GENERAL ISSUES COMMITTEE
REPORT 14-001
9:30 a.m.
Wednesday, January 15, 2014
(Rescheduled to January 22 and 27, 2014)
Council Chambers
Hamilton City Hall
71 Main Street West

January 15, 2014

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

January 22, 2014

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

Absent with Regrets: Councillor B. Clark – Illness

January 27, 2014

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

Absent with Regrets: Councillor R. Powers – City Business

THE GENERAL ISSUES COMMITTEE PRESENTS REPORT 14-001 AND
RESPECTFULLY RECOMMENDS:

1. Hamilton Police Service Monthly Report PSB13-114 (Item 5.1)

   That Hamilton Police Service Monthly Report PSB13-114 be received.


   That Hamilton Police Service Monthly Report PSB13-124 be received.

3. Statistics – Hamilton Community Correctional Centre (HCCC) – 94 York Blvd. (PSB13-113) (Item 5.3)


4. Hamilton Downtown/West Harbourfront Remediation Loan Pilot Program (PED09263(b)) (Wards 1, 2 and 3) (Outstanding Business List Item) (Item 5.5)

   That Report PED09263(b) respecting “Hamilton Downtown/West Harbourfront Remediation Loan Pilot Program”, be received.

5. Downtown Hamilton Business Improvement Area (B.I.A.) Revised Board of Management (PED19252(d)) (Ward 2) (Item 5.6)

   That Donald Forbes be appointed to the Downtown Hamilton Business Improvement Area (B.I.A.) Board of Management.

6. Community Improvement Initiatives Piers 5 to 8 (PED11188(d)) (Ward 2) (Ward 5.7)

   That Report PED11188(d) respecting “Community Improvement Initiatives Piers 5 to 8” be received.

7. City of Hamilton/Ministry of Transportation 2013/14 Dedicated Gas Tax Funding Agreement (Interim Six-Month Program) (FCS14011) (City Wide)

   (a) That the Mayor and Acting 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;

   Council – January 29, 2014
(b) That the Mayor and Acting General Manager, Finance & Corporate Services be authorized and directed to execute the Letter of Agreement attached as Appendix "A" to Report FCS14011;

(c) That the By-law attached as Appendix "C" to Report FCS14011 authorizing and directing the Mayor and Acting 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 two copies of the signed Letter of Agreement be forwarded to the Ministry of Transportation.

8. West Harbour Piers 5 to 8 Servicing Studies and Pro Forma Analysis (PED14002) (Ward 2) (Item 7.4)

That the Recommendations contained in Appendix “A” to Report PED14002 entitled “West Harbour Piers 5-8 Servicing Studies and Pro Forma Analysis”, attached hereto as Appendix “A”, be approved.


Hamilton Farmers’ Market (CM12009(a)) (City Wide)

(a) That staff be directed to transition the current governance model of the Farmers' Market to a model that includes vendor/stallholder and citizen participation;

(b) That a transition plan be developed and presented to the Farmers’ Market Sub-Committee that addresses finances, personnel matters, a draft terms of reference and other related materials;

(c) That the opportunities listed in Report CM12009(a) (attached as Appendix “A” to Hamilton Farmers’ Market Sub-Committee Report 13-003) be incorporated into the Farmers' Market 2014 work plan, and that the work plan be added to the agenda of the next meeting of the Hamilton Farmers’ Market Sub-Committee;

(d) That the recommendation in Report CM12009(a) (attached as Appendix “A” to Hamilton Farmers’ Market Sub-Committee Report 13-003) be received and referred to the new governing body for their consideration and discussion.

Validated Parking for Patrons of the Hamilton Farmers’ Market

(a) That staff implement a parking validation program in the York Street Parkade, which provides patrons of the Hamilton Farmers’ Market with 1 hour of validated parking in the York Street Parkade during Market hours;

(b) That a portion of Level 1B in the York Street Parkade be designated for short term parking;

(c) That the parking validation program be implemented on a pilot basis, commencing in February 2014 and ending no later than June 30, 2014;

(d) That the parking validation program be funded by stallholder fees designated for promotional purposes;

(e) That staff report back to the Hamilton Farmers’ Market Sub-committee on the results of the parking validation program prior to the expiration of the pilot period.

11. Transit Customer Information Service Enhancements Suite (PW14005) (City Wide) (Outstanding Business List Item) (Item 7.3)

That Report PW14005 respecting “Transit Customer Information Service Enhancements Suite” be received.

