



City of Hamilton
GENERAL ISSUES COMMITTEE
AGENDA

Meeting #: GIC 26-006
Date: May 6, 2026
Time: 9:30 a.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

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

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 GIC 26-006
April 15, 2026
6. **DELEGATIONS**
 - 6.1 Anthony Calce, respecting the ongoing negligence regarding 461 King Street E. (In-Person)
 - 6.2 Dr. Zobia Jawed, Clean Air Hamilton, to present the 2022 and 2023 Progress report for Clean Air Hamilton (Virtually)
 - 6.3 Anna Giglia, respecting the flaws in the mental health care and addictions management resources from a parental perspective (In-Person)

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

7. ITEMS FOR INFORMATION

7.1 ASCC 26-001

Airport Sub-Committee Minutes - April 20, 2026

7.2 CBPS 26-001

Community Benefits Protocol Sub-Committee Minutes - April 20, 2026

7.3 ACPD 26-004

Accessibility Committee for Persons with Disabilities Minutes - April 7, 2026

7.4 PW24011(c)

Management Update on Red Hill Valley Parkway Inquiry (City Wide)

7.5 CM25007(b)

Build Back Better: Project Portfolio Update (City Wide)

7.6 PED26072

Innovation in Planning Approvals – Bloomberg Harvard Innovation Track and Bloomberg Implementation Accelerator Program Updates (City Wide)

This Item includes a Presentation.

8. ITEMS FOR CONSIDERATION

8.1 DSCC 26-002

Downtown Sub-Committee Minutes - April 9, 2026

8.2 BIAC 26-004

Business Improvement Area Sub-Committee Minutes - April 21, 2026

8.3 FCS26024(a)

Tax Policies and Area Rating - Request to Amend By-law 26-064 (City Wide)

9. MOTIONS

10. NOTICES OF MOTION

11. PRIVATE AND CONFIDENTIAL

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

11.1 GIC 26-005 - March 25, 2026 - Closed Session Minutes

Deferred from the April 15, 2026 General Issues Committee Meeting.

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

11.2 PED24200(a)

Acquisition of Land (Ward 10)

Pursuant to Section 9.3, Sub-Sections (c), (g), and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (c), (g), and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land for City or a local board purposes; a matter in respect of which Council or a Committee may hold a closed meeting under an Act other than the *Municipal Act, 2001*; 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.

11.3 CM26008

Cyber Resilience Update – Q1 2026 (City Wide)

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

11.4 HSC26038(a)

Sport Training Facility Development Opportunity (City Wide)

To Be Distributed.

12. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES - GIC 26-006

9:30 a.m.

April 15, 2026

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

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

1. CALL TO ORDER

Deputy Mayor M. Tadeson called the meeting to order at 9:30 a.m.

2. CEREMONIAL ACTIVITIES

There were no ceremonial activities.

3. APPROVAL OF AGENDA

(Hwang/Cassar)

That the agenda for the April 15, 2026 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

5.1 GIC 26-005 March 25, 2026

(Hwang/McMeekin)

That the March 25, 2026 minutes of the General Issues Committee, **BE ADOPTED**, as presented.

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

CARRIED**6. DELEGATIONS****6.1 Delegations respecting Report PED24163(e), Final 10-Year Downtown Hamilton Revitalization Strategy (City Wide) (Item 8.6)**

(i) The following delegates addressed the Committee respecting Report PED24163(e), Final 10-Year Downtown Hamilton Revitalization Strategy (City Wide) (Item 8.6):

- (a) Susie Braithwaite, International Village BIA (In-Person) (Item 6.1(a))
- (b) Emily Walsh, Downtown Hamilton BIA (In-Person) (Item 6.1(b))
- (c) Greg Dunnett, Hamilton Chamber of Commerce (In-Person) (Item 6.1(c))
- (d) David Hudson, Hamilton Arts Council (In-Person) (Item 6.1(d))

(ii) (McMeekin/Hwang)

That the following delegations respecting Report PED24163(e), Final 10-Year Downtown Hamilton Revitalization Strategy (City Wide) (Item 8.6), **BE RECEIVED**:

- (a) Susie Braithwaite, International Village BIA (In-Person) (Item 6.1(a))
- (b) Emily Walsh, Downtown Hamilton BIA (In-Person) (Item 6.1(b))
- (c) Greg Dunnett, Hamilton Chamber of Commerce (In-Person) (Item 6.1(c))
- (d) David Hudson, Hamilton Arts Council (In-Person) (Item 6.1(d))

CARRIED**6.2 Andrew Selman, respecting a call on Council to provide a transparent accounting of the full financial cost of the 2024 cyberattack and its downstream costs and impacts (In-Person)**

(i) Andrew Selman addressed the Committee respecting a call on Council to provide a transparent accounting of the full financial cost of the 2024 cyberattack and its downstream costs and impacts.

(ii) (McMeekin/Hwang)

That the delegation from Andrew Selman, respecting a call on Council to provide a transparent accounting of the full financial cost of the 2024 cyberattack and its downstream costs and impacts, **BE RECEIVED**.

CARRIED**6.3 Dr. Zobia Jawed, Clean Air Hamilton, to present the 2022 and 2023 Progress report for Clean Air Hamilton (Virtually) - WITHDRAWN**

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

This Item was withdrawn.

6.4 Jennifer Bonner, The HUB, respecting unsheltered homelessness (In-Person)

(i) (Jackson/McMeekin)

That the delegate **BE PROVIDED** with an additional 5 minutes to complete their delegation.

Result: MOTION, DEFEATED by a vote of 7 to 7, as follows:

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

(ii) Jennifer Bonner, The HUB, addressed the Committee respecting unsheltered homelessness.

(iii) (McMeekin/A. Wilson)

That the delegation from Jennifer Bonner, The HUB, respecting unsheltered homelessness, **BE RECEIVED**.

CARRIED

6.5 Jovan Popovic, Break First Entertainment Inc., respecting the Route 905 Festival, a large-scale 2-day country music event, at the Ancaster Fairgrounds on July 24-25, 2026 (In-Person)

(i) Jovan Popovic, Break First Entertainment Inc., addressed the Committee respecting the Route 905 Festival, a large-scale 2-day country music event, at the Ancaster Fairgrounds on July 24-25, 2026.

(ii) (Cassar/McMeekin)

That the delegation from Jovan Popovic, Break First Entertainment Inc., respecting the Route 905 Festival, a large-scale 2-day country music

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

event, at the Ancaster Fairgrounds on July 24-25, 2026 (In-Person), **BE RECEIVED.**

CARRIED

6.6 Paul Takala, Chief Executive Officer, Hamilton Public Library; Gagan Batra, Board Chair, Hamilton Public Library; and Sue Phipps, Chief Executive Officer, Canadian Mental Health Association, Hamilton Branch; respecting the Opioid Crisis and the Hamilton Public Library (In-Person)

(i) Paul Takala, Chief Executive Officer, Hamilton Public Library; Gagan Batra, Board Chair, Hamilton Public Library; and Sue Phipps, Chief Executive Officer, Canadian Mental Health Association, Hamilton Branch; addressed the Committee respecting the Opioid Crisis and the Hamilton Public Library.

(ii) **(Jackson/McMeekin)**
That the delegate **BE PROVIDED** with an additional 3 minutes to complete their delegation.

Result: MOTION, CARRIED by a vote of 8 to 6, as follows:

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

(iii) **(Kroetsch/Nann)**
That the delegation from Paul Takala, Chief Executive Officer, Hamilton Public Library; Gagan Batra, Board Chair, Hamilton Public Library; and Sue Phipps, Chief Executive Officer, Canadian Mental Health Association, Hamilton Branch; respecting the Opioid Crisis and the Hamilton Public Library, **BE RECEIVED.**

CARRIED

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

6.7 Delegations respecting Item 9.5, Supporting the Role of Trustees in Maintaining an Accountable and Transparent Education System

- (i) The following delegates addressed the Committee respecting Item 9.5, Supporting the Role of Trustees in Maintaining an Accountable and Transparent Education System:
- (a) Abby Zaitley (In-Person) (Item 6.7(a))
 - (b) Amanda Fehrman, HWDSB Trustee (In-Person) (Item 6.7(b))
- (ii) **(Hwang/Beattie)**
That the following delegations respecting Item 9.5 - Supporting the Role of Trustees in Maintaining an Accountable and Transparent Education System, **BE RECEIVED**:
- (a) Abby Zaitley (In-Person) (Item 6.7(a))
 - (b) Amanda Fehrman, HWDSB Trustee (In-Person) (Item 6.7(b))

CARRIED

6.8 Chris McLaughlin, Bay Area Restoration Council, respecting Report PED26082, Biodiversity Action Plan Agreement and Progress (Item 8.4) (In-Person)

- (i) Chris McLaughlin, Bay Area Restoration Council, addressed the Committee respecting Report PED26082, Biodiversity Action Plan Agreement and Progress (Item 8.4).
- (ii) **(Kroetsch/A. Wilson)**
That the delegation from Chris McLaughlin, Bay Area Restoration Council, respecting Report PED26082, Biodiversity Action Plan Agreement and Progress (Item 8.4), **BE RECEIVED**.

CARRIED

6.9 Delegations respecting the Opioid Crisis and the Hamilton Public Library (Item 6.6)

- (i) The following delegates addressed the Committee respecting the Opioid Crisis and the Hamilton Public Library (Item 6.6):
- (a) Kelly Oucharek (In-Person) (Item 6.9(a))
 - (b) Greg Voisin (In-Person) (Item 6.9(b))

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

(ii) (Kroetsch/A. Wilson)

That the following delegations respecting the Opioid Crisis and the Hamilton Public Library (Item 6.6), **BE RECEIVED**:

- (a) Kelly Oucharek (In-Person) (Item 6.9(a))
- (b) Greg Voisin (In-Person) (Item 6.9(b))

CARRIED

6.10 Delegations respecting Item 9.3, Winter Response for People Living Unsheltered in the City of Hamilton

(i) The following delegate addressed the Committee respecting Item 9.3, Winter Response for People Living Unsheltered in the City of Hamilton, from the following individuals:

- (a) Evan Ubene (In-Person) (Item 6.10(a))

(ii) The following delegate was not present when called upon:

- (b) Jahmal Pierre, Keeping Six (In-Person) (Item 6.10(b))

(iii) (McMeekin/Kroetsch)

That the following delegation respecting Item 9.3, Winter Response for People Living Unsheltered in the City of Hamilton, **BE RECEIVED**:

- (a) Evan Ubene (In-Person) (Item 6.10(a))

CARRIED

(i) (Kroetsch/Hwang)

That the General Issues Committee **RECESS** at 1:00 p.m. until 1:40 p.m.

CARRIED

The General Issues Committee reconvened at 1:40 p.m.

7. ITEMS FOR INFORMATION

7.1 HSC26029

User Fee Framework Project Update and Current State Analysis (City Wide)

(Cooper/Clark)

That Report HSC26029, respecting User Fee Framework Project Update and Current State Analysis (City Wide), **BE RECEIVED**.

CARRIED

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

7.1(a) Correspondence from Viv Saunders, respecting Report HSC26029, User Fee Framework Update and Current State Analysis (City Wide) (Item 7.1)

(Cooper/Jackson)

That the Correspondence from Viv Saunders, respecting Report HSC26029, User Fee Framework Update and Current State Analysis (City Wide) (Item 7.1), **BE RECEIVED**.

CARRIED

**7.2 HSC23076(b)
2025 Ending Chronic Homelessness Performance Update (City Wide)
(Outstanding Business List Item)**

(Kroetsch/Cassar)

(a) That Report HSC23076(b), respecting 2025 Ending Chronic Homelessness Performance Update and attached appendices **BE RECEIVED** for information; and,

(b) That the Outstanding Business List Item GIC-11/20/24-10.4, respecting the number of individuals that have transitioned out of tent encampments to social housing, residential care facilities, transitional housing, and shelter beds **BE CONSIDERED COMPLETE** and **REMOVED** from the listing.

CARRIED

**7.3 HUR26006
Labour Relations Activity Report and Analysis – 2021-2025 (City Wide)**

(Cassar/Cooper)

That Report HUR26006, respecting Labour Relations Activity Report and Analysis – 2021-2025 (City Wide), **BE RECEIVED**.

CARRIED

**7.4 PED26018(a)
Ensuring Pedestrian Access at Jackson Street West and MacNab Street South (Ward 2)**

(Kroetsch/Hwang)

That Report PED26018(a), respecting Ensuring Pedestrian Access at Jackson Street West and MacNab Street South (Ward 2), **BE RECEIVED**.

CARRIED

**7.5 FCS26023
2026 Municipal Election and Municipal Use of Resources Policy (City Wide)**

(Kroetsch/Hwang)

That Report FCS26023, respecting 2026 Municipal Election and Municipal Use of Resources Policy (City Wide), **BE RECEIVED**.

CARRIED

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

8. ITEMS FOR CONSIDERATION**8.1 PED26078****A By-Law to Authorize the Imposition of a Special Charge under the Better Homes Hamilton Pilot Program – Batch 2 (City Wide)****(Jackson/Hwang)**

That Report PED26078, dated April 15, 2026, respecting A By-Law to Authorize the Imposition of a Special Charge under the Better Homes Hamilton Pilot Program – Batch 2 (City Wide), **BE RECEIVED** and the following recommendation **BE APPROVED**:

- (a) That the by-law attached as Appendix A to Report PED26078, being a by-law to authorize the imposition of a special charge under the Better Homes Hamilton Pilot Program, **BE APPROVED**.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor Rob Cooper
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 LRTC 26-001**Light Rail Transit Sub-Committee Minutes - March 31, 2026****(Nann/Clark)**

That the Light Rail Transit Sub-Committee Minutes LRTC 26-001 - March 31, 2026 **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

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

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

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

**General Issues Committee
Minutes – GIC 26-006**

**April 15, 2026
Page 9 of 38**

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

**8.3 HSC26020
Housing Focused Community Liaison Group (City Wide)**

(Cassar/Horwath)

That Report HSC26020, dated April 15, 2026, respecting Housing Focused Community Liaison Group (City Wide), **BE RECEIVED** and the following recommendation be approved:

- (a) That the Housing and Homelessness Advisory **COMMITTEE BE DISSOLVED** and;
- (b) That the Housing Services Division and the Housing Secretariat **BE DIRECTED** to continue community engagement through existing City-led community tables.

Result: MOTION, CARRIED by a vote of 15 to 1, as follows:

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

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

8.4 PED26082 Biodiversity Action Plan Agreement and Progress (City Wide)

(Hwang/Cooper)

That Report PED26082, dated April 15, 2026, respecting Biodiversity Action Plan Agreement and Progress (City Wide), **BE RECEIVED** and the following recommendation **BE APPROVED**:

- (a) That the General Managers of Planning and Economic Development and Public Works, or the designate of either General Manager, **BE AUTHORIZED** and directed to:
- (i) **EXECUTE**, on behalf of the City of Hamilton, the Biodiversity Action Plan Implementation Agreement (the “BAP Implementation Agreement”) in substantially the form attached as Appendix A to this Report, which includes the Terms of Reference in substantially the form attached as Schedule “A” to the BAP Implementation Agreement;
 - (ii) **NEGOTIATE**, enter into, and **EXECUTE**, on behalf of the City of Hamilton, all agreements, amendments, extensions, renewals, applications, letters, City led or Collaborating Agency led grant applications, or any other documents ancillary to or respecting the BAP Implementation Agreement, the Biodiversity Action Plan (“BAP”), or any BAP related actions, including but not limited to permissions to authorize BAP related work on City owned lands, letters of support, and grant applications and agreements, provided same are on terms satisfactory to the General Managers of Planning and Economic Development and Public Works and in a form satisfactory to the City Solicitor; and,
 - (iii) **APPOINT** and **PROVIDE DIRECTION** to the City of Hamilton’s member for the Management Committee and the Steering Committee as required by the BAP Implementation Agreement.

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

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

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

**General Issues Committee
Minutes – GIC 26-006**

**April 15, 2026
Page 11 of 38**

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 PBLC 26-001
Hamilton-Wentworth District School Board Liaison Committee Minutes -
April 2, 2026**

(Beattie/Hwang)

That the Hamilton-Wentworth District School Board Liaison Committee Minutes PBLC 26-001 - April 2, 2026 **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

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

Yes - Mayor Andrea Horwath
 Yes - Ward 1 Councillor Maureen Wilson
 Yes - Ward 2 Councillor Cameron Kroetsch
 Yes - Ward 3 Councillor Nrinder Nann
 Yes - Ward 4 Councillor Tammy Hwang
 Yes - Ward 5 Councillor Matt Francis
 Yes - Ward 6 Councillor Tom Jackson
 Yes - Ward 7 Councillor Esther Pauls
 Yes - Ward 8 Councillor Rob Cooper
 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

**8.6 PED24163(e)
Final 10-Year Downtown Hamilton Revitalization Strategy (City Wide)**

(i) (Kroetsch/Horwath)

That Report PED24163(e), dated April 15, 2026, respecting the Final 10-Year Downtown Hamilton Revitalization Strategy (City Wide), **BE RECEIVED** and the following recommendation **BE APPROVED**:

- (a) That the 10-Year Downtown Hamilton Revitalization Strategy, contained in Appendix "A" to Report PED24163(e) **BE APPROVED**;

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

- (b) That staff **BE DIRECTED** to incorporate the directions and actions of the 10-Year Downtown Hamilton Revitalization into all applicable City departmental and divisional work plans;
- (c) That the City Manager or designate **BE REQUESTED** to complete a governance review of departmental roles and responsibilities respecting the Downtown and West Harbour and report back to General Issues Committee by the end of Q1 2027 with recommendations for any organizational structural improvements or refinements to roles and responsibilities needed to support the efficient and timely implementation of the 10-Year Downtown Hamilton Revitalization Strategy, and that this review **BE FUNDED** from Economic Development Initiatives Project 3621708900 to a maximum of \$75,000;
- (d) That until such time as a Downtown and West Harbour governance review is completed, the Economic Development Division **BE DIRECTED** to continue as the interim coordination and implementation planning lead for the 10-Year Downtown Hamilton Revitalization Strategy across all City departments;
- (e) That the General Manager of Public Works **BE DIRECTED** to identify existing response times for service requests within Downtown public rights-of-way and parks, and where deemed insufficient, identify potential opportunities to improve response times benchmarked against those achieved for Downtowns in comparable municipalities, and report back in advance of the 2027 budget process on any budget pressures that would result from achieving those improved standards;
- (f) That the Economic Development Division, in collaboration with identified departments/divisions, **BE DIRECTED** to undertake the following initiatives to support downtown revitalization, commencing in 2026, and funded entirely through existing departmental/divisional resources:
 - (i) Explore and implement a pilot project for permanent infrastructure improvements on James Street North between York Boulevard and the West Harbour GO Station that would better enable recurring and cost-effective temporary street closures for festivals and events in collaboration with the Transportation Division, Transportation Planning and Parking Division, Transit (Hamilton Street Railway), Hamilton Police Services, and the Tourism and Culture Division;

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

- (ii) Identify and implement improvements to John-Rebecca Park that would better enable greater public use of the park including through placemaking events and activations, public art and other temporary amenities in collaboration with the Tourism and Culture Division and Environmental Services Division;
- (iii) Develop and implement a Wayfinding Strategy, including updated pedestrian, active transportation and vehicular directional signage to strategic destinations, parking amenities, transit, and other visitor focused needs in alignment with the City Wide 2024-2028 Tourism Strategy and in collaboration with the Tourism and Culture, Transportation Planning and Parking, and Transportation Divisions;
- (iv) Identify and implement pilot projects that will support street-level activation on York Boulevard to increase vibrancy and pedestrian activity in collaboration with the Hamilton Farmer's Market, Tourism and Culture Division and Transportation Division;
- (v) Investigate the current state of use and physical condition of Commonwealth Square and report back to General Issues Committee in Q1 2027 respecting potential next steps to address the future/role function of the Square;
- (vi) That the Public Works, Healthy and Safe Communities, and Planning and Economic Development Departments **BE DIRECTED** to jointly undertake a comprehensive audit of Downtown lighting and other safety-related conditions within public rights-of-way, public parks, and municipal parking lots, and to develop and implement a work plan that expedites interim and permanent improvements and/or mitigation measures to enhance overall safety in the Downtown;
- (g) That the Planning Division **BE DIRECTED** to prepare a Precinct Plan for the area around TD Coliseum, identified as an area to leverage in the 10-Year Downtown Hamilton Revitalization Strategy, to develop a framework for coordinating future development, infrastructure and urban design needs required to achieve an identifiable and vibrant entertainment district within Downtown;
- (h) That the Tourism and Culture Division **BE DIRECTED** to engage the Downtown Business Improvement Area as the on-going

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

operator of the King William Summer Pedestrianization Program to support continued and uninterrupted activation and placemaking with such costs limited to \$50,000 annually, with annual increases tied to inflation, and with such agreement to be executed by the General Manager of the Planning and Economic Development Department including such terms and conditions as determined by the General Manager of the Planning and Economic Development Department and in a form satisfactory to the City Solicitor;

- (i) That the Economic Development Division **BE DIRECTED** to provide annual updates on the status of implementing the 10-Year Downtown Hamilton Revitalization Strategy through Economic Development’s annual State of the Downtown reporting to the General Issues Committee over the duration of the Strategy’s implementation; and,
- (j) That Clerks **BE DIRECTED** to remove Outstanding Business List Item GIC-12/04/24-10.5.

(ii) (Clark/Cooper)

That sub-section (a) to Report PED24163(e), Final 10-Year Downtown Hamilton Revitalization Strategy (City Wide), **be amended**, as follows:

- (a) That the 10-Year Downtown Hamilton Revitalization Strategy, contained in Appendix “A” to Report PED24163(e) **BE APPROVED in principle and costs for 2027 and beyond be referred to future budget year(s) processes;**

Result: AMENDMENT, CARRIED by a vote of 13 to 3, as follows:

Yes	-	Mayor Andrea Horwath
No	-	Ward 1 Councillor Maureen Wilson
Yes	-	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
Yes	-	Ward 8 Councillor Rob Cooper
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
Yes	-	Ward 15 Councillor Ted McMeekin

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

- (iii) Main Motion, ***As Amended***, to read as follows:
- (a) That the 10-Year Downtown Hamilton Revitalization Strategy, contained in Appendix “A” to Report PED24163(e) **BE APPROVED *in principle and costs for 2027 and beyond be referred to future budget year(s) processes***;
 - (b) That staff **BE DIRECTED** to incorporate the directions and actions of the 10-Year Downtown Hamilton Revitalization into all applicable City departmental and divisional work plans;
 - (c) That the City Manager or designate **BE REQUESTED** to complete a governance review of departmental roles and responsibilities respecting the Downtown and West Harbour and report back to General Issues Committee by the end of Q1 2027 with recommendations for any organizational structural improvements or refinements to roles and responsibilities needed to support the efficient and timely implementation of the 10-Year Downtown Hamilton Revitalization Strategy, and that this review **BE FUNDED** from Economic Development Initiatives Project 3621708900 to a maximum of \$75,000;
 - (d) That until such time as a Downtown and West Harbour governance review is completed, the Economic Development Division **BE DIRECTED** to continue as the interim coordination and implementation planning lead for the 10-Year Downtown Hamilton Revitalization Strategy across all City departments;
 - (e) That the General Manager of Public Works **BE DIRECTED** to identify existing response times for service requests within Downtown public rights-of-way and parks, and where deemed insufficient, identify potential opportunities to improve response times benchmarked against those achieved for Downtowns in comparable municipalities, and report back in advance of the 2027 budget process on any budget pressures that would result from achieving those improved standards;
 - (f) That the Economic Development Division, in collaboration with identified departments/divisions, **BE DIRECTED** to undertake the following initiatives to support downtown revitalization, commencing in 2026, and funded entirely through existing departmental/divisional resources:
 - (ii) Explore and implement a pilot project for permanent infrastructure improvements on James Street North between York Boulevard and the West Harbour GO Station that

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

would better enable recurring and cost-effective temporary street closures for festivals and events in collaboration with the Transportation Division, Transportation Planning and Parking Division, Transit (Hamilton Street Railway), Hamilton Police Services, and the Tourism and Culture Division;

- (iii) Identify and implement improvements to John-Rebecca Park that would better enable greater public use of the park including through placemaking events and activations, public art and other temporary amenities in collaboration with the Tourism and Culture Division and Environmental Services Division;
- (iv) Develop and implement a Wayfinding Strategy, including updated pedestrian, active transportation and vehicular directional signage to strategic destinations, parking amenities, transit, and other visitor focused needs in alignment with the City Wide 2024-2028 Tourism Strategy and in collaboration with the Tourism and Culture, Transportation Planning and Parking, and Transportation Divisions;
- (v) Identify and implement pilot projects that will support street-level activation on York Boulevard to increase vibrancy and pedestrian activity in collaboration with the Hamilton Farmer's Market, Tourism and Culture Division and Transportation Division;
- (vi) Investigate the current state of use and physical condition of Commonwealth Square and report back to General Issues Committee in Q1 2027 respecting potential next steps to address the future/role function of the Square;
- (vii) That the Public Works, Healthy and Safe Communities, and Planning and Economic Development Departments **BE DIRECTED** to jointly undertake a comprehensive audit of Downtown lighting and other safety-related conditions within public rights-of-way, public parks, and municipal parking lots, and to develop and implement a work plan that expedites interim and permanent improvements and/or mitigation measures to enhance overall safety in the Downtown;
- (g) That the Planning Division **BE DIRECTED** to prepare a Precinct Plan for the area around TD Coliseum, identified as an area to leverage in the 10-Year Downtown Hamilton Revitalization

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

Strategy, to develop a framework for coordinating future development, infrastructure and urban design needs required to achieve an identifiable and vibrant entertainment district within Downtown;

- (h) That the Tourism and Culture Division **BE DIRECTED** to engage the Downtown Business Improvement Area as the on-going operator of the King William Summer Pedestrianization Program to support continued and uninterrupted activation and placemaking with such costs limited to \$50,000 annually, with annual increases tied to inflation, and with such agreement to be executed by the General Manager of the Planning and Economic Development Department including such terms and conditions as determined by the General Manager of the Planning and Economic Development Department and in a form satisfactory to the City Solicitor;
- (i) That the Economic Development Division **BE DIRECTED** to provide annual updates on the status of implementing the 10-Year Downtown Hamilton Revitalization Strategy through Economic Development's annual State of the Downtown reporting to the General Issues Committee over the duration of the Strategy's implementation; and,
- (j) That Clerks **BE DIRECTED** to remove Outstanding Business List Item GIC-12/04/24-10.5.

