



## **GENERAL ISSUES COMMITTEE**

### **REPORT13-021**

**9:30 a.m.**

**Wednesday, October 16, 2013**

**Council Chambers**

**Hamilton City Hall**

**71 Main Street West**

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**Present:** Deputy Mayor R. Powers (Chair)  
Mayor R. Bratina  
Councillors B. Clark, C. Collins, S. Duvall, J. Farr,  
L. Ferguson, B. Johnson, B. McHattie, T. Jackson,  
S. Merulla, B. Morelli, J. Partridge, R. Pasuta, M. Pearson,  
T. Whitehead

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**THE GENERAL ISSUES COMMITTEE PRESENTS REPORT 13-021 AND  
RESPECTFULLY RECOMMENDS:**

**1. Hamilton Police Service Monthly Report (PSB13-092) (Item 5.2)**

That Hamilton Police Service Monthly Report PSB13-092 be received.

**2. Report 13-003 of the Pan Am Stadium Precinct Sub-Committee –  
September 24, 2013 (Item 5.2)**

That Pan Am Games Update No. 4, as attached to Report 13-003 of the Pan Am Stadium Precinct Sub-Committee be received.

**3. Correspondence from Jeremy Freiburger, Cultural Strategist, Cobalt  
Connects, expressing support of the Cultural Plan (Item 7.1(a))**

That the correspondence from Jeremy Freiburger, Cultural Strategist, Cobalt Connects, attached hereto as Appendix "A", expressing support of the Cultural Plan be received.

**4. Transforming Hamilton through Culture: The Cultural Plan 2013 (PED12117(a)) (City Wide) (Item 7.1)**

- (a) That the eight Goals and twelve Recommendations attached hereto as Appendix "B", be approved;
- (b) That Actions contained in the Cultural Plan 2013, attached as Appendix "A" to Report PED12117(a), that do not require a change to policy or additional financial and staffing resources, be endorsed by Council for implementation by staff;
- (c) That the staff advisory team review each Action within the Cultural Plan 2013 to: assign a Corporate or community lead; estimate completion timelines; and identify where policy changes or additional financial or staffing resources would be required;
- (d) That Actions within the Culture Plan 2013, attached as Appendix A to Report PED12117(a), which have policy, financial or staffing implications, identified through recommendation (c), be the subject of reports back to the appropriate standing committee for approval prior to implementation;
- (e) That staff be directed to prepare a Terms of Reference, for a staff and community-based Cultural Roundtable, to oversee the on-going governance and implementation of the Cultural Plan 2013, attached as Appendix A to Report PED12117(a), for approval by the General Issues Committee;
- (f) That staff be directed to provide the General Issues Committee with an annual Report Card on the status of the Cultural Plan 2013's Recommendations and Actions.
- (g) That where the word "downtown" is found within the Cultural Plan, it is meant to be all recognized downtowns in the six former municipalities.
- (h) That Action 8.3 to Appendix "A" of Report PED12117(a) be amended to include Business Associations, Business Districts, Chambers of Commerce, Neighbourhood Associations et al.

**5. Hamilton Police Conducted Energy Weapons (CEW/Taser) Expansion (PSB13-090) (Item 8.1)**

Whereas on August 27, 2013, the Minister of Community Safety and Correctional Services announced the use of Conductive Energy Weapons (CEWs) for all front-line police officers;

And Whereas on September 16, 2013, the Hamilton Police Chief presented a report to the Hamilton Police Services Board outlining the cost of purchasing and training for the use of CEW's to be \$992,462 for start up costs and \$635,433 based on today's costs;

And Whereas on September 16, 2013, the Hamilton Police Services Board referred the issue to Council for public consultation and funding.

Now Therefore Be It Resolved:

- (a) That Police Services Board Report 13-090 dated September 23, 2013 respecting "Hamilton Police Conducted Energy Weapons (CEW/Taser) Expansion" and the report attached thereto dated September 16, 2013, be received;
- (b) That the City of Hamilton request that the Province fund all costs of CEW's as the Province initiated this enhancement;
- (c) That this resolution be forwarded to the Premier of Ontario, the Minister of Community Safety and Correctional Services, the Association of Municipalities of Ontario (AMO), the Large Urban Mayors' Caucus of Ontario (LUMCO) and all local M.P.P.s;
- (d) That the Hamilton Police Services Board be advised accordingly.

