action Plan is a multi-partner plan created in collaboration with the BAP Working Group comprised of different organizations in Hamilton;
- The Plan contains a total of 68 strategic actions organized into four goals: protect, explore, connect and explore, and seven key priorities;
- The actions are to be undertaken by the working partners over five years.



## Partners:



# Implementation

- This report is the first annual report on the implementation of Hamilton's Biodiversity Action Plan to provide an update on the status of the action items led or supported by the City of Hamilton.
- A tracking form is used by the Biodiversity Action Plan action leads and supporting partners to track the progress and completion of the actions.
- City Council approved one new Full Time Equivalent position in the Planning and Economic Development Department and four Full Time Equivalent positions in the Public Works Department in the 2025 budget to ensure successful implementation and reporting on the departmental actions.
- The Biodiversity Action Plan outlines the expected role of the BAP Coordinator over the timeframe of the plan and provides an outline of the expected governance model to be implemented. The new Full Time Equivalent position in Planning will act as the Biodiversity Action Plan Coordinator for 18 months.



# City of Hamilton Actions

- The City of Hamilton is the leading partner on 32 actions and a supporting partner on 24 actions
  - The Planning and Economic Development Department is the leading partner for 12 actions;
  - The Public Works Department is the leading partner on 19 actions; and
  - The Finance and Corporate Services Department is the leading partner for one action.
- Of the City led or supported actions, 32 actions are in progress, 21 actions are pending, and three actions are complete.
- Of the City led actions, 15 actions are in progress, 14 actions are pending, and three actions are complete.



**14**  
**PENDING**



**15**  
**IN PROGRESS**



**3**  
**COMPLETE**

Key Highlights	Division/Section	Action
Supported a local resident and the Hamilton Naturalists' Club with in-kind project management and maintenance of a bird habitat structure installed at Johnson Tew Park in Dundas.	Parks	4.16
Created a framework to transform current annual planting beds into perennial and pollinator beds. The plan spans 5 years. One existing bed has been converted, totaling 483 square metres.	Horticulture	4.17
Hosted Community Tree Planting events and installed approximately 6,775 native trees in 2024.	Forestry	4.19
Trillium Awards program expanded to include natural pollinator-friendly gardens.	Business Programs	4.23
Presented the Watershed Action Plan to Council in 2024. The plan was approved by Council and staff are currently in the implementation phase of the top 10 actions within the plan.	Hamilton Water	6.1
Collaboration to enhance biodiversity at stormwater facilities. The team completed restoration work at three facilities.	Hamilton Water / Forestry	6.8



**8**  
**PENDING**



**10**  
**IN PROGRESS**



**1**  
**COMPLETE**

# Planning and Economic Development Actions Page 95 of 229 PED25163

- Of the actions led by Planning, 5 actions are in progress, 6 actions are pending, and one action is complete



**6**

**PENDING**



**5**

**IN PROGRESS**



**1**

**COMPLETE**

## Key Highlights:

- The Green Standards and Guidelines came into effect on January 1, 2025, therefore Action 6.2 has been completed.
- The Green Building Standards were endorsed by Council on October 9, 2024, with updates based on engagement with the Climate Change Action Committee presented to Planning Committee on April 29, 2025. Staff will be reporting back in Q4 of 2025 on further review prior to the implementation of the guidelines and completion of Action 7.2.



# THANK YOU FOR ATTENDING

THE CITY OF HAMILTON GENERAL ISSUES COMMITTEE



## City of Hamilton Report for Information

<b>To:</b>	Mayor and Members General Issues Committee
<b>Date:</b>	July 9, 2025
<b>Report No:</b>	PED25163
<b>Subject/Title:</b>	<b>Hamilton's Biodiversity Action Plan 2025 Annual Update</b>
<b>Ward(s) Affected:</b>	City Wide

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### Recommendations

- 1) That Appendix A to Report PED25163 "Hamilton's Biodiversity Action Plan Annual Update 2025 – Public Works Department" **BE RECEIVED** for information.
- 2) That Appendix B to Report PED25163 "Hamilton's Biodiversity Action Plan Annual Update 2025 – Planning and Economic Development Department" **BE RECEIVED** for information.

### Key Facts

- Hamilton's Biodiversity Action Plan was adopted by Council on June 26, 2024, and contains strategic actions to be undertaken by the working partners over five years to protect, restore, connect, and explore biodiversity in Hamilton.
- The Biodiversity Action Plan (BAP) is a multi-partner plan created in collaboration with the BAP Working Group Partners, which includes City of Hamilton staff. Detailed updates on the progress of actions led by the other BAP Working Group Partners may be shared separately by their boards.
- Out of a total of 68 actions, the City of Hamilton is the leading partner on 32 actions and a supporting partner on 24 actions. The Planning and Economic Development Department is the leading partner for 12 actions and the Public Works Department is the leading partner on 19 actions. One action is also led by the Finance and Corporate Services Department.
- Out of the City led or supported actions 32 actions are in progress, 21 actions are pending, and three actions are complete.

- This report is the first annual report on the implementation of Hamilton's Biodiversity Action Plan to provide an update on the status of the action items led or supported by the City of Hamilton. Annual reports are required as per Recommendation J of Report PED21065(d)/PW24040.

## **Financial Considerations**

There are no financial implications associated with the receipt of Hamilton's Biodiversity Action Plan Annual Update 2025 attached as Appendix A and Appendix B to Report PED25163.

## **Background**

The Hamilton Biodiversity Action Plan was adopted by Council on June 26, 2024. It is a multi-agency initiative with strategic actions to be undertaken over five years by the partner organizations to protect, restore, connect, and explore biodiversity in Hamilton. A complete chronology of significant dates associated with the Biodiversity Action Plan development was provided in Report PED21065(c) and Report PED21065(d) / PW24040. A summary of the community consultation led by the Biodiversity Action Plan Working Group during the summer and fall of 2023 is also provided in Report PED21065(d) / PW24040.

The City of Hamilton Biodiversity Action Plan actions are intended to build on the commitment made by the City as a signatory to the Montreal Pledge which called on cities across the world to take 15 tangible actions towards preserving ecosystems, and represent City initiatives that are planned over the next five years that will contribute positively to conserving and protecting nature. The City of Hamilton is the leading partner on 32 of the 68 actions in the plan and a supporting partner on 24 actions. Staff from the Planning and Economic Development Department and the Public Works Department are working to implement the respective actions in the Biodiversity Action Plan and are collaborating across the City Departments to achieve results. The Planning and Economic Development Department is the leading partner for 12 actions and the Public Works Department is the leading partner on 19 actions.

## **New Staff Positions**

As discussed in Report PED21065(d)/PW24040, through the 2025 budget process City Council approved one new Full Time Equivalent position in the Planning and Economic Development Department and four Full Time Equivalent positions in the Public Works Department to ensure successful implementation and reporting on the departmental actions.

The position within the Planning and Economic Development Department will lead the completion of the Planning Division actions and support natural heritage policy-related special projects which includes the review and update of the City's Urban and Rural Hamilton Official Plan natural heritage system policies and mapping. As of the date of this report a job description has been created for this position and it will be posted imminently.

The four additional positions are within the Environmental Services Division of the Public Works Department. Two positions in the Parks Section include a Senior Project Manager of Biodiversity and a Senior Program Coordinator. Two positions in the Landscape Architectural Services Section include a Senior Project Manager and a Park Planning Coordinator. As of May 2025, one of the four Public Works positions has been filled with the remaining three in internal approval process.

### **Governance Model / Coordinator Position**

The BAP Coordinator role was identified as critical to the implementation of the plan for various reasons, one being that the development and execution of a governance model needs a committed lead person and capacity for this coordination with existing staff resources was not available at any of the partner organizations.

The Biodiversity Action Plan outlines the expected role of the Coordinator over the timeframe of the plan, and provides an outline of the expected governance model to be implemented. The Coordinator would be responsible for actions related to administration and communications about the Biodiversity Action Plan, facilitating meetings between the governance bodies, and providing regular reporting on the outcomes of the actions that are provided in the plan. As noted above, the new Planning and Economic Development Department position approved by Council will act as the Biodiversity Action Plan Coordinator until the coordinator position is filled.

Final decisions about the Biodiversity Action Plan Coordinator role and long-term governance model for the plan have not been formalized and will be determined by the Biodiversity Action Plan Steering Committee. The development of a funding model for the Coordinator role, and the execution of a governance model that includes a whole of community approach is underway.

Staff are currently working with Biodiversity Action Plan partner organizations and the City's Legal Services staff in drafting an implementation agreement and Terms of Reference(s) for the governance model. A subsequent report will be required to be submitted to General Issues Committee authorizing the City's execution of the implementation agreement.

### **Analysis**

Annual reporting on the progress of the City of Hamilton actions, as well as any other related actions, was a recommendation of Report PED21065(d)/PW24040. A tracking form is used by the Biodiversity Action Plan action leads and supporting partners to track the progress and completion of the actions they are involved in. A minimum of one report per year, per action, is required to be provided by the lead. A project completion report is to be submitted once an action is fully complete or implemented. It is important to note that Appendices A and B to Report PED25163 are focused on actions led by the City and that partner organizations may complete their own updates on actions that they are leading.

**Public Works Department**

Appendix A attached to Report PED25163 includes a detailed summary of the status updates for all Biodiversity Action Plan actions where Public Works staff are either the lead or supporting partner.

Key highlights include:

- In 2024, Parks staff supported a local resident and the Hamilton Naturalists' Club with in-kind project management and maintenance of a bird habitat structure installed at Johnson Tew Park. This work aligns with action 4.16 in the Biodiversity Action Plan.
- In 2024, the City's Horticulture team created a framework to transform current annual beds into perennial and pollinator beds. The plan spans 5 years. In 2024, one existing bed was converted totalling 483 square metres. This supports Action 4.17 in the Plan. In addition to this, Forestry also completed two depave projects. The first at 193 Cavell Avenue was undertaken in collaboration the Ward 3 office and Roadway Maintenance and included the conversion of 683.76 square metres of asphalt to turf, and the installation of nine new street trees. At 168 Sherman Avenue North, a second project was completed in collaboration with Parking Operations, which included removing 275 square metres of impervious pavers and the installation of three new street trees.
- The Forestry section of the Environmental Services division of the Public Works Department hosted 17 Community Tree planting events and installed approximately 6,775 native trees in 2024.
- Hamilton Water presented their Watershed Action Plan to Council in 2024. This Plan was approved.
- Hamilton Water and Forestry are collaborating to enhance biodiversity at stormwater facilities. The team completed restoration work at three facilities.
- Four Full Time Equivalent staff were approved for the 2025 Operating Budget. Two staff will be working on biodiversity projects and programs as part of the Parks Operations section. Two staff will be supporting biodiversity projects and programs as part of the Landscape Architectural Services section. With the approval of these additional staff, Environmental Services will be able to support actions being led by partner organizations as reflected in Appendix A.

**Planning and Economic Development**

Appendix B attached to Report PED25163 includes a detailed summary of the status updates for all Biodiversity Action Plan actions where Planning and Economic Development staff are either the lead or supporting partner.

Key highlights include:

- The Green Standards and Guidelines came into effect on January 1, 2025, therefore Action 6.2 to develop City-wide Low Impact Development Guidelines and consider landscape-based stormwater infiltration techniques for enhancement of on-site local biodiversity in accordance with area-specific environmental reviews and sub-watershed study recommendations has been completed.



- The Green Building Standards were endorsed by Council on October 9, 2024, with updates based on engagement with the Climate Change Action Committee presented to Planning Committee on April 29, 2025. Staff will be reporting back in Q4 of 2025 on further review based on public submissions, including cost analysis, prior to the implementation of the guidelines and completion of Action 7.2.
- One Full Time Equivalent position was approved in the 2025 Operating Budget for the Planning and Economic Development Department to support the implementation of the actions led by the Department. This position will also provide interim support as the BAP Coordinator position until the funding model and scoping of the roles and responsibilities has been confirmed and the Co-ordinator position has been filed.

### **Finance and Corporate Services Department**

The Financial Planning and Administration Section of the Finance and Corporate Services Department is the lead partner for Action 6.4 to develop and implement the new stormwater fee program. The Stormwater Credit Program and new stormwater fee was approved by Council on March 26, 2025, and will be in effect as of April 1, 2026.

### **Community Engagement on the Biodiversity Action Plan**

Over the past year, City staff in the Planning and Economic Development Department, the Public Works Department, and within the City Manager's Office – Community Initiatives section have been working together with the Biodiversity Action Plan partners to spread awareness about the plan in community. Staff have sought out opportunities to share information about the Biodiversity Action Plan and engage in conversations with the public about how they can be involved to protect, explore, connect, and restore biodiversity in Hamilton. Staff have also presented information about the plan to other professional groups. The following is a list of the outreach activities that staff have participated in over the past year:

- Spring Tide Bulb Show – March 2024
- Open Streets – June 2024
- Spring Tide Bulb Show - March 2025
- Climate Change Advisory Committee Presentation – March 2025
- Biodiversity in Hamilton Open House series (Binbrook, Westfield, Virtual)
- Ontario Professional Foresters Conference – April 2025
- Ontario Biodiversity Summit – May 2025
- Ontario Professional Planners Institute webinar – May 2025

City staff have also initiated the development of a communications strategy for long-term, coordinated outreach to the public about the Biodiversity Action Plan. The intention is that the communications strategy would create a consistent branding and coordinated messaging across the multiple partner agencies.

City staff have also supported relationship building between action leads from City sections and external organizational partners involved in biodiversity related actions. Staff coordinated hybrid meetings in both July 2024 and February 2025, with the latter meeting hosting 29 agency representatives. The intent of these “Meet and Greet”

sessions is to involve the broader conservation community partners who may not have direct actions in the Biodiversity Action Plan to share what their respective organization is doing and how it relates to the goals of the plan. Participants have indicated that these are valuable sessions to keep having because they create opportunities for additional collaboration and partnership connections.

## Relationship to Council Strategic Priorities

See [2022-2026 Council Priorities, Outcomes & Measures of Success | City of Hamilton](#) for more information on Council's Priorities.

1. Sustainable Economic & Ecological Development
  - 1.3. Accelerate our response to climate change
  - 1.4. Protect green space and waterways
3. Responsiveness & Transparency
  - 3.1. Prioritize customer service and proactive communication
  - 3.2. Get more people involved in decision making and problem solving

## Previous Reports Submitted

- [PED21065](#) – Feasibility Report for a Biodiversity Action Plan
- [PED21065\(a\)](#) – Biodiversity Action Plan – Execution of Agreement with the Hamilton Naturalists' Club
- [PED21065\(b\)](#) – Biodiversity Action Plan – Six-Month Update
- [PED21065\(c\)](#) – Draft Biodiversity Action Plan for Consultation
- [PED21065\(d\)/ PW24040](#) – Hamilton's Biodiversity Action Plan
- [PED24109\(c\)](#) – Memorandum respecting Final Framework for Processing and Evaluating Urban Boundary Expansion Applications

## Consultation

Lauren Vraets, Senior Project Manager, Community Engagement, City Managers' Office

Rob Wagner, Manager, Business Programs, Environmental Services, Public Works

Rory Doucette, Manager, Parks, Environmental Services, Public Works

Robyn Pollard, Manager, Forestry and Horticulture, Environmental Services, Public Works

Wes Kindrie, Manager, Landscape Architectural Services, Environmental Services, Public Works

Kara Bunn, Manager, Hamilton Municipal Cemeteries, Environmental Services, Public Works

Mike Christie, Senior Project Manager (Acting), Watershed Management, Hamilton Water, Public Works

## **Appendices and Schedules Attached**

Appendix A: Hamilton's Biodiversity Action Plan – Annual Update 2025 – Public Works

Appendix B: Hamilton's Biodiversity Action Plan – Annual Update 2025 – Planning and Economic Development

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### Hamilton's Biodiversity Action Plan Annual Update 2025 – Public Works Department Action Items




The following table provides a status update of all the actions in Hamilton's Biodiversity Action Plan led or supported by the City of Hamilton's Public Works Department as of April 2025. The Public Works Department is the leading partner on 19 actions and are supporting 19 actions. The Divisions of the Public Works Department that have actions in the Biodiversity Action Plan are: Hamilton Water, Environmental Services (Parks, Hamilton Municipal Cemeteries, Forestry and Horticulture, Landscape Architectural Services, and Business Programs), and Corporate Facilities and Energy Management.




#### Lead Partner Actions

Action	Timeframe	Division / Section	Status Update
<b>Key Priority 3: Long-term Protection and Connection</b>			
<b>3.5</b> Review the findings of the Natural Areas Inventories to determine which species at risk depend on City of Hamilton owned lands and develop a plan to undertake recovery and protection activities.	3 - 5 years	Environmental Services (Parks)	 Pending The Natural Areas Inventory will need to be completed prior to starting this action.
<b>3.7</b> Continue to support opening vistas at key areas along the escarpment to deter unauthorized trails which result in negative impact to sensitive escarpment habitat.	0 - 1 years	Environmental Services (Parks)	 In Progress Approximately 6,350 metres along the escarpment is maintained by Parks staff. Their duties include litter clean up, grass trimming, tree and shrub trimming, and mulching as necessary.
<b>3.8</b> Preserve and enhance City managed dune habitat along the Lake Ontario shoreline by reducing erosion through maintaining dedicated beach access, leaving deadwood and developing a Dune Management Plan.	1 - 3 years	Environmental Services (Parks)	 Pending Mapping and desktop condition assessments of our shoreline assets is being conducted as part of the Natural Asset Data Management project. This information will be beneficial when



Action	Timeframe	Division / Section	Status Update
			completing the Dune Management Plan. Development of the management plan will be managed through the new positions allocated to the Public Works Department.
<b>Key Priority 4: Education and Stewardship</b>			
<b>4.3</b> Encourage increased use of natural burial in City of Hamilton cemeteries that will consider biodiversity through landscape design, species selection and maintenance approach.	1 - 3 years	Environmental Services (Hamilton Municipal Cemeteries)	 In Progress A natural burial section and scattering garden is located at Mount Hamilton Cemetery. Soil amendments in the Mount Hamilton scattering garden that organically converts cremated remains to soil more quickly.
<b>4.4</b> Develop tools that will support biodiversity friendly plantings on cemetery properties by cemetery patrons.	1 - 3 years	Environmental Services (Hamilton Municipal Cemeteries)	 Pending
<b>4.17</b> Install trial pollinator gardens in areas of the City to promote increased pollination with native species of plants and pollinating insects.	1 - 3 years	Environmental Services (Forestry and Horticulture, Parks, and Hamilton Municipal Cemeteries)	 In Progress In 2024, Horticulture staff developed a framework to convert existing annual beds to perennial and pollinator beds to support action. Conversions will be spread across 5 years. In 2024, one existing bed was converted totalling 483 square metres. In addition to these trees, Forestry also completed two depave projects. At 193 Cavell Avenue, in



Action	Timeframe	Division / Section	Status Update
			collaboration the Ward 3 office and Roadway Maintenance, which included the conversion of 683.76 square metres of asphalt and to turf, and the installation of nine new street trees. At 168 Sherman Avenue North, in collaboration with Parking Operations, which included removing 275 square metres of impervious pavers and the installation of three new street trees.
<b>4.18</b> Create naturalized areas in selected parks by planting native perennials and low growing shrubs.	3 – 5 years	Environmental Services (Parks, Forestry and Horticulture, and Landscape Architectural Services)	 In Progress <p>Landscape Architectural Services staff will continue to look for opportunities to incorporate the planting of native perennials and low growing shrubs in suitable locations as part of future park development and redevelopments. In 2025, Forestry, LAS and Parks in collaboration with the Ward 13 office and the Hamilton Conservation Authority will be starting a project to remove some invasive species along the top of the slope of Spencer Creek where it runs along the Mill St Open Space. The invasives will be removed through a community event led by HCA. Forestry will then run a community planting event to begin to naturalize some of the turf area and extend the naturalized area out to reduce mowing and increase biodiversity.</p>



Action	Timeframe	Division / Section	Status Update
<b>4.19</b> Host community tree plantings through volunteer groups to plant native species of container stock trees to enhance biodiversity. (Coordinate strategic plantings across the city, and map, monitor and commit to stewardship of all past and future sites. Develop stewardship strategies for all new native planting areas, including providing training and resources for volunteer stewards, municipal support for watering, monitoring protocols, invasive species removal and disposal best practices assistance.)	0 - 1 year	Environmental Services (Parks, and Forestry and Horticulture)	 In Progress  In 2024, 17 Community Tree planting events took place. 563 community volunteers planted 6,775 native trees. This was an increase of 72% in the number trees planted compared to 2023.
<b>4.23</b> Celebrate local biodiversity excellence through initiatives, such as the Monarch Awards and Pollinator Paradise certification programs. Integrate natural function into Trillium Awards program and modify program to celebrate sustainable gardening.	0 - 1 year	Environmental Services (Business Programs)	 In Progress  In 2024, the Trillium Awards included new biodiversity-focused criteria. The criteria allow the inclusion of gardens which contain Ontario native species, water features, seed libraries, and bird houses.
<b>Key Priority 5: Coordinated Invasive Species Management</b>			
<b>5.5</b> Expand the Adopt-a-Park Program to include support for adopting natural open spaces, pollinator patches, seed banks, habitat structures, and invasive species management on Parks properties.	1 - 3 years	Environmental Services (Business Programs)	 In Progress  Business Programs staff are providing targeted, on-demand support within the current capacity constraints. Recently, the Team Up to Clean Up team coordinated an effort to remove garlic mustard from the Chedoke Rail Trail based on a request from a City resident.

Action	Timeframe	Division / Section	Status Update
<b>Key Priority 6: Aquatic Habitat Restoration and Enhancement</b>			
<b>6.1</b> Develop a Watershed Action Plan to meet the expectations for a cleaner aquatic environment. Build on the City-assembled consortium of agencies with a common goal of improving harbour conditions and ultimately delisting Hamilton Harbour as an Area of Concern, as well as looking at barriers to fish movement and possible mitigation opportunities.	1 - 3 years	Hamilton Water	 Complete Hamilton Water brought their Watershed Action Plan to Council in late 2024 and received funding approval. Further updates or information reports will be brought to Council as part of the Watershed Action Plan. Actions listed in the Plan will be prioritized and completed.
<b>6.3</b> Consider lot level stormwater management, green infrastructure, and grey water reuse opportunities at the design stage of park and cemetery projects.	1 - 3 years	Environmental Services (Landscape Architectural Services, and Parks)	 In Progress Landscape Architectural Services staff will continue to incorporate stormwater management facilities that use a blue/green infrastructure approach within our park development and redevelopment to aide in alleviating the stress on the City's conventional storm and sewer system(s).
<b>6.6</b> Assess opportunities to reduce water consumption through monitoring, maintenance, and implementing best practices.	1 - 3 years	Environmental Services (Parks)	 Pending Backflow Prevention and water meters have been installed on most of Parks infrastructure. Monitoring will be added to an upcoming workplan.