Result: MAIN MOTION, AS AMENDED, CARRIED by a vote of 16 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor Rob Cooper
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 April 22, 2026 Council minutes for the disposition of these matters.

9. MOTIONS

9.2 Review of Contract Work

(i) (Kroetsch/Tadeson)

WHEREAS, contracting work to third parties has the potential to increase costs and lengthen delivery time due to procurement processes, internal review, and market competition;

WHEREAS, Council, through the Public Works Committee, starting in 2015, began to contract out some Public Works services with the intention of reporting back with more information on whether or not the program achieves the goals it set, including things like costs and benefits, but also on whether or not it would ultimately erode front line unionized work; and,

WHEREAS, there is work done, routinely, by the City that could be performed internally if there was an exploration of the advantages and disadvantages of this work and a cost-benefit analysis for the Public Works Committee to consider.

THEREFORE, BE IT RESOLVED:

That staff **BE DIRECTED** to conduct a corporation-wide analysis of contract work undertaken since amalgamation, and report back to the General Issues Committee by Q3 2026, with the following:

- (a) An overview of how contractors are engaged, the service areas in which contract staff are utilized, and the circumstances under which contractors are retained;
- (b) A cost-benefit analysis to determine whether the use of contractors is more advantageous than utilizing City staff; and,
- (c) A time-efficiency analysis, including the time required to procure and engage contractors, compared to the time required to recruit and onboard City staff.

(ii) Councillor Kroetsch WITHDREW the motion.

9.3 Winter Response for People Living Unsheltered in the City of Hamilton

(Kroetsch/A. Wilson)

WHEREAS, as of December 2025, the number of unhoused people living in the City of Hamilton is approximately 1980;

WHEREAS, of those 1980, approximately 338 are unsheltered, meaning they are not staying in emergency shelters or other temporary accommodations;

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

WHEREAS, the City of Hamilton provides, operates, and partners with community agencies to offer several drop-in, shelter, and warming spaces for individuals who are unsheltered, with expanded services during winter months;

WHEREAS, drop-ins offer temporary accommodation, access to basic necessities, as well as supports both onsite and in the community to meet immediate and longer-term needs related to overall health, wellbeing, and the ability to acquire housing;

WHEREAS, the current homeless serving system, including winter response overnight drop in and warming spaces, are not sufficient to meet the needs of all people living unsheltered; and,

WHEREAS, people with pets and couples are not accommodated in the current drop-ins.

THEREFORE, BE IT RESOLVED:

- (a) That staff **BE DIRECTED** to bring forward a report to General Issues Committee in Q2 2026 outlining a winter response strategy for the 2026/27 winter season that addresses any service gaps in the current system, and details the funding required to operationalize the enhanced service; and
- (b) That the report **INCLUDE**, but not be limited to:
 - (i) An assessment of service quality and capacity to meet the City's evolving needs;
 - (ii) Best practices and models from other municipalities; and,
 - (iii) A cost analysis of funding required to operationalize a comprehensive winter response strategy.

The Deputy Mayor, mover and seconder of the Motion accepted the following friendly amendment:

That Clause (a) of the Motion **BE AMENDED** to read as follows:

- (a) That staff **BE DIRECTED** to bring forward a report to General Issues Committee in ~~Q2~~ **early Q3** 2026 outlining a winter response strategy for the 2026/27 winter season that addresses any service gaps in the current system, and details the funding required to operationalize the enhanced service.

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor Rob Cooper
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 Municipal Price Index

(Kroetsch/Cassar)

WHEREAS, a Municipal Price Index provides a tool for measuring the effects of inflation on the cost of providing municipal services;

WHEREAS, a Municipal Price Index differs from the Consumer Price Index (CPI) because it measures the cost increases to a representative basket of expenditures such as asphalt, steel and cement, that a municipality makes compared with that of the CPI which measures the prices that consumers face when buying a basket of goods for their household;

WHEREAS, municipalities such as Ottawa and Milton have utilized MPI as one tool that helps inform the City's budgetary process of external economic conditions that the City will face;

WHEREAS, the development of municipal price indexes can assist in creating an understanding of how the patterns of local government spending can be different than those of the average household;

WHEREAS, a Municipal Price Index can be used to explain increases in annual budget expenditures attributable to inflation; and

WHEREAS, a Municipal Price Index can aid in the more accurate development of current and multi-year City budgeting forecasts.

THEREFORE, BE IT RESOLVED:

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

- (a) That staff **BE DIRECTED** to determine the feasibility of developing a Municipal Price Index for the City of Hamilton for incorporation into the Annual Budget Process and report back to the General Issues Committee no later than Q3 2026.

Result: MOTION, CARRIED by a vote of 10 to 5, as follows:

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

Councillor Clark assumed the Chair

9.1 Strategic Workforce Capacity and Consultant Utilization Review

(i) (Tadeson/Beattie)

WHEREAS, the City of Hamilton has initiated a review of consultant utilization to identify opportunities for operational efficiencies and cost containment;

WHEREAS, strengthening internal workforce capacity supports long-term fiscal sustainability, organizational resilience, and service delivery continuity; and,

WHEREAS, Council requires defined timelines and measurable reporting to ensure progress toward optimizing internal capabilities and capacity, and reducing reliance on external consultants where feasible.

THEREFORE, BE IT RESOLVED:

- (a) That staff **BE DIRECTED** to provide an update on the Recruitment and Retention Strategy presented to Council in 2023 including any progress made to attract and retain talent and report back to the General Issues Committee no later than Q3 2026;

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

- (b) That staff **BE DIRECTED** to prepare a Report that provides an outline of the time, resources and methodology that will be required to conduct a comprehensive Skills Gap Analysis which may inform strategies related to competency and or capacity as it's related to the dependency of external consultants , in collaboration with Human Resources, Finance and operating departments, with the objective of assessing current workforce competencies against current and projected service delivery needs, and report back to the General Issues Committee no later than Q4 2026 with an outline;
- (c) That staff **BE DIRECTED** to provide a consolidated report no later than Q4 2026 outlining:
 - (i) current consultant utilization trends and associated expenditures;
 - (ii) areas of sustained external consultant reliance;
- (d) That Staff **BE DIRECTED** to include Senior Leadership Team (SLT) management action plans as presented in the 2017 Calendar year, for addressing the implementation of the Audit report recommendations #1 – 12, to Appendix “A” of Report AUD17008, respecting the Use of External Consultants Performance Audit, on a future General Issues Committee agenda as an Item for Information by June 2026; and,
- (e) That staff **PROVIDED** an update on the current status and future plans of the implementation of recommendations #1 – 12, as attached in Report AUD17008 Appendix A to the General Issues Committee by Q4 2026.

The Deputy Mayor, mover and seconder of the Motion accepted the following friendly amendment:

That Clause (c) of the Motion **BE AMENDED** to read as follows:

- (c) That staff **BE DIRECTED** to provide a consolidated report no later than ~~Q4 2026~~ **Q2 2027** outlining:
 - (ii) **(McMeekin/Hwang)**
That the General Issues Committee meeting of April 15, 2026, be permitted to extend past the 5:30 p.m. curfew, up to 6:40 p.m.

Result: MOTION, CARRIED by a 2/3's majority vote of 13 to 0, as follows:

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

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

**General Issues Committee
Minutes – GIC 26-006**

**April 15, 2026
Page 23 of 38**

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

(iii) At the request of Committee, sub-section (a) to the Motion respecting Strategic Workforce Capacity and Consultant Utilization Review, was voted on separately, as follows:

(a) That staff **BE DIRECTED** to provide an update on the Recruitment and Retention Strategy presented to Council in 2023 including any progress made to attract and retain talent and report back to the General Issues Committee no later than Q3 2026;

Result: Sub-Section (a) to MOTION, CARRIED by a vote of 11 to 2, as follows:

No	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
No	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor Rob Cooper
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

(iv) At the request of Committee, sub-section (b) to the Motion respecting Strategic Workforce Capacity and Consultant Utilization Review, was voted on separately, as follows:

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

- (b) That staff **BE DIRECTED** to prepare a Report that provides an outline of the time, resources and methodology that will be required to conduct a comprehensive Skills Gap Analysis which may inform strategies related to competency and or capacity as it's related to the dependency of external consultants , in collaboration with Human Resources, Finance and operating departments, with the objective of assessing current workforce competencies against current and projected service delivery needs, and report back to the General Issues Committee no later than Q4 2026 with an outline;

Result: Sub-Section (b) to MOTION, CARRIED by a vote of 11 to 2, as follows:

No	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
No	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor Rob Cooper
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

- (v) At the request of Committee, sub-section (c) to the Motion respecting Strategic Workforce Capacity and Consultant Utilization Review, was voted on separately, as follows:

- (c) That staff **BE DIRECTED** to provide a consolidated report no later than **Q2 2027** outlining:
- (i) current consultant utilization trends and associated expenditures;
 - (ii) areas of sustained external consultant reliance;

Result: Sub-Section (c) to MOTION, as amended, DEFEATED by a vote of 6 to 7, as follows:

No	-	Mayor Andrea Horwath
No	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

**General Issues Committee
Minutes – GIC 26-006**

**April 15, 2026
Page 25 of 38**

Absent	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
No	-	Ward 7	Councillor Esther Pauls
No	-	Ward 8	Councillor Rob Cooper
No	-	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
Absent	-	Ward 14	Councillor Mike Spadafora
No	-	Ward 15	Councillor Ted McMeekin

(vi) At the request of Committee, sub-section (d) to the Motion respecting Strategic Workforce Capacity and Consultant Utilization Review, was voted on separately, as follows:

(d) That Staff **BE DIRECTED** to include Senior Leadership Team (SLT) management action plans as presented in the 2017 Calendar year, for addressing the implementation of the Audit report recommendations #1 – 12, to Appendix “A” of Report AUD17008, respecting the Use of External Consultants Performance Audit, on a future General Issues Committee agenda as an Item for Information by June 2026; and,

Result: Sub-Section (d) to MOTION, DEFEATED by a vote of 5 to 8, as follows:

No	-	Mayor Andrea Horwath
No	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Cameron Kroetsch
No	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
No	-	Ward 7 Councillor Esther Pauls
No	-	Ward 8 Councillor Rob Cooper
No	-	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
Absent	-	Ward 14 Councillor Mike Spadafora
No	-	Ward 15 Councillor Ted McMeekin

(vii) At the request of Committee, sub-section (e) to the Motion respecting Strategic Workforce Capacity and Consultant Utilization Review, was voted on separately, as follows:

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

- (d) That Staff **BE DIRECTED** to include Senior Leadership Team (SLT) management action plans as presented in the 2017 Calendar year, for addressing the implementation of the Audit report recommendations #1 – 12, to Appendix “A” of Report AUD17008, respecting the Use of External Consultants Performance Audit, on a future General Issues Committee agenda as an Item for Information by June 2026; and

Result: Sub-Section (e) to MOTION, DEFEATED by a vote of 6 to 7, as follows:

No	-	Mayor Andrea Horwath
No	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
No	-	Ward 7 Councillor Esther Pauls
No	-	Ward 8 Councillor Rob Cooper
No	-	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
Absent	-	Ward 14 Councillor Mike Spadafora
No	-	Ward 15 Councillor Ted McMeekin

Councillor Tadeson assumed the Chair.

(i) (Nann/Cooper)

- (a) That the following Items **BE REFERRED** to Council on April 22, 2026, for consideration:
- (i) Supporting the Role of Trustees in Maintaining an Accountable and Transparent Education System – REVISED (Item 9.5)
 - (ii) PED26066
Acquisition of Property (City Wide) – REVISED (Item 11.2)
- (b) That the following Item **BE DEFERRED** to the May 6, 2026 General Issues Committee meeting, for consideration:
- (i) GIC 26-005 - March 25, 2026 - Closed Session Minutes

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

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

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

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

9.5 Supporting the Role of Trustees in Maintaining an Accountable and Transparent Education System - REVISED

This Item was referred to Council meeting being held on Wednesday, April 22, 2026.

9.6 Food Security

(McMeekin/Hwang)

WHEREAS; there is a substantial growth to the need for food caused by financial insecurity related to food costs, high housing costs and inadequate Ontario Works and Ontario Disability Supports;

WHEREAS; the Flamborough Food Bank (Carlisle) and Food with Grace (Waterdown) continue to struggle to meet the food security needs of the local community; and,

WHEREAS; the Tastebuds nutritious lunch program at Waterdown District High School has had a dramatic increase in students participating in the program.

THEREFORE, BE IT RESOLVED:

- (a) That a grant **BE PROVIDED** to the Flamborough Food Bank and funded from the Ward 15 Non Property Tax Revenue Account (3301609615) at an upset limit, including contingency, not to exceed \$12,000;
- (b) That a grant **BE PROVIDED** to Food with Grace and funded from the Ward 15 Non Property Tax Revenue Account (3301609615) at an upset limit, including contingency, not to exceed \$12,000;
- (c) That a grant **BE PROVIDED** to the Waterdown District High School Tastebuds Student Lunch Program and funded from the Ward 15 Non

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

Property Tax Revenue Account (3301609615) at an upset limit, including contingency, not to exceed \$5000; and,

- (d) That the Mayor and City Clerk **BE AUTHORIZED** and **DIRECTED** to approve and execute all required agreements and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

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

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

9.7 Flamborough Connects

(McMeekin/Tadeson)

WHEREAS, Flamborough Connects is a registered charity proudly providing free and low-cost Seniors Service and Community Service to residents of Flamborough. We serve residents who may be geographically isolated, socially isolated, vulnerable, physically challenged, financially disadvantaged or new to Flamborough, encouraging them to be engaged, active and empowered;

WHEREAS, the Flamborough Connects' free Income Tax Program supports low income Flamborough residents by providing no-cost tax preparation and filing for individuals earning under \$40,000 and couples under \$55,000 with simple tax situations;

WHEREAS; many of the people served rely solely on Canada Pension Plan (CPP) and Old Age Security (OAS), often living on less than \$20,000 annually – some on under \$10,000 – making the cost and complexity of filing a significant barrier;

WHEREAS, by partnering with the Canada Revenue Agency's Community Volunteer Income Tax Program, we help residents remain compliant while

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

ensuring they can access critical benefits such as GST and Trillium rebates, the Guaranteed Income Supplement, the Canadian Dental Care Plan, and maintain eligibility for subsidized housing;

WHEREAS, with the average Canadian appending \$130 annually to file taxes, this program removes a financial and technological barrier for vulnerable residents, many of whom do not have internet access or the ability to file independently;

WHEREAS, the program is entirely offered by trained volunteers;

WHEREAS, the program value to low-income Flamborough residents is estimated at 200 returns costing an average of \$130 saving the residents \$26,000 and the total benefits claimed by clients are estimated at \$688,595.75; and,

WHEREAS, the Ward 15 Community Council has reviewed and unanimously supported grant funding for this project.

THEREFORE, BE IT RESOLVED:

- (a) That a grant **BE PROVIDED** to Flamborough Connects for their Income tax Program and funded from the Ward 15 Non Property Tax Revenue Account (3301609615) at an upset limit, including contingency, not to exceed \$11,500 to support this clinic; and,
- (b) That the Mayor and City Clerk **BE AUTHORIZED** and **DIRECTED** to approve and execute all required agreements and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

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

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

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

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

9.8 HEART - Healthy Youth Network

(McMeekin/Tadeson)

WHEREAS, the Healthy Education About Relationship project at Waterdown District High School continues to attract a lot of students' attention;

WHEREAS, the Program has continued to focus on value-based engagement to promote healthy nongender violence and awareness of youth dating violence; WHEREAS, engaging young males has historically been a challenge;

WHEREAS, McMaster Social Psychology department students have evaluated male engagement in the HEART program determining the need for a targeted Pilot entitled GUYS WITH HEART;

WHEREAS, this pilot will sponsor monthly Lunch and Learn sessions featuring key influencers identified by W.D.H.S. students;

WHEREAS, the curriculum will move beyond gender-based violence talks to include a focus on Healthy Masculinity, Mental Health and a Business Base for healthy relationships (while building strong connections and enhance success); and,

WHEREAS, the overall objective is to create a safe male space to explore and discuss the root causes of gender-based violence.

THEREFORE, BE IT RESOLVED:

- (a) That a grant **BE PROVIDED** to Healthy Youth Network (HEART) in support of Guys with Heart and funded from the Ward 15 Non-Property Tax Revenue Account (3301609615) at an upset limit, including contingency, not to exceed \$10,000; and,
- (b) That the Mayor and City Clerk **BE AUTHORIZED** and **DIRECTED** to approve and execute all required agreements and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

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

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

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

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

9.9 Souharissen Trail

(McMeekin/M. Wilson)

WHEREAS, the Waterdown District High School (W.D.H.S.) continues to collaborate with Indigenous partners through Ontario's only high school Treaty Study Program,

WHEREAS, this partnership finds expression in two major led projects, namely; the Museum of Hope and the Souharissen Natural Area, a nationally recognized 55-acre space established in Waterdown by the Mississauga's of the Credit Nation and students from W.D,H.S.,

WHEREAS, the natural was originally dedicated by Chief Byran Laforme and Lieutenant Governor David C. Onkey on August 21st, 2014 and has once been visited by many dignitaries, including Chiefs and Lieutenant Governors,

WHEREAS, the previous "Ponds Program" enhanced the historical significance of the Trail and was re-dedicated by Chief Sult and Ontario's Lieutenant Governor the Honourable Edith Dumont,

WHEREAS, the W.D.H.S. students are continuing to work collaboratively through the Treaties Studies Program, Rick Hill Sr. (aabbwad) 6 Nations and the Mississauga's of the New Credit, desire to create a sit down gathering place for reflection and ongoing dialogue,

WHEREAS, this Gathering Space will be facilitated by the placement of four directional benches; and,

WHEREAS, the Ward 15 Community Council continues to endorse the importance of this historic and sacred spaces.

THEREFORE, BE IT RESOLVED:

- (a) That a grant **BE PROVIDED** to support the installation of four (4) benches through the City of Hamilton Bench Program funded from the Ward 15

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

Non-Property Tax Revenue Account (3301609615) at an upset limit of \$12,000, including contingency; and,

- (b) That the Mayor and City Clerk **BE AUTHORIZED** and **DIRECTED** to approve and execute all required agreements and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

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

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

9.10 The Waterdown-East Flamborough Heritage Society – Flamborough Archives

(McMeekin/Jackson)

WHEREAS, the Flamborough Archives, a voluntary group, continues to provide a valuable service to the people of Ward 15 and beyond;

WHEREAS, the Archives is managed by a full-time volunteer professional archivist;

WHEREAS, the Community is wanting to continue the existing partnership relationship with the Waterdown District High School student sponsors of the award-winning Museum of Hope (a veteran's memorial);

WHEREAS, it is of continuing importance to affirm the ongoing and developing interests in local history in both the student and broader community;

WHEREAS, the reduction in the provision of Federal grants is placing additional challenges to the ongoing work of the Archives making the provision of important and necessary archival work with student support even more important;

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

WHEREAS, infrastructure changes are impacting the phone and computer services previously available causing unanticipated fiscal pressures on both Flamborough Connects and Flamborough Archives;

WHEREAS, that acquisition of two new computers to replace the two units and monitors owned by the library and to provide for the installation of new Bell Canada services as well as an upgrade to the Windows 11 Pro system is necessary to enable the ongoing work of the Archives; and,

WHEREAS, the hiring of the traditional student summer employee is pivotal to the catch-up archival work of Flamborough Archives.

THEREFORE, BE IT RESOLVED:

- (a) That a grant **BE PROVIDED** to The Waterdown-East Flamborough Heritage Society for the Flamborough Archives and funded from the Ward 15 Non-Property Tax Revenue Account (3301609615) at an upset limit, including contingency, not to exceed \$15,000 and,
- (b) That the Mayor and City Clerk **BE AUTHORIZED** and **DIRECTED** to approve and execute all agreement and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

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

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

9.11 Jurisdictional Scan on Emergency Shelter Access and Inter-Municipal Coordination

This Item was Withdrawn.

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

9.12 Breakfast on the Farm Sponsorship - WITHDRAWN

This Item was Withdrawn.

10. NOTICES OF MOTION

10.1 Opposition to Provincial Consolidation of Conservation Authorities – REVISED

(i) (Clark/Cassar)

That the Rules of Order **BE SUSPENDED** to allow for the introduction of a Motion respecting Opposition to Provincial Consolidation of Conservation Authorities – REVISED.

Result: MOTION, CARRIED by a 2/3's vote of 11 to 0, as follows:

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

(ii) WHEREAS, Conservation Authorities are locally governed, watershed-based organizations that play a critical role in flood management, erosion control, natural heritage protection, source water protection, and climate resilience;

WHEREAS, the City of Hamilton is currently served by multiple Conservation Authorities, including Conservation Halton, Hamilton Conservation Authority, Niagara Peninsula Conservation Authority, and Grand River Conservation Authority, each with jurisdiction over different watershed areas that collectively reflect Hamilton's diverse geography;

WHEREAS, these Conservation Authorities provide significant benefits to Hamilton residents, including stewardship of conservation lands, protection of environmentally sensitive areas, management of flood and

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

erosion risks, watershed planning, environmental monitoring, and public education;

WHEREAS, these organizations bring decades of local expertise and scientific knowledge related to Hamilton's unique natural features, including the Niagara Escarpment, Lake Ontario shoreline, urban and rural watersheds, agricultural lands, and provincially significant wetlands;

WHEREAS, Conservation Authorities are key partners in municipal planning and infrastructure decisions, providing technical review and guidance to ensure development occurs safely and responsibly, reducing long-term risks to residents, property, and municipal infrastructure;

WHEREAS the Province of Ontario enacted Bill 68, the *Plan to Protect Ontario Act (Budget Measures), 2025*, which received Royal Assent on November 27, 2025, and amended the *Conservation Authorities Act* to establish the Ontario Provincial Conservation Agency;

WHEREAS, the Province has introduced Bill 97, the *Plan to Protect Ontario Act (Budget Measures), 2026*, currently at Second Reading, which proposes further amendments to the *Conservation Authorities Act*, including the amalgamation of existing Conservation Authorities into a smaller number of regional entities and the establishment of transition committees to implement those changes;

WHEREAS, the proposed amalgamation of Conservation Authorities represents a significant restructuring of Ontario's watershed-based governance model, with potential implications for local decision-making, service delivery, and the ability to respond to the unique environmental and planning needs of communities such as Hamilton; and,

WHEREAS, changes of this scale require meaningful consultation with Conservation Authorities, municipalities, and other stakeholders to ensure that local knowledge, governance structures, and service delivery impacts are fully understood and considered prior to implementation.

THEREFORE, BE IT RESOLVED:

- (a) That the City of Hamilton formally **EXPRESS** its opposition to the proposed consolidation of Conservation Authorities as outlined in Schedule 3 of Bill 97, the *Plan to Protect Ontario Act (Budget Measures), 2026*;
- (b) That the City of Hamilton **URGE** the Province of Ontario to undertake meaningful consultation with Conservation Authorities, municipalities, and sector partners prior to advancing any consolidation or restructuring of the Conservation Authority system;

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

- (c) That the Province **BE REQUESTED** to ensure that any changes to the Conservation Authority framework preserve local representation, watershed-based decision-making, and the ability to respond to local environmental and planning needs; and,
- (d) That a copy of this motion **BE SENT** to the Premier of Ontario, the Minister of the Environment, Conservation and Parks, the Minister of Municipal Affairs and Housing, local Members of Provincial Parliament, and the Chairs and Chief Administrative Officers of Conservation Halton, Hamilton Conservation Authority, Niagara Peninsula Conservation Authority, and Grand River Conservation Authority.