12. Hamilton Music Strategy (PED14001) (City Wide) (Outstanding Business List Item) (Item 7.1)

(a) That, the Vision, Mission, four goals and twelve objectives referenced on Pages 2 through 6 in the Hamilton Music Strategy, attached hereto as Appendix “B”, be approved;

(b) That Actions contained in the Hamilton Music Strategy, attached as Appendix “A” to Report PED14001, that do not require a change to policy or require additional financial and staff resources be endorsed by Council for implementation by staff;

(c) That a staff advisory team review each Action within the Hamilton Music Strategy to assign a corporate or community lead; estimate completion timelines; and identify where policy changes or additional financial resources would be required;
(d) That Actions within the Hamilton Music Strategy, attached as Appendix "A" to Report PED14001, which have policy, financial or staffing implications, identified through recommendation (c), be the subject of reports back to the General Issues Committee for approval prior to implementation;

(e) That staff be directed to prepare a Terms of Reference, for a staff and community based Music Advisory Committee, to oversee the on-going governance and implementation of the Hamilton Music Strategy, attached as Appendix A to Report PED14001, for approval by the General Issues Committee;

(f) That staff be directed to establish a Music and Film Office, to be physically located within the Tourism Visitor Information Centre located at 28 James Street North 1st Floor (Lister Building);

(g) That a one-time budget of $50,000 from Economic Development Initiatives #360908900 be approved for the establishment of the Music and Film Office, Committee costs, and collateral materials.

13. Relocation of Provincial Offences Administration (POA) Courtrooms and Offices (PED13204(b)/PW13079(b)/LS13035(b)/FCS13090(b)) (City Wide) (Item 7.5(b))

That Report PED13204(b)/PW13079(b)/LS13035(b)/FCS13090(b) respecting "Relocation of Provincial Offences Administration (POA) Courtrooms and Offices" be received.

14. Relocation of Provincial Offences Administration (POA) Courtrooms and Offices (PED13204/PW13079/LS13035/ FCS13090) (City Wide) (Item 7.5)

(a) That McMaster University's Continuing Education Program, presently housed at 50 Main Street East, remain in its current location until January 1, 2015, at which time the City of Hamilton will require vacant possession;

(b) That Option 1: Renovation of 50 Main Street East, be approved as the new location for the Provincial Offences Administration (POA) courtrooms and offices along with other municipal divisions/departments;

(c) That the design costs in the amount of $3M, as contained in the proposed 2014 Capital Budget be approved, and that staff report back to Council once the total costs have been finalized after the completion of the design work;
(d) That the General Managers of Public Works Department and Corporate Services Department have delegated authority to execute all related agreements with Hamilton Utilities Corporation (HUC) in relation to the district energy system for the City-owned Court House at 50 Main Street East;

(e) That the Mayor and Clerk be authorized and directed to execute all necessary documents in a form satisfactory to the City Solicitor;

(f) That the funding strategy for Option 1 ($32.38M) be as follows:

(i) $17.48M be funded from additional net Provincial Offences Administration (POA) revenues and lease cost savings ($1.7M annual financing costs for 15 years).

(ii) $10M be funded from the Capital Levy ($1M annual financing costs for 15 years).

(iii) $4.90M be funded by Hamilton Community Energy for the installation of District Energy in Option 1: 50 Main Street East;

(g) That 50 Main Street East remain as the permanent location for Ontario Municipal Board (OMB) hearings and, when not in use, that staff be authorized and directed to generate revenue from renting this courtroom;

(h) That City staff be authorized and directed to provide termination notices, at appropriate timing, pursuant to terms and conditions of leases affected by this Report, including the Ontario Realty Corporation (ORC) and McMaster University.

15. Niagara to Greater Toronto Area (NGTA) Corridor Planning and Environmental Assessment Study – Western Golden Horseshoe Municipal Network Charter (PW13020(b)/PED13044(b)) (City Wide) (Item 8.1)

(a) That the City Manager be authorized to sign the Western Golden Horseshoe Municipal Network Charter on behalf of the City of Hamilton;

(b) That staff be authorized to further participate in the Western Golden Horseshoe Municipal Network planning sessions to collaboratively and proactively work with the Province of Ontario and the Ministry of Transportation on strategic initiatives related to the planning of the Niagara to Greater Toronto Area project.
16. Service Delivery Review – Call Handling Review Implementation (FCS13098/CM13017) (City Wide) (Item 8.2)

(a) That a single point of contact be established for service and information calls coming into the City and supporting technology, which includes a Customer Relationship Management System and Knowledge Management System, be acquired to simplify access to City services, and:

(i) That calls from the call handling areas identified in Appendix “C” attached hereto be consolidated to the Customer Contact Centre (CCC) to simplify and improve service to citizens;

(ii) That as implementation occurs, other calls be identified for consolidation;

(b) That the $2.918 million cost of the implementation be repaid from the projected annual savings of $1 million annually following a two (2) year implementation period and initially be funded from the following Reserves:

(i) From account #112243 – Enterprise Fund Reserve $1.5 million

(ii) From account #112300 – Investment Stabilization Reserve $1.418 million;

(c) That any staffing adjustments be made in accordance with collective bargaining agreements and reported to Council as per the Complement Control Policy;

(d) That progress on implementation be reported to Council as implementation occurs, including tracking of departmental savings;

(e) That staff continue to pursue additional opportunities to improve citizen-centred design of services and migration of services to lower cost service channels.