Action	Timeframe	Division / Section	Status Update
			Horticulture is working through a similar process in 2025 and 2026 to ensure compliance.
<b>6.7</b> Implement the Hamilton Salt Management Plan as it applies to public roads, bicycle infrastructure, sidewalks, and pathways.	1 - 3 years	Environmental Services (Parks)	 Pending
<b>6.8</b> Identify opportunities to enhance biodiversity at stormwater management facilities by establishing maintenance procedures and practices.	3 - 5 years	Hamilton Water	 In Progress <p>Maintenance procedures and practices have been established at stormwater management facilities under Hamilton Water's portfolio where annual compliance inspections and routine sediment monitoring (as required) are completed. These inspections support the ongoing maintenance programs, including an annual dredging initiative that contributes to maintaining water quality treatment performance and annual removal of some invasive plant species to support more native species growth.</p> <p>Hamilton Water's Stormwater operation and maintenance team has recently initiated a restoration effort to enhance vegetation conditions at stormwater management facilities. This program, now in its second year, is a collaborative effort with the Forestry team. Together, they assess current planting conditions, compare them to approved planting plans</p>





Action	Timeframe	Division / Section	Status Update
			(when available), and develop updated planting plans in line with the City's Landscape Design Guidelines for Stormwater Facilities, which support biodiversity goals. Last year, the team completed restoration work at three stormwater facilities. This year, they've set a more ambitious target of up to seven sites.
<b>6.12</b> Install Seabins and litter traps in catch basins surrounding the Harbour to collect litter. Include regular maintenance to ensure they continue to work as designed.	1 - 3 years	Environmental Services (Parks)	 In Progress There are currently two litter traps installed at Bayfront Park. One Seabin was installed at Pier 7 in 2024.
<b>Key Priority 7: Local Decision-making</b>			
<b>7.1</b> Develop an Open Space Management Plan to guide City of Hamilton natural open space stewardship.	3 - 5 years	Environmental Services (Parks)	 Pending Mapping and desktop condition assessments of open space assets is being conducted as part of the Natural Asset Data Management project. This information will be beneficial when completing the Open Space Management Plan. Development of the management plan will be managed through the new positions allocated to the Public Works Department.





Action	Timeframe	Division / Section	Status Update
<b>7.3</b> Perform an initial review of Parks By-law for areas for improvement from a biodiversity perspective to ensure remnant forest habitats are zoned consistently.	1 - 3 years	Environmental Services (Parks)	 Pending
<b>7.4</b> Incorporate biodiversity in the Non-Public Facing Yards Review as a guiding principle for any new projects.	3 - 5 years	Corporate Facilities and Energy Management	 Pending




### **Supporting Partner Actions**



Action	Timeline	Division/Section that is supporting the Leading Partner	Status Update
<b>Key Priority 1: Administration and Governance</b>			
<b>1.3</b> Formalize and continue the BAP partnership to ensure coordinated actions and ongoing communication between all partner organizations.	0 – 1 year	Environmental Services (Parks)	 In Progress  Parks staff attend regular Steering Committee meetings as the Public Works Department representative.
<b>Key Priority 2: Evaluation and Monitoring</b>			
<b>2.1</b> Prepare a State of Environment report to track and report the City's progress towards achieving the City's natural heritage protection goals. The basis of this report would be the Natural Areas Inventory.	1 - 3 years	Environmental Services (Parks and Forestry) Hamilton Water, Corporate Asset Management	 Pending  Representatives from Parks, Forestry, Hamilton Water, and Corporate Asset Management are members of the

Action	Timeline	Division/Section that is supporting the Leading Partner	Status Update
			Technical Steering Committee to assist the Hamilton Conservation Authority where needed.
<b>2.2</b> Centralize and standardize the collection and sharing of biodiversity data.	1 - 3 years	Environmental Services	 In Progress Staff in this division share biodiversity data with the Biodiversity Action Plan Steering Committee.
<b>2.4</b> Develop a Report Card to be completed by Biodiversity Action Plan partners to report on Actions and to assist in writing future progress reports.	1 – 3 years	Environmental Services (Parks)	 Pending Parks staff to assist with development of Report Card and future progress reports.
<b>2.5</b> Organize an annual biodiversity workshop to discuss monitoring, results, ongoing and future projects and collaborations related to the BAP, and to share progress on the BAP actions with the public.	1 – 3 years	Environmental Services (Parks)	 Pending Parks staff to represent the Public Works Department at biodiversity workshop and other public events.


Action	Timeline	Division/Section that is supporting the Leading Partner	Status Update
<b>Key Priority 3: Evaluation and Monitoring</b>			
<b>3.2</b> Review existing inventories of protected lands to identify additional key areas (e.g. alvars, Niagara Escarpment, water quality improvement areas, wildlife corridors) that should part of an overall land securement strategy.	3 – 5 years	Environmental Services (Parks, Forestry and Horticulture, and Landscape Architectural Services) Hamilton Water, Corporate Asset Management	 In Progress Staff from Parks, Forestry, Water, and Corporate Asset Management are mapping and conducting desktop condition assessments of various land types as part of the Natural Assets Data Management project.
<b>3.3</b> Review the Natural Heritage policies of the Rural and Urban Hamilton Official Plans and investigate options for amendments to strengthen protection of biodiversity in both the rural and urban contexts.	1 – 3 years	Environmental Services (Landscape Architectural Services)	 Pending
<b>3.4</b> Develop a Conservation Organization Working Group comprised of the City of Hamilton and Conservation Organizations to determine and understand acquisition priorities, assist in the evaluation of applications, and to further communicate the availability of this fund.	1 – 3 years	Environmental Services (Landscape Architectural Services)	 Pending
<b>3.6</b> Identify options to enhance the function of existing greenspaces to increase connectivity (e.g. actively managing existing woodland areas for biodiversity, increasing buffer areas, restoring/creating new habitat connection).	1 – 3 years	Environmental Services - Parks, Landscape Architectural Services	 Pending Landscape Architectural Services staff will be supporting this action while completing action 4.18.

Action	Timeline	Division/Section that is supporting the Leading Partner	Status Update
<b>Key Priority 4: Education and Stewardship</b>			
<b>4.9</b> Target outreach and education to landowners who have property boundaries adjacent to natural areas.	1 – 3 years	Environmental Services (Parks)	 Pending Parks staff will represent the Public Works Department during the creation of outreach and education materials.
<b>4.11</b> Encourage regular use of native plants in all planting projects led by BAP partners to maximize the resilience of greenspaces and to support habitats.	1 – 3 years	Environmental Services (Parks and Landscape Architectural Services)	 In Progress Environmental Services staff will include native plants to park planning designs.
<b>4.12</b> Establish a working group to develop and implement a communications plan to raise awareness about biodiversity in Hamilton and the role everyone has to play in protecting and celebrating it. Undertake a public survey to determine if biodiversity understanding has changed in this first five-year BAP.	1 – 3 years	Environmental Services (Parks)	 In Progress Parks staff regularly attend BAP Steering Committee meetings. Parks staff are meeting with City staff to create a communications plan. Parks staff attend various community engagement events throughout the year.
<b>4.15</b> Host volunteer and community events to manage invasive species, plant native species on public lands to increase biodiversity, connect fragmented landscapes, and create new natural areas.	0 – 1 year	Environmental Services (Parks and Business Programs)	 In Progress Parks staff support Forestry in preparing the land for planting events. Parks staff support local Environmental groups when creating naturalized areas or pollinator gardens.

Action	Timeline	Division/Section that is supporting the Leading Partner	Status Update
			Business Program staff support local environmental groups managing invasive species on public lands using available resources.
<b>4.16</b> Develop and maintain a focal habitat creation site on public lands in each Ward by planting native trees, shrubs and wildflowers to demonstrate the potential to increase biodiversity in the urban area.	3 – 5 years	Environmental Services (Parks)	 In Progress Parks staff are supporting Hamilton Naturalist's Club when developing habitat creation sites on public land. In 2024, Parks staff supported a local resident and the Hamilton Naturalists' Club with the installation of a Barn swallow habitat in Johnson Tew Park.
<b>4.22</b> Undertake stewardship events on past tree planting sites and urban pollinator garden sites focusing on replanting and invasive species removal in degraded woodlands. Create new and expanded woodlands with native trees and plants.	0 – 1 year	Environmental Services (Parks)	 In Progress Parks staff are coordinating with Green Venture to provide support for various tasks including timing, signage installation, and garbage removal.
<b>Key Priority 5: Coordinated Invasive Species Management</b>			
<b>5.4</b> Strengthen working group of local organizations and agencies undertaking invasive species management in Hamilton to share data and expertise and to collaborate on management initiatives and maximize resources, where possible.	0 – 1 year	Environmental Services (Parks and Forestry), Hamilton Water	 In Progress Hamilton Conservation Authority staff lead an Invasive Species Working group. Staff from divisions listed provide

Action	Timeline	Division/Section that is supporting the Leading Partner	Status Update
			updates, technical support and coordinate efforts with other organizations.
<b>5.6</b> Implement an Invasive Species Strategy and identify goals related to mapping and management of invasive species in priority areas.	0 – 1 year	Environmental Services (Parks and Forestry)	 In Progress Staff in Environmental Services are currently mapping and treating invasive species on Parks-managed lands. Forestry is completing a Management Strategy focused on the urban forest through 2025 and into early 2026.
<b>Key Priority 6: Aquatic Habitat Restoration and Enhancement</b>			
<b>6.2</b> Through the development of City-wide Low Impact Development Guidelines, the City will consider landscape-based stormwater infiltration techniques for enhancement of onsite local biodiversity in accordance with area specific Environmental Impact Statement and sub watershed study recommendations.	0 – 1 year	Environmental Services (Landscape Architectural Services)	 In Progress Landscape Architectural Services staff have been implementing Low Impact Development measures in past projects and will continue to do so pending operational feasibility and capacity.








Action	Timeline	Division/Section that is supporting the Leading Partner	Status Update
<b>Key Priority 7: Local Decision-making</b>			
<b>7.5</b> Consider the Biodiversity Action Plan when initiating City projects and studies, looking for opportunities for mitigation of key threats to local biodiversity.	1 – 3 years	Environmental Services, Hamilton Water, Corporate Asset Management	 In Progress Urban Forest Strategy, Clean & Green Hamilton, Natural Asset Management Plan, Municipal Protected Areas Project, Parks Master Plan, Watershed Action Plan are all Public Works plans and projects that work towards increasing biodiversity and/or mitigating key threats.




### Hamilton's Biodiversity Action Plan Annual Update 2025 – Planning and Economic Development Department Action Items


The following table provides a status update of all the actions in Hamilton's Biodiversity Action Plan led or supported by the City of Hamilton's Planning and Economic Development Department as of April 2025. The Planning and Economic Development Department is the leading partner on 12 actions and a supporting partner on 15 actions. The Divisions of the Planning and Economic Development Department that have actions in the Biodiversity Action Plan are the Planning Division, the Office of Climate Change Initiatives, Growth Management, and Licensing and By-law Services.



#### Leading Partner Actions


Action	Timeframe	Division	Status Update
<b>Key Priority 2: Evaluation and Monitoring</b>			
<b>2.1</b> Prepare a State of Environment report to track and report the City's progress towards achieving the City's natural heritage protection goals. The basis of this report would be the Natural Areas Inventory.	1 – 3 years	Planning Division	 Pending  An update to the Natural Area's Inventory is currently on the Departmental workplan. Planning Division staff will prepare a report on the Natural Areas Inventory results which are expected to be released in 2027.
<b>2.3</b> Develop a process for updating and maintaining the Natural Areas Inventory database.	0 – 1 year	Planning Division	 In Progress  Planning Division staff to contribute to this work plan as a component of the Natural Areas Inventory workplan. The Hamilton Conservation Authority is currently updating the database and collecting data for the Natural Area's Inventory.

Action	Timeframe	Division	Status Update
<b>Key Priority 3: Long-term Protection and Connection</b>			
<b>3.1</b> Investigate, identify and prioritize wildlife corridors particularly where roads bisect Core Areas identified within the Natural Heritage System and respond by investigating appropriate best management practices and tools.	3 – 5 years	Planning Division	 Pending  This forms part of the review of the Urban and Rural Hamilton Official Plan Natural Heritage policies (Action 3.3) which is on the Departmental workplan. This project is anticipated to begin in 2025 and will form part of a comprehensive review of the City's Official Plans.
<b>3.3</b> Review the Natural Heritage policies of the Rural and Urban Hamilton Official Plans and investigate options for amendments to strengthen protection of biodiversity in both rural and urban contexts.	1 - 3 years	Planning Division	 Pending  The review of the Official Plan Natural Heritage policies is on the Departmental workplan. This project is anticipated to begin in 2025 and will form part of a comprehensive review of the City's Official Plans.
<b>3.4</b> Develop a Conservation Organization Working Group comprised of the City of Hamilton and conservation organizations to determine and understand acquisition priorities, assist in the evaluation of applications, and to further communicate the availability of the Natural Areas Acquisition Fund.	1 – 3 years	Planning Division and Office of Climate Change Initiatives	 Pending  The Natural Areas Acquisition Fund is a \$50,000 City fund to support conservation organizations in acquiring lands. The Working Group has not yet been established. At the time of this report, two applications for the Natural Areas Acquisition Funding have been received and were evaluated by Staff based on established criteria and implementation guidelines. Legal Services staff is working on agreements associated with these applications.


Action	Timeframe	Division	Status Update
<b>Key Priority 4: Education and Stewardship</b>			
<b>4.1</b> Include consideration of biodiversity in the evaluation of submissions for the City of Hamilton's Urban Design and Architecture Awards.	1 – 3 years	Planning Division	 Pending  The Planning Division will be developing criteria for the Urban Design and Architectural Awards process as it relates to Biodiversity Action Plan goals. This criterion will be implemented as part of the 2027 Urban Design and Architectural Awards.
<b>4.6</b> Provide education and awareness programs to reduce bird deaths from outdoor cat populations.	1 – 3 years	Licensing and By-law Services	 In Progress  Licensing and By-law Services currently deliver education and multi-agency collaborative work on reducing bird deaths from outdoor cat populations.
<b>Key Priority 6: Aquatic Habitat Restoration and Enhancement</b>			
<b>6.2</b> Develop City-wide Low Impact Development Guidelines and consider landscape-based stormwater infiltration techniques for enhancement of on-site local biodiversity in accordance with area-specific environmental reviews and sub-watershed study recommendations.	0 - 1 year	Growth Management	 Complete  The Green Standards and Guidelines came into effect on January 1, 2025.




Action	Timeframe	Division	Status Update
<b>Key Priority 7: Local Decision-making</b>			
<b>7.2</b> City-wide Green Building Standards to be implemented through review of development applications.	0 – 1 year	Planning Division	 In Progress  <p>The Green Building Standards were endorsed by Planning Committee on October 1, 2024. Staff were directed to develop an Implementation Plan and to engage with the Climate Change Action Committee on the energy carbon performance metrics of the Green Building Standards and report back with the results of consultation and any adjustments to the Green Building Standards that are required.</p> <p>PED24114(a) - Green Building Standards Enhanced Engagement and Recommendations was received by Planning Committee on April 29, 2025. PED25117 - Green Building Standards Implementation Plan was presented to the General Issues Committee on April 30, 2025. On May 7, 2025, Council referred Reports PED24114(a), PED25117, and Report PED25105 - Growing a Resilient and Environmentally Sustainable Hamilton Community Improvement Plan (City Wide) back to staff for further review based on public submissions, including cost analysis, with direction to report back to a special General Issues Committee in Q4 2025.</p> <p>Bill 17, <i>Protect Ontario by Building Faster and Smarter Act, 2025</i> was introduced by the Province on May 12, 2025, and proposes to limit complete application requirements respecting sun/shadow,</p>

Action	Timeframe	Division	Status Update
			wind, urban design and lighting. A staff report respecting Bill 17 is forthcoming and will include staff level comments on the proposed changes including the potential impacts of these changes on the future implementation of the Green Building Standards.
<b>7.5</b> Consider the Biodiversity Action Plan when initiating City projects and studies, looking for opportunities for mitigation of key threats to local biodiversity.	1 – 3 years	Planning Division	 In Progress Staff note that consideration of biodiversity has been incorporated into several projects led by Planning and Economic Development including Green Building Standards and the final Framework for Processing and Evaluating Urban Boundary Expansion applications.
<b>7.8</b> Initiate a City-wide Ecosystem Services Study to better understand the valuable benefits provided by natural assets in both rural and urban areas of Hamilton.	1 – 3 years	Planning Division	 Pending The preparation of an ecological services valuation methodology is on the existing workplan. This methodology could be applied city-wide for development review, asset management and the evaluation of urban boundary expansion applications. More detailed information on this workplan is contained within Report PED24109(c).  Planning and Economic Development have considered or are considering the value of ecological services in recent projects including the Airport Employment Growth District Secondary Plan update and Framework for Processing and




Action	Timeframe	Division	Status Update
			Evaluating Urban Boundary Expansion applications.
<b>7.10</b> Review and revise the Yard Maintenance By-law to clarify regulations related to naturalized areas of private yards.	1 – 3 years	Licensing and By-law Enforcement	 In Progress  Licensing and By-law Services staff are targeting to bring a report to Planning Committee in Q3 of 2025 with respect to a review of the Yard Maintenance By-law, to clarify regulations related to naturalized areas.




### Supporting Partner Actions




Action	Timeframe	Leading Partner	Supporting Division	Status Update
<b>Key Priority 1: Administration and Governance</b>				
<b>1.1</b> Identify long-term funding strategies to implement the BAP for the protection and enhancement of the natural environment to improve biodiversity.	0 – 1 year	BAP Steering Committee	Planning Division	 In Progress  An implementation agreement is being prepared in collaboration with BAP partner organizations. Planning and Economic Development staff continually monitor and investigate funding opportunities, including from upper levels of government, to implement BAP actions.



Action	Timeframe	Leading Partner	Supporting Division	Status Update
<b>1.2.</b> Establish a BAP Coordinator position within a partner agency to support the BAP partners in implementing the BAP actions and public communications.	0 – 1 year	BAP Steering Committee	Planning Division	 In Progress The full-time position within the Planning and Economic Development Department approved as part of the 2025 Operating Budget will support the creation of a funding model and the scoping of the coordinator role in conjunction with the Steering Committee. The position has been approved and will be posted and filled in Q3 2025.
<b>1.3</b> Formalize and continue the BAP partnership to ensure coordinated actions and ongoing communication between all partner organizations.	0 – 1 year	BAP Steering Committee	Planning Division	 In Progress A partnership agreement to assist with internal communications across various City departments is underway. In the meantime, Staff from the Planning Division attend regular meetings with BAP partners to coordinate actions and share updates.
<b>Key Priority 2: Evaluation and Monitoring</b>				
<b>2.1</b> Prepare a State of Environment report to track and report the City's progress towards achieving the City's natural heritage protection goals. The basis of this report would be the Natural Areas Inventory.	1 - 3 years	Planning Division	Office of Climate Change Initiatives	 Pending See detailed update above under Action 2.1.



Action	Timeframe	Leading Partner	Supporting Division	Status Update
<b>2.2</b> Centralize and standardize the collection and sharing of biodiversity data.	1 - 3 years	BAP Steering Committee	Planning Division	 In Progress Planning Division staff will assist with any data or related policies as part of this action. A Microsoft form is currently being used for all partners to report updates on their respective actions.
<b>2.4</b> Develop a Report Card to be completed by Biodiversity Action Plan partners to report on Actions and to assist in writing future progress reports.	1 – 3 years	BAP Coordinator	Planning Division	 Pending The Report Card has not been developed and will be led by the BAP Coordinator. A Microsoft form is currently being used for all partners to report updates on their respective actions.
<b>2.5</b> Organize an annual biodiversity workshop to discuss monitoring, results, ongoing and future projects and collaborations related to the BAP, and to share progress on the BAP actions with the public.	1 – 3 years	BAP Coordinator	Planning Division and Office of Climate Change Initiatives	 Pending PED's role is to assist in organizing workshop logistics. The annual biodiversity workshop has not been organized at the time of writing this report.

Action	Timeframe	Leading Partner	Supporting Division	Status Update
<b>Key Priority 3: Evaluation and Monitoring</b>				
<b>3.2</b> Review existing inventories of protected lands to identify additional key areas (e.g. alvars, Niagara Escarpment, water quality improvement areas, wildlife corridors) that should part of an overall land securement strategy.	3 – 5 years	Hamilton Naturalists' Club	Planning Division	 In Progress The Hamilton Naturalist's Club has reported this action is underway.
<b>3.5</b> Review the findings of the Natural Areas Inventories to determine which species at risk depend on City of Hamilton owned lands and develop a plan to undertake recovery and protection activities.	3 – 5 years	City of Hamilton (Public Works Environmental Services – Parks and Cemeteries)	Planning Division	 Pending See update in Appendix A. As a supporting partner Planning Division staff will review the results of the Natural Areas Inventory and apply appropriate designations and identifications to city owned lands to protect species, as required.
<b>3.6</b> Identify options to enhance the function of existing greenspaces to increase connectivity (e.g. actively managing existing woodland areas for biodiversity, increasing buffer areas, restoring/ creating new habitat connection).	1 – 3 years	BAP Steering Committee	Planning Division	 Pending Planning Division staff will consider options for connections of greenspaces through ongoing review of official plan mapping, and secondary plan review and development.

Action	Timeframe	Leading Partner	Supporting Division	Status Update
<b>Key Priority 4: Education and Stewardship</b>				
<b>4.9</b> Target outreach and education to landowners who have property boundaries adjacent to natural areas.	1 – 3 years	BAP Coordinator	Planning Division	 Pending Planning Division staff can assist in providing natural heritage system policy descriptions and zoning information to the BAP Coordinator that may be helpful to provide to property owners.
<b>4.12</b> Establish a working group to develop and implement a communications plan to raise awareness about biodiversity in Hamilton and the role everyone has to play in protecting and celebrating it. Undertake a public survey to determine if biodiversity understanding has changed in this first five-year BAP.	1 – 3 years	BAP Coordinator	Planning Division	 In Progress A communications plan is currently being developed in collaboration with BAP partner organizations. Based on the communications plan, the City's Communication and Community Engagement Division will be creating a range of BAP branding and marketing materials for the BAP that partner organizations can use in promotion of events.
<b>Key Priority 5: Coordinated Invasive Species Management</b>				
<b>5.4</b> Strengthen working group of local organizations and agencies undertaking invasive species management in Hamilton to share data and expertise and to collaborate on management initiatives and maximize resources, where possible.	0 - 1 year	Hamilton Conservation Authority (Terrestrial Ecology)	Planning Division	 In Progress The Hamilton Conservation Authority has reported this action is still underway.