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

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

10.2 Feasibility of a 50-Metre Pool in the City of Hamilton

WHEREAS, the City of Hamilton is committed to supporting the health, wellness, and recreational needs of residents through the provision of high-quality community recreation infrastructure;

WHEREAS, swimming is consistently identified as one of the most desired recreational and sport activities in Canada, with strong public demand for increased access to aquatic facilities;

WHEREAS, 25-metre pools are not sufficient to meet the needs of competitive aquatic sport, limiting opportunities for training, competition, and sport development;

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

WHEREAS, Ontario is experiencing a significant infrastructure gap, with only 19 50-metre pools across the province, and only a small number constructed in the 21st century;

WHEREAS, six of the seven largest cities in Canada without a 50-metre pool are located in Ontario, demonstrating a disproportionate lack of access to this critical infrastructure;

WHEREAS, there are currently no publicly accessible 50-metre pools west of the Greater Toronto Area, with the exception of McMaster University's pool, which was constructed in the 1960s and is approaching end-of-life;

WHEREAS, Hamilton has a strong legacy of excellence in aquatic sport, having produced notable athletes including Olympian Joanne Malar, Jimmy Thompson, Patty Thompson, and Jack McCormick;

WHEREAS, investment in a 50-metre pool has the potential to significantly expand programming capacity, support learn-to-swim initiatives, improve community health outcomes, and position Hamilton to attract sport tourism and regional competitions;

WHEREAS, the Aquatic Sport Council of Ontario has identified the need for regionally significant aquatic facilities anchored by 50-metre pools, supported through partnerships across municipalities, institutions, and other sectors; and

WHEREAS, other Ontario municipalities, including the Cities of Mississauga and Waterloo, are actively exploring the feasibility of developing 50-metre aquatic facilities and seeking senior government support for such infrastructure.

THEREFORE, BE IT RESOLVED:

- (a) That staff **BE DIRECTED** to report back to the General Issues Committee on the feasibility of developing a 50-metre aquatic facility in the City of Hamilton, including:
 - (i) capital and operating considerations;
 - (ii) potential locations, including integration into existing or planned recreation facilities;
 - (iii) a scan of other municipalities to identify best practices and emerging opportunities; and,
 - (iv) potential partnership models, including with neighbouring municipalities, post-secondary institutions, and other partners;
- (b) That the Mayor **BE REQUESTED** to communicate Hamilton's interest in advancing regionally significant aquatic infrastructure to the Province of Ontario and Government of Canada, including the need for dedicated funding to support such facilities.

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

11. PRIVATE AND CONFIDENTIAL

11.1 GIC 26-005 - March 25, 2026 - Closed Session Minutes

This Item was deferred to the Council meeting being held on Wednesday, April 22, 2026.

**11.2 PED26066
Acquisition of Property (City Wide) – REVISED**

This Item was referred to the Council meeting being held on Wednesday, April 22, 2026.

12. ADJOURNMENT

There being no further business, the General Issues Committee adjourned at 6:17 p.m.

Respectfully submitted,

Angela McRae
Legislative Coordinator
Office of the City Clerk

Deputy Mayor Mark Tadeson
Chair, General Issues Committee

Please refer to the April 22, 2026 Council minutes for the disposition of these matters.

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

External Email: Use caution with links and attachments.

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

Anthony Calce

Preferred Pronoun

he/him

Reason(s) for delegation request

I would like to delegate to discuss the ongoing negligence regarding 461 King Street E. I need to address several critical issues:

1. The financial losses resulted from unlawful cease-occupancy orders.
2. The city's unlawful request to inspect my facade resulted in over \$200,000 in structural damage costs. I will explain.
3. The current safety hazards created by the new structure currently obstructing my storefront and preventing me from renting the commercial space causing further financial hardship.

These situations have caused irreparable financial harm.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

From: City of Hamilton <hello@hamilton.ca>

Sent: Sunday, February 22, 2026 8:39 PM

To: clerk@hamilton.ca

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

External Email: Use caution with links and attachments.

Submitted on Sun, 02/22/2026 - 20:38

Reference number 98399

Submitted on

Committee Requested

Committee

General Issues Committee

Will you be delegating in-person or virtually?

Virtually

Will you be delegating via a pre-recorded video?

No

Requestor Information

Requestor Information

Dr. Zobia Jawed

Clean Air Hamilton



Preferred Pronoun

she/her

Reason(s) for delegation request

To present 2022 and 2023 Progress report for Clean Air Hamilton.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

Yes

From: City of Hamilton <hello@hamilton.ca>

Sent: April 12, 2026 4:19 PM

To: clerk@hamilton.ca

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

External Email: Use caution with links and attachments.

Submitted on Sun, 04/12/2026 - 16:19

Reference number 102725

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

Anna Giglia

[REDACTED]

Preferred Pronoun

she/her

Reason(s) for delegation request

Speak to the flaws in the mental health care and addictions management resources from a parental perspective.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No



AIRPORT SUB-COMMITTEE

MINUTES ASCC 26-001

9:30 a.m.

April 20, 2026

Room 264, City Hall, 2nd Floor

71 Main Street West, Hamilton, Ontario

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

Absent with Regrets: Councillor T. McMeekin - Personal

1. CALL TO ORDER

Committee Co-Chair Spadafora called the meeting to order at 9:30 a.m.

2. CEREMONIAL ACTIVITIES

There were no Ceremonial Activities.

3. APPROVAL OF THE AGENDA

(Tadeson/Hwang)

That the agenda for the April 20, 2026, meeting of the Airport Sub-Committee be approved, as presented.

CARRIED

4. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

5. ADOPTION OF MINUTES OF PREVIOUS MEETING

5.1 March 27, 2025

(Beattie/Tadeson)

That the Minutes of the March 27, 2025, meeting of the Airport Sub-Committee, be adopted, as presented.

CARRIED

Refer to the May 6, 2026, General Issues Committee minutes for the disposition of these matters.

6. DELEGATIONS

There were no Delegations.

7. ITEMS FOR INFORMATION

7.1 John C. Munro Hamilton International Airport Update

(i) (Tadeson/Beattie)

That the Rules of Order be suspended to allow the presenter an additional 10 minutes to complete their presentation.

Result: Motion CARRIED by a 2/3rds Majority vote of 7 to 0, as follows:

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

(ii) Peter Tong, Chief Executive Officer, TradePort International Corporation, addressed Committee respecting the John C. Munro Hamilton International Airport Update, with the aid of a PowerPoint presentation.

(iii) (Hwang/Tadeson)

That the Confidential Item 11.2 respecting the Confidential Item to Item 7.1, John C. Munro Hamilton International Airport Update be released publicly immediately.

Result: Motion CARRIED by a Majority vote of 7 to 0, as follows:

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

(iv) **(Tadeson/Hwang)**

That the presentation from Peter Tong, Chief Executive Officer, TradePort International Corporation, respecting the John C. Munro Hamilton International Airport Update, be received.

CARRIED

8. ITEMS FOR CONSIDERATION

There were no Items for Consideration.

9. MOTIONS

There were no Motions.

10. NOTICE OF MOTIONS

There were no Notice of Motions.

11. PRIVATE & CONFIDENTIAL

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 March 27, 2025 – Closed Session Minutes

(Beattie/Tadeson)

That the Closed Session Minutes of March 27, 2025, Airport Sub-Committee meeting, be adopted and remain confidential.

CARRIED

12. ADJOURNMENT

There being no further business, the Airport Sub-Committee meeting was adjourned, at 10:17 a.m.

Respectfully submitted,

Matt Gauthier
Legislative Coordinator
Office of the City Clerk

Mike Spadafora
Chair, Airport Sub-Committee



COMMUNITY BENEFITS PROTOCOL SUB-COMMITTEE MINUTES CBPS 26-001

1:30 p.m.

April 20, 2026

Council Chambers

Hamilton City Hall

71 Main Street West

Present: Councillors C. Kroetsch (Chair), T. Hwang, N. Nann, and M. Tadeson and M. Wilson (Virtual)

K. Andrus (Vice-Chair), E. Myrie (Virtual) and V. Nikolskaya

**Absent
with Regrets:** M. Ellerker

1. CALL TO ORDER

Chair Kroetsch called the meeting to order at 1:30 p.m.

2. CEREMONIAL ACTIVITIES

There were no Ceremonial Activities.

3. APPROVAL OF THE AGENDA

(Nann/Andrus)

That the agenda for the April 20, 2026, Community Benefits Protocol Sub-Committee be approved, as presented.

CARRIED

4. DECLARATIONS OF INTEREST

K. Andrus declared a non-disqualifying to Item 7.1, Report HSC26036 respecting Prototype Social Enterprise Registry – McMaster MBA GRIT (City Wide) as he was involved with the McMaster MBA GRIT week.

5. ADOPTION OF MINUTES OF PREVIOUS MEETING

5.1 November 6, 2025

(Nann/Kroetsch)

That the Minutes of the November 6, 2025, meeting of the Community Benefits Protocol Sub-Committee be adopted, as presented.

CARRIED

6. DELEGATIONS

There were no Delegations.

7. ITEMS FOR INFORMATION

7.1 HSC26036

Prototype Social Enterprise Registry – McMaster MBA GRIT (City Wide)

Maria Bedoya, Lead, Community Benefits Framework, introduced Jai Viswanathan, Prabhjot Rai and Kunal Manna, who addressed Committee respecting Report HSC26036, Prototype Social Enterprise Registry – McMaster MBA GRIT (City Wide), with the aid of a PowerPoint presentation.

(Andrus/Nann)

That report HSC26036, dated April 20, 2026, respecting Prototype Social Enterprise Registry – McMaster MBA GRIT (City Wide) and the accompanying presentation, be received.

CARRIED

7.2 HSC26028

Community Benefits Framework Update (City Wide)

(Andrus/Nann)

That report HSC26028, dated April 20, 2026, respecting Community Benefits Framework Update, 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. ADJOURNMENT

There being no further business, the Community Benefits Protocol Sub-Committee was adjourned at 2:22 p.m.

Respectfully submitted,

Matt Gauthier
Legislative Coordinator
Office of the City Clerk

Councillor Cameron Kroetsch
Chair
Community Benefits Protocol Sub-Committee



**ACCESSIBILITY COMMITTEE FOR PERSONS WITH
DISABILITIES
MINUTES ACPD 26-004**

4:00 p.m.

April 7, 2026

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

Present: Councillor M. Tadeson, J. Kemp (Chair),
P. Kilburn (Vice Chair) (virtually), L. Janosi
(virtually), L. Johanson (virtually), J. Maurice
(virtually), M. McNeil (virtually), and T. Nolan
(virtually)

Absent with

Regrets: C. Hernould, H. Kaur, K. Nolan and
R. Westbrook

1. CALL TO ORDER

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

Refer to the May 6, 2026 General Issues Committee Minutes for the disposition of
these matters.

2. CEREMONIAL ACTIVITIES

The Legislative Coordinator read the Land Acknowledgement.

3. APPROVAL OF AGENDA

Item 6.1, the Delegation from Amandipp Singh respecting ENABLE Canada Series and plans for a future ENABLE Canada event in Hamilton was withdrawn.

(Janosi/McNeil)

That the agenda for the April 7, 2026, Accessibility Committee for Persons with Disabilities meeting, be approved, as amended.

CARRIED

4. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

5. ADOPTION OF MINUTES OF PREVIOUS MEETING

5.1 March 10, 2026

(Kilburn/Janosi)

That the minutes of the March 10, 2026, meeting of the Accessibility Committee for Persons with Disabilities (Item 5.1), be adopted, as presented.

CARRIED

Refer to the May 6, 2026 General Issues Committee Minutes for the disposition of these matters.

6. DELEGATIONS

There were no Delegations.

7. ITEMS FOR INFORMATION

7.1 Accessible Transportation Services 2025 Cumulative Performance Report - REVISED

Owen Quinn, Project Manager - Transit Customer Loyalty, addressed Committee respecting the Accessible Transportation Services 2025 Cumulative Performance Report, with the aid of a PowerPoint presentation.

7.2 Tactile Walking Surface Indicators at Curb Ramps and Depressed Sidewalks

Brian Hollingworth, Director of Engineering Services, and Susan Jacob, Manager of Design, Public Works, addressed Committee respecting Tactile Walking Surface Indicators at Curb Ramps and Depressed Sidewalks, with the aid of a PowerPoint presentation.

7.3 Proposed Updates to the ‘Street Design and Furniture Standards for the Hamilton LRT Corridor’

Ana Cruceru, Senior Project Manager – Heritage and Urban Design, LRT, addressed Committee

Refer to the May 6, 2026 General Issues Committee Minutes for the disposition of these matters.

respecting Proposed Updates to the 'Street Design and Furniture Standards for the Hamilton LRT Corridor', with the aid of a PowerPoint presentation.

7.4 Built Environment Working Group Update (no copy)

No update.

J. Kemp relinquished the Chair to P. Kilburn in order to provide the Housing Working Group Update (Item 7.5) and the Outreach Working Group Update (Item 7.6).

7.5 Housing Working Group Update

- (a) Housing Working Group Meeting Notes - February 17, 2026

7.6 Outreach Working Group Update

- (a) Outreach Working Group Meeting Notes - February 17, 2026
- (b) Outreach Working Group Meeting Notes - February 25, 2026

7.7 Strategic Planning Working Group Update

No update.

Refer to the May 6, 2026 General Issues Committee Minutes for the disposition of these matters.

J. Kemp assumed the Chair.

7.8 Transportation Working Group Update

- (a) Accessible Transportation Services
Performance Review - Q4 2025

7.9 Open Spaces and Parklands Working Group Update

No update.

(i) (McNeil/Janosi)

- (a) That the following Items for Information, be received:

7.1 Accessible Transportation Services 2025
Cumulative Performance Report -
REVISED

7.2 Tactile Walking Surface Indicators at Curb
Ramps and Depressed Sidewalks

7.3 Proposed Updates to the 'Street Design
and Furniture Standards for the Hamilton
LRT Corridor'

7.5 Housing Working Group Update

- (a) Housing Working Group Meeting
Notes - February 17, 2026

Refer to the May 6, 2026 General Issues Committee Minutes for the disposition of these matters.

7.6 Outreach Working Group Update

- (a) Outreach Working Group Meeting Notes - February 17, 2026
- (b) Outreach Working Group Meeting Notes - February 25, 2026

CARRIED

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

9. MOTIONS

9.1 Attendance at the Seniors Kick-off - Information and Wellness Fair

(Kemp/Tadeson)

WHEREAS, the Seniors Kick-off – Information and Wellness Fair is being held on June 11, 2026 at Michelangelo’s Event and Conference Centre from 10:00 a.m. until 3:00 p.m.;

WHEREAS, the Accessibility Committee for Persons with Disabilities’ Outreach Working Group’s main objective is to explore opportunities with other community agencies and organizations and attending this event falls in line with that goal;

Refer to the May 6, 2026 General Issues Committee Minutes for the disposition of these matters.

WHEREAS, the Seniors Kick-off is a good opportunity to meet with the public and answer their questions and concerns; and

WHEREAS, the Outreach Working Group is organizing the Annual “Ability First” Accessibility Fair and attending events like the Seniors Kick-off is a good place to network with other groups.

THEREFORE BE IT RESOLVED:

- (a) That the Accessibility Committee for Persons with Disabilities approves two members of the Outreach Working Group to attend the Seniors Kick-Off Information and Wellness Fair on June 11, 2026; and
- (b) That the registration fee of \$75 be funded from Account 300303.

CARRIED

J. Kemp assumed the Chair.

10. NOTICE OF MOTIONS

There were no Notice of Motions.

11. GENERAL INFORMATION / OTHER BUSINESS

There were no Items for General Information / Other Business.

Refer to the May 6, 2026 General Issues Committee Minutes for the disposition of these matters.

12. ADJOURNMENT

There being no further business, the Accessibility Committee for Disabilities was adjourned at 5:37 p.m.

Respectfully submitted,

Carrie McIntosh
Legislative Coordinator
Office of the City Clerk

James Kemp
Chair, Accessibility
Committee for Persons with
Disabilities



City of Hamilton

Report for Information

To: Chair and Members
General Issues Committee

Date: May 06, 2026

Report No: PW24011(c)

Subject/Title: Management Update on Red Hill Valley Parkway Inquiry

Ward(s) Affected: City Wide

Recommendations

1. That Report PW24011(c) respecting Management Update on Red Hill Valley Parkway Inquiry **BE RECEIVED** for information.

Key Facts

- This Memorandum provides an update on the progress of implementing the 36 recommendations from the “Report of the Red Hill Valley Inquiry” (“Inquiry Report”) from the Honourable Mr. Justice Herman J. Wilton-Siegal, dated November 2023. The 36 recommendations have been translated into 37 discrete action items.
- In September 2025, Report PW24011(b) noted that 16 of the 37 action items (43%) had been completed. Since then, an additional seven action items have been completed, bringing the total to 23 of 37 action items completed (62%).
- Implementation of the Inquiry recommendations has strengthened traffic safety practices, improved interdepartmental coordination, and enhanced transparency and accountability in staff reporting and communications with Council and the public.

PW24011(c) Management Update on Redhill Valley Parkway Inquiry (City Wide)

Page 2 of 9

- The Interdepartmental Working Group has driven notable progress in implementing the action plan through regular meetings and collaboration. The group includes staff from Public Works, Corporate Services, Planning and Economic Development, and Healthy & Safe Communities, with representation from Divisions such as Human Resources, Information Technology, Transportation, and Engineering Services, contributing to greater efficiency and effectiveness.
- While meaningful progress has been achieved, the remaining action items require further coordination and time to ensure all necessary steps are completed. As such, completion is now anticipated by fall 2026. A final update is anticipated immediately after the municipal election to inform Council of the status of all action items.

Financial Considerations

- To date, \$5,750 has been spent on staff training, with most of the training developed and delivered in-house, minimizing external costs.
- As the development of the superelevation adjustment between King Street and Greenhill Avenue budget advanced, more detailed engineering design and cost refinement were completed. This is reflected in the adopted budget and has resulted in an approximately \$1.6 million or 36% reduction relative to earlier estimates, supporting responsible capital planning.
- No additional funding is required to fulfil the remaining action items.

Background

- On November 29, 2023, the Honourable Mr. Justice Herman J. Wilton-Siegal released the Red Hill Valley Parkway Judicial Inquiry Report. It provided a summary of the key evidence received by the Inquiry and the Commissioner's findings on the Terms of Reference, including recommendations to prevent any future incidents of non-disclosure of significant information to Council and the community.
- Report PW23029(a), considered by Council at its meeting held on December 2023, provided a high-level summary of the Commissioner's findings relating to the key Terms of Reference. The Commissioner made a total of 36 recommendations in response to the matters outlined in the Inquiry Terms of Reference. These recommendations included making changes to the City's by-laws, policies, and procedures and are aimed at preventing any future incidents of non-disclosure of information to Council and the community. Of the 36 recommendations, 11 have been identified as having a city-wide impact, with the remaining 25 recommendations pertaining to Public Works.

PW24011(c) Management Update on Redhill Valley Parkway Inquiry (City Wide)

Page 3 of 9

- Council instructed the General Manager, Public Works to establish an Interdepartmental Working Group of City staff on December 13, 2023, to address the recommendations in the Report.
- A complete list of the action items addressing the recommendations and completion status is depicted in the Red Hill Valley Judicial Inquiry Action Plan, included herein as Appendix A.
- A Status Update Infographic – Progress Update, included in Appendix B (Communications Plan), was developed to support Council's direction to communicate progress with the public.
- The infographic has since been updated to reflect the current status of all action items and, upon Council approval, will be made publicly available at the [Red Hill Valley Parkway Judicial Inquiry Overview webpage](#).

Analysis

- The recommendations have been categorized into the following eight categories:
 - Traffic Safety on the Red Hill Valley Parkway and Lincoln M. Alexander Parkway.
 - Delineating the Roles and Responsibilities of City Staff.
 - The Culture Within the Public Works Department.
 - Information Sharing and Communication Among Staff.
 - Staff Reporting Obligations.
 - Staff Communications with the Media and Public.
 - Consultant Engagements and Assignments.
 - Staff Reports.
- The Working Group identified 37 actionable items from the 36 recommendations within these categories, the status of which is presented in this report and appendices.
- The sections below summarize the key progress made on action items related to the eight categories and lists the action items in progress for completion. For items that have been completed, the corresponding completion dates are provided in brackets.

Broken out by the eight categories, progress on the 37 action items is provided below.

Traffic Safety

The following key actions are **complete**:

- Annual Collision Report (Ongoing since 2016).
- Parkway Management Committee with safety as a standing agenda item (September 2024).
- The appointment of a Chief Roads Official; subsequent merger of that role into the Director of Transportation (March 2023).
- Field investigation/survey analysis to confirm geometry and grading between Greenhill Avenue to Queenston Road. (July 2025). Detailed Design work to modify the superelevation that was identified in this field study has been initiated, with capital budget approved, tender preparation commencing, and construction planned for 2026.
- Update of Red Hill Valley Parkway/Lincoln M Alexander Parkway Operation and Maintenance Plan (June 2025).
- Update Parkway Management Committee Terms of Reference to confirm role of management-level staff (April 2025).
- Roadway safety training module for staff involved in planning, design, construction, operation, and maintenance (December 2025).

The following key action items are **in progress** for completion in 2026:

- Creation of Standard Operating Procedures related to Traffic Safety including Friction and Fatal Injury Investigations. Draft procedures have been developed and are being finalized following appropriate reviews and approvals.
- Clear delineation of responsibilities of Public Works Divisions, sections, and/or groups, where there are overlapping responsibilities for matters related to traffic safety. Human Resources and the Transportation Division are finalizing updates to related job descriptions.
- Adoption of processes for comprehensive traffic safety approach similar to the MTO to monitor and address traffic safety issues on the RHVP and LINC. The Transportation Division is engaging with MTO respecting this recommendation.

Delineating the Roles and Responsibilities of City Staff

The following key actions are **complete**:

- Update Public Works Project Management Standard Operating Procedure and Charter to strengthen project charter requirements and conflict-resolution mechanisms for projects crossing organizational lines (October 2025).

The following key action items are **in progress** for completion in 2026:

- Job Specific Code of Conduct Training: Provide additional resources and tools for employees and people leaders to provide more education and awareness regarding collaboration and accountability between Departments and Divisions with overlapping responsibilities.

The Culture Within the Public Works Department

The following key actions are **complete**:

- Update to the Public Works Departmental Training Procedure to ensure staff complete Code of Conduct training as required (January 2025).
- Inclusion of specific competencies related to collaboration, cooperation, transparency, and accountability in performance documents of Public Works staff (January 2025).
- Career mobility and development discussions for Public Works (May 2025).
- Performance Accountability Training: People Leaders received additional training on creating development plans aligned with identified leadership competencies (May 2025).
- Inclusion of competency requirements in Public Works Training procedure to ensure that required competencies are effectively included in performance documents (September 2025).
- Employee Surveys for Public Works Leaders to assess the extent to which Public Works leadership demonstrates collaboration, transparency, and accountability (October 2025).

Information Sharing and Communication Among Staff

The following key actions are **complete**:

- Formalize Public Works Off-boarding process to improve succession planning and sharing of institutional knowledge (November 2025).

The following key action items are **in progress** for completion in 2026:

- Implement an Electronic Documents and Records Management System including library for consultant documentation.

Staff Reporting Obligations

The following key action items are **in progress** for completion in 2026:

- Update Staff Council Relationship Policy to ensure communication of accurate and truthful information.
- Create new Procedure on Reporting to Council, to outline staff responsibilities when drafting, reviewing, and presenting Council reports.

Staff Communications with the Media and Public

The following key action items are **complete**:

- Update to the Media Relations Policy to ensure City staff shall endeavour to be truthful and accurate at all times when speaking with the media and public (December 2024).
- City Wide Media Training: This training included explicit guidelines for honest communication with the media and public, particularly on difficult issues (December 2025).

Consultant Engagements and Assignments

The following key action items are **complete**:

- Create Tracking and Sharing Consultant Report Recommendations, and Actions – Public Works Standard Operating Procedure (January 2022).
- Update Code of Conduct Policy (September 2025).

The following key action items are **in progress** for completion in 2026:

- Update Corporate Procurement templates to include requirements around consultant assignments.
- Dissemination of requirements to be followed when working with consultants through formal procedural documentation for Public Works.

Staff Reports

The following key action items are **complete**:

- City Wide Report Writing Training: Improved training to ensure effective interactions with Council (July 2025).

Next Steps

Staff will continue advancing the remaining action items with a focus on key priorities, including:

- Finalizing and implementing Standard Operating Procedures related to traffic safety, including Friction and Fatal Injury Investigations.
- Continuing engagement with the Ministry of Transportation of Ontario (MTO) to adopt a more comprehensive, system-based approach to monitoring and addressing traffic safety on the Red Hill Valley Parkway and Lincoln M. Alexander Parkway.
- Advancing the implementation of an Electronic Documents and Records Management System to improve information sharing, record retention, and access to consultant documentation.
- Completing updates to corporate policies and procedures, including the Staff Council Relationship Policy and the Procedure on Reporting to Council.