**6. Correspondence from Chief Glenn De Caire respecting Conducted Energy Weapons (Item 8.1(a))**

That the correspondence from Chief Glenn De Caire respecting "Conducted Energy Weapons" be received.

**7. Tax and Rate Operating Budget Variance Report as of July 31, 2013 – Budget Control Policy Transfers (FCS13075) (City Wide) (Item 8.3)**

That, in accordance with the "Budgeted Complement Control Policy", the 2013 complement transfer, transferring complement from one department/division to another with no impact on the levy, attached hereto as Appendix "C", be approved.

**8. Ontario Ministry of Infrastructure Asset Management Plan Requirements (FCS13077/PW13077) (City Wide) (Item 8.4)**

That Report FCS13077/PW13077 respecting "Ontario Ministry of Infrastructure Asset Management Plan Requirements" be received.

**9. City of Hamilton/Ministry of Transportation 2012/13 Dedicated Gas Tax Funding Agreement (FCS13076) (City Wide) (Item 8.5)**

- (a) That the Mayor and General Manager, Finance & Corporate Services be authorized and directed to enter into an Agreement between the City of Hamilton and the Province of Ontario, related to the funding commitment made by the Province of Ontario to the Municipality under the Dedicated Gas Tax Funds For Hamilton's Public Transportation Program;
- (b) That the Mayor and General Manager, Finance & Corporate Services be authorized and directed to execute the Letter of Agreement attached as Appendix "A" to Report FCS13076;
- (c) That the By-law authorizing and directing the Mayor and General Manager, Finance & Corporate Services to sign a Letter of Agreement between the City of Hamilton and the Province of Ontario with respect to funding under the Dedicated Gas Tax Funds for Public Transportation Program, be passed;
- (d) That, upon being passed, a certified copy of the By-law, together with a signed Letter of Agreement, be forwarded to the Ministry of Transportation.

**10. Niagara to Greater Toronto Area (NGTA) Corridor Planning and Environmental Assessment Study – Phase 1, Final Transportation Development Strategy (PW13020(a)/PED13044(a)) (City Wide) (Item 8.6)**

- (a) That the General Manager of Public Works and the General Manager of Planning and Economic Development be authorized to forward Report (PW13020(a)/PED13044(a)) to the Ministry of Transportation (MTO) as the City of Hamilton's response to the Ministry's Niagara to GTA (NGTA) Corridor Planning and Environmental Assessment Study;
- (b) That the City of Hamilton continue to work with the MTO on strategic transportation planning for this area to support the future corridor planning through the study area;
- (c) That the City of Hamilton encourage the MTO to immediately begin developing Terms of Reference for a corridor study through the central and west areas to determine when a new corridor is required and options where it should be located;
- (d) That the City of Hamilton work with MTO to collaboratively develop the Terms of Reference for the central and west area corridor study;

- (e) That the City of Hamilton continue to work with the Municipal Caucus to accelerate new collaborations and relationships to support the City's prosperity.

**11. JUNO Awards 2015 (PED13173) (City Wide) (Item 8.7)**

- (a) That the City of Hamilton host the 44<sup>th</sup> annual JUNO Awards in Hamilton on March 8 to 16, 2015, as set out in Report PED13173;
- (b) That financial support for the JUNO Awards event, in the form of a cash contribution to an upset limit of \$250,000, to be funded from the Economic Development Investment Fund (Reserve #112221), be approved;
- (c) That staff be directed to work with the Canadian Academy of Recording Arts and Sciences (CARAS) to coordinate the JUNO Awards event logistics and ensure all established guidelines and policies are adhered to;
- (d) That the Mayor and City Clerk be authorized and directed to execute the 2015 JUNO Awards Host Contract, between Canadian Academy of Recording Arts and Sciences (CARAS) and the City of Hamilton;
- (e) That a 2015 JUNO Awards Host Committee, with representatives from Canadian Academy of Recording Arts and Sciences (CARAS), local industry representatives and staff from the City of Hamilton be established.