Action	Timeframe	Leading Partner	Supporting Division	Status Update
<b>Key Priority 7: Local Decision-making</b>				
<b>7.3</b> Perform an initial review of Parks By-law for areas for improvement from a biodiversity perspective to ensure remnant forest habitats are zoned consistently.	1 – 3 years	City of Hamilton (Public Works Environmental Services - Parks and Cemeteries)	Planning Division	 In Progress  See Appendix A. Planning Division staff will provide required policy and zoning information for any properties that have been identified by Public Works.
<b>7.9</b> Develop a procedure for undertaking wildlife sweeps ahead of new developments.	3 – 5 years	Hamilton Naturalists' Club	Planning Division	 Pending  Planning Division staff will work with the Hamilton Naturalists' Club to determine how a procedure may be developed.



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

### **MINUTES ACPD 25-006**

4:00 p.m.

June 10, 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), P. Kilburn (Vice Chair) (virtually), H. Kaur (virtually), L. Janosi (virtually), J. Maurice, M. McNeil (virtually), K. Nolan (virtually) and T. Nolan (virtually)

**Absent with**

**Regrets:** H. Bonenfant, L. Dingman, C. Hernould,  
L. Johanson

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## **1. CALL TO ORDER**

Chair J. Kemp called the meeting to order at 4:07 p.m.

## **2. CEREMONIAL ACTIVITIES**

The Legislative Coordinator read the Land Acknowledgement.

Refer to the July 9, 2025 General Issues Committee Minutes for the disposition of these matters.

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

**(Kilburn/Maurice)**

That the agenda for the June 10, 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 May 13, 2025**

**(McNeil/Janosi)**

That the minutes of the May 13, 2025, Accessibility Committee for Persons with Disabilities, be adopted, as presented.

**CARRIED**

### **6. DELEGATIONS**

There were no Delegations.

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

J. Kemp relinquished the Chair to J. Maurice in order to provide the Built Environment Working Group Update

Refer to the July 9, 2025 General Issues Committee Minutes for the disposition of these matters.

(Item 7.1), the Housing Working Group Update (Item 7.2) and the Outreach Working Group Update (Item 7.3).

### **7.1 Built Environment Working Group Update (no copy)**

- (a) J. Kemp provided a verbal update.

### **7.2 Housing Working Group Update**

- (a) Housing Working Group Meeting Notes – May 20, 2025

### **7.3 Outreach Working Group Update**

- (a) Outreach Working Group Meeting Notes – May 20, 2025

J. Kemp assumed the Chair.

### **7.4 Transportation Working Group Update**

- (a) Accessible Transportation Services Performance Report – Q1 2025

### **7.5 Strategic Planning Working Group Update (no copy)**

No update.

## **7.6 Open Spaces and Parklands Working Group Update (no copy)**

No update.

## **7.7 Transforming Civic Engagement – Community Liaison Groups – REVISED**

Sunil Angrish, Project Manager, Community Inclusion & Equity addressed Committee respecting Transforming Civic Engagement – Community Liaison Groups, with the aid of a PowerPoint presentation.

## **7.8 PW25041 Accessible Transportation Services Customer Survey Data**

Marco Mostacci, Senior Project Manager – Specialized Transit, and Owen Quinn, Project Manager – Transit Customer Loyalty addressed Committee respecting Memorandum PW25041, Accessible Transportation Services Customer Survey Data.

## **7.9 Protected Intersection Guidelines**

Callaway Johnson, Project Manager – Sustainable Mobility Planning, addressed Committee respecting Protected Intersection Guidelines, with the aid of a PowerPoint presentation.

Refer to the July 9, 2025 General Issues Committee Minutes for the disposition of these matters.



**(Kilburn/McNeil)**

That the following Items for Information, be received:

7.1 Built Environment Working Group Update

7.2 Housing Working Group Update

- (a) Housing Working Group Meeting Notes – May 20, 2025

7.3 Outreach Working Group Update

- (a) Outreach Working Group Meeting Notes – May 20, 2025

7.4 Transportation Working Group Update

- (a) Accessible Transportation Services Performance Report – Q1 2025

7.7 Transforming Civic Engagement – Community Liaison Groups – REVISED

7.8 PW25041

Accessible Transportation Services Customer Survey Data

7.9 Protected Intersection Guidelines

**CARRIED**

Refer to the July 9, 2025 General Issues Committee Minutes for the disposition of these matters.

## **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. GENERAL INFORMATION / OTHER BUSINESS**

There were no Items for General Information / Other Business.

## **12. ADJOURNMENT**

There being no further business, the Accessibility Committee for Disabilities was adjourned at 5:56 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

Refer to the July 9, 2025 General Issues Committee Minutes for the disposition of these matters.



## City of Hamilton Report for Consideration

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

**Date:** June 11, 2025

**Report No:** PED25148

**Subject/Title:** Art Gallery of Hamilton

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

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### Recommendations

- a) That staff **BE DIRECTED** to provide additional funding of up to \$1,500,000 to the Art Gallery of Hamilton, above the \$1,000,000 already budgeted through the City's Enrichment Fund, to be funded as follows: up to \$1,300,000 from the Tax Stabilization Reserve (Reserve #110046) and up to \$200,000 from the Municipal Accommodation Tax Reserve (Reserve #108072), contingent upon receipt and analysis of quarterly cash flow and financial statements from the gallery to the satisfaction of the General Manager, Corporate Services and General Manager, Planning and Economic Development;
- b) That a funding increase of \$801,093 to Corporate Facilities and Energy Management's operating budget to provide services, to the Art Gallery of Hamilton, **BE CONSIDERED** as part of the 2026 Tax budget;
- c) That a funding increase of \$1,725,556, adjusted annually for inflation, to flow through the Planning and Economic Department, Tourism and Culture Division, in quarterly transfers, to pay a portion of costs to support the care, preservation and exhibition of the Art Gallery of Hamilton's Art Collection, **BE CONSIDERED** as part of the 2026 Tax budget;
- d) That a funding increase of \$2,365,900 to the Corporate Facilities Capital block for capital works related to the Art Gallery of Hamilton, **BE CONSIDERED** as part of the 2026 Tax budget;
- e) That staff **BE DIRECTED** to prepare and execute a license agreement with the Art Gallery of Hamilton, incorporating the ongoing funding described in recommendations (b), (c), and (d) to come into effect January 1, 2026; and,

- 
- f) That Confidential Appendix “C” attached to Report PED25148 respecting the Art Gallery of Hamilton, remain confidential.

## Key Facts

- A new license agreement will formally establish joint ownership of the Art Gallery of Hamilton’s collection - valued at approximately \$1 billion - between the City and the Gallery, with shared responsibility for its care and preservation.
- The estimated annual shared cost to provide for the care, preservation and display of the collection is \$1.73M (Appendix D to Report PED25148). This funding would replace the current funding through the City Enrichment Fund and would increase annually based on inflation.
- Proposed funding outlined in a new license agreement to take effect January 1, 2026, would provide \$1,725,556 in ongoing operational funding, \$801,093 in City-delivered services, for a combined total of \$2,526,649, adjusted annually for inflation.
- The completed Building Condition Assessment (Appendix A to Report PED25148) identifies approximately \$6,500,000 in capital needs over 15 years to maintain the building in a state of good repair.
- To ensure continuity of services before the new licence agreement takes effect, the Gallery requires an additional \$1,500,000 in 2025, beyond what was included in the 2025 Tax Budget.
- The Gallery provides many needed programs and services that contribute to the overall health and wellbeing of Hamiltonians. In 2024, the gallery delivered over 1,200 health and wellness programs, saw over 10,000 students, had over 185,000 visitors, and engaged with over 2000 members, in addition to offering traditional visual art programs.
- If the Gallery is forced to relocate or close, ownership of the building reverts to the City. This would expose the City to significant reputational risk and potential legal and CRA implications tied to past artwork donations to the City and the Gallery.

## Financial Considerations

The Art Gallery of Hamilton’s annual City funding has remained at \$1,000,000 since 2006, despite significant increases in operating and capital repair costs.

The recommendations contained in this report will impact the City’s operating budget by referring for consideration in the 2026 Tax Budget an increase of annual funding to the Gallery of \$725,556 and by providing City services valued at \$801,093. To ensure continuity of services before the new licence agreement takes effect January 1, 2026,

the Gallery requires cash funding of \$1,500,000 beyond what was included in the 2025 Tax Budget. This funding is proposed to be financed from the Tax Stabilization Reserve (#110046) and the Municipal Accommodation Tax Reserve (#108072).

The City's Capital budget will also be affected, with a proposed increase of \$6,500,000 over 15 years, referred for consideration in the 2026 Tax Budget, to support building repair and maintenance through Corporate Facilities and Energy Management. There is no impact on staffing or full-time equivalents (FTEs).

## Background

In September 2024, staff provided an update on the Art Gallery of Hamilton and the following recommendation (b) was approved through PED24185:

*That staff be directed and authorized to enter negotiations with the Art Gallery of Hamilton to replace the existing agreements with a new agreement that addresses caring for and preserving City assets or assets that will revert to the City, including the Collection, and ensuring the building is maintained in a state of good repair, with a report back to Council.*

The AGH has been in a deficit position since 2015. Rising costs for capital building repair and maintenance, security costs, utilities, and staffing have exceeded the savings the organization achieved through mitigation tactics, such as salary freezes, staff reductions, and reduced hours.

Despite these challenges, the Art Gallery of Hamilton is emerging as a world-class Gallery and one of Canada's leading cultural institutions. The Gallery was the recipient of multiple awards this past year, including three Provincial awards for best exhibition, publication and writing, and a Canadian Venue Award as "Best Museum and Gallery Space".

In 2024, the Art Gallery of Hamilton delivered over 1,200 Learning, Wellness, and Community programs experienced by over 185,000 visitors, including programming for over 10,000 students in 300 individual art-based sessions. It also provided work for over 200 artists, fabricators, and installers, and employed 53 full-time staff.

## Analysis

The Art Gallery of Hamilton is a major cultural organization in the city and operates as a registered, not-for-profit corporation. It holds the third largest collection of artworks in

the province and the fifth largest in Canada. As the second oldest municipal Gallery in country, second only to Winnipeg, it has gained a strong reputation across North America, partnering with prominent institutions such as the National Gallery of Canada in Ottawa and the Smithsonian in New York City. The Gallery's economic impact is estimated to be over \$39.7 million, according to Ontario's Tourism Regional Economic Impact Model.

Funding from the City specific to the care, preservation and exhibition of the collection outlined in a new agreement, would position the Gallery favourably to secure additional support from the Ontario Arts Council and Canada Council for the Arts; they would be able to apply for grants for building improvements the City would not otherwise have access to. Currently, the Gallery has over \$3.8 million pending in federal and provincial capital and programming requests.

**Collection:**

The City of Hamilton accepted a donation of artwork by Hamilton artist William Blair Bruce in 1914, which stipulated "that a Gallery be established to preserve and display these works". Since this time, the collection has grown to over 11,000 works with certain pieces donated to the City, and other pieces donated to the Gallery. Given that some, but not all, of the donation history is available, it is recommended that the Parties agree, in the forthcoming license agreement, that the City and the Gallery co-own the collection, which has an estimated value of approximately \$1 billion (Confidential Appendix C to Report PED25148). The agreement will also outline a process for artwork disposition in the event of gallery dissolution.

The estimated annual shared cost to provide for the care, preservation and display of the collection is \$1.73M (Appendix D to Report PED25148). This funding would replace the current funding through the City Enrichment Fund and would increase annually based on inflation.

**Building:**

Based on an analysis, the City's oversight of certain operational services is recommended, as these can be delivered more cost-effectively through existing municipal contracts.

These include:

- Utilities,
- Contractual services (e.g., life safety, elevator, pest control, recycling/waste, tools & equipment),

- 
- Building repairs and maintenance (e.g., ESA inspections, grounds maintenance, building automations, and operation supplies).

The estimated annual cost of these services is \$801,093. It is recommended the Gallery continue to manage janitorial and security functions as no efficiencies were found by taking on these services. This arrangement will help ensure the facility is maintained in a state of good repair.

The Building Condition Assessment (Appendix A to Report PED25148) recommends \$2.4 M in repair and maintenance in the first year for roof replacement and repairs and \$6.5 M total investment over 15 years.

### **Benchmarking:**

Benchmarking of comparable municipal galleries across the country (Appendix F to Report PED25148) indicates the AGH is:

- Comparable in gallery size, number of visitors, operating budget and amount of non-government donations received,
- Larger in collection size than other comparators,
- Underfunded by all 3 levels of government relative to its peers,
- High performing in earned revenue.

### **Expansion:**

In 2023, the Gallery developed a strategic plan that prioritizes expanding the Gallery space to increase public access to the permanent collection. This is aligned to the vision of creating a vibrant entertainment district in the downtown with the Gallery as a key cultural component. Planning for this expansion should happen in collaboration with downtown revitalization plans. A reimagined Art Gallery of Hamilton will contribute to these efforts and, in the process, enhance the economic contributions the Gallery makes to local, regional, and provincial economies.

In 2024, the Gallery began the process of securing funding for a major federal investment in its facility, part of a reimagined space that will showcase one of Canada's most important collections of Canadian and international works. Funding and space constraints currently limit the Gallery's ability to showcase these works and thus limit visitor potential. The Gallery, having secured federal funding for a feasibility study, an important step as part of the Cultural Spaces funding process, envisions an application to both the provincial and federal governments of some magnitude.

The Gallery is planning to amplify these investments with a significant national fundraising campaign, the groundwork for which is already being laid, that will attract further contributions to the Gallery, and to our community. A component of the HUPEG agreement is to kickstart fundraising for the Gallery expansion with \$2,000,000 in funding in addition to providing fundraising development support.

Discussions with the provincial government have focused on securing additional funding support, particularly operational funding not unlike what the McMichael Gallery and the Art Gallery of Ontario, as agencies of the provincial government. Given the Gallery's substantive collection and its contribution to the tourism and local economies, there are conversations under way with the province to recalibrate their investment in the AGH consistent with its magnitude and impact.

The conversations with the provincial government have been positive and constructive - but their message has been clear. The Province has indicated that future investment by their government is contingent on the City finalizing a new agreement with the Gallery.

In summary, the Gallery's plans for facility expansion - backed by a new license agreement with the City - will have significant positive impact, favourably positioning the Gallery to attract federal investment while delivering economic, cultural, and reputational benefits to the City of Hamilton.

## Alternatives

### Other Alternatives Considered:

#### Alternative 1: Maintain Existing Funding Levels

The City could choose not to increase its funding and continue support through the Enrichment Fund and limited service contributions.

- *Implications:* The Gallery would likely continue to run deficits, reduce programming and staffing, and be at risk of insolvency, further straining civic infrastructure and eroding cultural and economic benefits.

#### Alternative 2: Reduce Scope of Services or Footprint

The Gallery could downsize operations or reduce public access to the collection.

- *Implications:* This could undermine its role as a regional cultural anchor, limit earned revenues, reduce eligibility for federal/provincial grants, and lead to reputational damage.



### Alternative 3: Seek Private Sector or Philanthropic Takeover

A third-party partner or donor could be sought to assume responsibility to operate the Gallery.

- *Implications:* This may be difficult given the Gallery's structural deficits and public ownership of the collection and building. It could also lead to loss of public control over a significant cultural asset.

### Alternative 4: Sell the Building or Relocate the Gallery

The City could explore selling the property and supporting AGH's relocation to a smaller or private venue.

- *Implications:* Complex and politically sensitive. It would involve disentangling legal obligations and agreements tied to donations and may not resolve long-term sustainability issues.

The closure of the Gallery would pose significant reputational risk to the City and expose it to legal and Canada Revenue Agency Tax implications tied to past artwork donations made to the City and the Gallery. In the event the gallery closes or relocates, ownership of the building would revert to the City, which would then be responsible for its capital maintenance and repairs, currently estimated at \$6.5 million over 15 years, unless the property is sold.

## Relationship to Council Strategic Priorities

1. Sustainable Economic & Ecological Development
  - 1.1. Facilitate the growth of key sectors
2. Safe & Thriving Neighbourhoods
  - 2.1. Provide vibrant parks, recreation and public space

## Previous Reports Submitted

- September 18, 2024 - [Art Gallery of Hamilton Update](#)
- December 6, 2023 - [Art Gallery of Hamilton Energy Billing Approach and Recommendations](#)

## Consultation

- Kirk Weaver, Acting Director, Financial Planning Administration and Policy
- Chris Herstek, Director Corporate Facilities and Energy Management
- Paul Lawson, Solicitor, Corporate Services
- Shelley Falconer, CEO, Art Gallery of Hamilton

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## Appendices and Schedules Attached

Appendix A: Building Condition Assessment Report

Appendix B: 2023 Community Impact Stats

Appendix C: CONFIDENTIAL Appendix C - Listing of High Valued Art Works

*Discussion of Appendix "C" 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 City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.*

Appendix D: Funding Proposal

Appendix E: Art Gallery of Hamilton 2023 Audited Financial Statements

Appendix F: Benchmarking of Comparable Municipal Galleries

**Prepared by:**

Lisa Abbott, Director  
Planning and Economic Development, Tourism and Culture

**Submitted and  
recommended by:**

Steve Robichaud, General Manager  
Planning and Economic Development

Asset Name: Art Gallery of Hamilton  
Data Source: 2024, WF Group Inc.

Discipline	Category	Replacement Cost	Last Major Action	Location/Name	Overall Condition	Action: Commentary	Action Type	Potential for Energy Savings?	Consequences of Failure?	Cost
B-Shell	B2010 - Exterior Walls	\$ 150,600	2003	Exterior Walls	Good	Replace aluminum panels  Qty: 5,020 SF Unit Cost: \$30/SF	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 150,600
B-Shell	B2010 - Exterior Walls	\$ 150,600	2003	Exterior Walls	Good	Building-wide envelope repair and reseal	Repair	Yes, Moderate Savings	Discomfort to Occupants, or Further Property Damage.	\$ 500,000
B-Shell	B2010 - Exterior Walls	\$ 220,000	2003	Exterior Walls	Good	Repair 5% architectural block  Qty: 275 SF Unit Cost: \$40/SF	Repair	No	Discomfort to Occupants, or Further Property Damage.	\$ 11,000
B-Shell	B2020 - Exterior Windows	\$ 1,445,000	2003	Exterior Walls	Good	Repair and reseal leaking areas	Repair	No	Discomfort to Occupants, or Further Property Damage.	\$ 15,000
B-Shell	B2030 - Exterior Doors	\$ 10,000	2003	Exterior Wall	Good	Replace hollow-metal door on west elevation  Qty: 1 Unit Cost: \$2,500	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 2,500
B-Shell	B2030 - Exterior Doors	\$ 10,000	2003	Exterior Wall	Good	Replace hollow-metal doors  Qty: 3 Unit Cost: \$2,500	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 7,500
B-Shell	B2030 - Exterior Doors	\$ 77,000	2003	Exterior Wall	Good	Replace aluminum-framed glazing doors  Qty: 14 Unit Cost: \$5,500	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 77,000
B-Shell	B2030 - Exterior Doors	\$ 15,000	2003	Main Entrance	Fair	Replace automatic door operators  Qty: 3 Unit Cost: \$5,000	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 15,000
B-Shell	B2040 - Overhead Doors	\$ 35,000	1982	Exterior Walls, Loading Bay	Poor	Replace overhead door and operator	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 35,000
B-Shell	B30 - Roofing	\$ 1,290,000	2003	Roof - Main	Poor	Replace modified bitumen roof  Qty: 32,250 SF Unit Cost: \$40/SF	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 1,290,000
B-Shell	B30 - Roofing	\$ 70,000	1982	Roof - Mechanical Room	Poor	Replace built up roof  Qty: 1,750 SF Unit Cost: \$40/SF	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 70,000
C-Interiors	C1020 - Fixed Furnishings	\$ 28,000	1982	Washrooms	Poor	Replace toilet partitions  Qty: 12 Unit Cost: \$1,750	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 28,000
C-Interiors	C1020 - Fixed Furnishings	\$ 7,000	2003	Washrooms	Good	Replace toilet partitions  Qty: 4 Unit Cost: \$1,750	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 7,000

Discipline	Category	Replacement Cost	Last Major Action	Location/Name	Overall Condition	Action: Commentary	Action Type	Potential for Energy Savings?	Consequences of Failure?	Cost
C-Interiors	C1030 - Interior Doors	\$ 240,000	1982	Throughout	Good	Repair and refurbish 20% of the interior doors  Qty: 16 doors Unit Cost: \$750	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 12,000
C-Interiors	C1030 - Interior Doors	\$ 240,000	1982	Throughout	Good	Replace 10% of interior doors  Qty: 8 (approx.) Unit Cost: \$3,000	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 24,000
C-Interiors	C1030 - Interior Doors	\$ 175,000	2003	Galleries	Good	Repair and refurbish 50% of the specialty interior doors  Qty: 7 doors Unit Cost: \$1,500	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 10,500
C-Interiors	C1030 - Interior Doors	\$ 142,000	2018	Galleries	Good	Replace automatic operators  Qty: 10 Unit Cost: \$4,200	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 42,000
C-Interiors	C20 - Stairs	\$ 750,000	2003	Stairwells	Good	Refurbish and refinish staircases as needed  Qty: 3,750 SF (750 SF/staircase, 250 SF per level)  Unit Cost: \$12/SF	Refinish	No	Minimal Consequences to Occupants or Facility.	\$ 45,000
C-Interiors	C3010 - Wall Finishes	\$ 24,000	1982	Washrooms - Original	Fair	Replace ceramic wall tile  Qty: 1,200 SF Unit Cost: \$20/SF	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 24,000
C-Interiors	C3010 - Wall Finishes	\$ 225,000	2003	Throughout	Good	Refinish approximately 20% of the interior walls as needed  Qty: 15,000 SF Unit Cost: \$3/SF	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 45,000
C-Interiors	C3020 - Floor Finishes	\$ 80,000	2013	Mech Rooms, Loading Dock, Storage	Fair	Refinish concrete sealer on exposed concrete floors  Qty: Approx. 8,000 SF Unit Cost: \$10/SF	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 80,000
C-Interiors	C3020 - Floor Finishes	\$ 240,000	2003	Galleries	Fair	Refinish/replace polished concrete  Qty: 16,000 SF Unit Cost: \$15/SF	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 240,000
C-Interiors	C3020 - Floor Finishes	\$ 52,500	1978	Vaults, Storage	Poor	Replace vinyl composite tile  Qty: 7,500 SF Unit Cost: \$ 7/SF	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 52,500