As required, a subsequent report will be provided to the General Issues Committee immediately following the municipal election, which will include a final status update on the implementation of the recommendations from the Inquiry Report.

Relationship to Council Strategic Priorities

This report aligns with the City of Hamilton 2022-2026 Council Strategic Priorities in the following ways:

1. Safe & Thriving Neighbourhoods
 - 1.1. Supports safer mobility through actions addressing traffic safety and improving how people move around the City.
 - 1.2. Enhances neighbourhood well-being by strengthening internal processes that contribute to effective service delivery in public spaces and transportation systems.
2. Responsiveness & Transparency
 - 2.1. Improves interdepartmental coordination through structured consultations and clearer roles and responsibilities, advancing a high-performing public service.
 - 2.2. Strengthens internal culture by promoting accountability, collaboration, and clarity in staff responsibilities.

PW24011(c) Management Update on Redhill Valley Parkway Inquiry (City Wide)

Page 8 of 9

2.3. Improves communication and information sharing within the Department and with media and the public.

Previous Reports Submitted

- [PW24011\(b\) Red Hill Valley Parkway Inquiry: Management Update, September 10, 2025](#)
- [PW24011\(a\), Red Hill Valley Parkway Inquiry: Management Update, March 19, 2025](#)
- [PW24011, Red Hill Valley Parkway Inquiry: Management Update, April 3, 2024](#)
- [PW23029\(a\), Red Hill Valley Parkway Inquiry Final Report, December 6, 2023](#)

Consultation

- Nenzi Cocca, Director, HR Systems & Operations, Human Resources, City Manager's Office
- Brian Hollingworth, Director, Engineering Services, Public Works
- Matt Pietryszyn, Manager, Data Services, Corporate Services
- Mike Field, Acting Director, Transportation, Public Works
- Michael Wright, Director, Corporate Asset Management, Public Works
- Ann Thomas, Acting Manager, Departmental Programs and Initiatives, Public Works
- Norm Miller, Senior Communications Advisor, City Manager's Office
- Matthew Trennum, City Clerk, Corporate Services

Appendices and Schedules Attached

Appendix A: Red Hill Valley Inquiry Action Plan

Appendix B: Communication Plan

Prepared by:

Marlene Schmidt, Superintendent, Process Improvement & Quality, Departmental Programs and Initiatives, Public Works

Submitted and Recommended by:

Jackie Kennedy, General Manager, Public Works

Status of Actions addressing the Red Hill Valley Parkway Inquiry (RHVPI) Recommendations

#	Action	Applies to RHVPI Report Recommendation Number	Applies to RHVPI Report Core Categories	Status	Completion date/ Projected Completion Date
1	Create PW Asset Responsibilities Within the Right-of-Way (PW-P-026-002)	12.14.2 1(4)	Traffic Safety On The RHVP And LINC	Completed	Mar-21
2	Create Escarpment Access Closure Procedure (PW-P-026-003)	12.14.2 1(4)	Traffic Safety On The RHVP And LINC	Completed	Jul-21
3	The appointment of a Chief Roads Official; subsequent merger of that role into the Director of Transportation	12.14.2 1(1)	Traffic Safety On The RHVP And LINC	Completed	Mar-23
4	Create standardized Public Works Project Management Charter	12.14.5 14(1 and 2)	Traffic Safety On The RHVP And LINC; Delineating The Roles And Responsibilities Of City Staff; Consultant Engagements And Assignments	Completed	Nov-23
5	Create ongoing Network Screening Lists	12.14.2 2(2) and 2(3) and 2(4)	Traffic Safety On The RHVP And LINC	Completed	Jun-24
6	Develop an Annual Collision Report with a section specific for the Parkways	12.14.2 1(1) and 2(2) and 2(3) and 2(4)	Traffic Safety On The RHVP And LINC	Completed	Sep-24
7	Parkway Management Committee with safety as a standing agenda item	12.14.2 1(2) and 1(3)	Traffic Safety On The RHVP And LINC	Completed	Sep-24
8	Update Parkway Management Committee Terms of Reference to confirm role of management level staff	12.14.2 1(1) and 1(3)	Traffic Safety On The RHVP And LINC	Completed	Apr-25
9	Update Policy Red Hill Valley Parkway/Lincoln M Alexander Parkway Operation and Maintenance Plan (PW-Y-026-001)	12.14.2 1(1) and 1(4)	Traffic Safety On The RHVP And LINC	Completed	Jun-25
10	Identify any gaps requiring further analysis and reporting to Parkway Management Committee by communication between Engineering service Transportation and Planning	12.14.2 2(3 and 4)	Traffic Safety On The RHVP And LINC	Completed	Jun-25
11	Field investigation to determine if the 420 m radius curve between the King Street and Greenhill Avenue interchanges was constructed with a superelevation of at least 6%.	12.14.2 (3)	Traffic Safety On The RHVP And LINC	Completed	Jul-25
12	Training on Roadway safety fundamentals to other Divisions	12.14.2 2(5)	Traffic Safety On The RHVP And LINC	Completed	Dec-25
13	Formalize Fatal Injury Investigations and Reporting Process	12.14.2 2(2)	Traffic Safety On The RHVP And LINC	In Progress	2026 Q2

#	Action	Applies to RHVPI Report Recommendation Number	Applies to RHVPI Report Core Categories	Status	Completion date/ Projected Completion Date
14	Job description review and approval processes of the Overall Responsible person for matters related to Traffic Safety	12.14.2 1(2) and 12.14.3 (4)	Traffic Safety On The RHVP And LINC; Delineating The Roles And Responsibilities Of City Staff	In Progress	2026 Q3
15	Communication and Change Management Strategy (related to Friction testing)	12.14.2 1(2 and 4) and 2(6)	Traffic Safety On The RHVP And LINC	In Progress	2026 Q2
16	Create a Roles and Responsibilities document for matters related to Traffic Safety	12.14.2 1(1 and 2) and 2(5) and 12.14.3 (4)	Traffic Safety On The RHVP And LINC; Delineating The Roles And Responsibilities Of City Staff	In Progress	2026 Q3
17	Create new Procedure on Friction	12.14.2 2(6)	Traffic Safety On The RHVP And LINC	In Progress	2026 Q2
18	Correspondence and Confirmation with Ministry of Transportation on safety standards	12.14.2 2(1)	Traffic Safety On The RHVP And LINC	In Progress	2026 Q3
19	Adopt processes for a comprehensive traffic safety approach similar to the MTO to monitor and address traffic safety issues that arise on the RHVP and LINC.	12.14.2 2(1)	Traffic Safety On The RHVP And LINC	In Progress	2026 Q3
20	Peer review by a roster safety consultant of MTO vs City practises and provide recommendations	12.14.2 2(1)	Traffic Safety On The RHVP And LINC	In Progress	2026 Q3
21	Update Project Management Level II Standard Operating Procedure and Charter	12.14.2 1(4); 12.14.3 (5); 12.14.5 14 (1 and 2) and 12.14.8 (26)	Delineating The Roles And Responsibilities Of City Staff; Consultant Engagements And Assignments; Traffic Safety On The RHVP And LINC; Information Sharing And Communication Among Staff	Completed	Oct-25
22	Administer Code Of Conduct Training including job specific content and monitor through completion metric.	12.14.3 (6); 12.14.4 (9) and (11 and 12)	Delineating The Roles And Responsibilities Of City Staff; Culture Within Public Works; Consultant Engagements And Assignments	In Progress	2026 Q2
23	Update to the Public Works Departmental Training Procedure	12.14.3 (6) and 12.14.4 (9)	Culture Within Public Works	Completed	Jan-25
24	Career mobility and development discussions for Public Works	12.14.4 8	Culture Within Public Works	Completed	May-25

#	Action	Applies to RHVPI Report Recommendation Number	Applies to RHVPI Report Core Categories	Status	Completion date/ Projected Completion Date
25	Performance Accountability Training related to inclusion of leadership competencies for leaders in Public Works	12.14.4 8	Culture Within Public Works	Completed	May-25
26	Inclusion of competency requirements in Public Works Training procedure to clarify competencies expected of staff	12.14.4 (7)	Culture Within Public Works	Completed	Sep-25
27	Employee Surveys for Public Works People Leaders	12.14.4 (10)	Culture Within Public Works	Completed	Oct-25
28	Formalize PW off-boarding process to ensure succession planning	15	Information Sharing And Communication Among Staff	Completed	Nov-25
29	Implement an Electronic Document and Record Management System	12.14.5 (13) and (15) and 12.14.8 (27)	Information Sharing And Communication Among Staff	In Progress	2026 Q2
30	Update Staff Council Relationship Policy to ensure communication of accurate and truthful information	12.14.6 (16, 17, 18, 19 and 20) and 12.14.9 (30, 33 and 35)	Staff's Reporting Obligation; Staff Reports	In Progress	2026 Q2
31	Create new Procedure on Reporting to Council to outline staff responsibilities when drafting, reviewing, and presenting Council reports	12.14.6 (20); 12.14.9 (30, 32 and 36)	Staff's Reporting Obligation	In Progress	2026 Q2
32	Update Media Relations Policy/Training	12.14.7 (22 and 23 and 24)	Staff Communications With The Media And Public	Completed	Dec-25
33	Create Tracking and Sharing Consultant Report Recommendations, and Actions – Public Works Standard Operating Procedure	12.14.2 1(1) and 12.14.5 (13)	Consultant Engagements And Assignments; Information Sharing And Communication Among Staff	Completed	Jan-22
34	Update Code of Conduct Policy	12.14.6 (21); 12.14.7 (24); 12.14.8 (28); 12.14.9 (32, 35 and 36) and 12.14.4 (12)	Consultant Engagements And Assignments; Staff's Reporting Obligation; Culture Within Public Works; Staff Communications With The Media And Public; Staff Reports	Completed	Sep-25
35	Update Corporate Procurement Policy to include requirements around Consultant assignments	12.14.8 (25)	Consultant Engagements And Assignments	In Progress	2026 Q2
36	New PW Procedure on Requirements related to Consulting Engagements	12.14.5 (13); 12.14.8 (27 1, 2 and 3) and (29)	Consultant Engagements And Assignments; Information Sharing And Communication Among Staff	In Progress	2026 Q2
37	Implement Report Writing Training City-wide	12.14.9 (31)	Staff Reports; Staff's Reporting Obligation	Completed	Jul-25

Red Hill Valley Parkway Inquiry (RHVPI) Recommendations

Inquiry Ref. No.	Action No.	Sub-Action No.	Audit Recommendation
12.14.2	1	1 (1)	Implement mechanisms that reinforce traffic safety, particularly traffic safety on the RHVP and the LINC, as a concern and a responsibility of all members of Public Works and as a joint responsibility of the Transportation Operations & Maintenance Division and Engineering Services.
12.14.2	1(a)	1 (2)	Designate a Public Works staff person with overall responsibility for the operation, maintenance, and traffic safety of the municipal expressways, reporting directly to the General Manager of Public Works (a "Designated Road Authority Official").
12.14.2	1(b)	1 (3)	Maintain the City's existing Parkway Management Committee or another such committee to provide leadership on the safe and efficient operation and maintenance of the LINC and the RHVP. This committee should include: (i) Management-level staff from all divisions within Public Works whose mandates include responsibility for the RHVP and the LINC, (ii) the General Manager of Public Works, and (iii) the Designated Road Authority Official. Management-level staff on the committee should have the authority to resolve any issues as between divisions of the Public Works department in connection with the responsibility to investigate and recommend countermeasures pertaining to traffic safety on the expressways.
12.14.2	1(c)	1 (4)	Develop a guideline document for the management of the operation and maintenance of the LINC and RHVP, which should: (i) Define the roles and responsibilities of relevant divisions, the management committee, and the Designated Road Authority Official; (ii) provide guidelines based on industry best practices or consultation with traffic safety or other highway management professionals for the overall maintenance and operations of the municipal expressways; (iii) establish reporting requirements to the Designated Road Authority Official, the General Manager, and to Council or to the appropriate standing committee(s) of Council; and (iv) require the creation of project charters for all ongoing, ad hoc, or special projects relating to the RHVP and the LINC, which should include: 1. a designated most responsible person, 2. the individuals on a project team, 3. the project manager(s), 4. the project scope, 5. the timelines for the project, relevant stakeholders, 6. consultant retainers and roles of the consultant(s), 7. the roles and responsibilities of the divisions, sections, groups, and individuals on the project team, and 8. desired outcomes of a project. The project charters should state that issues that cannot be resolved at the project team level should be referred to the Parkway Management Committee or another committee charged with responsibility for the RHVP and LINC for a decision.
12.14.2	2	2 (1)	Adopt processes for a comprehensive traffic safety approach similar to the MTO to monitor and address traffic safety issues that arise on the RHVP and LINC.

Inquiry Ref. No.	Action No.	Sub-Action No.	Audit Recommendation
12.14.2	2(a)	2 (2)	Regularly collect traffic statistics to permit identification of any "hot spots" or other abnormal accident experience.
12.14.2	2(b)	2 (3)	Analyze traffic statistics on the LINC and the RHVP on a regular basis by personnel from both the Traffic group and Engineering Services to determine whether further investigation, countermeasures, or other recommendations to the Parkway Management Committee (or another such committee charged with responsibility for the RHVP and LINC) are warranted.
12.14.2	2(c)	2 (4)	Circulate summaries of traffic statistics and the analyses, and recommendations from the Traffic group and Engineering Services in respect of these statistics and the analyses, to the Parkway Management Committee (or another such committee charged with responsibility for the RHVP and LINC) for review on a regular basis.
12.14.2	2(d)	2 (5)	The Traffic group and Engineering Services should jointly participate in the management of any traffic safety project whether conducted internally or by an external consultant.
12.14.2	2(e)	2 (6)	Develop a practice relating to friction that requires: (1) consideration of friction testing in identified "hot spots" areas or areas with an abnormal accident experience, or (2) measurement of friction on a fixed schedule to take advantage of the City's knowledge of existing baseline friction levels on the RHVP, and (3) assessment thereof by appropriate personnel in the Traffic group and Engineering Services, and (4) circulation of the assessment to appropriate personnel in the Traffic group and Engineering Services staff.
12.14.2	3	3	The Parkway Management Committee should consider whether to undertake a field investigation or survey to determine if the 420 m radius curve between the King Street and Greenhill Avenue interchanges was constructed with a superelevation of at least 6%.
12.14.3	4	4	Clearly delineate the responsibilities of the Public Works divisions, sections, and/or groups, where there are overlapping responsibilities for matters of traffic safety.
12.14.3	5	5	Designate a most responsible staff member where a continuing matter or project crosses departmental, divisional, or other organizational lines within the City. The most responsible staff member should develop a project charter with detail that is proportionate to the scope of the project, to clearly articulate the scope, resources, responsibilities of the divisions, sections, or groups, and the desired outcomes of the project. Settle any difference of opinion regarding the respective roles and responsibilities of staff for a project at the outset in connection with the creation of the project charter. The project charter should also indicate that issues that cannot be resolved at the project team level will be referred to a pre-determined senior level for a decision.
12.14.3	6	6	Management should ensure that staff receive regular, practical, and job-specific training on the Code of Conduct, as updated, and best practices for working collaboratively where divisions of Public Works have overlapping responsibilities.
12.14.4	7	7	Include competencies such as collaboration, cooperation, transparency, and accountability in performance documents to ensure that staff are clear about their duties and the desired behaviours of individuals across the organization.

Inquiry Ref. No.	Action No.	Sub-Action No.	Audit Recommendation
12.14.4	8	8	Ensure middle managers receive training and attend leadership conferences that address leadership competencies, including transparency and escalation.
12.14.4	9	9	Public Works staff should receive training on communicating respectful disagreement and/or other contentious issues to their colleagues, in a manner consistent with the existing requirements set out in the 2020 Code of Conduct.
12.14.4	10	10	Implement processes such as 360 reviews and employee surveys to measure whether Public Works staff in leadership roles are practicing collaboration, cooperation, transparency, and accountability.
12.14.4	11	11	Establish policies, procedures, or standard practices stipulating that when Public Works staff require intervention from a superior, staff's request(s) for that intervention should be clear, explicit, and in writing.
12.14.4	12	12	Strengthen existing policies, procedures, and channels by which Public Works staff can bring forward concerns that they do not feel comfortable speaking about with their supervisors, including: (i) an internal complaint procedure, (ii) and/or internal whistleblower policies, and (iii) ensure that staff have confidence in such procedures.
12.14.5	13	13	Each division of Public Works should maintain a library of all consultant and other third-party reports, staff reports to Council and formal internal reports (including collision statistics and analyses, consultant retainer agreements and project proposals). This library should be: (i) accessible to staff in all divisions within Public Works, (ii) catalogued and retained in a manner which is easily accessible to staff within the division, (iii) accessible to the General Manager of Public Works, the Designated Road Authority Official, and the City Manager, and (iv) maintained in accordance with the City's confidentiality provisions and all applicable privacy legislation.
12.14.5	14	14	Implement a formal project tracking process for any case where multiple divisions in Public Works are working jointly to implement directions from Council. The General Manager of the Public Works department should be responsible for designating which divisions are in leading and supporting roles. This tracking process could include: a) guidance or process for escalating any issue of the delineation of responsibilities to the General Manager, a process by which the General Manager formally assigns responsibility for each action item approved by Council, including those resulting from staff and consultant reports, to an appropriate division within Public Works for implementation; and b) additional safeguards for situations in which managerial staff, such as directors or managers, take primary responsibility for overseeing projects, consultant engagements, and/or consultant assignments.
12.14.5	15	15	Implement formal expectations and requirements for directors and managers within Public Works in their transition to retirement or in planned departures to ensure that institutional knowledge is not lost with the retirement or departure of senior staff.
12.14.6	16	16	Public Works staff should receive continuing education on their relationship with Council.

Inquiry Ref. No.	Action No.	Sub-Action No.	Audit Recommendation
12.14.6	17	17	Public Works staff should conduct themselves with transparency and give their best advice to Council. Supplement the Council/Staff Relationship Policy to provide that: (i) staff must not conceal or manipulate information in dealings with Council, (ii) staff must conduct themselves with integrity, courtesy, and respect at meetings of Council, and (iii) staff must refrain from making statements carelessly which would have the result, intentionally or otherwise, of misleading Council or the public. Public Works staff should receive training that if staff have concerns about a proposed course of action, it is their role to identify objections in an objective manner and to communicate those objectives to Council as appropriate.
12.14.6	18	18	Make it explicit in the Code of Conduct, Council/Staff Relationship Policy, and/or another City policy that staff must place the interests of objective, accurate, and timely reporting of information to Council, including information that may not be received favourably by Council, ahead of their own self-interest and/ or concerns for the reaction of Council or the public to such information.
12.14.6	19	19	Develop a policy that tracks any commitments made by staff to Council outside of formal processes. If a commitment is made to Council by staff outside of the formal process, staff must inform the General Manager of Public Works about this commitment to ensure the General Manager is aware of the commitment and can take steps to ensure it is met.
12.14.6	20	20	Develop a policy that stipulates: (i) that staff should make efforts to correct the record with Council in a timely manner if and when they learn that inaccurate information has been provided to Council, (ii) a clear process for staff to report material errors in staff reports to Council or committees of Council, and (iii) if staff are uncertain as to how to correct the record with Council or about the materiality of an error, they should escalate the issue to their superior.
12.14.6	21	21	Stipulate in the Code of Conduct that City staff have an obligation to report if they have reasonable grounds to believe that a staff member (or "employee" as defined in the 2020 Code of Conduct) has concealed, withheld, and/or misrepresented facts or information to Council. Develop a policy regarding the mechanisms for staff to bring reports of this nature to the immediate attention of their superior and leadership of the department, or to an alternative individual in the event that a staff member's immediate superior is the subject of the report.
12.14.7	22	22	Provide in the Code of Conduct that City staff shall endeavour to be truthful and accurate at all times when speaking with the media and public.
12.14.7	23	23	Provide media training for staff identified as media spokespersons which should include: a) the importance of making accurate and truthful statements to the media; and b) the need to ensure that any inaccuracies are corrected promptly when identified and the proper procedure to so do.
12.14.7	24	24	Stipulate in the Code of Conduct that if staff become aware, or have reason to believe that another member of City staff has misrepresented facts or information to the public and/or media, they have an obligation to bring this information to the attention of their superior. Put a process in place to escalate such misrepresentations to directors, who should then pass the information on to corporate communications staff and the City Manager for review.

Inquiry Ref. No.	Action No.	Sub-Action No.	Audit Recommendation
12.14.8	25	25	Clearly document all consultant engagements within Public Works in a retainer agreement which identifies: (i) the responsible City staff contact for the assignment, (ii) the scope of the assignment, and (iii) the anticipated timelines for the assignment. Where an assignment emanates from the City's roster program, and there is no retainer agreement for the project, document the consultant's engagement through a consultant proposal.
12.14.8	26	26	Create a project charter for each consultant assignment within Public Works, with detail proportionate to the scope of the project.
12.14.8	27	27	Each division of Public Works should maintain a log of all consultant engagements, assignments, and/or projects, which is accessible to all other City staff.
12.14.8	27 (a)	27 (1)	The log of consulting engagements should contain information about: (i) the governing retainer agreement and/or project charter, (ii) the purpose of the consulting engagement, (iii) whether the consulting engagement is responsive to a Council motion (and if so, details of that motion), (iv) the staff member(s) responsible for the consulting engagement, and (v) the status of the consulting engagement.
12.14.8	27 (b)	27 (2)	Update the log of consulting engagements once a consulting engagement is completed to reflect that the consultant report and covering staff report has been uploaded into the library of reports (referenced in recommendation 13). If no consultant report is finalized further to the consultant engagement, record the rationale for this decision on the log. If staff do not present a staff report to Committee or Council in connection with the consultant engagement, record the rationale for this decision in the log.
12.14.8	27 (c)	27 (3)	The directors of each division should review this log with the managers reporting to them at regular intervals. In turn, the General Manager of Public Works should review this log with the directors in Public Works at regular intervals.
12.14.8	28	28	Develop a policy that establishes the principles for dealing with external consultants that includes: (a) a process to encourage the sharing of information and reports of relevance to all City staff (including the establishment of the library as proposed in recommendation 13); (b) processes to document changes in scope (minor or material); (c) appropriate communication channels for discussions with consultants working on City projects; (d) processes for prioritization of consultant recommendations (based on urgency and/or effectiveness); (e) guidelines for when City staff may request changes to consultant reports; (f) processes for the finalization of consultant reports; (g) procedures stipulating that councillors should have equal access to information; and (h) processes and a culture that emphasizes shared ownership of consultant reports.

Inquiry Ref. No.	Action No.	Sub-Action No.	Audit Recommendation
12.14.8	29	29	<p>Ensure that staff who learn from a consultant of a risk to the health or safety of the citizens of Hamilton connected to the RHVP or LINC follow up with the consultant to obtain an informed understanding of the risk, whether or not the risk falls into the definition of "imminent" set out in the existing City policies on the disclosure of consultant reports to supervisors and/or Council.</p> <p>Staff should use their professional judgement, exercised in good faith and in consultation with their superior and the General Manager of Public Works where appropriate, to make recommendations to mitigate, remove, or otherwise address the risk.</p>
12.14.9	30	30	<p>Provide in the 2021 Council/Staff Relationship Policy that:</p> <p>(a) staff reports must be objective and identify a full range of options for Council to consider with the risks and fiscal impacts of each option clearly and fully presented;</p> <p>(b) it is not the role of staff to pre-empt discussion by Council, even if staff are of the view that a proposed course of action is not feasible or realistic; and</p> <p>(c) staff should express such views in the staff report for Council's review and consideration.</p>
12.14.9	31	31	<p>Staff should receive training on how to draft clear, accurate, objective, and comprehensive staff reports to Committee and Council</p>
12.14.9	32	32	<p>Circulate a draft of any staff report to the project teams, divisions, and/or departments with involvement in the issue for their review and input on the content of the report.</p> <p>The Code of Conduct should be clear that if staff see anything in the draft report that they question or that raises concerns during their review, they should reach out to the drafter of the report. If their questions or concerns are not subsequently addressed, the staff person who raised the issue should escalate them to someone more senior within their division or department.</p>
12.14.9	33	33	<p>Expand the 2021 Council/Staff Relationship Policy to stipulate that staff reports should not be shared or disclosed in draft form to an individual councillor unless expressly authorized by Council.</p>
12.14.9	34	34	<p>Council should not either formally or informally delegate an issue of traffic safety on the LINC or RHVP to a subset of individual councillors, including those whose wards are contiguous to the expressways, outside delegation to a standing committee.</p>
12.14.9	35	35	<p>If a councillor requests information from a staff person on a matter of general significance, the requested information should be provided to all Council members.</p> <p>Provide in the Code of Conduct that staff should make every effort to ensure that each councillor has the same information.</p>

Inquiry Ref. No.	Action No.	Sub-Action No.	Audit Recommendation
12.14.9	36	36	<p>Develop a policy to address procedures, processes, and best practices for staff reports that summarize consultant reports (together with recommendation 30), with a view to the following principles:</p> <p>(a) where City staff summarize a consultant report, they have an obligation to do so accurately and comprehensively (in accordance with recommendation 17);</p> <p>(b) if a consultant report is complex or technical in nature, the consultant should provide an executive summary of the report for staff to utilize in their staff report, rather than for staff to attempt to summarize or explain the findings of the report. The consultant should be available to speak to the relevant Committee or to Council and to respond to questions and issues that arise, particularly if the consultant's report is lengthy or complex; and</p> <p>(c) consultant reports should be appended to staff reports or be made available at the request of councillors. If the consultant's report deals with traffic safety on the RHVP or the LINC, it is highly preferable for the report to be made available to councillors in advance of the Committee or Council meeting where the corresponding staff report is presented and for the consultant to be present to speak to Council about the substance of the consultant's findings and the consultant's recommendations to avoid any misunderstanding.</p>

RHVPI Recommendations – Progress Update

Communications Plan - Redhill Valley Parkway Inquiry Recommendations Progress Updates

Purpose

To ensure that City Council, residents, and staff receive regular updates on the progress of the recommendations from the “Report of the Red Hill Valley Inquiry” from the Honourable Mr. Justice Herman J. Wilton- Siegal dated November 29, 2023.