**12. Clean & Green Hamilton Strategy 2013 Mid-Year Work Plan Update (PW11052(e)) (City Wide) (Item 8.8)**

That Report PW11052(e) respecting "Clean & Green Hamilton Strategy 2013 Mid-Year Work Plan Update" be received.

**13. Report 13-004 of the Accountability & Transparency Sub-Committee – September 30, 2013 (Item 8.9)**

That Item 1 of Report 13-004 of the Accountability and Transparency Sub-Committee – September 30, 2013 respecting "Lobbyist Registry", which reads as follows, be referred to the 2014 operating budget deliberations:

**Lobbyist Registry (FCS13029(b)/LS13006(b)) (City Wide)**

- (a) That the proposed draft by-law, as amended, being a by-law To Establish and Maintain a Lobbyist Registry, attached hereto as Appendix "A", be considered for enactment, and that the bylaw be reviewed in two years' time;
- (b) That \$114,000 annual operating cost be approved, as follows:
  - (i) One (1) FTE, Policy Analyst, at an estimated cost of \$92,000;
  - (ii) A Lobbyist Registrar position combined with the City's Integrity Commissioner position at an estimated cost of \$22,000.
- (c) That a one-time cost of \$50,000 to \$100,000 be approved for the development of a web-based registry.

**14. Appointments to the Red Hill Valley Joint Stewardship Board (Item 9.1)**

That Councillors R. Powers and T. Whitehead be appointed to the Red Hill Valley Joint Stewardship Board for the remainder of the 2010-2014 term of Council.

**15. City Manager Remuneration Options (HUR12005(b)) (City Wide)**

That Report HUR12005(b) respecting "City Manager Remuneration Options" be referred to the Non-Union Compensation Sub-Committee for consideration.

**FOR THE INFORMATION OF COUNCIL:**

**(a) CHANGES TO THE AGENDA (Item 1)**

The Committee Clerk advised of the following changes:

**ADDED DELEGATION REQUESTS**

**For Future Meeting**

- 4.2 Request from Dave Stephens, Jamesville Hub, to speak at the November 6, 2013 meeting of the General Issues Committee respecting the complete streets initiative for a safe and healthier environment

**For Today's Meeting**

Delegation Requests to speak to the Cultural Plan:

- 4.3 Evelyn Myrie, Hamilton Centre for Civic Inclusion
- 4.4 Tricia LeClair, Hamilton Children's Choir
- 4.5 Representative from Hamilton HIVE (Hamilton Chamber of Commerce)  
(Request withdrawn by requestor)
- 4.6 Charlotte Yates, McMaster University
- 4.7 Paul Takala, Hamilton Public Library

**ADDED CORRESPONDENCE**

- 7.1(a) Correspondence from Jeremy Freiburger, Cultural Strategist, Cobalt Connects, expressing support of the Cultural Plan

The Chair advised that the order of business with respect to the Cultural Plan would be as follows:

- Staff presentation respecting the City of Hamilton Cultural Plan
- Public delegations to address Committee
- Committee to consider recommendations contained in Report PED12117(a).

The agenda for the October 16, 2013 meeting of the General Issues Committee was approved as amended.

**(b) DECLARATIONS OF INTEREST (Item 2)**

None

**(c) APPROVAL OF PREVIOUS MINUTES (Item 3.1)**

The Minutes of the General Issues Committee Meeting held on October 2, 2013 were approved as presented.

**(d) DELEGATION REQUESTS**

- (i) Request from Joey Coleman, Member, Open Hamilton, respecting Open Data and the 2014 Budget (Item 4.1)**

The request from Joey Coleman, Member, Open Hamilton, respecting "Open Data and the 2014 Budget" was approved.

- (ii) **Request from Dave Stephens, Jamesville Hub, to speak at the November 6, 2013 meeting of the General Issues Committee respecting the complete streets initiative for a safe and healthier environment (Item 4.2)**

The request from Dave Stephens, Jamesville Hub, to speak at the November 6, 2013 meeting of the General Issues Committee respecting “the complete streets initiative for a safe and healthier environment” was approved.