Discipline	Category	Replacement Cost	Last Major Action	Location/Name	Overall Condition	Action: Commentary	Action Type	Potential for Energy Savings?	Consequences of Failure?	Cost
C-Interiors	C3020 - Floor Finishes	\$ 18,750	1982	Washrooms - Original	Fair	Replace ceramic tile in the original washrooms  Qty: 750 SF Unit Cost: \$25/SF	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 18,750
C-Interiors	C3020 - Floor Finishes	\$ 16,250	2003	Washrooms - New	Good	Replace porcelain tile in the new washrooms  Qty: Approx. 650 SF Unit Cost: \$ 25/SF	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 16,250
C-Interiors	C3020 - Floor Finishes	\$ 612,500	2003	Galleries	Good	Sand and refinish hardwood floors (excludes west corridor)  Qty: Approx. 16,000 SF Unit Cost: \$10/SF	Repair	No	Minimal Consequences to Occupants or Facility.	\$ 160,000
C-Interiors	C3020 - Floor Finishes	\$ 612,500	2003	Galleries	Good	Replace hardwood floors in the west corridor  Qty: 1,500 SF Unit Cost: \$35/SF	Replace	Unspecified	Unspecified	\$ 52,500
C-Interiors	C3020 - Floor Finishes	\$ 50,000	1982	Paint Studios	Fair	Replace quarry tile floors  Qty: 2,500 SF Unit Cost: \$20/SF	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 50,000
C-Interiors	C3020 - Floor Finishes	\$ 300,000	2003	Throughout	Fair	Replace 1/2 of carpet areas every 15 years  Qty: Approx. 7,500 SF Unit Cost: \$ 20/SF	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 150,000
C-Interiors	C3030 - Ceiling Finishes	\$ 17,500	2003	Offices, Studios, Paint Rooms	Good	Replace acoustic ceiling tile system  Qty: 2,500 SF Unit Cost: \$7/SF	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 17,500
C-Interiors	C3030 - Ceiling Finishes	\$ 42,000	2003	Pavillion	Good	Replace ceiling tile system  Qty: 3,500 SF Unit Cost: \$12/SF	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 42,000
C-Interiors	C3030 - Ceiling Finishes	\$ 60,000	1982	Offices, Lounge, Reception	Good	Replace metal ceiling panels  Qty: 2,000 SF Unit Cost: \$ 30/SF	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 60,000
D-Services - Mecha	D1010 - Elevators, Escalators, &	\$ 100,000	2003	Community Gallery	Good	Modernize wheelchair lift	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 100,000

Discipline	Category	Replacement Cost	Last Major Action	Location/Name	Overall Condition	Action: Commentary	Action Type	Potential for Energy Savings?	Consequences of Failure?	Cost
D-Services - Mecha	D2010 - Plumbing Fixtures	\$ 69,600	2005	Washrooms	Fair	Replace plumbing fixtures  Water Closets Qty: 18 Unit Cost: \$2,000  Sinks Qty: 18 Unit Cost: \$1,200  Urinals Qty: 8 Unit Cost: \$1,500	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 69,600
D-Services - Mecha	D2020 - Domestic Water Distrib	\$ 174,000	2003	Throughout	Good	Repair domestic water system	Repair	No	Minimal Consequences to Occupants or Facility.	\$ 18,000
D-Services - Mecha	D2095 - Domestic Water Heater	\$ 15,000	2004	2nd Floor Mechanical Room	Fair	Replace domestic water heater	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 15,000
D-Services - Mecha	D2095 - Domestic Water Heater	\$ 32,000	2004	Storage Room 165	Fair	Replace domestic water heaters  Qty: 2 Unit Cost: \$16,000	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 32,000
D-Services - Mecha	D2099 - Water Treatment System	\$ 25,000	2023	3rd Floor Mechanical Room, 2nd Floor Mechanical Room	Good	Replace water softener systems  Qty: 2 Unit Cost: \$12,500	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 25,000
D-Services - Mecha	D3025 - Primary HVAC Pumps	\$ 15,000	2007	3rd Floor Mechanical Room	Good	Replace 10 HP circulation pump	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 15,000
D-Services - Mecha	D3025 - Primary HVAC Pumps	\$ 15,000	2012	3rd Floor Mechanical Room	Good	Replace 10 HP circulation pump	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 15,000
D-Services - Mecha	D3025 - Primary HVAC Pumps	\$ 8,000	2004	Mech Rm 218	Fair	Replace 3 HP circulation pump	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 8,000
D-Services - Mecha	D3025 - Primary HVAC Pumps	\$ 8,000	2004	Mech Rm 218	Fair	Replace 3 HP circulation pump	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 8,000
D-Services - Mecha	D3025 - Primary HVAC Pumps	\$ 10,000	2004	Mech Rm 218	Fair	Replace 5 HP circulation pump	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 10,000
D-Services - Mecha	D3025 - Primary HVAC Pumps	\$ 10,000	2004	Mech Rm 218	Fair	Replace 5 HP circulation pump	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 10,000
D-Services - Mecha	D3025 - Primary HVAC Pumps	\$ 10,000	2004	3rd Floor Mechanical Room	Fair	Replace 5 HP circulation pump	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 10,000
D-Services - Mecha	D3025 - Primary HVAC Pumps	\$ 10,000	2004	3rd Floor Mechanical Room	Fair	Replace 5 HP circulation pump	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 10,000
D-Services - Mecha	D3027 - Heating or Cooling Piping	\$ 250,000	1982	Throughout	Fair	Repair/replace HVAC piping system as needed	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 15,000
D-Services - Mecha	D3034 - Heat / Cool Units	\$ 350,000	2004	3rd Floor Mechanical Room	Good	Overhaul AHU-1  (includes replacement of dampers, coils, fans & some casework)	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 200,000
D-Services - Mecha	D3034 - Heat / Cool Units	\$ 200,000	1982	3rd Floor Mechanical Room	Fair	Overhaul AHU-2  (includes replacement of dampers, coils, fans & some casework)	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 150,000
D-Services - Mecha	D3034 - Heat / Cool Units	\$ 30,000	1993	Mechanical Room 210	Poor	Replace AHU-3	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 30,000
D-Services - Mecha	D3034 - Heat / Cool Units	\$ 35,000	1993	Mechanical Room 231	Poor	Replace AHU-4	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 35,000



Discipline	Category	Replacement Cost	Last Major Action	Location/Name	Overall Condition	Action: Commentary	Action Type	Potential for Energy Savings?	Consequences of Failure?	Cost
D-Services - Mecha	D3034 - Heat / Cool Units	\$ 250,000	2004	Mechanical Room 203	Good	Overhaul AHU-5 (includes replacement of dampers, coils, fans & some casework)	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 175,000
D-Services - Mecha	D3034 - Heat / Cool Units	\$ 275,000	2004	Mechanical Room 218	Good	Overhaul AHU-6 (includes replacement of dampers, coils, fans & some casework)	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 190,000
D-Services - Mecha	D3034 - Heat / Cool Units	\$ 300,000	2004	Roof - Pavilion	Good	Overhaul RTU-1 (includes replacement of dampers, coils, fans & some casework)	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 200,000
D-Services - Mecha	D3034-B - Heat / Cool - Roof To	\$ 49,000	2004	Roof	Fair	Replace RTU-2 (300MBH/10-ton)	Replace	Yes, Moderate Savings	Discomfort to Occupants, or Further Property Damage.	\$ 49,000
D-Services - Mecha	D3034-B - Heat / Cool - Roof To	\$ 30,000	2004	Roof	Fair	Replace and upsize RTU-3 (100MBH/5-ton)	Replace	Yes, Moderate Savings	Discomfort to Occupants, or Further Property Damage.	\$ 30,000
D-Services - Mecha	D3034-B - Heat / Cool - Roof To	\$ 32,000	2002	Roof	Fair	Replace RTU-4 (115MBH/5-ton)	Replace	Yes, Moderate Savings	Discomfort to Occupants, or Further Property Damage.	\$ 32,000
D-Services - Mecha	D3034-B - Heat / Cool - Roof To	\$ 32,000	2004	Roof	Fair	Replace RTU-5 (115MBH/5-ton)	Replace	Yes, Moderate Savings	Discomfort to Occupants, or Further Property Damage.	\$ 32,000
D-Services - Mecha	D3034-B - Heat / Cool - Roof To	\$ 32,000	2004	Roof	Fair	Replace RTU-6 (115MBH/5-ton)	Replace	Yes, Moderate Savings	Discomfort to Occupants, or Further Property Damage.	\$ 32,000
D-Services - Mecha	D3034-D - Variable Air Volume S	\$ 360,000	1982	Throughout	Fair	Replace VAV boxes  Qty: 80 Unit Cost: \$4,500	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 360,000
D-Services - Mecha	D3045 - Ventilation & Exhaust F	\$ 12,500	2004	3rd Floor Mechanical Room	Good	Replace return fan EF-1	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 12,500
D-Services - Mecha	D3045 - Ventilation & Exhaust F	\$ 12,500	2004	3rd Floor Mechanical Room	Good	Replace return fan EF-2	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 12,500
D-Services - Mecha	D3045 - Ventilation & Exhaust F	\$ 12,500	2004	3rd Floor Mechanical Room	Good	Replace return fan EF-3	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 12,500
D-Services - Mecha	D3045 - Ventilation & Exhaust F	\$ 5,000	2003	Roof - Pavilion	Fair	Replace return fan EF-09	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 5,000
D-Services - Mecha	D3045 - Ventilation & Exhaust F	\$ 6,000	2003	Roof - Pavilion	Fair	Replace return fan EF-10	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 6,000
D-Services - Mecha	D3057 - Radiant Heater Units	\$ 70,000	2003	Throughout	Good	Replace 25% of unit heaters every 10 years  Qty: 5 Unit Cost: \$3,500	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 17,500
D-Services - Mecha	D3058-B - DX Split AHU - Cool	\$ 7,500	2003	Elec Rm 167	Fair	Replace 1 ton heat pump	Replace	Yes, Moderate Savings	Minimal Consequences to Occupants or Facility.	\$ 7,500

Discipline	Category	Replacement Cost	Last Major Action	Location/Name	Overall Condition	Action: Commentary	Action Type	Potential for Energy Savings?	Consequences of Failure?	Cost
D-Services - Mechanical	D3058-B - DX Split AHU - Cool	\$ 10,000	2003	Studio Pottery Room	Poor	Replace 1.5 ton heat pump	Replace	Yes, Moderate Savings	Minimal Consequences to Occupants or Facility.	\$ 10,000
D-Services - Mechanical	D3058-B - DX Split AHU - Cool	\$ 10,000	2003	Registration Room	Poor	Replace 1.5 ton heat pump	Replace	Yes, Moderate Savings	Minimal Consequences to Occupants or Facility.	\$ 10,000
D-Services - Mechanical	D3060 - Controls And Instrumentation	\$ 31,000	2004	3rd Floor Mechanical Room	Poor	Replace VFDs (3-10 HP)  3-5 HP Qty: 6 Unit Cost: \$3,500  10 HP Qty: 2 Unit Cost: \$5,000	Replace	Yes, Moderate Savings	Discomfort to Occupants, or Further Property Damage.	\$ 31,000
D-Services - Mechanical	D3060 - Controls And Instrumentation	\$ 5,000	2023	3rd Floor Mechanical Room	Good	Replace VFD	Replace	Yes, Moderate Savings	Discomfort to Occupants, or Further Property Damage.	\$ 5,000
D-Services - Mechanical	D3092 - Special Humidity Control	\$ 28,000	2016	3rd Floor Mechanical Room	Good	Replace HUM-1	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 28,000
D-Services - Mechanical	D3092 - Special Humidity Control	\$ 18,000	2016	3rd Floor Mechanical Room	Good	Replace HUM-2	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 18,000
D-Services - Mechanical	D3092 - Special Humidity Control	\$ 14,500	2004	Mech Rm 203	Fair	Replace HUM-D-01	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 14,500
D-Services - Mechanical	D3092 - Special Humidity Control	\$ 14,500	2004	Mech Rm 203	Fair	Replace HUM-D-05	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 14,500
D-Services - Mechanical	D3092 - Special Humidity Control	\$ 10,000	2004	Mech Rm 203	Fair	Replace HUM-D-02	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 10,000
D-Services - Mechanical	D3092 - Special Humidity Control	\$ 10,000	2004	Mech Rm 203	Fair	Replace HUM-D-02	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 10,000
D-Services - Mechanical	D3092 - Special Humidity Control	\$ 14,500	2004	Mech Rm 218	Fair	Replace HUM-D-06	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 14,500
D-Services - Mechanical	D3092 - Special Humidity Control	\$ 15,000	2016	Mech Rm 210, Mech Rm 231	Good	Replace electric humidifiers  Qty: 3 Unit Cost: \$5,000	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 15,000
D-Services - Mechanical	D4010 - Sprinklers	\$ 1,435,500	2003	Throughout	Good	Repair sprinkler system as needed	Repair	No	Possible Public Safety Risk.	\$ 18,500
D-Services - Electrical	D5010 - Electrical Service And Distribution	\$ 105,000	2004	Electrical Rooms	Fair	Replace original transformers  500 KVA Qty: 1 Unit Cost: \$40,000  225 KVA Qty: 1 Unit Cost: \$25,000  45 KVA Qty: 1 Unit Cost: \$7,000  15 KVA Qty: 2 Unit Cost: \$2,500	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 77,000



Discipline	Category	Replacement Cost	Last Major Action	Location/Name	Overall Condition	Action: Commentary	Action Type	Potential for Energy Savings?	Consequences of Failure?	Cost
D-Services - Electrical	D5010 - Electrical Service And Distribution	\$ 105,000	2004	Electrical Rooms	Fair	Replace newer transformers  75 KVA Qty: 1 Unit Cost: \$10,000  30 KVA Qty: 3 Unit Cost: \$6,000	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 28,000
D-Services - Electrical	D5010 - Electrical Service And Distribution	\$ 157,500	1993	Hydro Room 010	Fair	Replace main disconnect and switchboards  Disconnect Qty: 1 Unit Cost: \$12,500  1200A SB Qty: 1 Unit Cost: \$60,000  2000A SB Qty: 1 Unit Cost: \$85,000	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 157,500
D-Services - Electrical	D5010 - Electrical Service And Distribution	\$ 290,000	1993	Throughout	Fair	Replace Westinghouse electrical distribution system  125A Qty: 10 Unit Cost: \$10,000  225A Qty: 10 Unit Cost: \$12,500  400A Qty: 1 Unit Cost: \$15,000  600A MCC Qty: 1 Unit Cost: \$24,000  + \$25,000 for splitters, safety switches, conduits	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 289,000
D-Services - Electrical	D5022 - Lighting Equipment	\$ 308,000	2003	Galleries	Good	Upgrade to LED lighting  Qty: 44,000 SF Unit Cost: \$7/SF	Replace	Yes, Significant Savings	Discomfort to Occupants, or Further Property Damage.	\$ 308,000
D-Services - Electrical	D5037 - Fire Alarm System	\$ 129,400	2003	Throughout	Fair	Replace fire alarm system  Main Panel + Annunciators Qty: 2 Unit Cost: \$12,500  Component & Devices Qty: 87,000 SF Unit Cost: \$1.20/SF	Replace	No	Possible Public Safety Risk.	\$ 129,400

Discipline	Category	Replacement Cost	Last Major Action	Location/Name	Overall Condition	Action: Commentary	Action Type	Potential for Energy Savings?	Consequences of Failure?	Cost
D-Services - Electrical	D5091 - Exit & Emergency Lighting	\$ 65,000	2003	Throughout	Fair	Replace EXIT signs with green running man signs  Qty: 100 (approx.) Unit Cost: \$650	Replace	No	Possible Public Safety Risk.	\$ 65,000
D-Services - Electrical	D5092 - Emergency Power & Generator	\$ 25,000	1982	Electrical Room	Poor	Replace transfer switch	Replace	No	Discomfort to Occupants, or Further Property Damage.	\$ 25,000
G-Building Sitework	G2030 - Pedestrian Paving	\$ 258,000	2003	Site	Good	Repair 5% of the concrete patio as needed  Qty: 450 SF Unit Cost: \$30/SF	Replace	No	Minimal Consequences to Occupants or Facility.	\$ 13,500
G-Building Sitework	G4020 - Site Lighting	\$ 14,400	2005	Site	Fair	Upgrade fixtures to LED  Qty: 12 Unit Cost: \$1,200	Replace	Yes, Moderate Savings	Minimal Consequences to Occupants or Facility.	\$ 14,400
Security	Technology		Unknown	Site						\$ 90,000

Asset Name: Art Gallery of Hamilton  
Data Source: 2024, WF Group Inc.

Discipline	Year	Deferred Since	Priority	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
B-Shell	2032		Low								\$ 150,600						
B-Shell	2025		Low	\$ 500,000													
B-Shell	2032		Low								\$ 11,000						
B-Shell	2025		Low	\$ 15,000													
B-Shell	2025	2009	Lowest	\$ 2,500													
B-Shell	2033		Lowest									\$ 7,500					
B-Shell	2036		Low												\$ 77,000		
B-Shell	2025	2018	Low	\$ 15,000													
B-Shell	2026	2013	Low		\$ 35,000												
B-Shell	2025		Low	\$ 1,290,000													
B-Shell	2025		Low	\$ 70,000													
C-Interiors	2026	2019	Low		\$ 28,000												
C-Interiors	2038		Lowest														\$ 7,000

Discipline	Year	Deferred Since	Priority	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
C-Interiors	2027	2012	Lowest			\$ 12,000					\$ 12,000					\$ 12,000	
C-Interiors	2029		Low					\$ 24,000									
C-Interiors	2026		Lowest		\$ 10,500												
C-Interiors	2033		Low									\$ 42,000					
C-Interiors	2032		Low								\$ 45,000						
C-Interiors	2026		Lowest		\$ 24,000												
C-Interiors	2028		Lowest				\$ 45,000					\$ 45,000					\$ 45,000
C-Interiors	2033	2009	Lowest									\$ 80,000					
C-Interiors	2028		Lowest				\$ 240,000										
C-Interiors	2027	2009	Low			\$ 52,500											

Discipline	Year	Deferred Since	Priority	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
C-Interiors	2026	2023	Low		\$ 18,750												
C-Interiors	2038	2018	Low														\$ 16,250
C-Interiors	2031	2023	Lowest							\$ 160,000							
C-Interiors	2026		Lowest		\$ 52,500												
C-Interiors	2026	2011	Lowest		\$ 50,000												
C-Interiors	2029	2013	Lowest					\$ 150,000									
C-Interiors	2033	2014	Lowest									\$ 17,500					
C-Interiors	2030		Lowest						\$ 42,000								
C-Interiors	2038	2019	Lowest														\$ 60,000
D-Services - Mecha	2033		Low									\$ 100,000					

Discipline	Year	Deferred Since	Priority	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
D-Services - Mecha	2028	2012	Low				\$ 69,600										
D-Services - Mecha	2028		Lowest				\$ 18,000					\$ 18,000					\$ 18,000
D-Services - Mecha	2025		Lowest	\$ 15,000													
D-Services - Mecha	2026		Lowest		\$ 32,000												
D-Services - Mecha	2028	2020	Lowest				\$ 25,000										
D-Services - Mecha	2032		Low								\$ 15,000						
D-Services - Mecha	2037		Low													\$ 15,000	
D-Services - Mecha	2029		Low					\$ 8,000									
D-Services - Mecha	2029		Low					\$ 8,000									
D-Services - Mecha	2029		Low					\$ 10,000									
D-Services - Mecha	2029		Low					\$ 10,000									
D-Services - Mecha	2029		Low					\$ 10,000									
D-Services - Mecha	2029		Low					\$ 10,000									
D-Services - Mecha	2026		Low		\$ 15,000					\$ 15,000					\$ 15,000		
D-Services - Mecha	2030	2013	Lowest						\$ 200,000								
D-Services - Mecha	2029	2012	Low					\$ 150,000									
D-Services - Mecha	2025		Low	\$ 30,000													
D-Services - Mecha	2025	2012	Low	\$ 35,000													

Discipline	Year	Deferred Since	Priority	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
D-Services - Mecha	2030		Lowest						\$ 175,000								
D-Services - Mecha	2030		Lowest						\$ 190,000								
D-Services - Mecha	2030		Lowest						\$ 200,000								
D-Services - Mecha	2029		Low					\$ 49,000									
D-Services - Mecha	2026		Low		\$ 30,000												
D-Services - Mecha	2027		Low			\$ 32,000											
D-Services - Mecha	2029		Low					\$ 32,000									
D-Services - Mecha	2028		Low				\$ 32,000										
D-Services - Mecha	2027		Low			\$ 360,000											
D-Services - Mecha	2034	2016	Low										\$ 12,500				
D-Services - Mecha	2034		Low										\$ 12,500				
D-Services - Mecha	2034		Lowest										\$ 12,500				
D-Services - Mecha	2027		Low			\$ 5,000											
D-Services - Mecha	2027		Low			\$ 6,000											
D-Services - Mecha	2034		Lowest										\$ 17,500				
D-Services - Mecha	2027		Low			\$ 7,500											

Discipline	Year	Deferred Since	Priority	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
D-Services - Mecha	2025		Low	\$ 10,000													
D-Services - Mecha	2025		Low	\$ 10,000													
D-Services - Mecha	2025		Medium	\$ 31,000													
D-Services - Mecha	2038		Low														\$ 5,000
D-Services - Mecha	2031		Low							\$ 28,000							
D-Services - Mecha	2031		Low							\$ 18,000							
D-Services - Mecha	2027		Low			\$ 14,500											
D-Services - Mecha	2027		Low			\$ 14,500											
D-Services - Mecha	2027		Low			\$ 10,000											
D-Services - Mecha	2027		Low			\$ 10,000											
D-Services - Mecha	2027		Low			\$ 14,500											
D-Services - Mecha	2031		Low							\$ 15,000							
D-Services - Mecha	2028		Medium				\$ 18,500					\$ 18,500					\$ 18,500
D-Services - Electric	2026	2013	Low		\$ 77,000												



Discipline	Year	Deferred Since	Priority	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
D-Services - Electric	2038		Low														\$ 28,000
D-Services - Electric	2027	2013	Low			\$ 157,500											
D-Services - Electric	2028	2010	Low				\$ 289,000										
D-Services - Electric	2025		Low	\$ 308,000													
D-Services - Electric	2027		Medium			\$ 129,400											

Discipline	Year	Deferred Since	Priority	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
D-Services - Electric	2028		Medium				\$ 65,000										
D-Services - Electric	2026		Medium		\$ 25,000												
G-Building Sitework	2032		Lowest								\$ 13,500					\$ 13,500	
G-Building Sitework	2025	2020	Low	\$ 14,400													
Security	2025			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$10,000								
				\$ 2,365,900	\$ 417,750	\$ 845,400	\$ 822,100	\$ 481,000	\$ 817,000	\$ 236,000	\$ 247,100	\$ 328,500	\$ 55,000	\$ -	\$ 92,000	\$ 40,500	\$ 197,750