Objectives

- To enhance transparency and accountability while ensuring that information is communicated in a clear and easily understandable manner.
- To increase community understanding about the City’s efforts to address the inquiry recommendations and the ongoing work to prioritize and continually enhance roadway safety.

Target Audiences

Internal

- City of Hamilton, City Council
- City of Hamilton, Senior Leadership Team
- City of Hamilton, Staff

External

- City of Hamilton residents
- Media

Attached

- Progress Update

See pages 2 and 3 for an overview of the Communication Tactics which will be used to support the Reports being provided to Council and Committee.

Table 1: Communication Plan

Purpose of Communication	Audience	Frequency	Formats	High-level Content of Communications	Person Responsible for Communication
Bi-Annual updates to GIC	Mayor and Council	6 months (targeting spring and fall)	Information Report; Presentation to Council as needed	Summary of the progress on RHVPI recommendations and resultant action items, including expected completion dates.	RHVPI Working Group Chair (Director of Corporate Asset Management, Public Works)
Status of RHVPI Recommendations - Progress Updates for General Public	General Public	Every 6 months in conjunction with update to GIC	City Website - RHVPI webpage Red Hill Valley Parkway Judicial Inquiry Overview City of Hamilton	Status of recommendations, key action items and expected completion dates (summarized version of the Information Report to Council)	RHVPI Working Group Chair and Communications
Status of RHVPI Recommendations - Progress Updates for General Public	General Public	Every 6 months in conjunction with update to GIC and as needed	Post on appropriate City Social Media Channels – Twitter/X, Bluesky, Facebook, LinkedIn	Summary of the progress towards recommendations and linking to RHVPI webpage	Communications
Status of RHVPI Recommendations - Progress Updates for General Public	Electronic Newsletter Subscribers	Every 6 months in conjunction with update to GIC and as needed	Inclusion in City Electronic Newsletter	Summary of the progress towards recommendations and linking to RHVPI webpage	Communications

Purpose of Communication	Audience	Frequency	Formats	High-level Content of Communications	Person Responsible for Communication
Status of RHVPI Recommendations - Progress Updates for General Public	Media, General Public	Following Council ratification of GIC Report	Issue Media Release	Summary of the progress towards recommendations and linking to RHVPI webpage	Communications with Public Works GM, RHPVI Working Group Chair and City Manager's Office
Status of RHVPI Recommendations - Progress Updates to City Manager, Senior Leadership Team	City Manager, Senior Leadership Team	6 months	Briefing Note/ Copy of Council Information Report	Progress on RHVPI recommendations and corresponding action items including expected completion dates and deviations, if any, from previously reported target dates.	Public Works General Manager; RHVPI Working Group Chair
Communications to City Staff	City Staff	On-going, as needed	Communication from Senior Leadership Team; Inclusion of relevant material in training, seminars, workshops etc.	Communications related to the importance of actioning the recommendations and related requirements.	RHVPI Working Group members

Red Hill Valley Parkway Inquiry | Progress Update | April 2026

Appendix B

RHVPI ACTION ITEMS



STATUS OF ACTION ITEMS:

In progress 
Completed 

Table 2: Red Hill Valley Parkway Inquiry Progress Update, April 2026

The following table summarizes the status of action items by category. "In Progress" items are shown in blue and "Completed" items are shown in green.

Category	In Progress	Completed
Traffic Safety on the Red Hill Valley Parkway and Lincoln M. Alexander Parkway	8	12
Delineating the Roles and Responsibilities of City Staff	1	1
The Culture within the Public Works Department	0	5
Information Sharing and Communication among Staff	1	1
Staff Reporting Obligations	2	0
Staff Communications with Media and Public	0	1
Consultant Engagements and Assignments	2	2
Staff Reports	0	1

Red Hill Valley Parkway Inquiry | Progress Update | April 2026

Appendix B

ANNUAL HIGHLIGHTS / TARGETS

COMPLETED SINCE FALL 2025

Roadway safety training module for staff involved in planning, design, construction, operation, and maintenance

Employee Surveys for Public Works Leaders: to assess the extent to which Public Works leadership demonstrates collaboration, transparency, and accountability.

City Wide Media Training:
This training included explicit guidelines for honest communication with the media and public, particularly on difficult issues.

Update of Code of Conduct Policy to clarify requirements related to Consultant Engagements and Assignments.

Formalization of Public Works offboarding process to strengthen succession planning and knowledge transfer.

Update of the Public Works Project Management process to strengthen project charter requirements and conflict-resolution mechanisms for projects crossing organizational lines.

PROJECTED IN 2026



Implement an Electronic Documents and Records Management System, including a centralized library for consultant documentation, to promote transparency and accountability.



Reinforce the review of existing City-wide procedures and policies (e.g. Council Staff Relationship Policy, etc.)



Adoption of processes for comprehensive traffic safety approach similar to the Ministry of Transportation of Ontario to monitor and address traffic safety issues on the RHVP and LINC.



Strengthen requirements and clarify expectations related to the engagement and oversight of consultant assignments.

* All action items have an overall target completion date of 2026.



Red Hill Valley Parkway Inquiry- Annual Highlights/Targets (April 2026)

This graphic summarizes completed and planned actions related to the Red Hill Valley Parkway Inquiry.

Completed Since Fall 2025:

- Roadway Safety Training Module for staff involved in planning, design, construction, operation and maintenance
- Employee Surveys for Public Works Leaders to assess the extent to which Public Works leadership demonstrates collaboration, transparency, and accountability.
- City Wide Media Training: This training included explicit guidelines for honest communication with the media and public, particularly on difficult issues.
- Update of Code of Conduct Policy to clarify requirements related to Consultant Engagements and Assignments.
- Formalization of Public Works off boarding process to strengthen succession planning and knowledge transfer.
- Update of the Public Works Project Management process to strengthen project charter requirements and conflict-resolution mechanism for projects crossing organizational lines.

Projected in 2026:

- Implement an Electronic Documents and Records Management System including a centralized library for consultant documentation, to promote transparency and accountability.
- Reinforce the review of existing City-wide procedures and policies (e.g. Council Staff Relationship Policy, etc.)
- Adoption of processes for comprehensive traffic safety approach similar to the Ministry of Transportation of Ontario to monitor and address traffic safety issues on the RHVP and LINC.
- Strengthen requirements and clarify expectations related to the engagement and oversight of consultant assignments.

Note: All action items have an overall target completed date of 2026



City of Hamilton Report for Information

To: Mayor and Members
General Issues Committee

Date: May 6, 2026

Report No: CM25007(b)

Subject/Title: Build Back Better: Project Portfolio Update

Ward(s) Affected: City Wide

Recommendations

- a) That Report CM25007(b) respecting the Build Back Better: Project Portfolio Update **BE RECEIVED** for Information.

Key Facts

- Further to Report CM25007(a), the purpose of this report is to provide a regular update to Council on the 21 Council-approved projects from Report CM24004(a);
- A portfolio snapshot (as of December 31, 2025) is as follows:
 - Five projects have been Completed;
 - Ten projects are in the Execution Phase;
 - Five projects are in the Planning Phase;
 - \$16.4M of \$30.4M in funding has been spent or committed;
 - 95% of projects are beyond the Initiation Phase; and,
 - 12 projects are on schedule, while four are tracking behind expected progress primarily due to competing resource pressures and interdependencies.
- Two additional projects have reached completion and are now in closeout: the Extraction from Growth Management Database Project and the Extraction from Document Management Platform Project, demonstrating continued progress and momentum across the portfolio.

- Overall, the portfolio of projects continues to progress well, with costs and scope being managed effectively;
- Adjusted timelines reflect refined scope, improved project understanding, and resource alignment; and,
- The Portfolio Review Team continues to ensure regular reporting by Enterprise Project owners, providing consistent, transparent enterprise-level oversight, reporting, and control.

Financial Considerations

Council approved the 2025 and 2026 capital and operating requirements for all 21 projects during the Tax Budget process.

As the City continues to implement these projects at varying stages, \$16.4M of the approved \$30.4M in 2025 has been spent or committed on these multi-year capital projects as of December 31, 2025. An additional \$17.1M was approved in the 2026 budget process.

All projects have approved staffing resources. To support accelerated delivery, the projects require 47.75 FTEs over three years (2025–2027), including 20.25 FTEs in 2025, 8 FTEs approved in the 2026 Tax Budget, and 19.5 FTEs reflected in the 2027 Budget forecast.

Background

As the City continues to focus on modernizing its applications to support services, it is leveraging the opportunity to rebuild a more resilient and stronger technology infrastructure that aligns with Council priorities. Efforts include a focus on enhancing the customer and employee experience, utilizing enterprise solutions, achieving efficiencies, and increasing resilience to protect against future cybersecurity incidents.

Analysis

An Enterprise Governance Structure has been developed to manage the City's implementation of the 21 projects and support "Build Back Better." This model helps

ensure effective oversight, transparency, and control over cost, scope, risk, and timelines.

To further support this structure, a monthly Portfolio Review Team has been established as a formal governance platform to strengthen oversight, consistency, and risk management across the City's "Build Back Better" project portfolio. The inaugural meeting took place in October 2025, creating a structured and focused environment where Project Managers and Leads present project updates and highlight key risks requiring mitigation or escalation. The Portfolio Review Team functions as a formal phase-gate checkpoint, ensuring projects meet defined criteria and possess the necessary documentation before advancing to the next lifecycle stages (e.g., Planning to Execution). Standardized processes, clearly defined phase-gate criteria, and enterprise project artifacts have improved reporting and enabled objective decision-making. These combined efforts have strengthened governance, increased visibility into emerging risks, facilitated earlier intervention, minimized surprises late in projects, and enabled more informed decision-making.

Project Progress

Overall, the Build Back Better portfolio is progressing well, with most projects on schedule, financial controls in place, and early project completions demonstrating momentum. A small number of projects are experiencing delays due to resource constraints and interdependencies, which are being actively managed.

A detailed summary of the progress to date of the 21 projects is attached as Appendix "A" to Report CM25007(b). Completion timelines, based on current status, are provided for each project. These were developed with a goal of completing work as soon as possible based on available resources. Some larger, more complex City-wide projects have a multi-year implementation timeline extending through 2027.

The portfolio continues to perform well, with cost and scope being effectively managed. As of December 31, 2025, **\$16.4M** of the approved 2025 capital funding has been spent or committed. Risks are actively monitored, with no critical issues identified at this time.

As of the writing of this report, 95% of the projects have progressed beyond the Initiation Phase (see Figure 1 in Appendix “B” to Report CM25007(b)). Figure 1 in Appendix “B” identifies that 12 of the projects are on schedule, while four projects are tracking behind the projected timeline, primarily due to staffing challenges, and project interdependencies resulting in resource constraints. To mitigate this concern, the project team has employed resource sharing to address interdependencies and move impacted projects forward.

Five of the 21 projects have reached 100% completion and are in the closeout phase. These early completions demonstrate strong execution and momentum across the portfolio.

New for this report is the completion and closure of two projects:

1. The Extraction from Growth Management Database Project; and,
2. The Extraction from Document Management Platform Project.

Key benefits include improved access to recovered data, reduced risk of service disruption, and enhanced, controlled access to documents and records for Staff.

Key updates on project progress include:

- Human Resource Information System Short Term Stabilization Project has completed Phase One with the implementation of additional security enhancements.
- Museum Collections Management Application reporting previously reflected system implementation only and has now been updated to reflect the full scope of the project, including data collection and input into the new system.
- Corporate Reporting and Integrations project timeline has been extended as the scope is now more clearly understood as we proceed through the Planning Phase.

CM25007(b) Build Back Better: Project Portfolio Update - City Wide
Page 5 of 9

- Planning, Permitting and Licensing Project reporting previously reflected Phase One only and has now been updated to reflect the full project scope.
- Building Access and Security Project percent completed has been revised due to more accurate scoping and timeline estimates completed by the business owner.

To support consistent oversight and delivery across the portfolio, the Portfolio Review Team and Enterprise Governance Structure continue to play a central role. Portfolio Management is utilizing a best-practice phase gate approach that includes five phases:

1. Project Intake (0 projects);
2. Initiation (1 project);
3. Planning (5 projects);
4. Execution (10 projects); and,
5. Closeout (5 projects).

Each project must meet clearly defined criteria before advancing to the next phase, ensuring consistent governance, transparency, and control.

Projects are being implemented using industry best practices, with a focus on continuous improvement and quality management. Where appropriate, actions with corporate/enterprise-wide impact and future expansion potential are identified to support long-term strategic transformation.

Effective Change Management is supporting transition, minimizing disruption, and maximizing adoption of new systems through stakeholder assessment, impact analysis, engagement and communication planning, and targeted training. For example, in the Planning, Permitting Licensing and Bylaw Project, some change tactics that are being utilized include completing a change story, stakeholder assessment, utilizing change agents, communication plans and providing change management training for all applicable Staff.

Customer Benefits vary by system and include, but are not limited to, improved intake, planned system integration, self-service channels, and automated communication. For example, modernizing the Corporate Customer Relationship Management (CRM) Platform will streamline request handling and data management, leading to reduced manual effort, faster service resolution, and an enhanced customer experience.

Operational and Staff Benefits are also significant. Across all projects, enhanced processes and greater automation support are being applied to support productivity gains, cost reductions and cost avoidances, which are being calculated by project where measurable. For example, the Corporate Customer Relationship Management (CRM) Platform will reduce manual work, improve staff efficiency and productivity, reduce duplication of effort, and decrease manual corrections or rework.

Centralized information aids in meeting regulatory and legislative requirements while moving to modern technology increases the City's capacity for improved data analytics and visualization. Operational efficiency and safety will be improved through real-time data, advanced mapping, and integrated workflows that enable faster, more informed operational responses and better risk management. As this work progresses, more specific examples and measurable benefits will be reported in future updates.

Work is ongoing to enhance portfolio reporting through visual dashboards, business benefit summaries, risk tracking, and the introduction of key metrics.

Focus will continue on advancing projects in execution, supporting delayed projects through resource alignment, and strengthening reporting through enhanced dashboards and performance metrics. Progress reports will be provided to the General Issues Committee on a regular basis until all projects are complete and closed.

Alternatives

Not applicable.

Relationship to Council Strategic Priorities

1. Responsiveness & Transparency

- 1.1. Prioritize customer service and proactive communication;
- 1.2. Get more people involved in decision making and problem solving;
- 1.3. Build a high performing public service; and,
- 1.4. Modernize City systems.

Previous Reports Submitted

- CM24004 [Cybersecurity Incident Impact Update](#)
General Issues Committee – June 19, 2024.
- CM24004(a) [Cybersecurity Incident Impact Update](#)
General Issues Committee – January 15, 2025.
- CM25003 Procurement Authority and Standardization
General Issues Committee – May 21, 2025 (in-camera report).
- CM25007 [Build Better: Project Portfolio Update](#)
General Issues Committee – July 30, 2025.
- CM25007(a) [Build Better: Project Portfolio Update](#)
General Issues Committee – November 12, 2025.

Consultation

- Ahmad Awan, Business Administrator, Corporate Services

Appendices and Schedules Attached

Appendix A: Build Back Better Status Table

Appendix B: Build Back Better Project Progress Table

Appendix C: Build Back Better Cybersecurity Incident Portfolio Summary

Prepared by: Jasmine MacDonald, Transformation Office
City Manager's Office

Kathy Nuttall, Manager, Strategy and Architecture

Information Technology, Corporate Services

**Submitted and
recommended by:**

Marnie Cluckie, City Manager
City Manager's Office

Report Approval Details

Document Title:	CM25007(b) - Build Back Better Project Portfolio Update.docx
Attachments:	<ul style="list-style-type: none"> - Appendix A-CM25007B-Build Back Better Status-December 2025.pdf - Appendix B-CM25007B-Build Back Better Progress Table-December 2025.pdf - Appendix C-CM25007B-Build Back Better Cybersecurity Incident Portfolio Summary.pdf
Final Approval Date:	Apr 27, 2026

This report and all of its attachments were approved and signed as outlined below:

Patricia Leishman

No Signature - Task assigned to Cyrus Tehrani was completed by assistant Hayley Deuxberry

Cyrus Tehrani

Mike Zegarac

Marnie Cluckie

Build Back Better Action Plan Status

December 31, 2025

Project Name	Project Description	City-Wide Implementation (Yes/No)	Business Benefits	Start Date	Estimated End Date	% Project Complete	2025 Approved Budget	2026 Approved Budget	Committed and Spent to Date	Transform Gate
Recovery										
1	Extraction from Growth Management Reporting Database	No	- Stabilize the database to limit the risk of service disruption until a permanent solution can be put in place	Q4 - 2024	Q4 - 2025	100%	N/A		G4 - Closeout	
2	Fire Department Incident Reporting Dashboard	No	- Enable public sharing of dispatch events in an easy to view map based format	Q3 - 2024	Q4 - 2024	100%	N/A		G4 - Closeout	
3	Museum Collections Management Application	No	- Optimized storage and digital artifact management - Mobile access allows staff to perform tasks (e.g., inventory, condition reporting) directly in the field, reducing duplication of effort and administrative lag	Q3 - 2024	Q4 - 2029	10%	\$1,159,704	\$828,404	\$285,588	G3 - Execution
4	Ongoing Server and Systems Recovery	Yes	- Supports proper technology change management practices and minimize risks for system changes and updates.	Q4 - 2024	Q2 - 2025	100%	\$77,000	\$0	\$41,025	G4 - Closeout
5	Traffic Signal System Management	No	- Management of traffic signals, allowing for real-time and remote adjustments and responses to changing traffic conditions	Q4 - 2024	Q3 - 2025	100%	\$202,478	\$0	\$201,038	G4 - Closeout

Build Back Better Action Plan Status

December 31, 2025

Project Name	Project Description	City-Wide Implementation (Yes/No)	Business Benefits	Start Date	Estimated End Date	% Project Complete	2025 Approved Budget	2026 Approved Budget	Committed and Spent to Date	Transform Gate	
In Progress But Impacted											
6	Asset Management	Implementing one system to replace the existing 11 systems within Public Works. This system manages the life cycle of the city's physical assets to maximize value, including the design, construction, commissioning, operations, maintenance and decommissioning/replacement of plant, equipment and facilities.	Future City-Wide	- Cost avoidance and productivity gains estimated over 10 years - Improved efficiencies, risk prioritization and extension of asset lifecycles	Q2 - 2024	Q3 - 2026	73%	\$2,599,500	\$3,092,495	\$2,013,533	G3 - Execution
7	Corporate Customer Relationship Management (CRM) Platform	Replacing the end-of-life system. The new customer relationship management platform will support residents and businesses in engaging with city services by providing tools to connect with customers, personalize interactions and improve overall efficiency.	Yes	- Reduced manual work effort with enhanced work processes - New channels for customer request including online forms and live chat - Data dashboards with key insights - Enhanced lines of communication with customers	Q2 - 2024	Q1 - 2026	98%	\$2,021,735	\$146,697	\$1,983,631	G3 - Execution
8	Human Resources Information System Short-Term Stabilization	To stabilize the existing HR application.	No	- Stabilization of existing solution to mitigate risks of service disruption	TBD	TBD	50%	\$100,000	\$0	\$49,903	G3 - Execution
9	Point of Sale (POS) System	Implementing a Point of Sale (POS) system where a customer will execute payment for goods or services.	Yes	- Upgrade the existing POS, tailored to business areas - Increased self-service options for the Customer and improved staff workflow - Automate the processing of daily reports to reduce manual work effort	Q3 - 2024	Q2 - 2025	100%	\$1,366,326	\$120,025	\$1,478,962	G3 - Execution
					Q2 - 2025	Q2 - 2026	50%				

Build Back Better Action Plan Status

December 31, 2025

Project Name	Project Description	City-Wide Implementation (Yes/No)	Business Benefits	Start Date	Estimated End Date	% Project Complete	2025 Approved Budget	2026 Approved Budget	Committed and Spent to Date	Transform Gate	
Planned But Now Accelerated											
10	Corporate Document and Records Management	Develop and implement an enterprise strategy, roadmap and solution for electronic documents and records management for the City of Hamilton.	Yes	-Centralized information management with improved searchability – increasing efficiency and productivity - Enhanced security and access control - Regulatory compliance and legal readiness	Q1 - 2025	Q1 - 2027	24%	\$1,036,174	\$126,500	\$55,215	G3 - Execution
11	Enterprise Resource Planning System	Replacing the end-of-life system that manages and integrates the core functions of finance, procurement and human resources, streamlining operations and improving efficiency to ensure a single source of truth for business data.	Yes	- Seamless data and process integration across finance, procurement, and HR - Automation of manual processes, increasing overall efficiency - Real time insights enabling data-driven decisions	Q3 - 2025	Q4 - 2028	2%	\$7,353,313	\$9,272,313	\$427,588	G1 - Initiation
12	Fire Emergency Response Infrastructure Resiliency	Provide additional network resiliency to Hamilton Fire for continuity of business operations.	No	- Enhanced security & redundancy	In Progress		\$320,000	\$5,633	\$155,145	G3 - Execution	
13	Modernize Information Technology Service Model	Review and realignment of our IT services to close gaps and enhance security, reliability, and efficiency.	No	- Streamline processes for more effective and efficient use of resources - Modern security standards - Reliable and responsive IT services that meet the evolving needs of the City	Q1 - 2025	Q1 - 2027	11%	\$385,000	\$0	\$140,839	G2 - Planning
14	User and Accounts Management System	Upgrading user account management system. This will further enhance security and streamline access for all systems, and users, paving the way for future benefits and streamlined access management	Yes	- Enhanced security and systems access control	Q3 - 2024	Q1 - 2027	27%	\$1,286,547	\$777,844	\$334,212	G3 - Execution

Build Back Better Action Plan Status

December 31, 2025

Project Name	Project Description	City-Wide Implementation (Yes/No)	Business Benefits	Start Date	Estimated End Date	% Project Complete	2025 Approved Budget	2026 Approved Budget	Committed and Spent to Date	Transform Gate	
Approaching End of Life and Unplanned											
15	Building Access and Security	Modernizing the system which manages card access to enter City facilities.	Yes	- Enhance building security access points - Upgraded software aligned with current technology standards. - Reliable operation and simplified maintenance	Q4 - 2024	Q4 - 2026	10%	\$1,382,000	\$0	\$0	G2 - Planning
16	Corporate Reporting and Integrations	Recovery and redesign/rebuild of data integrations and reports that were impacted by the cyber incident.	No	- Modernized reporting and data visualization for data driven decision making	Q3 - 2024	Q4 - 2027	20%	\$279,655	\$0	\$41,406	G2 - Planning
17	Extraction from Document Management Platform	Migration of data backups from older document storage sites and physical documents to a new Cloud based document management platform	No	- Thorough and efficient governance and security - Reduced capital expenditure & lower maintenance costs - Anywhere, anytime controlled access	Q3 - 2024	Q4 - 2025	100%	\$214,143	\$0	\$229,280	G4 - Closeout
18	Fire Department Computer Aided Dispatch	Upgrading Hamilton Fire's Computer Aided Dispatch system to provide a cloud-based next-generation, flexible, and efficient dispatch solution that enhances public safety operations and positions us for future needs.	No	- Modernized User Experience - Advanced Automation and Analytics - Customizable Workflows - Scalability and Reliability - Built on a modern architecture - System redundancy	Q3 - 2025	Q4 - 2027	19%	\$1,723,188	\$948,982	\$1,812,316	G2 - Planning
19	Fire Department Records Management	Replacing the Records Management System (RMS) that manages all fire related planning, scheduling, reporting, functional and operational needs.	No	- Consolidating critical functions into a single, easy-to-access system. - Meets legislative reporting requirements - Improved operational efficiency and safety by more informed emergency response, situational awareness, and risk management.	Q3 - 2024	Q1- 2027	68%	\$500,000	\$0	\$299,600	G3 - Execution
20	Permit Applications and Licensing	Replacing the legacy platform that automates, integrates, monitors and enforces business processes related to Permitting, Planning, Licensing and By-law services.	Yes	- Automation of manual processes, reducing time and effort - Mobile-friendly online portal that allows users to access services 24/7 - Standardizes regulatory processes, ensuring consistency and compliance across the board	Q3 - 2024	Q1 - 2027	41%	\$7,530,410	\$1,241,572	\$6,672,208	G3 - Execution

Build Back Better Action Plan Status

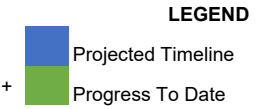
December 31, 2025

	Project Name	Project Description	City-Wide Implementation (Yes/No)	Business Benefits	Start Date	Estimated End Date	% Project Complete	2025 Approved Budget	2026 Approved Budget	Committed and Spent to Date	Transform Gate
21	Transit Scheduling and Dispatch System	Upgrade of the Transit Scheduling and Dispatch System to a new updated version with increased functionality.	No	- Transition to a vendor support version of the software for scheduling and dispatch	Q3 - 2025	Q2- 2027	15%	\$1,013,388	\$543,000	\$190,186	G2 - Planning
								\$30,550,561	\$17,103,465	\$16,411,676	

Build Back Better Project Progress Table

December 31, 2025

Project Name	Gate	2024				2025				2026				2027			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Recovery																	
Extraction from Growth Management Reporting Database	G4 - Closeout					100%											
Fire Department Incident Reporting Dashboard	G4 - Closeout			100%													
Museum Collections Management Application	G3 - Execution					10%											
Ongoing Server and Systems Recovery	G4 - Closeout					100%											
Traffic Signal System Management	G4 - Closeout					100%											
In Progress but Impacted																	
Asset Management	G3 - Execution					73%											
Corporate Customer Relationship Management (CRM) Platform	G3 - Execution					98%											
Human Resources Information System Short-Term Stabilization	G3 - Execution									50%							
Point of Sale (POS) System - Phase 1	G4 - Closeout					100%											
Point of Sale (POS) System - Phase 2 & 3	G3 - Execution									50%							
Planned but now Accelerated																	
Corporate Document and Records Management	G3 - Execution					24%											
Enterprise Resource Planning System	G1 - Initiation					Mid-term solution deployed		2%									
Fire Emergency Response Infrastructure Resiliency	G3 - Execution					In Progress											
Modernize Information Technology Service Model	G2 - Planning					11%											
User and Accounts Management System	G3 - Execution					27%											
Approaching End of Life and Unplanned																	
Building Access and Security	G2 - Planning					10%											
Corporate Reporting and Integrations	G2 - Planning					20%											
Extraction from Document Management Platform	G4 - Closeout					100%											
Fire Department Computer Aided Dispatch	G2 - Planning									19%							
Fire Department Records Management	G3 - Execution					68%											
Permit Applications and Licensing	G3 - Execution					41%											
Transit Scheduling and Dispatch System	G2 - Planning									15%							



PURPOSE OF THE PORTFOLIO

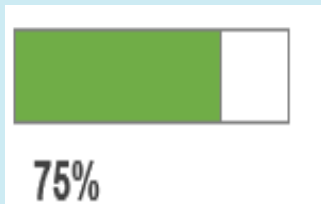
Enhance customer experience and improve operational efficiency by expanding the adoption of enterprise solutions alongside other innovative tools that meet organizational needs.