- (iii) **Requests respecting the City of Hamilton’s Cultural Plan (Items 4.3 to 4.7)**

The following delegations were approved and the rules of order were suspended in order to allow these delegations to address the Committee at today’s meeting respecting the “City of Hamilton Cultural Plan”:

- (aa) Evelyn Myrie, Hamilton Centre for Civic Inclusion
- (bb) Tricia LeClair, Hamilton Children’s Choir
- (cc) Representative from Hamilton HIVE (Hamilton Chamber of Commerce) (Request withdrawn by requestor)
- (dd) Charlotte Yates, McMaster University
- (ee) Paul Takala, Hamilton Public Library.

(e) **CONSENT ITEMS**

- (i) **Minutes of the May 29, 2013 meeting of the Web Redevelopment and Service Channel Sub-Committee (Item 5.1)**

The May 29, 2013 Minutes of the Web Redevelopment and Service Channel Sub-Committee meeting were received.

(f) **PUBLIC HEARINGS/DELEGATIONS**

- (i) **Patrick Deane, McMaster University, to provide an update of McMaster’s activities, its work related to community engagement and development in the City (Item 6.1)**

Dr. Patrick Deane appeared before the Committee to provide an update on some of the university’s on-going plans and in particular, the orientation of the university toward the City and community, and the contributions they are seeking to make.

Dr. Deane’s comments included, but were not limited to, the following:

- McMaster University continues to build on its international reputation for excellence



- McMaster University continues to be one of four universities in Canada which is ranked in the top 100 in the world and is one of only two in the Province to achieve this ranking
- Continuing Education, including teaching mandate and student experience
- Community Engagement
- McMaster continues to be a key partner involved in downtown revitalization and is serious in being a key and active player in the City
- Opportunity to thank Council for their on-going support to the University

A copy of Mr. Deane's comments was submitted to the Clerk for the public record.

The update from Patrick Deane, McMaster University, respecting McMaster's activities, its work related to community engagement and development in the City was received.

**(ii) Kerry Corrigan, Studio Babette Puppet Theatre, to speak in support of the Cultural Plan (Item 6.2)**

Kerry Corrigan, Helena Adamczyk and Marie Franer of Studio Babette Puppet Theatre appeared before the Committee and did a dialogue using puppets of Sir Allen MacNab and his two daughters, Sophia and Minnie to promote the City and to support local artists and business through the 2013 Cultural Plan.

A copy of their comments was submitted to the Clerk for the public record.

The presentation from Kerry Corrigan, Helena Adamczyk and Marie Franer of Studio Babette Puppet Theatre respecting the "Cultural Plan" was received.

**(iii) Tim Potocic, Sonic Unyon, to speak in support of the Cultural Plan (Item 6.3)**

Tim Potocic from Sonic Unyon appeared before the Committee to speak in support of the 2013 Cultural Plan, its goals and recommendations to help to move the City forward.

A copy of Mr. Potocic's comments was submitted to the Clerk for the public record.

The presentation from Tim Potocic from Sonic Unyon, respecting the "Cultural Plan" be received.

**(iv) Stephanie Vegh, Hamilton Arts Council, to speak to the importance of adopting a Cultural Plan for the City and its impact on the arts (Item 6.4)**

Stephanie Vegh, Executive Director of the Hamilton Arts Council and a visual artist, thanked the City for investing in the long-term process and research required to bring the cultural plan forward today, and spoke to the importance of the cultural plan to the future of the City.

A copy of Ms. Vegh's comments was submitted to the Clerk for the public record.

The presentation from Stephanie Vegh of the Hamilton Arts Council respecting the "Cultural Plan" be received.

**(v) Evelyn Myrie, Hamilton Centre for Civic Inclusion (Item 4.3)**

Evelyn Myrie from the Hamilton Centre for Civic Inclusion noted that the Cultural Plan is an exciting shift from industrial economic to a more creative base as the arts and culture are inextricably linked to the fabric of a community, and spoke in support of the Cultural Plan.