## 2023 BY THE NUMBERS

**187,862** Visitors in 2023

**13** Exhibitions

**52** Loans & Travelling Exhibitions

**231** Artists, Artisans & Contractor Featured

**77** Acquisitions

**416** Programs & Activities

**87** Wellness Programs

**248** Event Rentals / Venue Events

**10,000+** Students in 300 individual programs

**3,783** Volunteer Hours by **400** Board Members & **3383** Volunteers

**800+** Programs across Learning, Wellness & Community

**776 M** Potential News Reach

**44** Major Editorial Features

**662** Media Mentions

**55,000+** Social Media Followers

**53** Full Time Employees

**2,042** Members

**109** Years Serving the Community



		Funding Proposal			
Expenses			CASH	SERVICES PROVIDED BY CFEM	Notes:
Utilities	\$ 592,161	CFEM		\$ 592,161	Utilities
Building Contracts	\$ 92,561	CFEM		\$ 92,561	Contractual - Life safety, Elevator, Pest Control, Recycling/Waste, tools & equip
Building Repairs & Maintenance	\$ 92,144	CFEM		\$ 92,144	Building repairs, ESA Inspections, Grounds Maintenance, Facilities Helpdesk, Building automation
Building Supplies	\$ 24,227	CFEM		\$ 24,227	Operating supplies, cleaning supplies
Security - Exhibition Patrol	\$ 416,029	50%	\$ 208,015		Staffing costs for specialized security staff monitoring artworks during public hours and events
Staffing Costs: Operations	\$ 505,903				Includes staffing costs directly related to building operations, maintenance, security and IT
Staffing Costs: Education & Programs	\$ 574,915				Staffing costs related to the delivery of revenue generating programs
Staffing Costs: Curatorial & Collection Care	\$ 645,500	50%	\$ 322,750		Staffing costs related to collection curation and care
Staffing Costs: Collection Support Services	\$ 1,670,938	50%	\$ 835,469		Staffing costs related to marketing, admin, development, finance, commercial, etc.
Operating Costs: Education & Programs	\$ 525,029				Costs related to delivery of revenue generating programs
Operating Costs: Support Services	\$ 2,480,430				Expenses related to marketing, admin, development, finance, commercial, etc.
Acquisitions	\$ 73,500				Expenses related to the acquisition of artworks
Exhibitions	\$ 500,445	50%	\$ 250,223		Costs related to the curated display of artworks
Collection Care	\$ 162,500	50%	\$ 81,250		Conservation, archival materials, collection mgmt software
Collection Insurance	\$ 55,700	50%	\$ 27,850		Costs specific to insurance for artworks
Loan Interest, Amortization	\$ 226,551				
Total	\$ 8,638,533		\$ 1,725,556	\$ 801,093	

Services Provided by the City	\$ 801,093
Cash Provided by the City	\$ 1,725,556

<b>Total Support</b>	<b>\$ 2,526,649</b>
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## **Art Gallery of Hamilton**

### **Financial Statements**

**December 31, 2023**



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

June 25, 2024

## Independent Auditor's Report

To the Board of Directors of Art Gallery of Hamilton

### **Opinion**

We have audited the financial statements of Art Gallery of Hamilton (the "Organization"), which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2023, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Basis for Opinion**

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

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

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

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

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

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

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



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## **Independent Auditor's Report, continued**

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

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

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

*Pettinelli Mastrolucchi LLP*

**Chartered Professional Accountants  
Licensed Public Accountants**

**Hamilton, Ontario**

## Art Gallery of Hamilton


### Statement of Financial Position

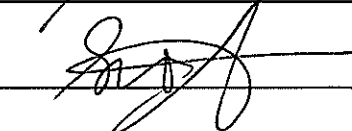
	December 31	
	2023	2022
<b>Assets</b>		
Current assets		
Accounts receivable	\$ 489,718	\$ 270,254
Prepaid expenses	106,230	243,079
Inventory (Note 2)	96,812	103,756
Restricted investments (Note 3)	<u>2,987,126</u>	<u>3,692,735</u>
	3,679,886	4,309,824
Permanent collection - works of art (Note 4)	1	1
Capital assets (Note 5)	<u>10,558,714</u>	<u>10,607,008</u>
	<u>\$ 14,238,601</u>	<u>\$ 14,916,833</u>
<b>Liabilities</b>		
Current liabilities		
Bank indebtedness (Note 6)	\$ 544,907	\$ 434,938
Accounts payable and accrued liabilities (Note 7)	561,990	702,099
Deferred revenue (Note 8)	755,758	830,698
Event deposits	101,184	87,984
Bank loans (Note 9)	<u>348,050</u>	<u>384,741</u>
	2,311,889	2,440,460
Deferred capital contributions (Note 10)	<u>9,441,741</u>	<u>9,372,458</u>
	<u>11,753,630</u>	<u>11,812,918</u>
<b>Net assets</b>		
Unrestricted	(401,315)	(812,029)
Externally Restricted Endowment	111,617	111,617
Invested in Capital Assets	1,116,973	1,234,550
Board Restricted	<u>1,657,696</u>	<u>2,569,777</u>
	2,484,971	3,103,915
	<u>\$ 14,238,601</u>	<u>\$ 14,916,833</u>

Commitments (Note 11)

See accompanying notes to the financial statements.

APPROVED BY THE BOARD:

  
\_\_\_\_\_  
Director

  
\_\_\_\_\_  
Director



## Art Gallery of Hamilton

### Statement of Operations

	Year ended December 31	
	2023	2022
Revenues		
Earned revenue (Note 13)	\$ 2,646,756	\$ 2,731,389
Grants (Note 14)	2,609,087	2,714,408
Donations	1,019,039	962,225
Investment income, net (Notes 3 and 15)	435,733	41,250
Artwork acquisition revenue (Note 4)	5,151	60,294
	<u>6,715,766</u>	<u>6,509,566</u>
Expenditures		
Wages and benefits	3,010,543	2,895,502
Cost of earned revenue (Note 16)	1,336,986	1,362,282
Programming and acquisition costs	1,195,734	878,077
Utilities, building insurance and maintenance	610,203	559,215
Security	404,619	385,837
Office, administrative and miscellaneous	368,318	413,502
Marketing and communications	184,713	257,681
	<u>7,111,116</u>	<u>6,752,096</u>
Deficiency of revenues over expenditures from operations	<u>(395,350)</u>	<u>(242,530)</u>
Other income (expense)		
Amortization of deferred capital contributions	660,352	619,372
Amortization	(883,946)	(832,784)
	<u>(223,594)</u>	<u>(213,412)</u>
Deficiency of revenues over expenditures for the year	<u>\$ (618,944)</u>	<u>\$ (455,942)</u>

See accompanying notes to the financial statements.

## Art Gallery of Hamilton

### Statement of Changes in Net Assets

Year ended December 31 2023					
	Unrestricted	Externally Restricted Endowment	Invested in Capital Assets	Board Restricted	Total
Balance at beginning of the year	\$ (812,029)	\$ 111,617	\$ 1,234,550	\$ 2,569,777	\$ 3,103,915
Deficiency of revenues over expenditures	(395,350)	-	(223,594)	-	(618,944)
Investment in capital assets (Note 17)	(106,017)	-	106,017	-	-
Interfund transfer (Note 18)	<u>912,081</u>	<u>-</u>	<u>-</u>	<u>(912,081)</u>	<u>-</u>
Balance at end of the year	<u>\$ (401,315)</u>	<u>\$ 111,617</u>	<u>\$ 1,116,973</u>	<u>\$ 1,657,696</u>	<u>\$ 2,484,971</u>
Year ended December 31 2022					
	Unrestricted	Externally Restricted Endowment	Invested in Capital Assets	Board Restricted	Total
Balance at beginning of the year	\$ (332,044)	\$ 111,617	\$ 1,285,467	\$ 2,494,817	\$ 3,559,857
Deficiency of revenues over expenditures	(242,530)	-	(213,412)	-	(455,942)
Investment in capital assets (Note 17)	(162,495)	-	162,495	-	-
Interfund transfer (Note 18)	<u>(74,960)</u>	<u>-</u>	<u>-</u>	<u>74,960</u>	<u>-</u>
Balance at end of the year	<u>\$ (812,029)</u>	<u>\$ 111,617</u>	<u>\$ 1,234,550</u>	<u>\$ 2,569,777</u>	<u>\$ 3,103,915</u>

See accompanying notes to the financial statements.

## Art Gallery of Hamilton

### Statement of Cash Flows

	Year ended December 31	
	2023	2022
Cash flows from (used in) operating activities		
Deficiency of revenues over expenditures for the year	\$ (618,944)	\$ (455,942)
Items not involving cash		
Amortization	883,946	832,784
Amortization of deferred capital contributions	(660,352)	(619,372)
Change in fair value of investments	(175,904)	308,071
	<u>(571,254)</u>	<u>65,541</u>
Net change in non-cash operating working capital balances		
(Increase) decrease in accounts receivable	(219,464)	550
Decrease in prepaid expenses	136,849	91,403
Decrease in inventory	6,944	9,437
(Decrease) increase in accounts payable and accrued liabilities	(140,108)	25,021
Decrease in deferred revenue	(74,940)	(159,342)
Increase (decrease) in event deposits	13,200	(50,017)
	<u>(277,519)</u>	<u>(82,948)</u>
	<u>(848,773)</u>	<u>(17,407)</u>
Cash flows from (used in) investing activities		
Purchase of investments	(447,781)	(618,499)
Proceeds on disposal of investments	1,392,803	832,319
Purchase of capital assets	(835,652)	(252,495)
Reinvested investment income	(63,510)	(99,370)
Receipt of deferred capital contributions	729,635	90,000
	<u>775,495</u>	<u>(48,045)</u>
Cash flows from (used in) financing activities		
Bank indebtedness, net	109,969	128,120
Repayment of bank loans	(36,691)	(62,668)
	<u>73,278</u>	<u>65,452</u>
Net increase in cash during the year	-	-
Cash at beginning of the year	-	-
Cash at end of the year	<u>\$ -</u>	<u>\$ -</u>

See accompanying notes to the financial statements.

## Art Gallery of Hamilton

### Notes to Financial Statements

December 31, 2023

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#### Nature of operations

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

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

#### 1. Significant accounting policies

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

##### Cash / Bank indebtedness

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

##### Investments

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

##### Inventory

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

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2023**

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#### 1. Significant accounting policies, continued

##### Capital assets

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

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

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

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

The Organization reviews its capital assets for impairment whenever events or changes in circumstances indicate the carrying amount of an asset may not be recoverable and exceeds its fair value. An impairment loss is recognized when the carrying amount of the asset exceeds the sum of the undiscounted cash flows resulting from its use and eventual disposition. The impairment loss, if any, is the excess of carrying value over its fair value.

##### Works of art

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

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

##### Contributed services

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

## Art Gallery of Hamilton

### Notes to Financial Statements

December 31, 2023

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#### 1. Significant accounting policies, continued

##### Revenue recognition

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

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

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

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

##### Board Restricted net assets

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

##### Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the statement of financial position date and the reported amounts of revenues and expenses during the year. Significant items subject to estimates and assumptions include the valuation of accounts receivable and the useful lives of capital assets. Actual results could differ from those estimates.

## Art Gallery of Hamilton

### Notes to Financial Statements

December 31, 2023

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#### 1. Significant accounting policies, continued

##### Financial instruments

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

The Organization initially measures its financial assets and liabilities originated or exchanged in arm's length transactions at fair value. Financial assets and liabilities originated and exchanged in related party transactions, except for those that involve parties whose sole relationship with the Organization is in the capacity of management, are initially measured at cost. The cost of the financial instrument in a related party transaction depends on whether the instrument has repayment terms. The cost of a financial asset or liability in a related party transaction that has payment terms is determined using its undiscounted cash flows, excluding interest and dividend payments, less any impairment losses previously recognized by the transferor. When the financial instrument does not have repayment terms, its cost is determined using the consideration transferred or received by the Organization in the transaction.

The Organization subsequently measures all its financial assets and financial liabilities at cost or amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in deficiency of revenues over expenditures in the period incurred.

Financial assets measured at amortized cost include accounts receivable.

Financial liabilities measured at amortized cost include bank indebtedness, accounts payable and accrued liabilities and bank loans.

The Organization has not designated any financial asset or financial liability to be measured at fair value.

###### (ii) Impairment

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

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2023**

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#### 1. Significant accounting policies, continued

##### Financial instruments, continued

##### (iii) Transaction costs

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

#### 2. Inventory

The amount of inventory included in cost of earned revenue is \$285,043 (2022 - \$308,365).

#### 3. Restricted investments

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

	December 31 2023		December 31 2022	
	Market	Cost	Market	Cost
Cash and equivalents	\$ 616,205	\$ 616,205	\$ 168,497	\$ 168,487
Guaranteed investment certificates	614,307	614,307	1,008,178	1,008,178
Fixed income securities	418,810	453,535	618,728	691,659
Other structured securities	358,368	371,556	595,922	664,291
Equity instruments	979,436	788,575	1,301,411	1,193,085
	<u>\$ 2,987,126</u>	<u>\$ 2,844,178</u>	<u>\$ 3,692,735</u>	<u>\$ 3,725,701</u>

Guaranteed investment certificates bear interest between 5.10% and 5.57% with maturity dates ranging from March 2024 to October 2024.

Included in investment income on the statement of operations is an unrealized gain of \$175,904 (2022 - \$308,071 loss) related to the change in the fair market value of the investments during the fiscal year.



## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2023**

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

As at December 31, 2023, the permanent collection consisted of approximately 11,270 works of art. Contributions to the collection in the year included 89 (2022 - 70) works of art, independently appraised at a fair value of \$272,758 (2022 - \$616,475). Reimbursement by donors for related direct expenditures such as appraisal fees, shipping costs and storage fees totaled \$5,151 (2022 - \$60,294) and have been recorded as artwork acquisition revenue in the statement of operations.

During the year the Organization acquired five (2022 - 25) works of art at an excess cost over nominal value of \$213,600 (2022 - \$113,560) which is included in programming and acquisition costs in the statement of operations.

#### 5. Capital assets

			December 31	
			2023	2022
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Buildings and building improvements	\$ 25,293,233	\$ 15,475,083	\$ 9,818,150	\$ 9,894,001
Equipment and furnishings	2,036,698	1,302,605	734,093	669,166
Computer equipment	124,586	118,115	6,471	43,841
	<u>\$ 27,454,517</u>	<u>\$ 16,895,803</u>	<u>\$ 10,558,714</u>	<u>\$ 10,607,008</u>

#### 6. Bank indebtedness

The Organization has secured a revolving line of credit with a maximum borrowings under the agreement of \$650,000 (2022 - \$650,000). Interest on any borrowings is calculated at the bank's prime rate. As at December 31, 2023, the outstanding balance on the line of credit was \$544,907 (2022 - \$434,938). See Note 9 for related security on the facility.

#### 7. Accounts payable and accrued liabilities

Government remittances consist of sales taxes payable which are recognized when the amounts become due. In respect of government remittances \$Nil (2022 - \$9,574) was included in accounts payable and accrued liabilities as at the year-end date.

#### 8. Deferred revenue

Deferred revenue represents externally restricted grants and donations for specifically restricted purposes for which expenditure has not yet been made. Included in the deferred revenue balance are advanced payments from the Ontario Arts Council of \$220,165 (2022 - \$220,165) to be applied against expenditures in the following year.

## Art Gallery of Hamilton

### Notes to Financial Statements

December 31, 2023

#### 9. Bank loans

	December 31	
	2023	2022
Demand loan, prime rate, repayable in monthly instalments of \$1,041	\$ 135,333	\$ 147,825
Demand loan, prime plus 0.5%, repayable in monthly instalments of \$1,039	109,103	121,572
Demand loan, prime rate, repayable in monthly instalments of \$977	<u>103,614</u>	<u>115,344</u>
	<u>\$ 348,050</u>	<u>\$ 384,741</u>
Estimated principal repayments are as follows:		
2024	\$ 36,691	
2025	36,691	
2026	36,691	
2027	36,691	
2028	36,691	
Subsequent years	<u>164,595</u>	
	<u>\$ 348,050</u>	

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

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2023**

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#### 10. Deferred capital contributions

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

	December 31	
	2023	2022
Balance at beginning of the year	\$ 9,372,458	\$ 9,901,830
Add: Capital contributions received during the year	729,635	90,000
Less: Amortization of deferred capital contributions	<u>(660,352)</u>	<u>(619,372)</u>
Balance at end of the year	<u>\$ 9,441,741</u>	<u>\$ 9,372,458</u>

#### 11. Commitments

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

2024	\$ 504,023
2025	468,355
2026	414,613
2027	<u>3,451</u>
	<u>\$ 1,390,442</u>

#### 12. Settlement of contingent liability

As disclosed in the previous year's audited financial statements, the Organization was in dispute regarding certain additional monthly utility costs. It has since been resolved with the City of Hamilton through the recommendation of the General Issues Committee on December 6, 2023 that any outstanding balances owed by the Organization in connection with these additional charges would no longer be applicable and that the City of Hamilton will waive and write-off the related balances. The total written-off amount by the City of Hamilton and waived utility charges was \$633,872. There is no impact to the current year's financial statements related to these waived charges as no additional amount was previously accrued as a liability or expenditure.

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2023**

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**13. Earned revenue**

	December 31	
	2023	2022
Client events	\$ 1,555,642	\$ 1,617,742
Retail and art sales	485,146	652,056
Educational programs	207,133	167,308
Admission and other	181,767	66,678
Fundraising	143,396	135,880
Memberships	73,672	91,725
	<u>\$ 2,646,756</u>	<u>\$ 2,731,389</u>

**14. Grant revenue**

Included in grant revenue are the following amounts which have met the requirements in the terms and conditions of the related grant applications:

	December 31	
	2023	2022
City of Hamilton - City Enrichment Fund	\$ 1,000,000	\$ 1,000,000
Canada Council for the Arts	347,600	347,600
Ontario Arts Council	<u>220,165</u>	<u>220,165</u>
Operating grant revenue	<u>1,567,765</u>	<u>1,567,765</u>
All other project grant revenue	594,170	711,188
Department of Canadian Heritage	237,152	42,680
Canada Council for the Arts	180,000	89,600
Ontario Arts Council	30,000	234,837
Government of Canada - Tourism Hospitality Recovery program	<u>-</u>	<u>68,338</u>
Special projects funding revenue	<u>1,041,322</u>	<u>1,146,643</u>
Total grants revenue	<u>\$ 2,609,087</u>	<u>\$ 2,714,408</u>

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2023**

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#### 15. Endowments

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

##### (i) Hamilton Community Foundation

In 2002, the Organization established a program with the Hamilton Community Foundation (HCF) whereby a separate trust was established and is maintained by HCF. In 2023, the Organization received \$20,333 (2022 - \$61,477) income distributions from the HCF which are included in investment income on the statement of operations. As at December 31, 2023, the fair value of the funds being held by the HCF for the benefit of the Organization was \$288,587 (2022 - \$277,271).

##### (ii) Ontario Arts Foundation

In 1999, the Province of Ontario established the Arts Endowment Program within the Ontario Arts Foundation (OAF) whereby for each participating arts organization, a separate trust was established and is maintained by the OAF. In 2023, the Organization received \$175,987 (2022 - \$188,474) in income distributions from the OAF which are included in investment income on the statement of operations. As at December 31, 2023, the fair value of the funds being held by the OAF for the benefit of the Organization was \$3,834,995 (2022 - \$3,446,635).

#### 16. Cost of earned revenue

	December 31	
	2023	2022
Cost of catered events	\$ 861,377	\$ 864,884
Retail costs	295,561	337,075
Fundraising	85,180	84,864
Supplies and rentals	67,351	49,007
Business development	27,517	26,452
	<u>\$ 1,336,986</u>	<u>\$ 1,362,282</u>

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2023**

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#### 17. Invested in Capital Assets

Invested in Capital Assets consists of the following:

	December 31	
	2023	2022
Capital assets	\$ 10,558,714	\$ 10,607,008
Less: Amounts financed by deferred capital contributions	<u>(9,441,741)</u>	<u>(9,372,458)</u>
	<u>\$ 1,116,973</u>	<u>\$ 1,234,550</u>

Change in Investment in Capital Assets is calculated as follows:

	December 31	
	2023	2022
Balance at beginning of the year	\$ 1,234,550	\$ 1,285,467
Add: Amortization of deferred capital contributions	660,352	619,372
Add: Purchase of capital assets	835,652	252,495
Less: Capital contributions received during the year	(729,635)	(90,000)
Less: Amortization of capital assets	<u>(883,946)</u>	<u>(832,784)</u>
Balance at end of the year	<u>\$ 1,116,973</u>	<u>\$ 1,234,550</u>

#### 18. Fund transfers

During the year, the Board approved net transfers of \$912,081 (2022 - \$74,960) from the Board Restricted fund to the Unrestricted fund to support its ongoing operating and strategic initiatives.

#### 19. Contributed services

Volunteers support the Organization's mission through their active support of gallery initiatives and programming. During the year, volunteers reported contributing approximately 3,783 (2022 - 3,580) hours to the Organization which management determined to have an estimated value of approximately \$85,000 (2022 - \$72,000) using Statistics Canada's average hourly rate for Canadian Arts, Entertainment and Recreation industries of \$22.45 (2022 - \$20.67). These amounts are not reflected in the year end financial statements as per the Organization's accounting policies.

## Art Gallery of Hamilton

### Notes to Financial Statements

December 31, 2023

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#### 20. Financial instruments

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

##### (a) Liquidity risk

The Organization has a liquidity risk in the bank indebtedness, accounts payable and accrued liabilities and bank loans. Liquidity risk is the risk that the Organization will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Organization manages its liquidity risk by monitoring its operating requirements, maintaining available credit facilities and ensuring principal and interest payments are made on a timely basis. The Organization prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. The board of directors has the ability to fund operating cash flow shortages by transferring investments from the Board Restricted fund to the Unrestricted fund, or to use proceeds from the future sale of artwork for general operating purposes. Any deaccessioning by the Organization recognizes and supports all ethical practices set out in the Canadian Art Museum Directors Organization's 'Guidelines for Deaccessioning', which restricts funds to acquisitions and the care, conservation and benefit of the Organization's permanent collection. There has been no change to the risk exposure from 2022.

##### (b) Credit risk

The Organization has credit risk in accounts receivable. Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Organization assesses, on a continuous basis, the collectability of accounts receivable and provides for any amounts that are not collectable in the allowance for doubtful accounts. There has been no change to the risk exposure from 2022.

## Art Gallery of Hamilton

### Notes to Financial Statements

December 31, 2023

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#### 20. Financial instruments, continued

##### (c) Market risk

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

##### (i) Interest rate risk

Interest rate risk is the risk that the Organization has exposure to changes in the interest rates which could effect its future cash flows or the fair values of its financial instruments. The Organization is exposed to interest rate risk on its financial instruments, including its investments and bank loans. Further details regarding the bank loans are included in Note 9. The Organization's primary objective is to ensure the security of principal amounts invested and provide a high degree of liquidity, while achieving a satisfactory return. Management deems there has been no significant change to the interest rate risk exposure from December 2022.

