



City of Hamilton Report for Consideration

To: Chair and Members
General Issues Committee

Date: April 9, 2025

Report No: PW25003

Subject/Title: Report on the Appointment of City Representatives
to the Joint Stewardship Board

Ward(s) Affected: Citywide

Recommendations

- 1) That one Member of Council and one member of the Senior Leadership Team **BE APPOINTED** to the Joint Stewardship Board to fill the two vacated City of Hamilton seats;
- 2) That Confidential Appendix "A" attached to Report PW25003 **REMAIN CONFIDENTIAL**; and,
- 3) That the City Clerk **BE DIRECTED** to advise the Joint Stewardship Board of the City Council Appointments.

Key Facts

- Staff were directed by Council to prepare a report for the General Issues Committee regarding the implications of the resignation of two City of Hamilton Joint Stewardship Board ("JSB") members.
- This report provides advice pertaining to City Council's ability to appoint members to the JSB and outlines a strategy to support the Joint Stewardship Board's operations in accordance with the Red Hill Valley Joint Stewardship Agreements.
- The Joint Stewardship Board currently consists of three representatives from the Haudenosaunee and three representatives from the City of Hamilton.

-
- Of the three City positions, Councillor Hwang is the sole remaining City representative on the Board, with the other two seats currently vacant because of recent resignations.
 - The Red Hill Valley Joint Stewardship Agreements do not limit City Council's ability to choose its representatives for the Joint Stewardship Board. Members can include members of City Council, City staff, or members of the public.
 - This report recommends appointing one member of Council and one member of the senior leadership team to the Joint Stewardship Board. Including a senior staff member on the JSB could offer several benefits, including preserving institutional knowledge, providing technical expertise on the Red Hill Valley Joint Stewardship Agreements, enhancing coordination across city departments, and demonstrating the City's Administrative commitment to the Board's long-term success.
 - Appointments will be made public following the conclusion of the closed session meeting.

Financial Considerations

There are no financial implications associated with this report.

Background

The Red Hill Valley Joint Stewardship Agreements ("Agreements") were signed in September 2003 by the City of Hamilton and representatives of the Haudenosaunee.

Following the resignation of two Joint Stewardship Board members (Councillors Clark and Francis), staff were directed to return to the General Issues Committee with a report outlining the implications of the resignations and next steps.

The following Council direction was given at the October 9, 2025, Council meeting:

"That staff be directed to report back to the General Issues Committee on the implications of the resignations from the Red Hill Valley Joint Stewardship Board and on the operations of the Board and an analysis of next steps for Council's consideration taking into account the terms and conditions of the Haudenosaunee-Hamilton Red Hill Agreements."

The Agreements have been reviewed, and staff confirm that City Council has the authority to appoint any individual it deems appropriate to the Joint Stewardship Board.

To restore the Board's functionality and address the current vacancies, staff are recommending that the Board would be best supported if Council appoints one Member of Council and one member of the senior leadership team to the Joint Stewardship Board.

This will allow City staff to better support the work of the Board and City Council representatives through direct participation in the meetings and the assignment of work. This also provides the opportunity for the senior administration of the City to implement the direction of the Board. Alternative appointments, or combinations thereof, can be found in the Alternatives section of this report.

Further discussion on a strategy to renew and support the Joint Stewardship Board's operations is found in Confidential Appendix "A" to Report PW25003.

Analysis

Strategy to support the Joint Stewardship Board's Operations

The City retained external legal counsel, Alexandria Winterburn of Aird & Berlis, to review the Red Hill Valley Joint Stewardship Agreements and provide strategic guidance following the resignation of the two Council members.

A recommended strategy to support the Joint Stewardship Board's continued operations, restore its effectiveness and address current operational challenges is detailed in Confidential Appendix "A" to Report PW25003.

Outlined below are key components of the proposed strategy. In addition to the core recommendations, appointing a senior leadership team member to the Board is recommended – an approach supported by several strategic benefits:

- **Continuity and Preservation of Institutional Knowledge:** A member of the senior leadership team will help ensure institutional knowledge is preserved and lessons learned from past board activities are retained and applied to future decision making.
- **Long-Term Relationship Building and Sustainability:** The appointment of a member of the senior leadership team supports sustained, long-term relationships both within the board and with external partners, contributing to the overall sustainability of the Board's operations.
- **Technical Expertise and Implementation:** A member of the senior leadership team brings additional technical / subject-matter expertise and can support the efficient implementation of Board decisions across City departments.
- **Enhanced Coordination and Risk Management:** Their presence facilitates alignment with and coordination of City resources, strengthens risk oversight, and ensures strategic consistency across municipal priorities.
- **Clarity, Accountability, and Communication:** The presence of a senior leadership team member will support clarity and accountability regarding interpretation of the terms of the Agreements, support open and informed discussions at the Board, and ensure timely, effective follow-up with relevant City staff - contributing to overall transparency and communication.

-
- **Visible Administrative Commitment:** Appointing a member of the senior leadership team demonstrates a visible commitment by the administration to the Board's success and the effective implementation of its initiatives.

The strategy outlined in Confidential Appendix "A" to Report PW25003 is aimed at supporting the Joint Stewardship Board to effectively fulfill the responsibilities outlined in the Agreements.

Adhering to established procedures around meetings, staff interactions, and accountability - alongside strengthened administrative processes - will provide a more stable and transparent operational foundation.

By demonstrating good faith efforts to align with the terms of the Agreements and effectively restore the Board's functionality, the City and the broader Hamilton Community will be better positioned in the future.

Alternatives

The City may appoint any individual to the Joint Stewardship Board, under the terms of the Agreements. More recently, these positions have been filled by Councillors from wards near the Red Hill Valley, but City Council may also appoint members of the public, staff, or other combinations as it deems appropriate.

Relationship to Council Strategic Priorities

Report PW25003 is in keeping with the Agreements entered into by the City in 2003, and supports the following Council Strategic Priorities, namely:

1. Sustainable Economic & Ecological Development
 - 1.4 Protect green space and waterways.
3. Responsiveness & Transparency
 - 3.2 Get more people involved in decision making and problem solving.
 - 3.3 Build a high performing public service.

Previous Reports Submitted

Not applicable.

Consultation

This report was written in consultation with the following Departments / Divisions:

- Marnie Cluckie, City Manager
- Grace Mater, General Manager, Healthy and Safe Communities
- Lisa Shields, City Solicitor, Corporate Services
- Alexandria Winterburn, Aird & Berlis LLP (external)

-
- Katelyn LaForme, Director, Indigenous Relations, Healthy and Safe Communities
 - Beth Dockstator, Manager, Indigenous Relations, Healthy and Safe Communities

Appendices and Schedules Attached

Confidential Appendix A: Legal Opinion dated April 1, 2025 from Alexandria Winterburn

Confidential Appendix "A" is private & confidential in accordance with Section 239(2)(f) of the Municipal Act 2001 as it contains advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

Prepared by: Carlyle Khan, General Manager, Public Works
Grace Mater, General Manager, Healthy & Safe Communities

Submitted and recommended by: Carlyle Khan, General Manager, Public Works Department
Grace Mater, General Manager Healthy & Safe Communities Department