Portfolio management and governance of 21 technology initiatives.

PORTFOLIO AT A GLANCE (as of December 31, 2025)

PROJECTS ON TRACK

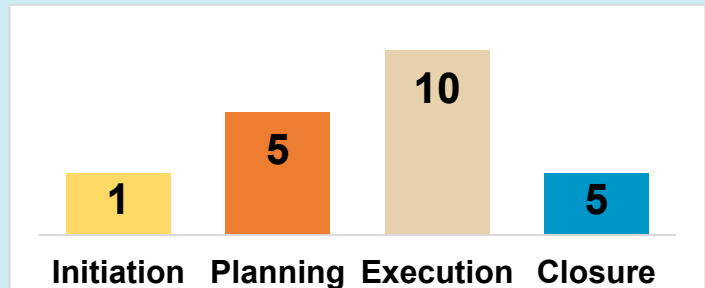


PEOPLE ENGAGED



305+

PROJECT PHASES



FINANCIAL HIGHLIGHTS

<u>CATEGORY</u>	<u>PROJECT FORECAST</u>	<u>ACTUAL SPENT AND COMMITTED</u>
Capital Costs	\$56.4M (2025 –2027) \$30.5M (2025)	\$16.4M

IMPACT (Closed Projects)

- Growth Management Database – a stable and reliable interim data source for Growth Management Reporting
- Document Management Platform – restored documents and records for areas of Public Works

WHAT'S NEXT

- Planning, Permitting, Licensing and Bylaw Project Wave 1, goes live Q2 2026.
- Enterprise Asset Management (EAM), procure to pay goes live by Q2 2026.
- ERP HRIS initial scoping workshops in Q2 of 2026.

FUTURE ENHANCEMENTS

- Enhanced customer experience with personalized interactions,
- Customer real-time online access to the status of their service requests,
- Expanded self-service options for customers,
- Public access to Museum's civic collections online,
- Increased transparency and visibility to information.



WELCOME TO THE CITY OF HAMILTON

General Issues Committee

May 6, 2026

PED26072 – Innovation in Planning Approvals – Bloomberg Harvard Innovation Track and Bloomberg Implementation Accelerator Program Updates

Presented by: Erik Heinbecker and Mark Kehler

City of Hamilton Bloomberg Initiatives

Bloomberg Harvard Innovation Track Program (2023 / 2024)

- All4One Site Plan Process Pilot
- First Wave Application Portal Pilot

Bloomberg Implementation Accelerator Program (2024 / 2025)

- “Big Bet” Planning Application Information Website
- “Quick Win” Minor Variance Information Brochure

All4One Site Plan Process Pilot

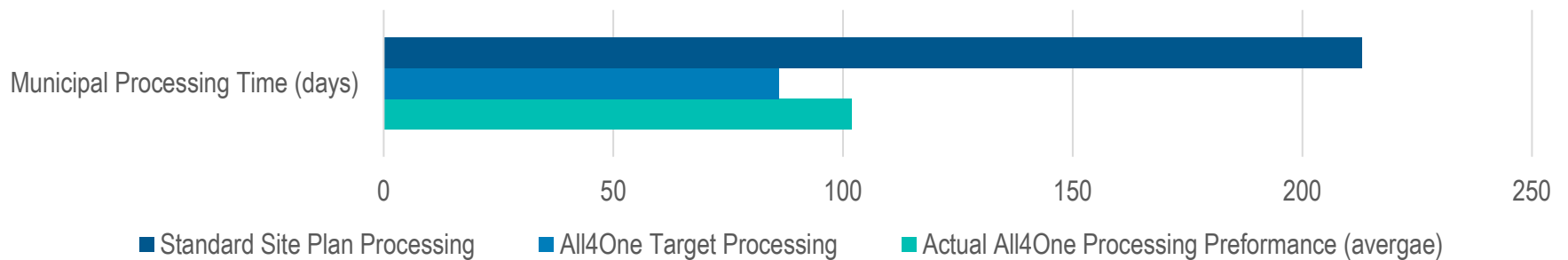
What is it? An accelerated site plan approval process with improved communication and collaboration between City departments and applicants.

Pilot Program Goals:

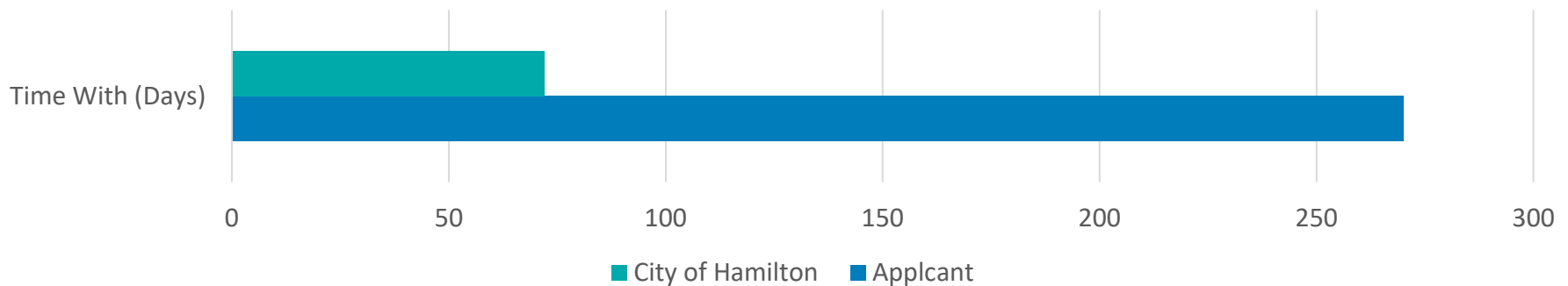
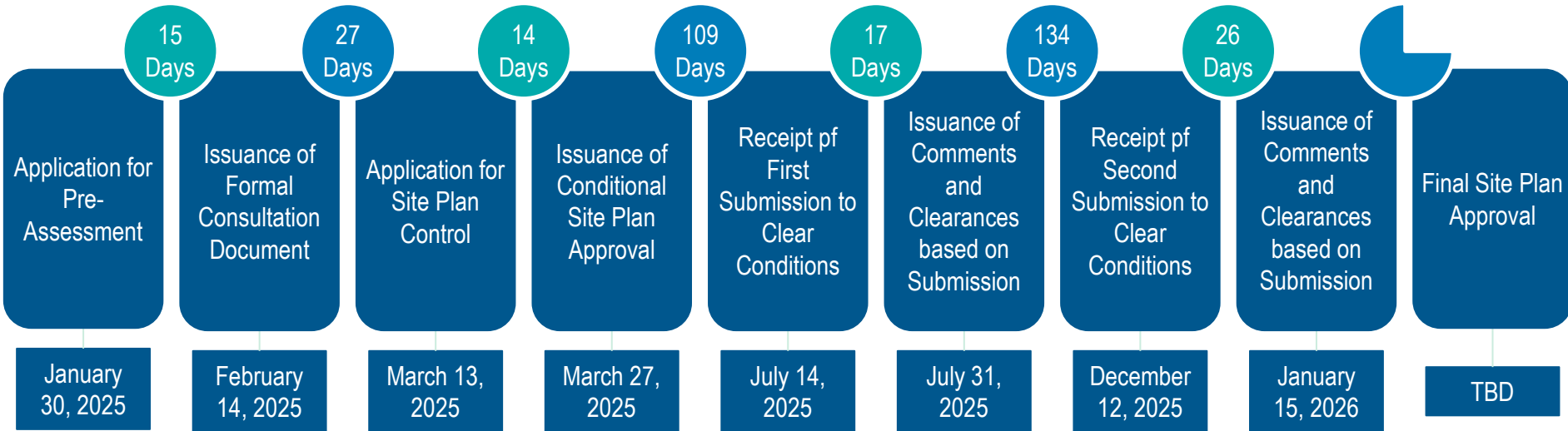
- Provide a Formal Consultation/Pre-Assessment document in 14 days
- Provide Conditional Site Plan approval in 30 days
- Reduce the commenting deadline to 14 days for all technical submissions to clear conditions of Site Plan approval

Comparing Standard Municipal Site Plan Processing Time Against All4One Processing Targets and Results Achieved, Pre-Assessment through Second Technical Submission

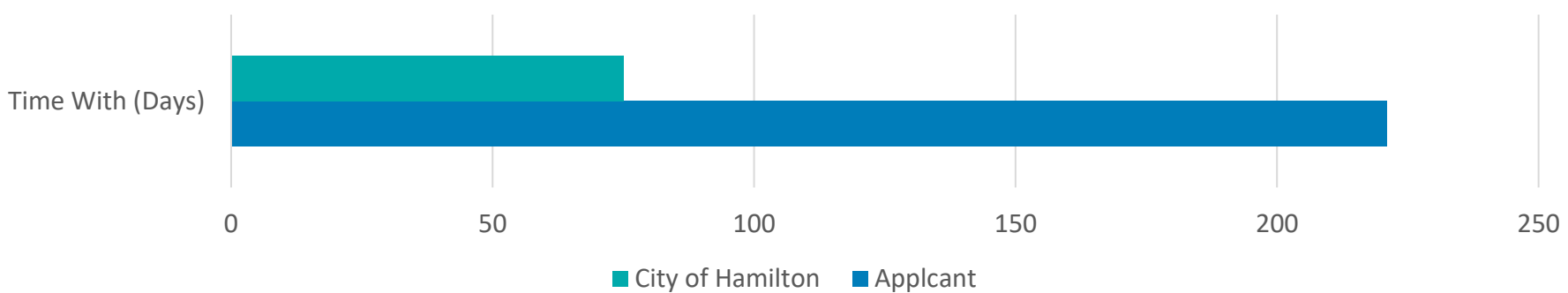
Key Performance Indicator	Standard Site Plan Processing Target	All4One Processing Target	Actual All4One Performance (average)
#1 Pre-Assessment completion to Formal Consultation document issuance	83 days (average)	14 days	17 days
#2 Site Plan application to Conditional Site Plan Approval	60 days	30 days	28 days
#3 First Technical Submission to comments issuance	35 days	21 days	42 days
#4 Second Technical Submission to comments issuance	35 days	21 days	15 days
Total Processing Time	213 days	86 days	102 days



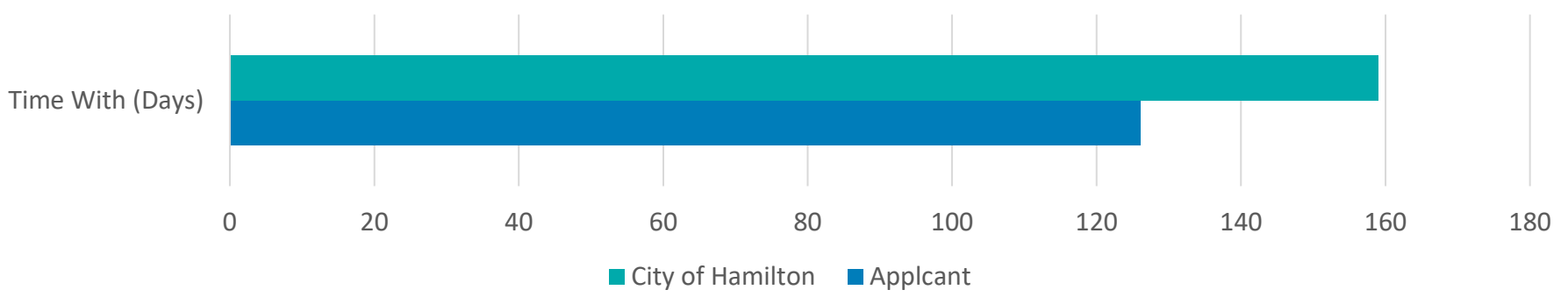
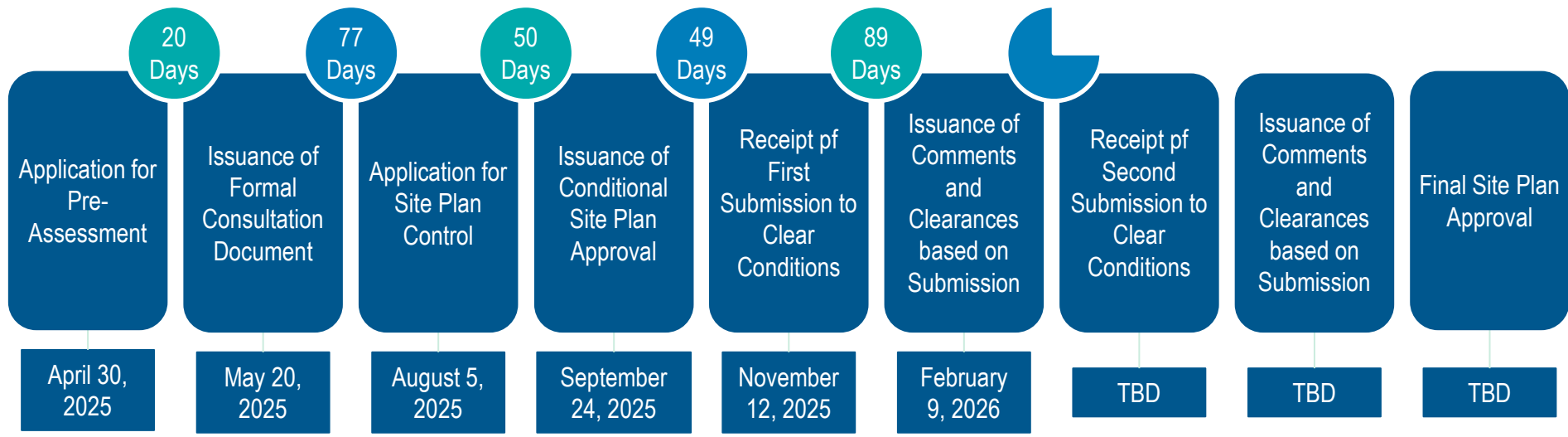
All4One Development Application Processing Timeline: 2800 Library Lane, Binbrook (Ward 11)



All4One Development Application Processing Timeline: 95 Dundurn Street South (Ward 01)



All4One Development Application Processing Timeline: 120 Wentworth Street Noth (Ward 03)



What We Heard - Questionnaire Results



First Wave Application Portal Pilot

What is it? Testing Artificial Intelligence technology to review low density residential zoning compliance applications for conformity with the City of Hamilton's zoning regulations.

Potential Long-Term Benefits:

- Automating time-consuming and repetitive tasks;
- Improving accuracy and consistency in zoning compliance reviews;
- Reducing manual data entry in zoning compliance responses;
- Minimizing human error;
- Providing concise, plain language responses to complex zoning regulation; and,
- Increasing staff capacity to focus on complex, high-priority applications, and customer service.

“Big Bet” Planning Application Information Website

What is it? A website providing public access to descriptions, status updates and supporting documents for planning applications.

The screenshot shows the 'Development Planning Applications' page. At the top, there is a navigation bar with 'Home', 'Projects', and 'Search' links, along with 'Log In' and 'Sign Up' buttons. The main heading is 'Development Planning Applications' with a sub-heading 'Find all open applications for Zoning Bylaw and Official Plan amendments on this page.' Below this is a search bar. A section titled 'Use our interactive dashboard to learn more about development applications' features a map of Hamilton with various colored pins indicating application locations. To the right of the map is a text box explaining that once a decision is made, the link is moved to the 'Applications with Decisions' page. Below the map is a 'View applications with decisions' button. The 'Current applications' section lists two active applications: '499 Mohawk Road East, Hamilton' and '1248 Main Street East, Hamilton', each with a brief description and a 'Learn more' link. At the bottom, there is a 'see more' link and a footer with various policy links and the website URL.

This screenshot shows a detailed page for the '499 Mohawk Road East, Hamilton' application. The title is '499 Mohawk Road East, Hamilton (ZAC-24-001 and UHOP-24-001)'. It includes an application status section with a progress indicator showing 'Application complete'. A large image shows architectural renderings of the proposed building. Below the image is a detailed description of the application, including the number of stories (20), units (1400), and commercial floor area (600 m²). It also lists '1400 Parking Spaces' and '700 Bicycle Spaces'. The page includes a 'Public Meetings' section for a meeting on Tuesday 16 June 2025. There is a 'How to Engage on This Project?' section with links for feedback and planning division contact. A 'Documents (PDFs)' section lists reports such as 'First Submission (January 2024)', 'Neighborhood Study', and 'Planning Justification Report'. At the bottom, there is a 'Useful Links' section with icons for applying for a zoning change, viewing the list of zoning applications, and viewing the decision-making calendar. A footer with policy links and the website URL is also visible.

Archived Applications (Archives/Decision Files)

The screenshot displays the 'Archived Applications' page, which features a grid of application cards. Each card shows a thumbnail image of the building, the address, and the decision status. The cards include: '499 Mohawk Road East, Hamilton' (Approved), '1248 Main Street East, Hamilton' (Approved), '1065 Paramount Drive, Stoney Creek' (Closed), '2900 King Street East, Hamilton' (Closed), '526 Winona Road, Stoney Creek' (Closed), '163 Jackson Street, Hamilton' (Approved), '225 John Street, Hamilton' (Approved), '200 Market Street, Hamilton' (Approved), and '98 James Street South, Hamilton' (Approved). A search bar is located at the top left of the grid. At the bottom, there is a 'see more' link and a footer with policy links and the website URL.

“Big Bet” Planning Application Information Website

Anticipated Benefits of the Website Include:

- Improved access to application information and documentation for residents participating in public consultation processes, allowing them to be better informed of changes that are occurring in their neighbourhood;
- Better access to development information for developers, business owners and investors considering properties in Hamilton; and,
- Reduced staff time spent responding to information requests, allowing staff to focus more directly on core duties, including processing development applications.

“Quick Win” Minor Variance Information Brochure

What is it? A plain language brochure explaining Minor Variances to staff and members of the public who are unfamiliar with the process.

What is a Minor Variance?
A formal request to allow small changes to zoning rules so a project can be approved. The request can relate to the land, building or structure or its use.

Why do I need a Minor Variance?
A minor variance supports municipal approvals. If a project does not meet one or more of the rules in a zone, it may need a Minor Variance.

What makes it minor?
Each request is reviewed on a case-by-case basis to ensure it meets the **4 tests** of the Planning Act. Some of the tests are subjective in nature. The Committee of Adjustment makes its decision based on information provided to them for the meeting.

What is a Zoning By-law?
A Zoning By-law establishes the use of land and the placement of buildings in specific zones. It outlines what you can or cannot do on a property, including building height and setbacks.

What is the Committee of Adjustment?
The Committee of Adjustment makes decisions on Minor Variances at a Public Hearing. It is made up of members of the community appointed by City Council.

Appendix D to Report PED26072
Page 1 of 2

Where in the Planning Process?

What are the 4 tests?

- 1 Fits the Official Plan**
The change must meet the general intent and purpose of the City's long-term planning vision for the broader area (the Official Plan).
- 2 Respects the Zoning By-law**
The change must meet the general intent and purpose of the Zoning By-law.
- 3 Appropriate for the Neighbourhood**
The change must be desirable for the appropriate development of the site and broader neighbourhood.
- 4 Consider the Impacts**
Does the requested change create an adverse impact in the immediate area? Impacts are not measured based on the number of requested variances or percentage of change.

Appendix D to Report PED26072
Page 2 of 2

Examples of when a Minor Variance application may be required:

- New buildings or additions to existing buildings
- Porch enclosure or new deck
- New sheds or garages
- Number of parking spaces required for new or expanded businesses etc.

Matters not Considered by the Committee of Adjustment:

- The Users of the land or building
- Private disputes between neighbours
- Demolition and construction related activities
- Property standards issues
- Rights to a view
- Grading and drainage issues
- Capacity of municipal services
- Variances to other by-laws (sign, fence, etc.)
- Tenure (i.e. rental or owner-occupied)
- Precedent setting

For more information

For information regarding a specific application, please visit or contact the Committee of Adjustment office between 8:30 a.m. and 4:30 p.m. on weekdays.

71 Main Street West, 5th Floor, Hamilton, Ontario, L8P 4Y5.

Website: hamilton.ca/committeeofadjustment

The information in this brochure is not legal advice. For legal questions about participating in the Committee of Adjustment, please speak with qualified legal counsel.

Key Steps

- 1 Pre-application**
Pre-application consultation with City Planning & Zoning (recommended)
- 2 Complete Application**
Complete application received. Hearing date provided. Circulated to commenting groups and neighbouring properties. Sign posted.
- 3 Public Hearing & Decision**
The Committee considers all comments received before making a decision. The decision is usually made at the Hearing.
- 4 Finalizing the Decision**
Written Decision issued (may contain conditions). Decision is Final and Binding after 20 days if no appeal. Proceed with satisfying conditions and implementing the decision.

Next Steps

- Continue the **All4One Site Plan Process Pilot** until the end of 2026, expanding it to include priority economic development projects.
- Investigate expansion of the **First Wave Application Portal Pilot** to include the review of zoning compliance for low-density and medium-density residential building types.
- Develop a working prototype of the “**Big Bet**” **Planning Application Information Website** using software purchased through funding from the Bloomberg Centre for Public Impact.
- Complete brochures for other common Planning application types, similar to the “**Quick Win**” **Minor Variance Information Brochure**.



THANK YOU FOR ATTENDING

THE CITY OF HAMILTON GENERAL ISSUES COMMITTEE



City of Hamilton

Report for Information

To: Chair and Members
General Issues Committee

Date: May 6, 2026

Report No: PED26072

Subject/Title: Innovation in Planning Approvals – Bloomberg Harvard
Innovation Track and Bloomberg Implementation Accelerator
Program Updates

Ward(s) Affected: City-Wide

Recommendations

That Report PED26072 respecting the City of Hamilton's participation in the Bloomberg Harvard Innovation Track Program and the Bloomberg Implementation Accelerator Program **BE RECEIVED** for information.

Key Facts

- This report provides an update on initiatives developed through the City's participation in the Bloomberg Harvard Innovation Track and Bloomberg Implementation Accelerator Programs.