##### (ii) Price risk

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

#### 21. Comparative figures

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





## Board of Directors 2024-2025

Updated: September, 2024

NAME	BUSINESS	DATE JOINED BOARD
<b>ANGELUCCI,</b> <b>Sara</b> <b>Chair, Acquisition Committee</b>	Artist, Educator	October 2018
<b>DANKO,</b> <b>John-Paul</b>	Councillor – Ward 8 City of Hamilton	October 2021
<b>DHANAPALA,</b> <b>Dilk</b>	Vice-President Branch Manager Hamilton & Niagara Region BMO Nesbitt Burns Inc.	October 2017
<b>FERREIRA, Roger</b>	Artist and educator in the Hamilton Public School Board	September 2024
<b>FRANCIS, Max</b>	True Hamiltonian	October 2021
<b>GALBRAITH,</b> <b>Scott</b> <b>Chair, Finance &amp; Administration/Audit Committee</b> <b>Long Term Sustainability Committee Executive Committee</b>	District Vice President TD Commercial Banking	October 2017
<b>GENERAL,</b> <b>David M.</b>	Oneida/Mohawk Indigenous Artist & Member of the Six Nations of the Grand River	January 2022
<b>GRAHAM, Gary</b> <b>Chair, Board of Directors</b> <b>Finance &amp; Administration/Audit Committee</b> <b>Governance &amp; Nominating Committee Executive Committee</b>	Partner Business Law Graham Stephenson LLP	October 2017

<b>KROETSCH, Cameron</b>	Councillor – Ward 2 City of Hamilton	November 2022
<b>McMAHON, Eleanor</b> <b>Chair, Long Term Sustainability Committee</b> <b>Governance &amp; Nominating Committee</b> <b>Executive Committee</b>	President & CEO Trans Canada Trail	January 2019
<b>MURRAY, Susan</b> <b>Long Term Sustainability Committee</b> <b>Executive Committee</b>	Director Blue Pier Founder & CEO S A Murray Consulting Inc. (SAMCI)	September 2022
<b>NIXON, Steve</b> <b>Finance &amp; Administration/Audit Committee</b>	Regional Vice President – Hamilton Brantford Norfolk RBC Royal Bank	September 2022
<b>PIETRANTONIO, Joe</b> <b>Finance &amp; Administration/Audit Committee</b>	Managing Director KPMG Corporate Finance Inc.	October 2017
<b>VAN GAALLEN, Matthijs</b> <b>Finance &amp; Administration/Audit Committee</b>	Partner (Banking & Finance) Gowling WLG	September 2022
<b>WEINBERGER, Hanno</b> <b>Volunteer Association Acquisition Committee</b>	Past Chair, AGH Executive Volunteer Association	September 2023
<b>WILSON, Thomas C.</b>	Musician, Artist, Writer	September 2022
<b>EX OFFICIO: FALCONER, Shelley</b>	President & C.E.O. The Art Gallery of Hamilton	December 2014

Gallery Name	Municipality Population (000)	Approx. Size of Art Collection (pcs)	Building Sq footage	On site visitors (2023)	Operating Budget (2023)	Donations & Fundraising (2023)	Earned Revenue (2023)	Municipal Funding (2023)	% of Municipal Funding	Provincial Funding (2023)	Federal Funding (2023)	Municipal Relationship
Art Gallery of Hamilton	570	11,000	87,000	187,862	\$ 6,574,882	\$ 1,019,039	\$ 2,646,756.0	\$1,000,000	15%	\$250,165	\$1,358,922	Currently: City funds \$1m annually through CEF. Gallery is responsible for building maintenance. Ownership of the collection is not articulated in previous lease agreements.
Ottawa Art Gallery	812	1,020	55,000	327,000	\$ 3,475,640	\$ 52,104	\$ 1,674,277.0	\$1,174,123	34%	\$112,436	\$462,700	City of Ottawa provides a Multi-Year Arts Operating grant to the OAG following a peer assessment process. <b>Collection Ownership:</b> The OAG owns a portion of their collection, and cares for the Firestone Collection of Art owned by the City of Ottawa. The OAG is contracted through a purchase of service agreement of \$104,374 to care for the collection renegotiated each year in addition to their Operating Grant. <b>Building Ownership:</b> The Building is owned by the City of Ottawa. OAG does not pay rent for the gallery, maintenance, or lifecycle costs. The gallery only pays rent for administrative space.
Winnipeg Art Gallery (Provincial)	690	29,500	165,000	150,000	\$ 8,928,000	\$ 2,510,000	\$ 3,083,065.0	\$376,000	34%	\$2,436,000	\$522,935	<b>Collection Ownership:</b> The WAG owns the majority of its collection. It also serves as a steward for a portion of the collection on behalf of Nunavut. The province contributes \$100K per year for the duration of an agreement to support a portion of the collection that WAG houses on behalf of Nunavut. <b>Building Operations:</b> The Winnipeg Art Gallery owns and maintains its building.
Remai Modern	278	8,000	124,670	213,000	\$ 11,986,000	\$ 1,914,000	\$ 2,371,250.0	\$6,355,000	53%	\$980,000	\$365,750	City of Saskatoon annually grants Remai Modern operating funding. Collection Ownership: The collection is owned by the City of Saskatoon, and maintained by Remai Modern staff. Building Operations: The building is owned by the City of Saskatoon, and the City is responsible for operations, maintenance, and custodial services.
Museum London	574	5,600	95,000	46,500	\$ 3,788,873	\$ 186,037	\$ 992,619.0	\$1,933,089	51%	\$357,128	\$320,000	Funded through the City of London Multi Year Budget Process as a Board of City of London. <b>Collection Ownership:</b> Estimated that ¼ of the collection is owned by the London Public Library outlined in a three-way agreement between the City of London, London Public Library, and Museum London. Museum London houses the collection. <b>Building Operations:</b> Museum London owns land and building. As a board of the City, receives in-kind shared resources from Facilities and Insurance. Other: Art and History Museum; Art Gallery and Museum; over 50,000 artifacts
Art Gallery of Greater Victoria	397	24,000	26,000	25,500	\$ 3,486,000	\$ 780,200	\$ 1,387,500.0	\$ 448,000	13%	\$ 407,600	\$ 462,700	Art Gallery of Greater Victoria receives a Capital Regional District Grant towards their Annual Operations. The City of Victoria and 7 other municipalities fund it but it is distributed via the regional government. Additional Funding: The Art Gallery of Greater Victoria recieves additional grants from the City directly. <b>Collection Ownership:</b> Art Gallery of Greater Victoria owns their collection. <b>Building Operations:</b> Art Gallery of Greater Victoria Owns their building but recieves a permissive tax exception valued at \$109,653. Other: City of Victoria provides in-kind support for their annual festival “Moss St Paint In” through policing services to close down the street and traffic control equipment. Valued at approximately \$10,000/year.



## City of Hamilton Report for Information

<b>To:</b>	Chair and Members General Issues Committee
<b>Date:</b>	July 9, 2025
<b>Report No:</b>	FCS25042
<b>Subject/Title:</b>	2024 Art Gallery of Hamilton Audited Financial Statements
<b>Ward(s) Affected:</b>	City Wide

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### Recommendations

That Report FCS25042, "2024 Art Gallery of Hamilton Audited Financial Statements" **BE RECEIVED** for information.

### Key Facts

- At the June 11, 2025 General Issues Committee meeting, during the consideration of Report PED25148, respecting the Art Gallery of Hamilton, staff was directed to review the 2024 Financial Statements of the Art Gallery of Hamilton, when they became available.
- On June 20, 2025, the City received the audited financial statements of the Art Gallery of Hamilton (AGH) for the year ended December 31, 2024, included as Appendix "A".
- Report FCS25042 is being received for information to update Council on the operations and financial position of AGH, an independent organization supported by the City.

### Financial Considerations

There are no financial considerations associated with the receipt of Report FCS25042, which is provided for information purposes and summarizes the financial position of the AGH as of December 31, 2024.

## Background

The AGH is an independent, not-for-profit organization supported by the City through funding and the provision of facilities. At the June 11, 2025 General Issues Committee meeting, the following motion was carried:

That Report PED25148, respecting the Art Gallery of Hamilton (City Wide) (Item 8.3) and the related Correspondence (Item 8.3(a)), be DEFERRED to the July 9, 2025 General Issues Committee meeting to allow for receipt of the Art Gallery of Hamilton's 2024 Audited Financial Statements including a full picture of their available lines of credit and bank balances.

## Analysis

On June 20, 2025, the City received the audited financial statements of AGH for the year ended December 31, 2024 (attached as Appendix "A").

### Statement of Financial Position Analysis

The financial position of AGH for 2024 compared with 2023 is presented in Table 1.

**Table 1**  
**Art Gallery of Hamilton Statement of Financial Position**  
**2024 with 2023 Comparison**

December 31			Increase or Decrease during 2024	
	2024	2023	\$	%
<b>Assets</b>				
Current assets				
Cash	\$ 277,088	\$ 0	\$ 277,088	100.0%
Accounts receivable	255,474	489,718	(234,244)	(47.8%)
Prepaid expenses	120,255	106,230	14,025	13.2%
Inventory	112,221	96,812	15,409	15.9%
Restricted investments	2,569,693	2,987,126	(417,433)	(14.0%)
	3,334,731	3,679,886	(345,155)	(9.4%)
Permanent collection - works of art (Note 1)	1	1	-	0.0%
Capital assets	9,904,139	10,558,714	(654,575)	(6.2%)
	<u>\$13,238,871</u>	<u>\$14,238,601</u>	<u>\$(999,730)</u>	<u>(7.0%)</u>
<b>Liabilities</b>				
Current Liabilities				
Bank indebtedness	\$ -	\$ 544,907	\$ (544,907)	(100.0%)
Accounts payable and accrued liabilities	613,762	561,990	51,772	9.2%
Deferred revenue	1,082,418	755,758	326,660	43.2%
Event deposits	83,982	101,184	(17,202)	(17.0%)
Bank loans	311,238	348,050	(36,812)	(10.6%)
	2,091,400	2,311,889	(220,489)	(9.5%)
Deferred capital contributions	8,911,110	9,441,741	(530,631)	(5.6%)
	<u>11,002,510</u>	<u>11,753,630</u>	<u>(751,120)</u>	<u>(6.4%)</u>
<b>Net assets</b>				
Unrestricted	73,925	(401,315)	475,240	(118.4%)
Externally Restricted Endowment	111,617	111,617	-	0.0%
Invested in Capital Assets	993,029	1,116,973	(123,944)	(11.1%)
Board Restricted	1,057,790	1,657,696	(599,906)	(36.2%)
	<u>2,236,361</u>	<u>2,484,971</u>	<u>(248,610)</u>	<u>(10.0%)</u>
	<u>\$13,238,871</u>	<u>\$14,238,601</u>	<u>\$ (999,730)</u>	<u>(7.0%)</u>

Note 1: Permanent Collection - Works of Art

The permanent collection is recorded at a nominal value of \$1 in the statement of financial position. Donated artworks, though appraised at \$343,592 in 2024, are not capitalized. Acquisition costs exceeding nominal value (\$174,500 in 2024) are expensed under programming and acquisition costs.

**Net Worth:** AGH's net assets position (net worth) was \$2.2 M at the end of 2024, a decrease of \$249,000 from the prior year. This decline is primarily due to a reduction in Board Restricted net assets during the year.

**Assets:** AGH's total assets in 2024 were \$13.2 M, a decrease of \$1 M compared to 2023. A significant portion of this decline is attributable to a reduction in capital assets.

The Cash balance as of December 31, 2024 was \$277,088.

**Liabilities:** AGH's total liabilities in 2024 were \$11 M, a decrease from 2023. This reduction is primarily due to the elimination of bank indebtedness and a decline in deferred capital contributions.

The Art Gallery of Hamilton has secured a revolving line of credit with a maximum borrowing under the agreement of \$650,000. As at December 31, 2024, the outstanding balance on the line of credit was \$Nil.

### Statement of Operations and Changes in Net Assets Analysis

The financial results of AGH for 2024 compared with 2023 is presented in Table 2.

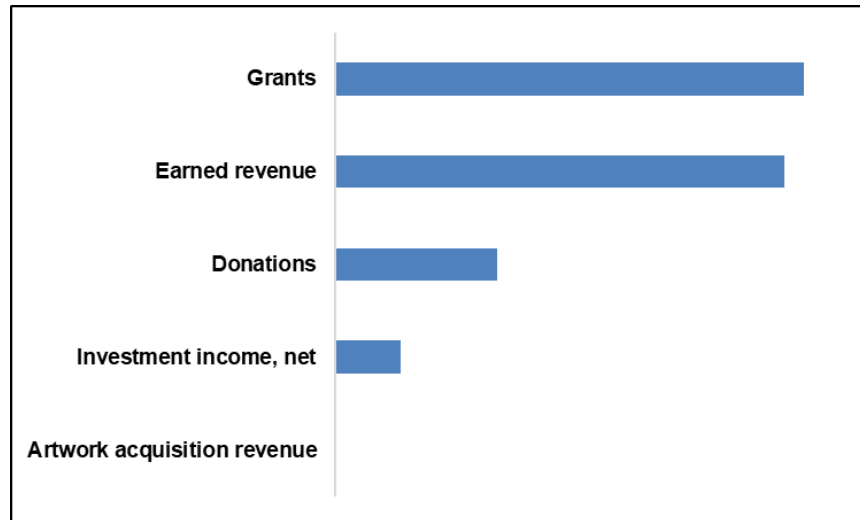
**Table 2**  
**Art Gallery of Hamilton Statement of Operations and**  
**Consolidated Statement Changes in Net Assets**  
**2024 with 2023 Comparison**

For the year ended December 31			Increase or Decrease during 2024	
	2024	2023	\$	%
<b>Revenue</b>				
Earned revenue	\$3,073,775	\$2,646,756	\$ 427,019	16.1%
Grants	3,215,288	2,609,087	606,201	23.2%
Donations	1,109,949	1,019,039	90,910	8.9%
Investment income, net	451,624	435,733	15,891	3.6%
Artwork acquisition revenue	-	5,151	(5,151)	(100.0%)
	7,850,636	6,715,766	1,134,870	16.9%
<b>Expenses</b>				
Wages and benefits	3,196,573	3,010,543	186,030	6.2%
Cost of earned revenue	1,497,044	1,336,986	160,058	12.0%
Programming and acquisition costs	1,334,332	1,195,734	138,598	11.6%
Utilities, building insurance and maintenance	818,420	610,203	208,217	34.1%
Security	423,643	404,619	19,024	4.7%
Office, administrative and miscellaneous	385,176	368,318	16,858	4.6%
Marketing and communications	232,589	184,713	47,876	25.9%
	7,887,777	7,111,116	776,661	10.9%
<b>Deficiency of revenues over expenditures from operations</b>				
<b>before amortization and other revenue (expenses)</b>	(37,141)	(395,350)	358,209	(90.6%)
<b>Other income (expense)</b>				
Amortization of deferred capital contributions	705,577	660,352	45,225	6.8%
Loss on sale of capital assets	(14,098)	-	(14,098)	Not applicable
Amortization	(902,948)	(883,946)	(19,002)	-
	(211,469)	(223,594)	12,125	(5.4%)
<b>Deficiency of revenues over expenditures for the year</b>	(248,610)	(618,944)	370,334	(59.8%)
<b>Net assets, beginning of year</b>	2,484,971	3,103,915	(618,944)	(19.9%)
<b>Net assets, end of year</b>	\$ 2,236,361	\$ 2,484,971	\$(248,610)	(10.0%)

**Net Deficit:** AGH reported a net deficit of \$249,000 in 2024 (deficiency of revenue over expenses), representing a significant improvement of 59.8% compared to 2023.

**Revenue:** AGH's total revenue for 2024 was \$7.85 M which represents an increase of 16.9% compared to 2023. The composition of the revenue sources is presented in Figure 1.

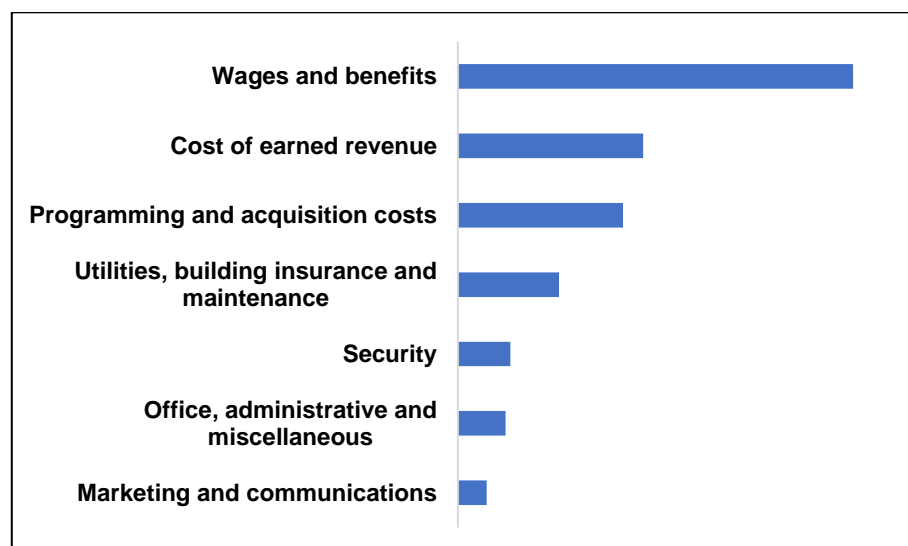
**Figure 1**  
**Art Gallery of Hamilton 2024 Revenue Composition**



In 2024, AGH's total revenue rose by 16.9% (\$1.1 M) compared to the previous year. This growth was primarily driven by increases in both earned revenue from operations and grant funding.

**Expenses:** AGH's total expenses for 2024 were \$7.89 M which represents an increase of 10.9% compared to 2023. The composition of expenses is presented in Figure 2.

**Figure 2**  
**Art Gallery of Hamilton 2024 Expense Composition**



AGH's expenses increased by 10.9% (\$777 K) in 2024, with growth observed across all expense categories. The majority of the increase was concentrated in four key areas, including a significant 34.1% rise in utilities, building insurance and maintenance costs.

### Financial Indicators Analysis

Table 3 provides an overview of key financial indicators for AGH based on the 2024 financial statements.

**Table 3**  
**Art Gallery of Hamilton Key Financial Indicators**

Financial Indicator	AGH	
	\$	Trend
Assets	13,238,871	↓
Current Assets (CA)	3,334,731	↓
Equity	2,236,361	↓
Net Income (Loss)	(248,610)	↑
Cash	277,088	↑
Liabilities		
Current Liabilities (CL)	2,091,400	↑
Non-Current Liabilities	8,911,110	↑
Debt (Borrowings)	311,238.00	↑
<b>Ratios:</b>		
<u>Liquidity Measurement Ratio</u>		
Current Ratio (CA/CL)		
	2024	1.59
	2023	1.59
<u>Debt Ratio</u>		
Debt to Equity Ratio		
	2024	4.92
	2023	4.73
<u>Income Ratio</u>		
Gross Margin		
	2024	23.2%
	2023	17.5%
<u>Dependency Ratio</u>		
City Dependency Ratio		
	2024	12.7%
	2023	14.9%

The definitions for terms used in Table 3 are detailed below.

- Current Assets: Assets that are expected to be sold, consumed, utilized or exhausted through the standard business operations over the next year.
- Equity: The value of all assets less any liabilities. Equity is the value left over if an entity were to utilize assets to meet all liability obligations.



- **Current Liabilities:** Debts or obligations that are due within one year or within a normal operating cycle.
- **Non-Current Liabilities:** Debts or obligations that are not due within one year or within normal operations.
- **Current Ratio:** A standard liquidity ratio calculated as Current Assets divided by Current Liabilities. The current ratio is a measure of the ability to pay short-term obligations. A higher current ratio is preferable to demonstrate ability to pay liabilities.
- **Debt Ratio:** A standard ratio calculated as total liabilities divided by equity. It is used to evaluate an entity's financial leverage. A ratio of less than 1.00 is considered positive and over 1.00 indicates equity is less than liabilities.
- **Gross Margin:** A primary measure to evaluate an entity's health and competitiveness. Gross margin is measured as a percentage which indicates the amount of revenue per dollar after deducting expenses.
- **City Dependency Ratio:** Measures the proportion of total revenue derived from municipal funding. An increase in this ratio may indicate a growing reliance on City support, potentially reflecting a decline in other revenue sources such as grants, sponsorships, or self-generated income.

AGH's current ratio remained stable at 1.59 in 2024. This indicates that the AGH has sufficient ability to pay outstanding liabilities with current assets. The debt to equity ratio increased slightly from 4.73 in 2023 to 4.92 in 2024, indicating a modest rise in financial leverage. This ratio, calculated by dividing total liabilities by net assets, reflects the extent to which the organization is financed through debt versus equity. The gross margin is trending positively and is up to 23.2% in 2024 from 17.5% in 2023 as the deficit, as a portion of sales, has decreased. Lastly, the City Dependency Ratio improved slightly in 2024, decreasing to 12.7% from 14.9% in 2023. This ratio shows how much AGH relies on City funding and is calculated by dividing City funding by total revenue from all sources.

## Conclusion

Based on the information available, there are no material uncertainties identified that would cast significant doubt on the Art Gallery of Hamilton's ability to continue as a going concern for at least 12 months from the date of the financial statements. The Gallery demonstrates adequate liquidity, improved revenue performance and manageable liabilities, alongside moderate reliance on municipal funding, which collectively support its financial sustainability in the near term.

While an operating deficit was reported and some revenues remain subject to variability, these risks are mitigated by a strong working capital position, diversified revenue streams and continued support from the City of Hamilton. As part of their audit responsibilities, the independent auditor is required to assess whether a material uncertainty exists that may cast significant doubt on the organization's ability to continue as a going concern. The auditor did not identify any such uncertainty or issue a modified opinion, further supporting this assessment. Ongoing financial oversight and strategic planning will be essential to maintain long-term stability.

## Alternatives

Report FCS25042 is presented as information to support Council's decision making related to PED25148 that was deferred from the June 11, 2025 General Issues Committee (GIC) to the July 9, 2025 GIC meeting. As a result, no alternatives have been presented.

## Relationship to Council Strategic Priorities

Report FCS25042 is being presented to the General Issues Committee by staff in order to support Council Priority 3: Responsiveness & Transparency.