The presentation from Evelyn Myrie from the Hamilton Centre for Civic Inclusion, respecting the "Cultural Plan" was received.

**(vi) Tricia LeClair, Hamilton Children's Choir (Item 4.4)**

Tricia LeClair from the Hamilton Children's Choir appeared before the Committee to speak in support of the Cultural Plan and acknowledged the Cultural Plan as a tool for City building.

The presentation from Tricia LeClair from the Hamilton Children's Choir respecting the "Cultural Plan" was received.

**(vii) Representative from Hamilton HIVE (Hamilton Chamber of Commerce) (Item 4.5)**

Request withdrawn by requestor.

**(viii) Charlotte Yates, McMaster University (Item 4.6)**

Charlotte Yates is member of the McMaster Faculty and Dean of the Faculty of Social Sciences. She has also been an active member in the community for over 20 years. Ms. Yates spoke in favour of the Cultural Plan and its adoption.

The presentation from Charlotte Yates, McMaster University, respecting the “Cultural Plan” was received.

**(ix) Paul Takala, Hamilton Public Library (Item 4.7)**

Paul Takala thanked Council for supporting the work that has led to the presentation of the Cultural Plan.

The presentation from Paul Takala, Hamilton Public Library, respecting the “Cultural Plan” was received.

**(g) PRESENTATIONS**

**(i) Transforming Hamilton through Culture: The Cultural Plan 2013 (PED12117(a)) (City Wide) (Item 7.1)**

Tim McCabe, General Manager of Planning and Economic Development, provided introductory remarks to the Cultural Plan.

Alice Sabourin, Senior Planning Manager, Culture and Tourism, provided a PowerPoint/video presentation to the Committee and spoke to:

- Hamilton’s Journey
- Broad Community Engagement
- Policy Statement
- Cultural Plan Framework, which includes 8 goals, 12 recommendations and 78 actions
- Review of the recommendations contained in Report PED12117(a)
- Next Steps

A copy of the PowerPoint presentation was distributed and is available for viewing on the City of Hamilton website.

That the presentation respecting “Transforming Hamilton through Culture: The Cultural Plan 2013” was received.

The following was added as sub-section (g):

- (g) That where the word “downtown” is found within the Cultural Plan, it is meant to be all recognized downtowns in the six former municipalities.

The Amendment CARRIED.

The following was added as sub-section (h):

- (h) That Action 8.3 to Appendix "A" of Report PED12117(a) was amended to include Business Associations, Business Districts, Chambers of Commerce, Neighbourhood Associations et al.

The Amendment CARRIED.

The Main Motion, as amended, CARRIED.

See Item 4 for the disposition of this item.

**(h) DISCUSSION ITEMS**

**(i) Hamilton Police Conducted Energy Weapons (CEW/Taser) Expansion (PSB13-090) (Item 8.1)**

Deputy Chief Ken Leendertse, Superintendent Debbie Clark, Staff Sergeant Will Mason and Sergeant John Alsbergas from the Hamilton Police Service were in attendance to respond to questions of the Committee.

The following Motion was moved by Councillor L. Ferguson and seconded by Councillor T. Whitehead:

Whereas on August 27, 2013, the Minister of Community Safety and Correctional Services announced the use of Conductive Energy Weapons (CEWs) for all front-line police officers;

And Whereas on September 16, 2013, the Hamilton Police Chief presented a report to the Hamilton Police Services Board outlining the cost of purchasing and training for the use of CEW's to be \$992,462 for start up costs and \$635,433 based on today's costs;

And Whereas on September 16, 2013, the Hamilton Police Services Board referred the issue to Council for public consultation and funding.

Now Therefore Be It Resolved:

- (a) That the City of Hamilton request that the Province fund all costs of CEW's as the Province initiated this enhancement;
- (b) That no public consultation take place until such time as confirmation has been received from the Province that they will fund the program;

- (c) That this resolution be forwarded to the Premier of Ontario, the Minister of Community Safety and Correctional Services, the Association of Municipalities of Ontario (AMO), the Large Urban Mayors' Caucus of Ontario (LUMCO) and all local M.P.P.s.