PED26072 Innovation in Planning Approvals – Bloomberg Harvard Innovation Track
and Bloomberg Implementation Accelerator Program Updates – City Wide

Page 2 of 11

- These initiatives support improvements to the development approvals process, advancing Council’s commitment to facilitate the construction of 47,000 housing units by 2031.
- City staff participated in the Bloomberg Harvard Innovation Track Program in 2023/2024, resulting in two ongoing pilot programs: the All4One Site Plan Process and the First Wave Application Portal. This report provides an update on the status and preliminary results of these pilots.
- In 2025/2026, City staff participated in the Bloomberg Implementation Accelerator Program that resulted in the development of a “Big Bet” prototype for a Planning Application Information Website and a “Quick Win” Minor Variance Information Brochure. This report outlines the status and next steps for these two initiatives.

Financial Considerations

There are no budget impacts or costs associated with the recommendation. The City of Hamilton will have access to up to \$20,000 USD from the Bloomberg Centre for Public Impact to assist with implementation of the “Big Bet” and “Quick Win” projects developed through the Bloomberg Implementation Accelerator Program.

Background

As outlined in Report PED25047, the City of Hamilton participated in the 2023/2024 Bloomberg Harvard Innovation Track Program after the Mayor put forward an application and a challenge for staff to improve the development approvals process.

The program included internal and external consultation, generating 821 ideas that were refined into eight key themes. Staff selected two ideas for development as pilot programs: the All4One Site Plan Process and the First Wave Application Portal.

PED26072 Innovation in Planning Approvals – Bloomberg Harvard Innovation Track
and Bloomberg Implementation Accelerator Program Updates – City Wide

Page 3 of 11

In 2025, the City was accepted into the Bloomberg Implementation Accelerator Program, a program designed to accelerate cities' progress on launching initiatives that improve residents' lives. Through the program, staff were coached on how to accelerate the design, development, and implementation of a "Quick Win" idea and a prototype for a "Big Bet" idea. Staff selected a Minor Variance Information Brochure as the "Quick Win" idea and a Planning Application Information Website as the "Big Bet" idea.

Analysis

Bloomberg Harvard Innovation Track Initiatives

All4One Site Plan Process Pilot

Launched in the Fall of 2024, the All4One Pilot is a cross-departmental approach intended to accelerate the development approvals process and improve communication and collaboration between City approving groups and applicants.

The All4One Pilot commits to reducing municipal processing timelines by:

- Providing a Formal Consultation/Pre-Assessment document in 14 days;
- Providing Conditional Site Plan approval in 30 days of receiving a complete application; and,
- Reducing the commenting deadline to 14 days for all technical submissions to clear conditions of Site Plan approval.

Currently, four development applications are progressing through the All4One Pilot. Of these, three have received Conditional Site Plan approval within an average processing time of 28 days processing time, exceeding the 30-day target. The remaining application is expected to apply for Site Plan Control shortly and will be processed under the same All4One timeline expectations.

PED26072 Innovation in Planning Approvals – Bloomberg Harvard Innovation Track
and Bloomberg Implementation Accelerator Program Updates – City Wide

Page 4 of 11

To meet these timelines, staff determined that Site Plan applications under the All4One Pilot should be processed within 86 days from Pre-Assessment to clearance of conditions, representing a 139-day reduction compared to standard processing timelines.

For the first three applications, staff achieved the same milestone in an average of 102 days. Overall, the All4One Pilot has reduced processing time by 123 days (46%) compared to previous standards.

A project-specific review demonstrates that two of the three All4One applications met the All4One processing targets, while one experienced delays due to factors such as addressing additional requirements outside the standard requirements, stakeholder comment timing, and staffing changes. (See Appendix "A" to Report PED26072 for further details.)

Questionnaire Results

In February 2026, City Planning staff circulated an anonymous questionnaire to all owners, applicants, agents, and city stakeholders involved with the All4One Pilot to receive feedback on the objectives of the Pilot, increasing communication, reducing processing timelines, increasing transparency, and enabling staff to find creative solutions to complex issues. The questionnaire was circulated to 52 people for one week and 20 responses were received. Respondents were asked to rate statements based on the initiatives objectives on a scale of 1 to 5, 1 being strongly disagree and 5 being strongly agree.

Owners, applicants and agents generally agreed that the Pilot met its objectives, with an average response of 4 out of 5, while internal stakeholders reported more neutral responses (neither agree nor disagree), with an average response of 3.2 out of 5.

The questionnaire also provided an opportunity to include comments and recommendations in an open, written format. Of the 20 responses, 13 provided written feedback. Comments were generally supportive of the All4One Pilot project. Multiple responses noted that the Pilot has allowed for open communication between the

PED26072 Innovation in Planning Approvals – Bloomberg Harvard Innovation Track
and Bloomberg Implementation Accelerator Program Updates – City Wide

Page 5 of 11

applicant and stakeholders, that two-hour Development Review Team meeting blocks have proven helpful, that enabling staff to work on creative solutions has removed common barriers and that the development process has been faster.

Some respondents found that shortened review times sometimes led to unpredictable comments and that changes in staffing, holidays, and vacations sometimes led to delayed comments. Further, respondents suggested that meetings be prescheduled with relevant stakeholders at key intervals to reduce delays due to availability and that the Development Review Team meetings be reviewed to ensure greater efficiency. Please see Appendix "B" attached to Report PED26072 for further details.

Development applications progressing through the All4One Pilot will continue to be monitored through final Site Plan approval. Once final Site Plan approval has been provided, an assessment of lessons learned will occur to identify which aspects can be applied to other steps in the development application process to help streamline approvals in those areas. To collect more complete data from a larger sample of applications, staff will scale the All4One Pilot to the end of 2026 and expand it to include priority economic development projects, in addition to affordable housing developments.

First Wave Application Portal Pilot (AI)

The First Wave Portal pilot included testing and validating artificial intelligence (AI) technology to review low density residential zoning compliance applications for conformity with the City of Hamilton's zoning regulations. The tool identified where designs may not conform with zoning rules and generated clear, easy-to-read reports for staff. These reports included both a summary and detailed outline of every rule or regulation that had been checked, supported by a pass, fail, or undetermined status, commentary, and calculated any missing measurements/dimensions.

Through the First Wave Portal pilot, staff identified several potential long-term benefits of implementing AI technology, including:

- Automating time-consuming and repetitive tasks;

PED26072 Innovation in Planning Approvals – Bloomberg Harvard Innovation Track
and Bloomberg Implementation Accelerator Program Updates – City Wide

Page 6 of 11

- Improving accuracy and consistency in zoning compliance reviews;
- Reducing manual data entry in zoning compliance responses;
- Minimizing human error;
- Providing concise, plain language responses to complex zoning regulation;
and,
- Increasing staff capacity to focus on complex, high-priority applications and customer service.

As a next step, the City is investigating a two-year pilot project to expand upon the success of the First Wave Portal pilot. This pilot will allow staff to work with an artificial intelligence tool that assists in the zoning compliance review of low-density and medium-density residential types. It is anticipated that the AI tool would be utilized internally while it is built, tested and validated using applications submitted to the City, with real-time reviews compared against the current manual review process.

Once this stage is completed, the tool can be piloted on the City's website allowing external customers the opportunity to pre-submit an application for a quality and standards check. At this point, it has been identified that staff resources will be required to continue monitoring the AI reviews, findings and reports provided to the external customer to ensure they meet City standards, as well as to work with the AI tool provider to address any deficiencies.

By focusing first on low-density and medium-density residential types, which are considered common, well-defined, building types, the City can ensure a smoother rollout, collect feedback from both internal and external customers, and measure clear value from the technology early on.

Anticipated future benefits for customers include:

- Faster decisions on applications, helping projects move ahead more quickly;
- Clearer feedback and fewer delays, with less back-and-forth between applicants and staff;
- More consistent reviews across submissions, regardless of project size;

PED26072 Innovation in Planning Approvals – Bloomberg Harvard Innovation Track
and Bloomberg Implementation Accelerator Program Updates – City Wide

Page 7 of 11

- Greater certainty and transparency in the approval process, helping to strengthen trust and customer satisfaction.

As part of an expansion, the City is also exploring AI technology that provides customers a description of the type of land use and built form permitted on a selected property. The AI technology generates a summary of planning policies and regulations, as well as building regulations that apply to properties that may be of interest. Simplifying complex rules and regulations provides an improved information gathering experience for customers who interact with many different City departments - such as planning, building, engineering, economic development, and housing - by giving a user consistent information no matter where they enter the process.

The expansion of the First Wave Portal is anticipated to begin in Q2 2026.

Bloomberg Implementation Accelerator Initiatives

“Big Bet” Planning Application Information Website

The City’s “Big Bet” initiative is the implementation of a Planning Application Information Website that will allow members of the public to access descriptions, status updates and supporting plans and documents for development applications submitted to the City under the *Planning Act*. Currently the Planning Division makes planning application information available to the public on request through email, phone or at the Planning counter at Hamilton City Hall. By providing application information on a website, many residents, business owners, real estate agents and investors will be able to access it on demand using their home computer or mobile device. Links to the website can be provided on public notice signs and letters allowing access to more detailed information.

The website will include search and map functions to help users to find applications of interest. Anticipated benefits of the website include:

PED26072 Innovation in Planning Approvals – Bloomberg Harvard Innovation Track
and Bloomberg Implementation Accelerator Program Updates – City Wide

Page 8 of 11

- Improved access to application information and documentation for residents participating in public consultation processes, allowing them to be better informed of changes that are occurring in their neighbourhood;
- Better access to development information for developers, business owners and investors considering properties in Hamilton; and,
- Reduced staff time spent responding to information requests, allowing staff to focus more directly on core duties, including processing development applications.

Through the Implementation Accelerator program, City staff developed two prototypes: a mock-up version of the website (attached as Appendix “C” to Report PED26072), and storyboards showing how residents and business owners may use the website. The prototypes were presented to testing groups including Councillor’s assistants, Economic Development Staff, and the Senior Management team. Feedback from the testing sessions was used to further develop the website mock-up.

The next steps for the website are to create a working prototype of the website using the City’s Engage Hamilton platform. The prototype will be developed using a software feature purchased through seed funding from the Centre for Public Impact. IT and Communications staff have been engaged to ensure the website meets security and accessibility requirements. Staff anticipate launching the website to the public by Q4 2026.

“Quick Win” Minor Variance Information Brochure

The City’s “Quick Win” initiative was to plan, prepare and launch something within the project time for the Implementation Accelerator program. Staff reviewed items that may benefit the greatest number of people and decided on an information brochure about what a Minor Variance was (attached as Appendix “D” to Report PED26072). This information is intended to be used both by staff and members of the public who are unfamiliar with Minor Variance applications. The project team worked to ensure the document created was in plain language and included examples to assist with the

PED26072 Innovation in Planning Approvals – Bloomberg Harvard Innovation Track
and Bloomberg Implementation Accelerator Program Updates – City Wide

Page 9 of 11

understanding of when they may need a Minor Variance and what is able to be considered in a Minor Variance application.

The brochure was provided to staff at forward facing front counters in City Hall for staff information as well as to be provided to people who may have questions. The next step for the project is to complete similar brochures for other Planning applications.

Relationship to Council Strategic Priorities

Priority 3: Responsiveness & Transparency

- 3.1: Prioritize customer service and proactive communication.
- 3.2: Get more people involved in decision making and problem solving.
- 3.4: Modernize City systems.

Previous Reports Submitted

- [PED25047](#) – Innovation in Planning Approvals (Bloomberg Harvard City Leadership Initiative – Innovation Track Program)

Consultation

The Bloomberg Harvard Innovation Track project team consisted of staff from the Planning and Economic Development Department, Public Works Department, Community Engagement Division, and the Mayor’s Office. They engaged with over 60 internal and external collaborators, including members of the development industry, non-profit housing operators and external commenting agencies. Staff continue to engage with these groups through the implementation and evaluation of the Pilot programs.

PED26072 Innovation in Planning Approvals – Bloomberg Harvard Innovation Track
and Bloomberg Implementation Accelerator Program Updates – City Wide

Page 10 of 11

For the Bloomberg Implementation Accelerator program, the project teams consisted of staff from the Planning, Community Initiatives and Water and Wastewater Planning Divisions. Staff from the Economic Development Division, City Councillor Offices and the PED Senior Leadership Team were consulted through testing of the “Big Bet” Prototype. Communications and IT staff are engaged to assist with development of the Planning Application Information Website. Committee of Adjustment members were consulted as part of the prototype testing for the Minor Variance Information Brochure.

Appendices and Schedules Attached

Appendix A: All4One Site Plan Processing Timelines Diagram

Appendix B: All4One Pilot Survey Results

Appendix C: “Big Bet” Planning Application Information Website Mock-Up

Appendix D: “Quick Win” Minor Variance Brochure

Prepared by:

Mark Kehler, Program Lead – Site Plan, Planning and Economic Development
Department

Erik Heinbecker, Planner II, Planning and Economic Development Department

Jennifer Hohol, Manager – Strategy, Continuous Improvement and Open for Business,
Planning and Economic Development Department

Jamila Sheffield, Coordinator – Business Facilitation, Planning and Economic
Development Department

Submitted and Recommended by:

PED26072 Innovation in Planning Approvals – Bloomberg Harvard Innovation Track
and Bloomberg Implementation Accelerator Program Updates – City Wide

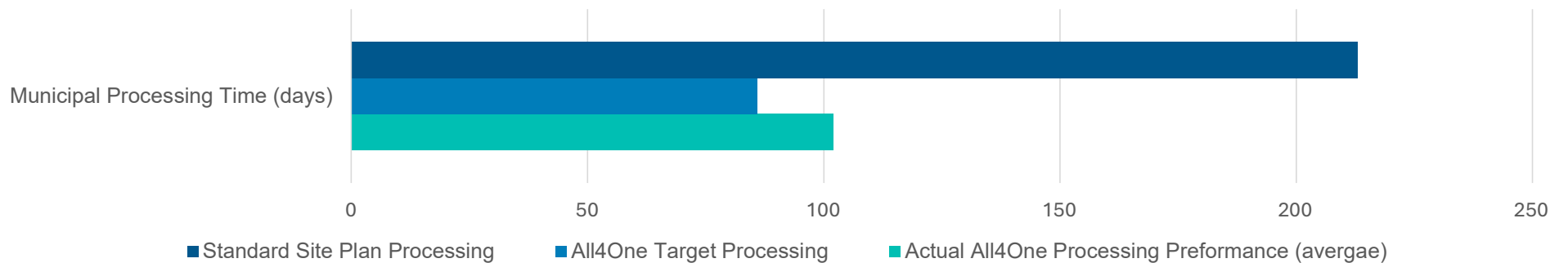
Page 11 of 11

Anita Fabac, Acting Director of Planning and Chief Planner, Planning and Economic
Development Department

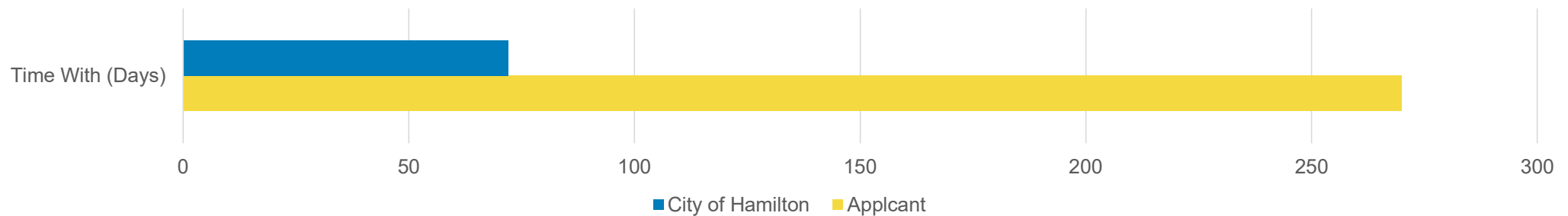
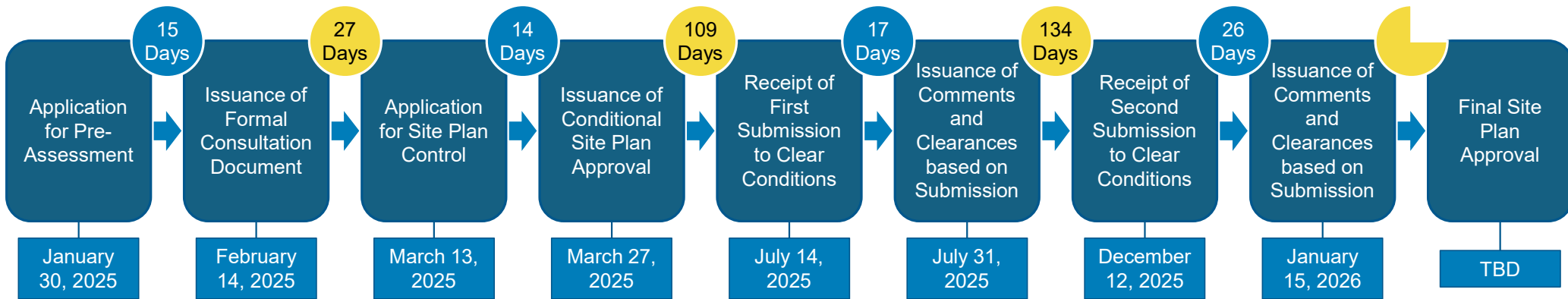
Comparing Standard Municipal Site Plan Processing Time Against All4One Processing Targets and Results Achieved, Pre-Assessment through Second Technical Submission

Key Performance Indicator	Processing Targets: Standard Site Plan	Processing Targets: All4One	Actual All4One Performance (average)
#1 Pre-Assessment completion to Formal Consultation document issuance	60 days	14 days	17 days
#2 Site Plan application to Condition Site Plan Approval	60 days	30 days	28 days
#3 First Technical Submission to comments issuance	35 days	21 days	42 days
#4 Second Technical Submission to comments issuance	35 days	21 days	15 days
Total Municipal Processing Time between Pre-Assessment to Second Technical Submission	190 days	86 days	102 days

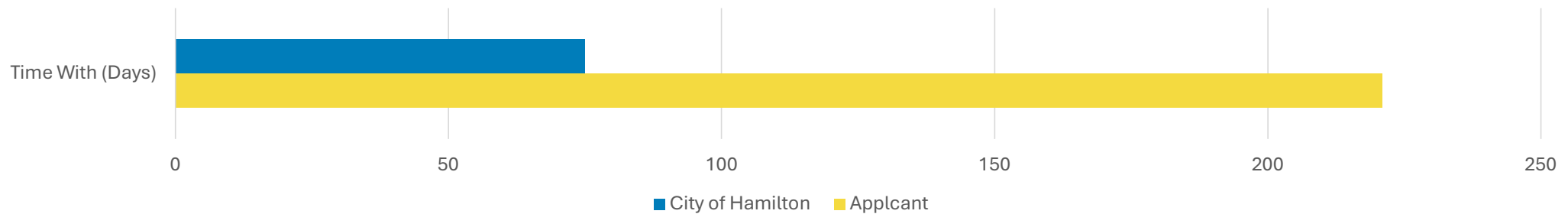
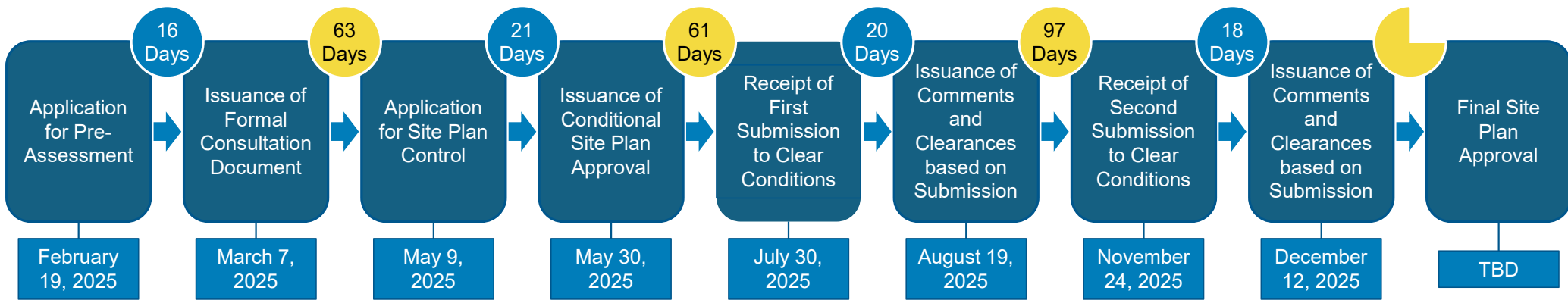
Note: Final Site Plan Approval has not been achieved at this time. All4One performance is an average of data from three applications which have received Conditional Site Plan Approval



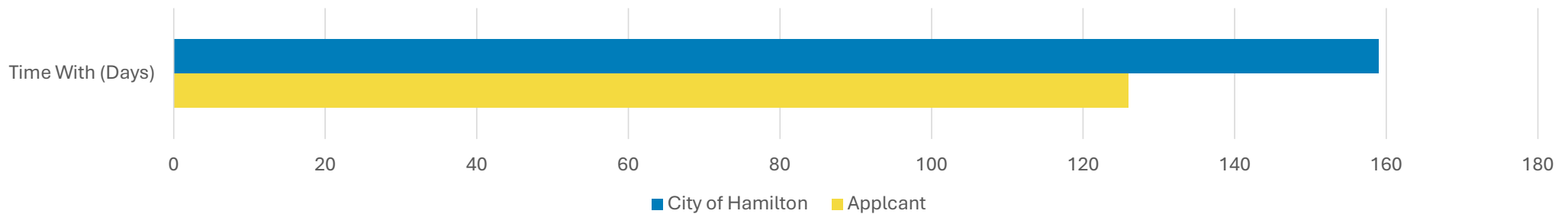
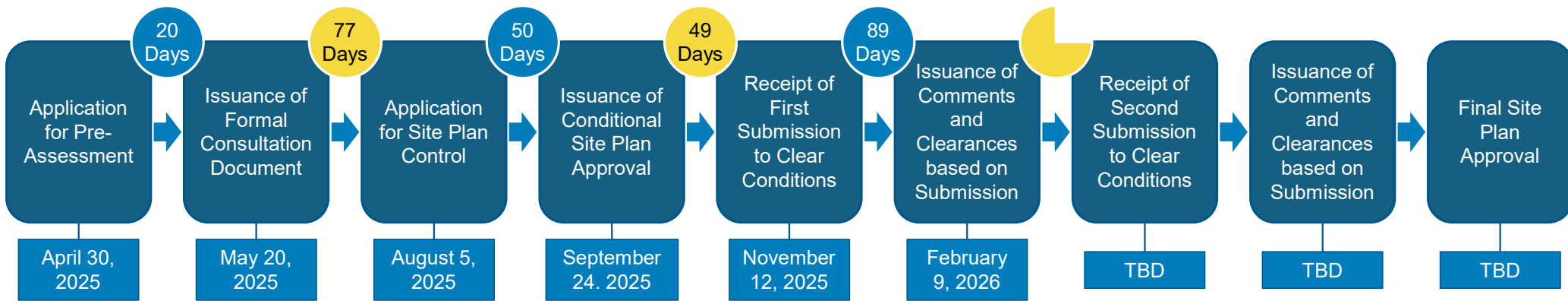
All4One Development Application Processing Timeline: 2800 Library Lane, Binbrook (Ward 11)



All4One Development Application Processing Timeline: 95 Dundurn Street South, Hamilton (Ward 01)



All4One Development Application Processing Timeline: 120 Wentworth Street North (Ward 03)



All4One Pilot Survey Results

Legend:

- 1 = Strongly Disagree
- 2 = Somewhat Disagree
- 3 = Neither Agree nor Disagree
- 4 = Somewhat Agree
- 5 = Strongly Agree

Identifier	Questions: Rated per legend					Comment / Recommendations
How have you been involved in the All4One Pilot Project?	The All4One Pilot Project has increased communication between municipal stakeholders.	The All4One Pilot Project has enabled City staff to find creative solutions to issues raised during the Formal Consultation meeting.	The All4One Pilot Project provides increased transparency between City staff and the applicant/ agent.	The All4One Pilot Project has resulted in receiving conditional Site Plan Approval faster.	The All4One Pilot Project has resulted in less technical submissions submitted to achieve Site Plan Approval.	Do you have any other comments/ recommendations on the All4One Pilot Project?
Agent and Owner/Applicant Responses:						
Agent	5	5	5	5	5	The City should be proud of the success achieved through implementing the All4One process. This project is a great example of collaborative, thought

						engaging, accelerated approvals that achieves the delivery of housing. Congratulations on taking the initiative to advance the All4One project and we hope it becomes permanent.
Agent	3	3	3	3	3	
Agent	4	4	3	3	3	We appreciate the access to and visibility to senior staff, which does help with resolving problems or disagreements with competing priorities from City departments. There are still issues with not all reviewers/City staff and agencies not being aware of the expectations for the All4One program and process (timelines, communications, etc), which slows the process down. Turnover in the lead planner also created continuity issues early on.