## Previous Reports Submitted

General Issues Committee, June 11, 2025: [PED25148: Art Gallery of Hamilton](#)

## Consultation

Not Applicable

## Appendices and Schedules Attached

Appendix "A" to Report FCS25042 – 2024 Art Gallery of Hamilton Audited Financial Statements

**Prepared by:** Alex Di Domenico, Senior Financial Analyst,  
Budgets & Financial Planning,  
Financial Planning, Administration & Policy,  
Corporate Services Department

**Submitted and recommended by:** Kirk Weaver, Acting Director,  
Financial Planning, Administration & Policy,  
Corporate Services Department

## **Art Gallery of Hamilton**

### **Financial Statements**

**Year ended December 31, 2024**



T 905 522 6555 F 905 522 6574 4th Floor, One James Street South Hamilton ON L8P 4R5 petmas.ca

## Independent Auditor's Report

To the Board of Directors of Ari Gallery of Hamilton

### **Opinion**

We have audited the financial statements of Art Gallery of Hamilton (the "Organization"), which comprise the statement of financial position as at December 31, 2024, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Art Gallery of Hamilton as at December 31, 2024, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Basis for Opinion**

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

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

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

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

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

**PETITINELLI MASTROLUISI LLP**

CHARTERED PROFESSIONAL ACCOUNTANTS



T 905 522 6555 F 905 522 6574 4th Floor, One James Street South Hamilton ON LSP 4R5 petmas.ca

## Independent Auditor's Report, continued

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

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

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

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

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

*Pettinelli Martelucci LLP*

Chartered Professional Accountants  
Licensed Public Accountants

Hamilton, Ontario  
June 17, 2025

**Art Gallery of Hamilton****Statement of Financial Position**

	<b>December 31</b>	
	<b>2024</b>	<b>2023</b>
<b>Assets</b>		
Current assets		
Cash	\$ 277,088	\$ -
Accounts receivable	255,474	489,718
Prepaid expenses	120,255	106,230
Inventory (Note 3)	112,221	96,812
Restricted investments (Note 4)	2,569,693	2,987,126
	<u>3,334,731</u>	<u>3,679,886</u>
Permanent collection - works of art (Note 5)	1	1
Capital assets (Note 6)	<u>9,904,139</u>	<u>10,558,714</u>
	<u>\$ 13,238,871</u>	<u>\$ 14,238,601</u>
<b>Liabilities</b>		
Current liabilities		
Bank indebtedness (Note 7)	\$ -	\$ 544,907
Accounts payable and accrued liabilities	613,762	561,990
Deferred revenue (Note 8)	1,082,418	755,758
Event deposits	83,982	101,184
Bank loans (Note 9)	311,238	348,050
	<u>2,091,400</u>	<u>2,311,889</u>
Deferred capital contributions (Note 10)	<u>8,911,110</u>	<u>9,441,741</u>
	<u>11,002,510</u>	<u>11,753,630</u>
<b>Net assets</b>		
Unrestricted	73,925	(401,315)
Externally Restricted Endowment	111,617	111,617
Invested in Capital Assets	993,029	1,116,973
Board Restricted	1,057,790	1,657,696
	<u>2,236,361</u>	<u>2,484,971</u>
	<u>\$ 13,238,871</u>	<u>\$ 14,238,601</u>

Commitments (Note 11)

See accompanying notes to the financial statements.

**APPROVED BY THE BOARD:**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

## Art Gallery of Hamilton

### Statement of Operations

	Year ended December 31	
	2024	2023
Revenues		
Grants (Note 13)	\$ 3,215,288	\$ 2,609,087
Earned revenue (Note 14)	3,073,775	2,646,756
Donations	1,109,949	1,019,039
Investment income, net (Notes 4 and 12)	451,624	435,733
Artwork acquisition revenue (Note 5)	-	5,151
	<u>7,850,636</u>	<u>6,715,766</u>
Expenditures		
Wages and benefits	3,196,573	3,010,543
Cost of earned revenue (Note 15)	1,497,044	1,336,986
Programming and acquisition costs (Note 5)	1,334,332	1,195,734
Utilities, building insurance and maintenance	818,420	610,203
Security	423,643	404,619
Office and administrative	385,176	368,318
Marketing and communications	232,589	184,713
	<u>7,887,777</u>	<u>7,111,116</u>
Deficiency of revenues over expenditures from operations	<u>(37,141)</u>	<u>(395,350)</u>
Other income (expenses)		
Amortization of deferred capital contributions	705,577	660,352
Loss on sale of capital assets	(14,098)	-
Amortization	<u>(902,948)</u>	<u>(883,946)</u>
	<u>(211,469)</u>	<u>(223,594)</u>
Deficiency of revenues over expenditures for the year	<u>\$ (248,610)</u>	<u>\$ (618,944)</u>

See accompanying notes to the financial statements.

## Art Gallery of Hamilton

### Statement of Changes in Net Assets

Year Ended December 31, 2024					
	Unrestricted	Externally Restricted Endowment	Invested in Capital Assets	Board Restricted	Total
Balance at beginning of the year	\$ (401,315)	\$ 111,617	\$ 1,116,973	\$ 1,657,696	\$ 2,484,971
Deficiency of revenues over expenditures	(37,141)	-	(211,469)	-	(248,610)
Investment in capital assets (Note 16)	(87,525)	-	87,525	-	-
Interfund transfer (Note 17)	599,906	-	-	(599,906)	-
Balance at end of the year	<u>\$ 73,925</u>	<u>\$ 111,617</u>	<u>\$ 993,029</u>	<u>\$ 1,057,790</u>	<u>\$ 2,236,361</u>

Year Ended December 31, 2023					
	Unrestricted	Externally Restricted Endowment	Invested in Capital Assets	Board Restricted	Total
Balance at beginning of the year	\$ (812,029)	\$ 111,617	\$ 1,234,550	\$ 2,569,777	\$ 3,103,915
Deficiency of revenues over expenditures	(395,350)	-	(223,594)	-	(618,944)
Investment in capital assets (Note 16)	(106,017)	-	106,017	-	-
Interfund transfer (Note 17)	912,081	-	-	(912,081)	-
Balance at end of the year	<u>\$ (401,315)</u>	<u>\$ 111,617</u>	<u>\$ 1,116,973</u>	<u>\$ 1,657,696</u>	<u>\$ 2,484,971</u>

See accompanying notes to the financial statements.



## Art Gallery of Hamilton

### Statement of Cash Flows

	Year ended December 31	
	2024	2023
Cash flows from (used in) operating activities		
Deficiency of revenues over expenditures for the year	\$ (248,610)	\$ (618,944)
Items not involving cash		
Amortization	902,948	883,946
Loss on sale of capital assets	14,098	-
Amortization of deferred capital contributions	(705,577)	(660,352)
Change in fair value of investments	(30,587)	(175,904)
	<u>(67,728)</u>	<u>(571,254)</u>
Net change in non-cash operating working capital balances		
Decrease (increase) in accounts receivable	234,244	(219,464)
(Increase) decrease in prepaid expenses	(14,025)	136,849
(Increase) decrease in inventory	(15,409)	6,944
Increase (decrease) in accounts payable and accrued liabilities	51,772	(140,108)
Increase (decrease) in deferred revenue	326,660	(74,940)
(Decrease) increase in event deposits	(17,202)	13,200
	<u>566,040</u>	<u>(277,519)</u>
	<u>498,312</u>	<u>(848,773)</u>
Cash flows from (used in) investing activities		
Purchase of investments	(945,838)	(447,781)
Proceeds on disposal of investments	1,609,332	1,392,803
Purchase of capital assets	(264,671)	(835,652)
Reinvested investment income	(215,474)	(63,510)
Receipt of deferred capital contributions	174,946	729,635
Proceeds on sale of equipment	2,200	-
	<u>360,495</u>	<u>775,495</u>
Cash flows from (used in) financing activities		
Bank indebtedness, net	(544,907)	109,969
Repayment of bank loans	(36,812)	(36,691)
	<u>(581,719)</u>	<u>73,278</u>
Net increase in cash during the year	277,088	-
Cash at beginning of the year	-	-
Cash at end of the year	<u>\$ 277,088</u>	<u>\$ -</u>

See accompanying notes to the financial statements.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2024**

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### Nature of operations

Art Gallery of Hamilton (the "Organization") was founded in 1914 and holds its collection of works of art in trust for the people of Hamilton and Canada with a mandate to collect, preserve, exhibit, and interpret works of art for the community. As a public resource it conserves and communicates Canada's artistic, cultural and social heritage, and explores contemporary and historical art within local, national, and international contexts. The Organization houses twenty-two (2023 - eighteen) exhibition spaces including several multi-use spaces for educational, programming and event purposes.

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

### 1. Change in accounting policy

During the year the Organization adopted AcG-20 - Customer's Accounting for Cloud Computing Arrangements ("guideline") which is mandatorily effective for years beginning on or after January 1, 2024. The guideline provides clarity on the accounting treatment of expenses related to an organization's cloud computing arrangement and the matter of determining whether a software intangible asset exists in the arrangement. Cloud computing arrangements involve paying a subscription fee to access software over the internet or a private network and typically include a software element, hardware element, and implementation activities.

Under the new guideline, an organization can apply the simplification approach which permits an organization to expense, as incurred, all expenditures related to the elements in a cloud computing arrangement. If an organization does not choose the simplification approach it must determine if the software element of the arrangement constitutes a software intangible asset in accordance with Section 3064 - Goodwill and intangible assets in Part II of the Chartered Professional Accountants of Canada Handbook. If the software element of the arrangement constitutes a software intangible asset, expenditures related to implementation activities that are directly attributable to preparing the software intangible asset for its intended use are added to its cost and amortized over its useful life. If the software element of the arrangement is not a software intangible asset it is treated as a software service and an organization has a policy choice for implementation activity expenditures that are directly attributable to preparing the software service for its intended use to record them as expenses as incurred or capitalize the expenditures as an asset and expense them on a straight-line basis over the expected period of access to the software service.

The accounting policies adopted by the Organization are detailed in Note 2 and have been applied as of January 1, 2023. No retrospective adjustments were required to the comparative figures.

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2024**

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#### 2 Significant accounting policies

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

##### **Cash / Bank indebtedness**

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

##### **Investments**

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

##### **Inventory**

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

##### **Capital assets**

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

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

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

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

The Organization reviews its capital assets for impairment whenever events or changes in circumstances indicate the carrying amount of an asset may not be recoverable and exceeds its fair value. An impairment loss is recognized when the carrying amount of the asset exceeds the sum of the undiscounted cash flows resulting from its use and eventual disposition. The impairment loss, if any, is the excess of carrying value over its fair value.

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2024**

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#### 2. Significant accounting policies, continued

##### Cloud computing arrangements

The Organization applies the simplification approach to account for expenditures in cloud computing arrangements. The expenditures in the arrangements are expensed as incurred.

##### Works of art

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

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

##### Contributed services

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

##### Revenue recognition

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

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

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

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

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2024**

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#### 2. Significant accounting policies, continued

##### Board Restricted net assets

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

##### Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the reporting period. Significant items subject to estimates and assumptions include the valuation of accounts receivable and the useful lives of capital assets. Actual results could differ from those estimates.

##### Financial instruments

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

The Organization initially measures its financial assets and liabilities originated or exchanged in arm's length transactions at fair value. Financial assets and liabilities originated and exchanged in related party transactions, except for those that involve parties whose sole relationship with the Organization is in the capacity of management, are initially measured at cost. The cost of the financial instrument in a related party transaction depends on whether the instrument has repayment terms. The cost of a financial asset or liability in a related party transaction that has payment terms is determined using its undiscounted cash flows, excluding interest and dividend payments, less any impairment losses previously recognized by the transferor. When the financial instrument does not have repayment terms, its cost is determined using the consideration transferred or received by the Organization in the transaction.

The Organization subsequently measures all its financial assets and financial liabilities at cost or amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in deficiency of revenues over expenditures in the period incurred.

Financial assets measured at cost or amortized cost include cash and accounts receivable.

Financial liabilities measured at cost or amortized cost include bank indebtedness, accounts payable and accrued liabilities and bank loans.

The Organization has not designated any financial asset or financial liability to be measured at fair value.

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2024**

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#### 2. Significant accounting policies, continued

##### Financial instruments, continued

###### (ii) Impairment

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

###### (iii) Transaction costs

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

#### 3. Inventory

The amount of inventory included in cost of earned revenue is \$320,293 (2023 - \$285,043).

#### 4. Restricted investments

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

	<b>December 31 2024</b>		<b>December 31 2023</b>	
	<b>Market</b>	<b>Cost</b>	<b>Market</b>	<b>Cost</b>
Cash and equivalents	\$ 345,159	\$ 345,159	\$ 616,205	\$ 616,205
Guaranteed investment certificates	908,986	908,986	614,307	614,307
Fixed income securities	348,929	363,300	418,810	453,535
Other structured securities	270,839	274,924	358,368	371,556
Equity instruments	695,780	503,566	979,436	788,575
	<u>\$ 2,569,693</u>	<u>\$ 2,395,935</u>	<u>\$ 2,987,126</u>	<u>\$ 2,844,178</u>

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2024**

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#### 4. Restricted investments, continued

Guaranteed investment certificates bear interest between 3.75% and 4.30% with maturity dates ranging from September 2025 to October 2025.

Included in investment income on the statement of operations is an unrealized gain of \$30,587 (2023 - \$175,904) related to the change in the fair market value of the investments during the fiscal year.

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

Contributions to the collection in the year included 94 (2023 - 89) works of art, independently appraised at a fair value of \$343,592 (2023 - \$272,758). Reimbursement by donors for related direct expenditures such as appraisal fees, shipping costs and storage fees totaled \$Nil (2023 - \$5,151) and have been recorded as artwork acquisition revenue in the statement of operations.

During the year the Organization acquired eight (2023 - five) works of art at an excess cost over nominal value of \$174,500 (2023 - \$213,600) which is included in programming and acquisition costs in the statement of operations.

As at December 31, 2024, the permanent collection consisted of approximately 11,420 works of art.

#### 6. Capital assets

			December 31	
			2024	2023
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Buildings and building improvements	\$ 25,497,580	\$ 16,208,617	\$ 9,288,963	\$ 9,818,150
Equipment and furnishings	2,042,502	1,430,239	612,263	734,093
Computer equipment	124,586	121,673	2,913	6,471
	<u>\$ 27,664,668</u>	<u>\$ 17,760,529</u>	<u>\$ 9,904,139</u>	<u>\$ 10,558,714</u>

#### 7. Bank indebtedness

The Organization has secured a revolving line of credit with a maximum borrowings under the agreement of \$650,000 (2023 - \$650,000). Interest on any borrowings is calculated at the bank's prime rate. As at December 31, 2024, the outstanding balance on the line of credit was \$Nil (2023 - \$544,907). See Note 9 for related security on the facility.

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2024**

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#### 8. Deferred revenue

Deferred revenue represents externally restricted grants and donations for specifically restricted purposes for which expenditure has not yet been made. Included in the deferred revenue balance are advanced payments from the Ontario Arts Council of \$220,165 (2023 - \$220,165) and the Canada Council for the Arts of \$130,000 (2023 - \$Nil) to be applied against expenditures in the following year.

#### 9. Bank loans

	<b>December 31</b>	
	<b>2024</b>	<b>2023</b>
Demand loan, prime rate, repayable in monthly instalments of \$1,041	\$ 122,720	\$ 135,333
Demand loan, prime plus 0.5%, repayable in monthly instalments of \$1,039	96,634	109,103
Demand loan, prime rate, repayable in monthly instalments of \$977	<u>91,884</u>	<u>103,614</u>
	<u>\$ 311,238</u>	<u>\$ 348,050</u>

Estimated principal repayments are as follows:

2025	\$ 36,691
2026	36,691
2027	36,691
2028	36,691
2029	36,691
Subsequent years	<u>127,783</u>
	<u>\$ 311,238</u>

The above loans, including the line of credit facility in Note 7, are secured by guaranteed investment certificates. These certificates are included in the balance of the restricted investments.



## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2024**

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#### 10. Deferred capital contributions

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

	December 31	
	2024	2023
Balance at beginning of the year	\$ 9,441,741	\$ 9,372,458
Add: Capital contributions received during the year	174,946	729,635
Less: Amortization of deferred capital contributions	<u>(705,577)</u>	<u>(660,352)</u>
Balance at end of the year	<u>\$ 8,911,110</u>	<u>\$ 9,441,741</u>

#### 11. Commitments

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

2025	\$ 485,037
2026	452,050
2027	41,118
2028	<u>275</u>
	<u>\$ 978,480</u>

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2024**

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### 12. Endowments

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

(i) Hamilton Community Foundation

In 2002, the Organization established a program with the Hamilton Community Foundation (HCF) whereby a separate trust was established and is maintained by HCF. In 2024, the Organization received \$23,522 (2023 - \$20,333) in total income distributions from the HCF which has been included in investment income on the statement of operations. As at December 31, 2024, the fair value of the funds being held by the HCF for the benefit of the Organization was \$314,772 (2023 - \$288,587).

(ii) Ontario Arts Foundation

In 1999, the Province of Ontario established the Arts Endowment Program within the Ontario Arts Foundation (OAF) whereby for each participating arts organization, a separate trust was established and is maintained by the OAF. In 2024, the Organization received \$182,041 (2023 - \$175,987) in income distributions from the OAF which have been included in investment income on the statement of operations. As at December 31, 2024, the fair value of the funds being held by the OAF for the benefit of the Organization was \$4,051,328 (2023 - \$3,834,995).

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2024**

#### 13. Grants revenue

Included in grant revenue are the following amounts which have met the requirements in the terms and conditions of the related grant applications:

	<b>December 31</b>	
	<b>2024</b>	<b>2023</b>
City of Hamilton - Planning & Economic Development	\$ 1,210,000	\$ -
City of Hamilton - City Enrichment Fund	1,000,000	1,000,000
Canada Council for the Arts	347,600	180,000
Ontario Arts Council	220,165	237,152
	<u>2,777,765</u>	<u>1,417,152</u>
Operating grant revenue		
	<u>2,777,765</u>	<u>1,417,152</u>
All other project grant revenue	197,226	594,170
Canada Council for the Arts	143,400	237,152
Department of Canadian Heritage	96,897	180,000
Ontario Arts Council	-	30,000
	<u>437,523</u>	<u>1,041,322</u>
Special projects funding revenue		
	<u>437,523</u>	<u>1,041,322</u>
Total grants revenue	<u>\$ 3,215,288</u>	<u>\$ 2,458,474</u>

#### 14. Earned revenue

	<b>December 31</b>	
	<b>2024</b>	<b>2023</b>
Client events	\$ 1,685,268	\$ 1,555,642
Retail and art sales	555,410	485,146
Admission and other	368,487	181,767
Educational programs	212,542	207,133
Fundraising	169,332	143,396
Memberships	82,736	73,672
	<u>3,073,775</u>	<u>2,646,756</u>
	<u>\$ 3,073,775</u>	<u>\$ 2,646,756</u>

## Art Gallery of Hamilton

### Notes to Financial Statements

**December 31, 2024**

#### 15. Cost of earned revenue

	December 31	
	2024	2023
Cost of catered events	\$ 959,445	\$ 861,377
Retail costs	334,393	295,561
Business development	105,254	27,517
Fundraising	83,078	85,180
Supplies and rentals	14,874	67,351
	<u>\$ 1,497,044</u>	<u>\$ 1,336,986</u>

#### 16. Invested in Capital Assets

Invested in Capital Assets consists of the following:

	December 31	
	2024	2023
Capital assets	\$ 9,904,139	\$ 10,558,714
Less: Amounts financed by deferred capital contributions	<u>(8,911,110)</u>	<u>(9,441,741)</u>
	<u>\$ 993,029</u>	<u>\$ 1,116,973</u>

Change in Investment in Capital Assets is determined as follows:

	December 31	
	2024	2023
Balance at beginning of the year	\$ 1,116,973	\$ 1,234,550
Add: Amortization of deferred capital contributions	705,577	660,352
Add: Purchase of capital assets	264,671	835,652
Less: Capital contributions received during the year	(174,946)	(729,635)
Less: Amortization of capital assets	(902,948)	(883,946)
Less: Loss on sale of equipment	(14,098)	-
Less: Proceeds on disposal of equipment	<u>(2,200)</u>	<u>-</u>
Balance at end of the year	<u>\$ 993,029</u>	<u>\$ 1,116,973</u>

#### 17. Fund transfers

During the year, the Board approved net transfers of \$599,906 (2023 - \$912,081) from the Board Restricted fund to the Unrestricted fund to support its ongoing operating and strategic initiatives.

# Art Gallery of Hamilton

## Notes to Financial Statements

**December 31, 2024**

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### 18. Contributed services

Volunteers support the Organization's mission through their active support of gallery initiatives and programming. During the year, volunteers reported contributing approximately 2,633 (2023 - 3,783) hours to the Organization which management determined to have an estimated value of approximately \$61,000 (2023 - \$85,000) using Statistics Canada's average hourly rate for Canadian Arts, Entertainment and Recreation industries of \$23.08 (2023 - \$22.45). These amounts are not reflected in the year end financial statements as per the Organization's accounting policies.

### 19. Financial instruments risks and uncertainties

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

#### (a) Liquidity risk

The Organization has a liquidity risk in the accounts payable and accrued liabilities and bank loans. Liquidity risk is the risk that the Organization will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Organization manages its liquidity risk by monitoring its operating requirements, maintaining available credit facilities and ensuring principal and interest payments are made on a timely basis. The Organization prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. The board of directors has the ability to fund operating cash flow shortages by transferring investments from the Board Restricted fund to the Unrestricted fund, or to use proceeds from the future sale of artwork for general operating purposes. Any deaccessioning by the Organization recognizes and supports all ethical practices set out in the Canadian Art Museum Directors Organization's 'Guidelines for Deaccessioning', which restricts funds to acquisitions and the care, conservation and benefit of the Organization's permanent collection. There has been no change to the risk exposure from 2023.

#### (b) Credit risk

The Organization has credit risk in accounts receivable. Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Organization assesses, on a continuous basis, the collectability of accounts receivable and provides for any amounts that are not collectable in the allowance for doubtful accounts. There has been no change to the risk exposure from 2023.

## Art Gallery of Hamilton

### Notes to Financial Statements

December 31, 2024

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#### 19. Financial instruments risks and uncertainties, continued

##### (c) Market risk

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

##### (i) Interest rate risk

Interest rate risk is the risk that the Organization has exposure to changes in the interest rates which could effect its future cash flows or the fair values of its financial instruments. The Organization is exposed to interest rate risk on its financial instruments, including its investments and bank loans. Further details regarding the bank loans are included in Note 9. The Organization's primary objective is to ensure the security of principal amounts invested and provide a high degree of liquidity, while achieving a satisfactory return. Management deems there has been no significant change to the interest rate risk exposure from December 2023.

##### (ii) Price risk

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



Evelyn Myrie  
President  
Afro Canadian Caribbean Association (A.C.C.A.)  
423 King Street East  
Hamilton, ON L8N 1C5

June 5, 2025

Hamilton City Council  
71 Main Street West  
Hamilton, ON L8P 4Y5

RE: Letter of Support for the Art Gallery of Hamilton

Dear Mayor and Members of Council,

I am writing on behalf of the Afro Canadian Caribbean Association (ACCA) to express our full support for the Art Gallery of Hamilton (AGH) and to encourage the City of Hamilton to strengthen its investment in this cornerstone institution.