The following was added as sub-section (a) and the balance of the sub-sections renumbered accordingly:

- (a) That Police Services Board Report 13-090 dated September 23, 2013 respecting "Hamilton Police Conducted Energy Weapons (CEW/Taser) Expansion" and the report attached thereto dated September 16, 2013, be received.

The Amendment CARRIED.

The Main Motion was further amended by adding the following as sub-section (e):

- (e) That the Hamilton Police Services Board be advised accordingly.

The Amendment CARRIED.

The Main Motion, as further amended, CARRIED.

The main Motion was further amended by deleting sub-section (b), which makes reference to public consultation, in its entirety

The Amendment CARRIED.

The Main Motion, as further amended, CARRIED.

See Item 5 for the disposition of this item.

**(ii) Capital Projects Closing Report as of June 30, 2013 (FCS13070) (City Wide) (Item 8.2)**

Report FCS13070 respecting "Capital Projects Closing Report as of June 30, 2013" was tabled to the next appropriate meeting of the General Issues Committee to allow Committee members to have discussions with staff.

**(iii) Niagara to Greater Toronto Area (NGTA) Corridor Planning and Environmental Assessment Study – Phase 1, Final Transportation Development Strategy (PW13020(a)/PED13044(a)) (City Wide) (Item 8.6)**

Sub-sections (c) and (d) CARRIED on the following recorded vote:

Yeas: Powers, Clark, Pearson, Johnson, Pasuta, Partridge, Bratina,  
Whitehead, Jackson, Collins, Merulla, Farr  
Total Yeas: 12  
Nays: McHattie  
Total Nays: 1  
Absent: Ferguson, Duvall, Morelli  
Total Absent: 3

**(iv) Report 13-004 of the Accountability & Transparency Sub-Committee –  
September 30, 2013 (Item 8.9)**

**(a) Lobbyist Registry (FCS13029(b)/LS13006(b)) (City Wide)**

- (i) That the proposed draft by-law, as amended, being a by-law To Establish and Maintain a Lobbyist Registry, attached hereto as Appendix “A”, be considered for enactment;
- (ii) That \$114,000 annual operating cost be approved, as follows:
  - (aa) One (1) FTE, Policy Analyst, at an estimated cost of \$92,000;
  - (bb) A Lobbyist Registrar position combined with the City’s Integrity Commissioner position at an estimated cost of \$22,000.
- (iii) That a one-time cost of \$50,000 to \$100,000 be approved for the development of a web-based registry.

Sub-section (i) was amended to add the words, “and that the bylaw be reviewed in two years’ time” following the word, “enactment”.

The Amendment CARRIED.

See Item 13 for the disposition of this item.

**(i) GENERAL INFORMATION/OTHER BUSINESS (Item 11.1)**

**(i) Outstanding Business Items List**

**(aa) Revised Due Dates**

The due dateS for the following items on the Outstanding Business List were revised as follows:

Item K: Ontario Works Caseload Numbers  
Due Date: October 16, 2013  
Revised Due Date: Q1 2014

Item M: Residential Water/Wastewater Warranty Protection Plan  
Due Date: November 20, 2013  
Revised Due Date: Q1 2014

Item Z: Citizens' Committee Report on Farmers' Market White Paper  
Due Date: October 16, 2013  
Revised Due Date: November 6, 2013

**(j) PRIVATE & CONFIDENTIAL**

**(i) Closed Session Minutes – October 2, 2013**

The Minutes of the Closed Session Meeting of the General Issues Committee held on October 2, 2013, were approved and will remain confidential and restricted from public disclosure.

**(ii) City Manager Remuneration Options (HUR12005(b)) (City Wide)**

See Item 15 for the disposition of this item.

**(k) PRODEDURAL MATTERS**

The Committee recessed and reconvened at 12:45 p.m.

**(l) ADJOURNMENT**

There being no further business, the Committee adjourned at 4:17 p.m.