Agent	5	4	5	5	3	The All4One project has been a great initiative by the City to speed up the site plan process.
Agent	5	5	5	5	4	The All4One process has been very positive and collaborative between municipal staff and applicants.
Owner/Applicant	5	4	4	5	4	I'm impressed by the process. It's very useful to have a direct access to the whole city team dedicated to the project. It's easier to navigate any bumps. I also found the creative solutions proposed interesting instead of being blocked on "old way" of thinking.
Owner/Applicant	4	3	4	5	2	Initial meeting and conditional approval was swift. Worked well to have everyone in a room together. Receiving comments from certain staff departments (development engineering, public

						works) was slow, though the majority of departments responded within the two week window. Technical submissions have been held up by the staff slow to provide comments. Overall an improvement over the typical process. Should be continued and expanded.
Average Rating	4.43	4.00	4.14	4.43	3.43	


Internal Stakeholder Response						
Internal Stakeholder	4	4	4		3	This pilot project allowed for open communication between both the applicant and internal stakeholders and allowed for better understanding of issues/challenges. It was helpful to have longer meeting blocks set aside for discussion.
Internal Stakeholder	4	4	4	5	2	

Internal Stakeholder	4	4	3	4	5	I applaud the initiative and focus it helped bring to key priorities identified by the City. One challenge was that the unpredictable nature of receiving a shortened review cycle was that other important files that had been sitting longer were sometime delayed, which lead to friction with those applicants. Challenges included staff absences, departures, holidays, pre-scheduled meetings that often can be booked a number of weeks in advance which competed for critical review time or created situations where new staff had to effectively learn the process with next to no guidance or context about the process. Our team had at least 4 or 5 different staff members do A4O reviews, while
----------------------	---	---	---	---	---	---

						we understand that initial intent was to have one or two key staff members trained and do all of the reviews. The challenges mentioned are generally thought to be manageable in the mid / long term and can be worked out through further improvements. Happy to see affordable housing prioritized.
Internal Stakeholder	4	4	4	4	3	
Internal Stakeholder	4	4	2	3	4	
Internal Stakeholder	4	4	3	4	3	Staff attending need to be prepared to make decisions at these meetings and/or highlight the requirements and next steps for Applicants to progress their applications upfront and as soon as possible in the process.
Internal Stakeholder	4	3	3	4	5	From the perspective of staff, the All4One Pilot Project was very

						successful. We note that there is potential for innovation in the way that DRT meetings are planned / run to make more efficient use of staff time, especially if the project is to be expanded.
Internal Stakeholder	2	1	3	3	3	
Internal Stakeholder	4	3	2	3	3	Consider exemptions from typical Municipal / Stakeholder requirements and / or entitlements to fast-track applications.
Internal Stakeholder	4	4	4	4	4	I think this initiative has been great, and we should continue to build upon the success of this pilot to increase efficiency in all areas of municipal approvals.
Internal Stakeholder	3	3	3	3	3	
Internal Stakeholder	3	3	4			
Internal Stakeholder	3	3	3	2	2	It increased communication between internal departments and

						allowed us to understand each other's motives, but did not improve communication with the applicant. Many times they did not take Forestry comments into account at all for the next circulation.
Average Rating	3.62	3.38	3.23	3.55	3.33	



Home Projects Search

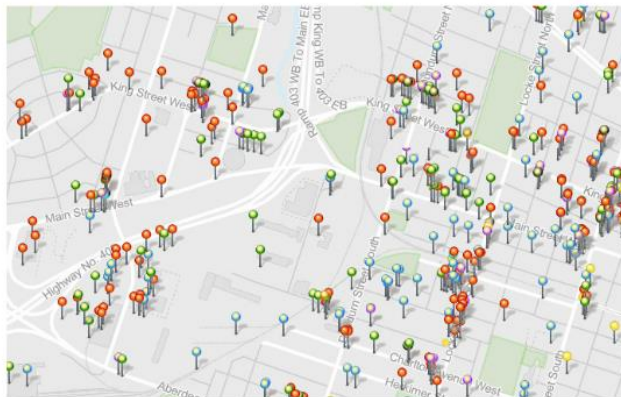
Log In Sign Up

Development Planning Applications

Find all open applications for Zoning Bylaw and Official Plan amendments on this page.

+Follow

Use our interactive dashboard to learn more about development applications



Once a decision on an application is completed, the link is moved to the [Applications with decisions](#) page which has past projects. Some projects that are approved may not have started construction, for some, construction may be in progress or completed. Once construction is completed, the pages will be retained but they will be archived.

[View applications with decisions](#)

Current applications

Click on an application below to read a summary of the proposed changes, learn about upcoming public meetings, read documents and provide feedback. Use the Ask a question, Read answers tool on the application pages to get your questions answered by the City of Hamilton planner.

Active Applications for Zoning Bylaw amendments and Official Plan Amendments



499 Mohawk Road East, Hamilton

Application to amend the Urban Hamilton Official Plan and Zoning By-law No. 05-200 to permit the development of three 20 storey mixed-use buildings and two sixteen storey residential buildings containing a total of 1400 dwelling units and 600 square metres of commercial gross floor area.

[Learn more](#)



1248 Main Street East, Hamilton

Application to amend the Urban Hamilton Official Plan and Zoning By-law No. 05-200 to permit the development of three 13 storey residential buildings containing a total of 1400 dwelling units.

[Learn more](#)

Page last updated: 27 Oct 2025, 02:00 PM


[see more](#)

Development Application Specific Page

Home Projects Search Log In Sign Up

499 Mohawk Road East, Hamilton (ZAC-24-001 and UHOP-24-001)

Application to amend the Urban Hamilton Official Plan and Zoning By-law No. 05-2001 to permit the development of three 20 storey mixed-use buildings and two sixteen storey residential buildings containing a total of 1400 dwelling units and 600 square metres of commercial gross floor area.




Images are provided by the applicant and may not reflect the final design approved by the planning division.


Application to Amend the Urban Hamilton Official Plan and Zoning By-law for 499 Mohawk Road East

Changes to the Official Plan and the Zoning By-law for this location are required before a permit can be issued. This means that an application has been submitted that is being reviewed by City staff, other agencies and City Council before anything can be built.


Land Development Inc. is proposing to build three 20 storey mixed-use buildings and two sixteen storey residential buildings at 499 Mohawk Road East in Hamilton. The proposed development will consist of three 22 storey mixed-use buildings and two sixteen storey residential buildings containing a total of 1400 dwelling units and 600 square metres of commercial gross floor area. The proposal will include 1400 vehicle parking spaces and 700 bicycle parking spaces.




20 storeys




1400 Units



600 m² of Commercial GFA



1400 Parking Spaces



700 Bicycle Spaces

Give your feedback Ask a question, read answers

Open

Give your feedback on this application

Now that you've reviewed the application, it's time to submit your feedback. What are your initial thoughts on the proposal?

You may want to consider:

- how the proposal affects the immediate surroundings
- the proposal's fit with the city's goals and priorities
- any changes you feel are needed to address your concerns

Comments submitted here will not be posted publicly, but will be summarized in a staff report for council. Council will see the personal information you provide such as your name and address. [View the privacy policy.](#)

Start

Application Status Approved

- ✔ **New application**
An application has been submitted to the city's Planning staff and has been deemed complete.
- ✔ **Under Review**
City staff, including from Planning, Engineering and Transportation departments (among others), and external agencies are reviewing the application. The public is invited to provide feedback before the formal public meeting.
- + **Staff report complete and posted**
City Planning staff has completed their report that includes recommendations to council on the application. View the report under Supporting documents.
- + **Council decision complete**
The council has received feedback, reviewed the application and a decision is made.
- + **Application complete**
This final decision has been made and the zoning by-law change has been passed. [View the council meeting minutes](#) for the application decision.

[See less](#)

Public Meetings


Tuesday 16 June, 2025
Statutory Public Meeting

Applicant: Land Development Inc., represented by Spencer Skidmore, SS Consulting Limited

Owner: Land Development Inc.

City's Website:
<https://www.hamilton.ca/council-committee/council-committee-meetings/meetings-and-agendas>


Location



How to Engage on This Project?

- ? [How can I give feedback on an application?](#)
- ? [How can I ask the planner a question?](#)

Planning Division Contact



Mark Kehler

Program Lead

Phone: 905-542-2424

Email: mark.kehler@hamilton.ca

Useful Links

- [Apply for a zone change or learn about the process](#)
- [View the list of zone change applications](#)
- [View the Council meeting calendar](#)

Documents (PDFs)

Staff Reports

Staff Report #1 - June 2025

First Submission (January 2024)

Noise Study

Shadow Study

Planning Justification Report

Functional Servicing Report

Decisions


Final Approved Zoning By-law Amendment

Final OLT Decision

[See more](#)

[Terms and Conditions](#)
[Privacy Policy](#)
[Mediation Policy](#)
[Accessibility](#)
[Cookie Policy](#)
[Technical Support](#)
[Site Map](#)
www.hamilton.ca

Archived Applications (Archives/Decision Files)


Home Projects Search

Log In
Sign Up










Applications with Decisions (closed)

A decision has been made on the following applications. This does not mean that construction has started. Applicants may need other approvals and permits before they can begin.

Feedback is closed on these applications. Applications are kept on this page for a period of 5 years from the time a Decision is made.

Go to applications under review

Applications with Decisions

 <p>499 Mohawk Road East, Hamilton</p> Approved	 <p>1248 Main Street East, Hamilton</p> Appealed	 <p>1065 Paramount Drive, Stoney Creek</p> Denied
 <p>2900 King Street East, Hamilton</p> Denied	 <p>526 Winona Road, Stoney Creek</p> Denied	 <p>163 Jackson Street, Hamilton</p> Approved
 <p>225 John Street, Hamilton</p> Approved	 <p>200 Market Street, Hamilton</p> Approved	 <p>98 James Street South, Hamilton</p> Approved

Page last updated: 27 Oct 2025, 02:00 PM

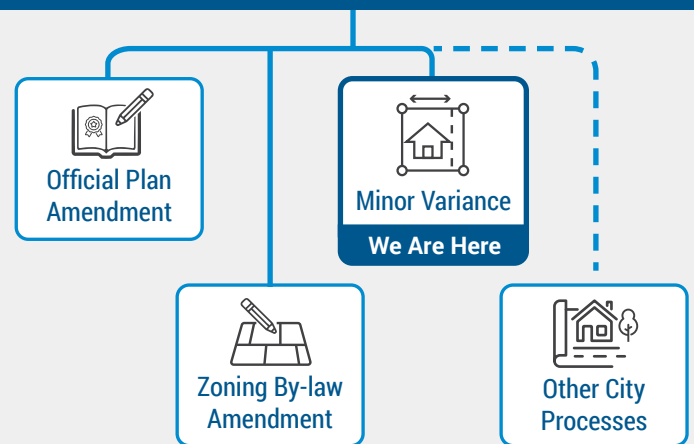
[see more](#)



ZONED IN

A Guide to Planning Applications: Understanding Minor Variances

Where in the Planning Process?



What is a Minor Variance?

A formal request to allow small changes to zoning rules so a project can be approved. The request can relate to the land, building or structure or its use.

Why do I need a Minor Variance?

A minor variance supports municipal approvals. If a project does not meet one or more of the rules in a zone, it may need a Minor Variance.

What makes it minor?

Each request is reviewed on a case-by-case basis to ensure it meets the **4 tests** of the Planning Act. Some of the tests are subjective in nature. The Committee of Adjustment makes its decision based on information provided to them for the meeting.

What are the 4 tests?

- 1 Fits the Official Plan**

The change must meet the general intent and purpose of the City's long-term planning vision for the broader area (the Official Plan).



- 2 Respects the Zoning By-law**

The change must meet the general intent and purpose of the Zoning By-law.



- 3 Appropriate for the Neighbourhood**

The change must be desirable for the appropriate development of the site and broader neighbourhood.



- 4 Consider the Impacts**

Does the requested change create an adverse impact in the immediate area? Impacts are not measured based on the number of requested variances or percentage of change.



What is a Zoning By-law?

A Zoning By-law establishes the use of land and the placement of buildings in specific zones. It outlines what you can or cannot do on a property, including building height and setbacks.

What is the Committee of Adjustment?

The Committee of Adjustment makes decisions on Minor Variances at a Public Hearing. It is made up of members of the community appointed by City Council.

Examples of when a Minor Variance application may be required:

- New buildings or additions to existing buildings
- Porch enclosure or new deck
- New sheds or garages
- Number of parking spaces required for new or expanded businesses etc.

Matters not Considered by the Committee of Adjustment:

- The Users of the land or building
- Private disputes between neighbours
- Demolition and construction related activities
- Property standards issues
- Rights to a view
- Grading and drainage issues
- Capacity of municipal services
- Variances to other by-laws (sign, fence, etc.)
- Tenure (i.e. rental or owner-occupied)
- Precedent setting

For more information

For information regarding a specific application, please visit or contact the Committee of Adjustment office between 8:30 a.m. and 4:30 p.m. on weekdays:

71 Main Street West, 5th Floor, Hamilton, Ontario, L8P 4Y5.

Website: hamilton.ca/committeeofadjustment



The information in this brochure is not legal advice. For legal questions about participating in the Committee of Adjustment, please speak with qualified legal counsel.

Key Steps



Pre-application

Pre-application consultation with City Planning & Zoning (recommended)



Complete Application

Complete application received. Hearing date provided. Circulated to commenting groups and neighbouring properties. Sign posted.



Public Hearing & Decision

The Committee considers all comments received before making a decision. The decision is usually made at the Hearing.



Finalizing the Decision

Written Decision issued (may contain conditions). Decision is Final and Binding after 20 days if no appeal. Proceed with satisfying conditions and implementing the decision.



Hamilton

**DOWNTOWN SUB-COMMITTEE
MINUTES DSCC 26-002**

1:30 p.m.

April 9, 2026

Council Chambers, Hamilton City Hall (Hybrid)
71 Main Street West

Present: Councillor C. Kroetsch (Chair)
Councillor M. Wilson (Virtual)
S. Braithwaite (Vice-Chair), International Village BIA
H. Caplette, Citizen Member (Virtual)
R. Moran, Small Business Representative
G. Panessa, Small Business Representative (Virtual)
K. Roe, Citizen Member
E. Wakeford, Citizen Member
E. Walsh, Downtown BIA
A. Zerafa, Small Business Representative (Virtual)

**Absent with
Regrets:** M. Edmonds, Small Business Representative

1. CALL TO ORDER

Chair Kroetsch called the meeting to order at 1:30 p.m.

2. CEREMONIAL ACTIVITIES

There were no ceremonial activities.

3. APPROVAL OF AGENDA

(Braithwaite/Walsh)

That the agenda for the April 9, 2026, Downtown Sub-Committee, be approved, as presented.

CARRIED

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

Please refer to the May 6, 2026, General Issues Committee minutes for the disposition of these matters.

5. ADOPTION OF MINUTES OF PREVIOUS MEETING**5.1 March 2, 2026****(Wakefield/Moran)**

That the Minutes of the March 2, 2026, meeting of the Downtown Sub-Committee be adopted, as presented.

CARRIED**7. ITEMS FOR INFORMATION****7.1 PW26049****2026 International Village Pride Event Support (Ward 2)****(Braithwaite/Kroetsch)**

That Report PW26049, dated April 9, 2026, respecting 2026 International Village Pride Event Support (Ward 2), be received.

CARRIED**7.2 Hamilton Night Guides Pilot Project****(i) (Wakeford/Braithwaite)**

That the Hamilton Night Guides Pilot Project, be received.

Councillor Kroetsch relinquished the Chair to S. Braithwaite in order to introduce the following Motion:

(ii) (Kroetsch/Walsh)

That staff be directed to report back at the June 11, 2026 meeting of the Downtown Sub-Committee respecting the Hamilton Night Guides Pilot Program, including costs.

CARRIED

Councillor Kroetsch assumed the Chair.

9. MOTIONS**9.1 Downtown Washroom – Community Impact Considerations - REVISED****(Walsh/Kroetsch)**

WHEREAS, on March 23, 2026, a Notice of Motion was presented to the Public Works Committee respecting the potential installation of a new permanent public washroom facility at John Rebecca Park, located at 76 John Street North, Hamilton;

WHEREAS, a feasibility study for the proposed washroom at John Rebecca Park is currently underway, with findings expected in Q3 2026;

Please refer to the May 6, 2026 General Issues Committee minutes for the disposition of these matters.

WHEREAS, the Downtown Sub-Committee has an ongoing mandate to identify issues related to the perception of cleanliness and security in the downtown core and recommend appropriate strategies; and

WHEREAS, the proposed location for the public washroom facility is within John Rebecca Park, adjacent to neighbouring properties that may be affected by its installation and operation.

THEREFORE, BE IT RESOLVED:

- (a) That Staff report back to the Downtown Sub-Committee in early Q3 2026, prior to the commencement of design of the proposed permanent public washroom facility at John Rebecca Park, located at 76 John Street North, Hamilton, respecting
 - (i) A review of best practices from other municipalities regarding the design, operation, and management of public washroom facilities in urban areas;
 - (ii) An assessment of existing conditions and community context in and around John Rebecca Park;
 - (iii) An analysis of the potential impacts of the facility's installation and operation on neighbouring properties and John Rebecca Park; and
 - (iv) Potential strategies and mitigation measures the City could implement to minimize negative impacts to the surrounding area.

CARRIED

9.2 Ferguson Station Power Washing and Cleanliness

(Braithwaite/Kroetsch)

WHEREAS, the International Village Business Improvement Area (BIA) and City of Hamilton have scheduled events for 2026;

WHEREAS, a significant investment of time and coordination will be required for the events, which will be held at Ferguson Station;

WHEREAS, the smell of urine is prominent, especially during warmer months and negatively affects the use of Ferguson Station for both events and general enjoyment from the community; and

WHEREAS, Ferguson Station requires weekly power washing.

Please refer to the May 6, 2026 General Issues Committee minutes for the disposition of these matters.

THEREFORE, BE IT RESOLVED:

- (a) That Staff report back to the Downtown Sub-Committee at its August 13, 2026, meeting respecting:
 - (i) An update on the possibility of weekly power washing at Ferguson Station; and
 - (ii) Additional measures that will be put into place to ensure the cleanliness of Ferguson Station for public events in the future.

CARRIED

10. NOTICE OF MOTIONS

There were no Notice of Motions.

11. GENERAL INFORMATION / OTHER BUSINESS

There was no General Information / Other Business.

12. ADJOURNMENT

There being no further business, the Downtown Sub-Committee adjourned at 2:21 p.m.

Respectfully submitted,

Carrie McIntosh
Legislative Coordinator
Office the City Clerk

Councillor Cameron Kroetsch
Chair, Downtown Sub-Committee

Please refer to the May 6, 2026 General Issues Committee minutes for the disposition of these matters.



Hamilton

**BUSINESS IMPROVEMENT AREA SUB-COMMITTEE
MINUTES BIAC 26-004
10:30 a.m.
Tuesday, April 21, 2026
Room 264
Hamilton City Hall
71 Main Street West**

Present: Councillor E. Pauls (virtually)
Councillor M. Wilson (virtually)
N. Ubl – Barton Village BIA (Chair)
S. Braithwaite– International Village BIA (virtually)
T. MacKinnon – Westdale Village BIA and Stoney Creek BIA (virtually)
A. Mekli, Hess Village BIA
S. Pennie, Waterdown BIA (virtually)
J. Mattern – Ancaster BIA (virtually)
B. Schormann – Locke Street BIA (virtually)
D. Tayler – Dundas BIA (virtually)
E. Walsh – Downtown Hamilton BIA (virtually)
S. Weiler – Ottawa Street BIA (virtually)

**Absent
with Regrets:** Councillor T. Hwang – City Business
E. Walsh – Downtown Hamilton BIA
A. Mekli – Hess Village BIA

1. CALL TO ORDER

Committee Chair N. Ubl called the meeting to order at 10:30 a.m.

2. CEREMONIAL ACTIVITIES

Committee Chair N. Ubl read the Land Acknowledgement.

3. APPROVAL OF THE AGENDA

(Taylor/Weiler)

That the agenda for the April 21, 2026 Business Improvement Area Sub-Committee meeting be approved, as presented.

Refer to the May 7, 2026 General Issues Committee Minutes for the disposition of these matters.

CARRIED**4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

5. APPROVAL OF MINUTES OF PREVIOUS MEETING**(Braithwaite/Pauls)**

That the April 21, 2026 Minutes of the Business Improvement Area Sub-Committee, be adopted, as presented.

CARRIED**6. DELEGATIONS**

There were no Delegations.

7. ITEMS FOR INFORMATION**7.1 Recycling Collection from Non-Eligible Sources**

Ryan Kent, Manager of Waste Policy and Programs, addressed Committee respecting Recycling Collection from Non-Eligible Sources, with the aid of a presentation.

(Pennie/Braithwaite)

That the following presentation from Ryan Kent, Manager of Waste Policy and Programs, respecting Recycling Collection from Non-Eligible Sources, be received.

CARRIED**8. ITEMS FOR CONSIDERATION**

There were no Items for Consideration.

9. MOTIONS**9.1 Business Improvement Area Expenditure Requests****(Pennie/Ubl)**

- (a) That the expenditure request from the Waterdown Business Improvement Area, in the amount of \$4,197.54, to be spent on purchase of hanging flower baskets funded from the 2026 Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved;

Refer to the May 7, 2026 General Issues Committee Minutes for the disposition of these matters.

- (b) That the expenditure request from the Hess Village Business Improvement Area, in the amount of \$2,666.05, to be spent on purchase of spring flowers, including hanging baskets and flower beds funded from the 2026 Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved; and
- (c) That the expenditure request from the International Village Business Improvement Area, in the amount of \$7,007.13, to be spent on purchase of graffiti removal, banners and office equipment funded from the 2026 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.

(Mattern/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

11.2 Statements by Members

BIA Members used this opportunity to discuss matters of general interest.

(Tayler/Weiler)

That the updates from Committee Members, be received.

CARRIED

Refer to the May 7, 2026 General Issues Committee Minutes for the disposition of these matters.

12. ADJOURNMENT

There being no further business, the Business Improvement Area Sub-Committee adjourned at 11: 35 a.m.

Respectfully submitted,

Tamara Bates
Legislative Coordinator
Office of the City Clerk

Nadine Ubl
Chair, Business Improvement Area
Sub-Committee



City of Hamilton

Report for Consideration

To: Chair and Members
General Issues Committee

Date: May 6, 2026

Report No: FCS26024(a)

Subject/Title: Tax Policies and Area Rating - Request to Amend
By-law 26-064

Ward(s) Affected: (City Wide)

Recommendations

That the amending By-Law, attached as Appendix "A" to Report FCS26024(a), respecting Tax Policies and Area Rating - Request to Amend By-law 26-064, being A By-Law To Set and Levy the Rates of Taxation for the Year 2026, **BE APPROVED.**

Key Facts

- The amendment being proposed is due to an administrative revision for the instalment date of July 2, 2026 to be changed to June 30, 2026.

Financial Considerations

There are no financial considerations.

Background

On April 1, 2026, Council enacted By-law No. 26-064, To Set and Levy the Rates of Taxation for the Year 2026, as Item 8.11 of the General Issues Committee (Report 26 005).

Analysis

A clerical error was determined after the by-law was approved by Council. The date in Item 19 referred to the first tax instalment as July 2, 2026 and should have been June 30, 2026. Appendix “A” is the amending by-law to correct the error.

Alternatives

There are no alternatives to be presented.

Relationship to Council Strategic Priorities

The Strategy is intended to support key Council priorities respecting improved clarity, particularly the following:

3. Responsiveness and Transparency

3.2 Improved clarity, legibility, availability and accessibility of City communications, reports and products.

Previous Reports Submitted

[General Issues Committee, March 25, 2026 - Report FCS26024 – Tax Policies and Area Rating](#)

Consultation

Legislative Team, Office of the City Clerk

Appendices and Schedules Attached

Appendix “A” to Report FCS26024(a) – Request to Amend By-law 26-024, being A
By-law to Set and Levy the Rates of Taxation for the Year 2026

Prepared by:

Cyrus Patel, Acting Senior Tax Policy Advisor, Financial Planning Administration and
Policy Division, Corporate Services Department

Submitted and Recommended by:

Kirk Weaver, Acting Director, Financial Planning, Administration and Policy Division,
Corporate Services Department

Authority:

Bill No.

CITY OF HAMILTON

BY-LAW NO. 26-

**To Amend By-law 26-064, being a By-law to Set
and Levy the Rates of Taxation for the Year 2026**

WHEREAS Council enacted a By-law to Set and Levy the Rates of Taxation for the Year 2026, being By-law No. 26-064; and

WHEREAS this By-law amends By-law No. 26-064, to correct an incorrectly listed date in Item 19 from July 2, 2026 to June 30, 2026.

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

1. That Item 19 of By-law 26-064, be amended, as follows:
 19. All property taxes and special levies other than those levied by interim levy, shall be paid in two instalments, the first due June 30, 2026, and the second due September 30, 2026, or 21 days after an instalment tax bill is mailed out, whichever is later.
2. That in all other respects, By-law 26-064, is confirmed.
3. That the provisions of this by-law shall become effective on the date approved by City Council.

PASSED this day of , 2026

A. Horwath
Mayor

M. Trennum
City Clerk