The AGH is not only home to one of the most significant art collections in Canada it is a space of belonging, creativity, and connection for our communities. Its over 11,000-piece permanent collection, including hundreds of works by Indigenous, Metis, and Inuit artists, represents a cultural resource of national importance housed right here in our city.

As Hamilton moves forward with its downtown revitalization and tourism development, the AGH is poised to play a central role. But just as importantly, it continues to deliver impactful community programs that reach people where they are especially youth.

One of the clearest examples is AGH's partnership with ACCA. Together, we run a Saturday morning youth program that introduces children and teens to the world of art and the Gallery. Through this collaboration, young participants from diverse backgrounds engage in meaningful cultural experiences, build stronger ties to the Hamilton community, and develop a deeper understanding of themselves and the world around them. These connections are vital, and the AGH makes them possible.

It's evident the Gallery has taken on a growing and essential role in serving Hamilton's residents. At the same time, the current funding structure appears increasingly out of sync with the Gallery's impact and responsibilities. While AGH continues to carry the burden of maintaining its building and

collection both of which the City has a stake in its operating support has remained largely unchanged for nearly two decades. We believe it's time to explore a more sustainable and collaborative model that can meet the needs of today and prepare for tomorrow.

With increased support and strategic investment, the AGH will continue to elevate Hamilton as a vibrant, inclusive, and culturally rich city. We urge Council to recognize its value and help secure its future.

Sincerely,

Evelyn Myrie  
President  
Afro Canadian Caribbean Association (A.C.C.A.)



June 7, 2025

To the Hamilton City Council,

My name is Dr. Sheila Harms and I am a Professor and Child and Adolescent Psychiatrist from McMaster University. I currently work at McMaster Children's Hospital in the Emergency Department, providing emergency mental health care to the youth that experience mental health crises, which include suicidality, drug overdoses, as well as acute forms of mental illness, to mention a few. I have also been involved in medical education leadership for the past 20 years, which has included a commitment to the humanities in medicine. Over my years in practice, the medical humanities, such as opportunities to view and create visual art, has emerged as a critical intervention for our local youth, including those who are well and unwell.

I am writing this letter from the perspective of a local physician and community member who recognizes the critical importance of the Art Gallery of Hamilton (AGH) and am providing this letter of support to advocate for increased financial support from our City Council. I have provided a rationale below to support this request.

Our local AGH is prestigious across the Canadian landscape with an expansive collection of both Canadian and international art, including a permanent collection that speaks to a history of generous donations and investment in the arts. As the third largest art collection in the province and its ranking as one of the five most important art collections in Canada, the AGH is a cultural emblem of Hamilton's history. A great deal of effort and commitment has shaped the work of the AGH which is beyond impressive, particularly as it relates to the health of Hamiltonians.

As a physician and expert in mental health, I can speak to the importance of creativity and engagement with the visual arts, in particular, as both an evidence-based treatment for youth who have experienced trauma and as intervention to reduce mental health stigma. But my experience with art and its transforming, healing properties go well beyond the domain of mental health. Globally, physicians are prescribing visits to art galleries to promote wellness, which is currently in short supply given the numerous sociopolitical stressors that are encountered by all Canadians.

The AGH is alive to the health benefits that art can provide and offers Hamiltonians incredible, affordable opportunities such as the Youth Arts Collective, Breaking Through the Vault Poetry Club, Dementia Friendly Days, Artful Moments, QUARTZ (Queer Art Hang), Storytime, and Mindful Drawing in the Gallery. The AGH also runs a number of programs specifically designed for children and families, including Family Fun Days, Family Camp Day, March Break Camp, and Summer Break Camps. The AGH runs tours and events for schools, offering a rich educational experience for over 10,000 students

throughout the region.

Through programs like these, the AGH demonstrates how art has the ability to offer something beyond capsules and hospital beds. Art has the capacity to improve physical and mental health, facilitate social connection, improve emotional functioning, reduce stress and anxiety, and provides a sense of joy and self-awareness.

The AGH building is aging and needs the City of Hamilton to provide financial support to ensure that this institution is maintained and protected for the full benefit of the community. For years, the AGH has been responsible for the costs of maintaining the building and the art collection, even though the City of Hamilton owns the building and shares ownership of the collection. These expenses come out of the AGH's operating budget, which has not had an increase from the City in almost 20 years. If the AGH is to survive, much less thrive and flourish, the City must assume its obligation to bear some of these significant costs to support the building and the maintenance of its extensive collection.

In summary, the work of the AGH highlights the vitality and the beauty that is Hamilton. I trust that the City will provide budgetary support as a point of civic responsibility and as an investment in the wellness of Hamilton's population.

Thank you in advance for your attention to this matter.

Sincerely,

A handwritten signature in dark ink, consisting of a stylized, cursive 'S' followed by a horizontal line extending to the right.

Dr. Sheila Harms, MD, FRCPC, PhD  
Professor  
Child and Adolescent Psychiatrist  
Department of Psychiatry and Behavioural Sciences  
Child and Youth Mental Health Program  
McMaster Children's Hospital  
McMaster University  
Hamilton, ON  
Canada



# Hamilton

## **BUSINESS IMPROVEMENT AREA SUB-COMMITTEE MINUTES BIAC 25-006**

**10:30 a.m.**

**Tuesday, June 17, 2025**

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

**Hamilton City Hall**

**71 Main Street West**

**Present:** Councillor M. Wilson  
S. Braithwaite (Chair) – International Village BIA  
T. MacKinnon – Westdale Village BIA and Stoney Creek BIA  
S. Pennie, Waterdown BIA  
H. Peter – Ancaster BIA  
N. Ubl – Barton Village BIA  
D. Sanchez – Concession Street BIA  
B. Schormann – Locke Street BIA  
E. Walsh – Downtown Hamilton BIA  
S. Weiler – Ottawa Street BIA

**Absent  
with Regrets:** Councillor T. Hwang – Personal  
Councillor E. Pauls – City Business  
D. Tayler – Dundas BIA

**Also in  
Attendance:** S. Knight – Locke Street BIA

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

Committee Chair S. Braithwaite called the meeting to order at 10:30 a.m.

### **2. CEREMONIAL ACTIVITIES**

There were no ceremonial activities.

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

**(Peter/Ubl)**

That the agenda for the June 17, 2025 Business Improvement Area Sub-Committee meeting be approved, as presented.

**CARRIED**

**Business Improvement Area  
Sub-Committee Minutes 25-006**

**June 17, 2025  
Page 2 of 4**

**4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

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

**(Walsh/Pennie)**

That the May 30, 2025 Minutes of the Business Improvement Area Sub-Committee, be adopted, as presented.

**CARRIED**

**6. DELEGATIONS**

**6.1 Ramsen Ermia Slewa, The Shuck Truck, respecting Business Improvement Area on Locke Street**

Ramsen Ermia Slewa, The Shuck Truck, addressed Committee respecting Business Improvement Area on Locke Street.

**(Ubl/Walsh)**

That the Delegation from Ramsen Ermia Slewa, The Shuck Truck, respecting Business Improvement Area on Locke Street, be received.

**CARRIED**

**7. ITEMS FOR INFORMATION**

**7.1 Gender-Based Safety Audit, June 2025**

Sarah Glen and Khadija Hamidu, YWCA Hamilton, addressed Committee respecting Gender-Based Safety Audit, June 2025, with the aid of a presentation.

**7.2 Business Improvement Areas 2025 Parking Revenue Share and Holiday Free Parking Program**

Joanne Starr, Manager, Parking, addressed Committee respecting Business Improvement Areas 2025 Parking Revenue Share and Holiday Free Parking Program, with the aid of a presentation.

**(Ubl/Peter)**

That the following Items for Information be received:

7.1 Gender-Based Safety Audit, June 2025

7.2 Business Improvement Areas 2025 Parking Revenue Share and Holiday Free Parking Program

**CARRIED**

**8. ITEMS FOR CONSIDERATION**

There were no Items for Consideration.

**9. MOTIONS****9.1 Westdale Village Business Improvement Area and Stoney Creek  
Business Improvement Area Expenditure Requests**

**(MacKinnon/Ubl)**

- (a) That the expenditure request from the Westdale Village Business Improvement Area, in the amount of \$9,317.05 to be spent on beautification initiatives and streetscape expenses for planters/plant materials/maintenance, funded from the 2025 Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved;
- (b) That the expenditure request from the Westdale Village Business Improvement Area, in the amount of \$16,067.66 to be spent on beautification initiatives and streetscape expenses for planters/plant materials/maintenance, funded from the 2024 Parking Revenue Sharing Program for the Business Improvement Areas (BIA Payments Account 815010-52505), be approved; and
- (c) That the expenditure request from the Stoney Creek Business Improvement Area, in the amount of \$10,224.69 to be spent on beautification initiatives and streetscape expenses for planters/plant materials/maintenance, funded from the 2025 Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved.

**CARRIED**

**10. NOTICES OF MOTION**

There were no notices of motion.

**11. GENERAL INFORMATION/OTHER BUSINESS****11.1 Updates from Business Development Office**

Cristina Geissler, Business Development and Business Improvement Area (BIA) Officer, addressed the Committee respecting Updates from the Business Development Office.

**(Ubl/Pennie)**

That the verbal update from Cristina Geissler, Business Development and Business Improvement Area (BIA) Officer, respecting Updates from the Business Development Office, be received.

**CARRIED**

**Business Improvement Area  
Sub-Committee Minutes 25-006**

**June 17, 2025  
Page 4 of 4**

**11.2 Statements by Members**

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

**(Weiler/Walsh)**

That the updates from Committee Members, be received.

**CARRIED**

**12. ADJOURNMENT**

There being no further business, the Business Improvement Area Sub-Committee adjourned at 11:31 a.m.

Respectfully submitted,

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk

Susie Braithwaite  
Chair,  
Business Improvement Area Sub-Committee



**HAMILTON-WENTWORTH DISTRICT SCHOOL BOARD (HWDSB)  
LIAISON COMMITTEE  
MINUTES PBLC 25-002**

1:00 p.m.

June 26, 2025

Room 264 (Hybrid)

Hamilton City Hall

71 Main Street West

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**Present:** HWDSB Chair M. Felix-Miller (Co-Chair) (Virtual)  
Councillors J. Beattie (Co-Vice Chair) and M. Tadeson  
Trustees D. Danko (Co-Vice Chair) (Virtual) and P. Tut (Virtual)  
Daunte Hillen, HWDSB Student (Virtual)

**Absent  
with regrets:** Mayor A. Horwath (Co-Chair) – City Business

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**1. CALL TO ORDER**

Co-Vice Chair Councillor Beattie called the meeting to order at 1:00 p.m.

**2. CEREMONIAL ACTIVITIES**

There were no Ceremonial Activities.

**3. APPROVAL OF THE AGENDA**

**(Tadeson/Danko)**

That the agenda for the June 26, 2025, meeting of the Hamilton-Wentworth District School Board Liaison 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 April 3, 2025**

**(Felix-Miller/Danko)**

That the Minutes of the April 3, 2025, meeting of the Hamilton-Wentworth District School Board Liaison Committee, be adopted, as presented.

**CARRIED**

**6 DELEGATIONS**

There were no Delegations.

**7. ITEMS FOR INFORMATION**

**7.1 PW25018**

**2024 Year End Report on Community Bookings at Hamilton Stadium  
(Ward 3)**

**(i) (Felix-Miller/Beattie)**

That Report PW25018, dated April 28, 2025, respecting the 2024 Year End Report on Community Bookings at Hamilton Stadium (Ward 3), be received.

**(ii) (Felix-Miller/Beattie)**

That Report PW28018, dated April 28, 2025, respecting the 2024 Year End Report on Community Bookings at Hamilton Stadium (Ward 3), **be amended**, to read as follows:

That Report PW25018, respecting the 2024 Year End Report on Community Bookings at Hamilton Stadium (Ward 3), be received, **and REFERRED to a future meeting of the Joint Property Asset Committee.**

**MAIN MOTION, As Amended, CARRIED**

**7.2 Stormwater Fees**

**(i) (Danko/Tadeson)**

That the verbal overview respecting Stormwater Fees, be received.

**CARRIED**

**(ii) (Danko/Tadeson)**

That the Joint Property Asset Committee be directed to schedule an additional meeting with AECOM consultants present, to allow City staff, in collaboration with HWDSB staff to further discuss Stormwater fees, including mitigation measures, the application of potential greenspace credits, and how shared spaces are being calculated with a report back to the HWDSB Liaison Committee by September 25, 2025.

**CARRIED**



**7.3 Joint Property Asset Committee Minutes:**

**(Tut/Danko)**

(a) October 3, 2024

(b) February 14, 2025

**CARRIED**

**8. ITEMS FOR CONSIDERATION**

**8.1 Joint Property Asset Committee Terms of Reference**

**(Tut/Danko)**

That the Joint Property Asset Committee Terms of Reference, be approved.

**CARRIED**

**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 Hamilton-Wentworth District School Board Liaison Committee meeting adjourned, at 2:10 p.m.

Respectfully submitted,

Jessica Versace  
Legislative Coordinator  
Office of the City Clerk

Councillor Beattie  
Co-Vice Chair, Hamilton-Wentworth  
District School Board Liaison Committee



**LIGHT RAIL TRANSIT SUB-COMMITTEE  
MINUTES LRTC 25-003**

**9:30 a.m.**

**June 26, 2025**

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

**Present:** Mayor A. Horwath, Councillors N. Nann (Chair), C. Kroetsch (Vice Chair), C. Cassar, M. Francis (virtually) and T. Hwang, M. Wilson (virtually)

**1. CALL TO ORDER**

Committee Chair Nann called the meeting to order at 9:30 a.m.

**2. CEREMONIAL ACTIVITIES**

There were no Ceremonial Activities.

**3. APPROVAL OF THE AGENDA**

As there were no objections, a Verbal Summary respecting Metrolinx's Virtual Open House on June 24, 2025 was added as Item 7.3.

**(Hwang/Kroetsch)**

That the agenda for the June 26, 2025, Light Rail Transit Sub-Committee be approved, as amended.

**CARRIED**

**4. DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

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

**5.1 April 11, 2025**

**(Kroetsch/Hwang)**

That the Minutes of the April 11, 2025, meeting of the Light Rail Transit Sub-Committee be adopted, as presented.

**CARRIED**

**Refer to the July 9, 2025 General Issues Committee Minutes for the disposition of these matters.**

## **6. DELEGATIONS**

### **6.1 Chris Ritsma respecting Report PED25184, Hamilton LRT Procurement and Conceptual Design Update (Item 7.2) (In Person)**

Chris Ritsma addressed Committee respecting Report PED25184, Hamilton LRT Procurement and Conceptual Design Update.

- (i) Chair Nann recessed the Light Rail Transit Sub-Committee for 5 minutes until 9:43 a.m. until the live stream was restored to allow the Delegate the opportunity to complete their Delegation.

The Light Rail Transit Sub-Committee reconvened at 9:41 a.m.

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

That the Delegation from Chris Ritsma respecting Report PED25184, Hamilton LRT Procurement and Conceptual Design Update, be received.

**CARRIED**

### **6.2 James Kemp respecting Report PED25152, Change Tracking Framework for the Hamilton Light Rail Transit (Item 8.1) (Virtually)**

James Kemp addressed Committee respecting Report PED25152, Change Tracking Framework for the Hamilton Light Rail Transit.

#### **(Cassar/Hwang)**

That the Delegation from James Kemp Report PED25152, Change Tracking Framework for the Hamilton Light Rail Transit, be received.

**CARRIED**

## **7. ITEMS FOR INFORMATION**

### **7.1 Next Steps with Recruiting New Non-Voting Advisors to Ensure Climate Justice is Considered (No Copy)**

Beatrice Ekwa Ekoko, Project Manager, Climate Change Initiatives, addressed Committee respecting Next Steps with Recruiting New Non-Voting Advisors to Ensure Climate Justice is Considered.

#### **(Hwang/Francis)**

That the verbal update from Beatrice Ekwa Ekoko, Project Manager – Climate Change Initiatives, addressed Committee respecting Next Steps with Recruiting New Non-Voting Advisors to Ensure Climate Justice is Considered, be received.

**CARRIED**

**Refer to the July 9, 2025 General Issues Committee Minutes for the disposition of these matters.**

**7.2 PED25184  
Hamilton Light Rail Transit Procurement and Conceptual Design Update**

Abdul Shaikh, Director, LRT Project Office addressed Committee respecting Report PED25184, Hamilton Light Rail Transit Procurement and Conceptual Design Update, with the aide of a PowerPoint presentation.

**(Hwang/Francis)**

That Report PED25184, dated June 26, 2025, respecting Hamilton Light Rail Transit Procurement and Conceptual Design Update and the accompanying presentation, be received.

**CARRIED**

**7.3 Metrolinx's Virtual Open House on June 24, 2025**

Staff provided a verbal summary of Metrolinx's Virtual Open House on June 24, 2025.

**(Cassar/Kroetsch)**

That the verbal summary of Metrolinx's Virtual Open House on June 24, 2025, be received.

**CARRIED**

**8. ITEMS FOR CONSIDERATION**

**8.1 PED25152  
Change Tracking Framework for the Hamilton Light Rail Transit**

Farhad Shala, Manager - LRT Technical Services and Approvals Coordination, addressed Committee respecting Change Tracking Framework for the Hamilton Light Rail Transit, with the aid of a PowerPoint presentation.

**(M. Wilson/Hwang)**

That Report PED25152, dated June 26, 2025, respecting Change Tracking Framework for the Hamilton Light Rail Transit and the accompanying presentation, be received, and the following recommendations be approved:

- (a) That the preliminary list of recommended indicators for use in the Change Tracking Framework for the Hamilton Light Rail Transit as shown in Figure 1 Report PED25152 and further described in Appendix A, BE APPROVED.

**Refer to the July 9, 2025 General Issues Committee Minutes for the disposition of these matters.**

- (b) That staff BE DIRECTED to report in Q1 2026 on the Change Tracking Framework including baseline conditions and initial trends where available.

**Result: MOTION, CARRIED by a vote of 6-0, as follows:**

Not Present - 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 12 Councillor Craig Cassar

## **8.2 Amendments to the Outstanding Business List:**

**(Cassar/Kroetsch)**

That the following Amendment to the Outstanding Business List, be approved:

### **8.2(a) Items Considered Complete and Needing to be Removed:**

- (i) Applying a Climate Justice Lens to Light Rail Transit  
Added: May 23, 2024  
Completed: April 11, 2025

**Result: MOTION, CARRIED by a vote of 6-0, as follows:**

Not Present - 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 12 Councillor Craig Cassar

## **9. MOTIONS**

There were no Motions.

## **10. NOTICE OF MOTIONS**

There were no Notice of Motions.

**11. ADJOURNMENT**

There being no further business, the Light Rail Transit Sub-Committee was adjourned at 11:14 a.m.

Respectfully submitted,

Carrie McIntosh  
Legislative Coordinator  
Office of the City Clerk

Councillor Nrinder Nann  
Chair, Light Rail Transit Sub-  
Committee

# **CITY OF HAMILTON**

## **MOTION**

**General Issues Committee Date: July 9, 2025**

**MOVED BY COUNCILLOR T. McMEEKIN.....**

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

### **Protecting Hamilton's Farmland**

WHEREAS, Ontario Farmers produce the best tasting, most nutritious and safest to consume food in the world.

WHEREAS, in our confusing economic tariff challenged world, we need to acknowledge that food security and food sovereignty is a national security issue. (NOTE: Food Security is the ability of individuals to receive adequate nourishment while Food Sovereignty refers to the ability of a country to supply its own food needs.)

WHEREAS, MPP's Bobbi Ann Brady and Mike Schreiner have jointly presented a Private Member Bill at the Ontario Legislature to protect Ontario farmlands through the establishment of an 'Ontario Food Belt.'

WHEREAS, Ontario is losing 130 hectares (319 acres) of farmland every day and once this land is gone it is gone forever;

WHEREAS, the 319 acres of agricultural land lost every single day could produce: 24 million apples, 1.2 million bottles of quality Ontario VQA wines or 37 million strawberries;

WHEREAS, the Bill would make farmlands within a designated Food belt permanently protected from development;

WHEREAS, the Bill could improve land-use planning, improve soil health and encourage all farmland to be used in the production of food;

WHEREAS, the Agri- Food industry represents a \$50 BILLION contribution to Ontario's Gross Domestic Product and employs almost 900,000 people;

WHEREAS, Hamilton citizens engaged in overwhelming numbers related to their opposition to urban boundary expansion with the particular focus on the saving of farmland;

WHEREAS, the failure to protect our farmlands will ultimately send 'shock waves' through the economy;

WHEREAS, the Bill is supported by the Ontario Farmland Trust, the Ontario Federation of Agriculture, the Christian Farmers and the National Farmers Union;

WHEREAS, the Bill will encourage farmers to create succession plans and to reinvest in their farms;

WHEREAS, the legislation will help to prevent further land degradation by protecting farm and arable land for future Ontarian's;

WHEREAS, the Bill would create a special task force of farmers, farm groups, agricultural experts, and land use planners to craft the Bill;

THEREFORE, BE IT RESOLVED THAT:

- (a) The City of Hamilton applauds the efforts of MPP Bobbi Ann Brady and Mike Schreiner to protect Ontario Foodland;
- (b) That the City of Hamilton gives it's support to the Bill's intent for the Province of Ontario, to create an agricultural working group to more fully outline the contours of an Ontario Food belt;
- (c) That the City of Hamilton request, through our representative at the Association of Municipalities of Ontario (AMO), that AMO support this Bill; and,
- (d) That the City of Hamilton offer support and encouragement to the Ontario Farmland Trust, the Ontario Federation of Agriculture, the Christian Farmers, and the National Union of Farmers in their efforts to support the creation of an Ontario Food belt.



# **CITY OF HAMILTON**

## **MOTION**

**General Issues Committee Date: July 9, 2025**

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

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

### **Renaming of the Cleanliness and Security in the Downtown Core Task Force**

WHEREAS, the Cleanliness and Security in the Downtown Core Task Force was originally struck in 2003;

WHEREAS a Task Force is meant to have a limited scope and is not meant to be in existence for an extended duration;

WHEREAS the Task Force discussed this issue at its April 1, 2025 meeting, recognized the issue, and agreed there should be a governance change;

WHEREAS the issues facing our downtown are interconnected and do not easily fit into categories of "cleanliness" and "security";

WHEREAS there are currently vacancies on the Task Force due to an updated Terms of Reference to include more representatives from local small businesses; and

WHEREAS this matter could also be raised at the Governance Review Sub-Committee but that Sub-Committee will not meet until the fall and the Task Force would like to begin recruitment for vacancies under the new name to reach a broader audience of interested applicants.

**THEREFORE, BE IT RESOLVED:**

- (a) The Cleanliness and Security in the Downtown Core Task Force be renamed to the Downtown Sub-Committee; and
- (b) The Terms of Reference for the Cleanliness and Security in the Downtown Core Task Force be updated to reflect this change.