**CARRIED**

Respectfully submitted

Councillor R. Powers  
Deputy Mayor

Carolyn Biggs  
Legislative Co-ordinator  
Office of the City Clerk



195 James Street North  
Hamilton, ON  
[www.cobaltconnects.ca](http://www.cobaltconnects.ca)

October 14, 2013

Dear Chair and Members of the General Issue Committee

Cobalt Connects has been playing a leadership role in the world of cultural planning throughout the province for almost a decade. As an author of cultural plans for other communities, and as Hamilton's only provincially designated Arts Service Organization, Cobalt has a unique perspective on the role and impact of successful cultural planning efforts.

It was my intention to make a delegation in person and show my support for moving forward with the Cultural Plan, but my role as a Board Member for the Hamilton Community Foundation took precedence today for our annual retreat – focused this year on impact investing and transformational change – my area of interest.

During the time in which this plan was being developed you've seen monumental change in the role culture is playing throughout this community. Whether it's the renewal of the Dundas Valley School of Art and Carnegie Gallery, lively debates over heritage assets like Auchmar or the Gore, the thriving food culture of Locke Street, the creative industries job growth in the lower city, incredible research at McMaster's Music & the Mind Lab, or the twists and turns of zoning and building revitalization with the Pearl Company – culture is infused into the fabric of this city.

Without a cultural plan to guide the municipality's actions and provide a clear vision for the institution's goals and intentions, the cultural community has largely been acting without its City as a partner. That's not to say you're not involved, quite obviously you are through public art, SEAT, the Arts Awards, Film Office and the Community Partnership Program – but the involvement isn't focused.

Your cultural plan, our cultural plan, will now provide a lens for strategic decision-making, adequate investment, and alignment. Cobalt Connects strongly urges Council to adopt the Cultural Plan, and to continue with resourcing and implementing the recommendations it presents.

Sincerely

Jeremy Freiburger  
Cultural Strategist, Cobalt Connects.





**Culture as an Economic Engine**

*Culture attracts new businesses, investment, jobs, and talent*



**Downtown Renewal**

*Culture is core to downtown renewal*



**Quality of Life Quality of Place**

*Culture is a cornerstone in vibrant, competitive and unique communities*



**Build Tourism**

*People want to visit places that offer exciting, authentic experiences*



**Neighbourhood Revitalization**

*Culture supports neighbourhood transition and vitality*



**Build Community Identity, Pride and Image**

*Culture gives the community vitality and a sense of identity*



**Encourage Welcoming Communities**













*Cultural activities create and strengthen social connections by drawing citizens together*



**Creativity for All**

*Creative expression helps people to grow, prosper and innovate*

# RECOMMENDATIONS

-  Recognize culture as an essential tool in city-building and plan for culture in our community
-  Develop cultural businesses
-  Invest in culture
-  Enhance tourism development
-  Leverage culture as a tool in downtown and community rejuvenation
-  Develop and animate public spaces
-  Celebrate and preserve Hamilton's cultural assets
-  Identify and develop culture as a key asset in neighbourhoods
-  Recognize and celebrate achievement in culture
-  Develop and facilitate cultural programming
-  Facilitate and increase access to and participation in cultural activities
-  Target youth for cultural experiences and work opportunities

**CITY OF HAMILTON  
BUDGETED COMPLEMENT TRANSFER SCHEDULE**

**STAFF COMPLEMENT CHANGE**

**Complement Transfer to another division or department <sup>(1)</sup>**

ITEM #	TRANSFER FROM				TRANSFER TO			
	Department	Division	Position Title (2)	FTE	Department	Division	Position Title (2)	FTE
1.1	Boards & Agencies	HECFI	Entertainment Accountant	1.0	Corporate Services	F&A and Special Projects	Entertainment Accountant	1.0
Explanation: Transfer of Entertainment Accountant to Corporate Services in order to provide financial support of HECFI contract and special projects.								

Note - Complement transfers include the transfer of corresponding budget.

(1) - All other budgeted complement changes that require Council approval per Budgeted Complement Control Policy must be done through either separate report or the budget process (i.e., increasing/decreasing budgeted complement, changing budgeted complement type).

(2) - If a position is changing, the impact of the change must be within 1 pay band or separate Council approval is required.