17. Hamilton Technology Centre (HTC) – Maintenance and Repairs (PED14005) (Ward 15) (Item 8.3)

(a) That the required maintenance and repairs on the Hamilton Technology Centre (HTC) totaling $223,000 be approved for 2014;

(b) That the costs of this maintenance and repairs be funded from the Economic Development Investment Reserve Fund Account No. 112221;

(c) That a Reserve be created and be used to fund capital improvements and maintenance for the Hamilton Technology Centre. That this reserve be funded through surpluses generated by the Hamilton Technology Centre.

Care Giver/Support Worker Parking Consideration (Item 8.4)

That the appropriate Planning staff be directed to attend an upcoming Advisory Committee for Persons with Disabilities meeting to discuss the issue of parking enforcement on personal support workers, care givers and nurses in the downtown area.


(a) Review of Senior Staff and Elected Official Benefits HUR13017 (City Wide)

(i) That staff be directed to extend basic life insurance coverage for Senior Staff (City Manager and General Managers) and Elected Officials past age 70 while in active service;

(ii) That the current Basic Life Full coverage be continued for Senior Staff (City Manager and General Managers) and Elected Officials past age 70 while in active service;

(iii) That the contents of Report HUR13017 respecting benefits for Senior Staff and Elected Officials remain confidential as it contains information related to labour relations and employee negotiations.

(b) Non-Union Management & Professional Exempt Group Compensation for 2013 (HUR13016) (City Wide)

(i) That the salary schedule for the Non-Union Management and Professional Exempt Employee Group be increased by 1.9% (estimated cost at $1.50 million) effective January 1, 2014, to be consistent with the 2011 Memorandum of Settlement for CUPE Local 5167, and that individual salaries be adjusted accordingly;

(ii) That the contents of Report HUR13016 respecting the compensation of the Non-Union Management and Professional Exempt group of employees remain confidential as it contains information related to labour relations and employee negotiations.

20. Bell Canada Municipal Access Agreement (LS14001/PW14006) (City Wide)

(a) That Report LS14001/PW14006 respecting Bell Canada Municipal Access Agreement be received;
(b) That the contents of Report LS14001/PW14006 remain confidential.

21. City v Attorney General of Canada, Superior Court Action C383-04 – Litigation Update (LS04021(g)) (City Wide)

(a) That Report LS04021(g) respecting City v. Attorney General of Canada, Superior Court Action C383-04 – Litigation Update, be received;

(b) That the contents of Report LS04021(g) remain confidential.

22. Legal Fees to Date Associated with the Red Hill Valley Parkway Lawsuit

That the City of Hamilton publicly release all legal costs and disbursements associated with the Red Hill Valley Parkway lawsuit to date against the Federal Government of Canada which amounts to the following:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Fees</td>
<td>$2,665,313</td>
</tr>
<tr>
<td>Non-Recoverable HST</td>
<td>32,864</td>
</tr>
<tr>
<td>Court Order</td>
<td>309,885</td>
</tr>
<tr>
<td><strong>Total Costs</strong></td>
<td><strong>$3,008,062</strong></td>
</tr>
</tbody>
</table>

23. Freedom of Information Request to the Federal Government to Disclose Costs of the Red Hill Valley Parkway Lawsuit

Whereas the Federal Government to date has not released its legal expenses with respect to the Red Hill Valley Parkway lawsuit by the City of Hamilton; and,

Whereas there is no instrument for Members of Parliament to secure legal costs.

Therefore Be It Resolved:

That staff be directed to file a Federal Freedom of Information request for all legal costs to date on the City of Hamilton v. Attorney General of Canada, Superior Court Action C383-04 Red Hill Valley Parkway litigation.

24. Naming Rights for Copps Coliseum (New Business)

(a) That Global Spectrum’s recommendation, as permitted within the Management Agreement between the City of Hamilton and Global Spectrum, to grant naming rights at Copps Coliseum to First Ontario Credit Union, a proven community partner and the largest financial institution with their Head Office in Hamilton, be approved;
(b) That the Facility Naming Sub-Committee be directed to investigate additional naming opportunities to permanently recognize the contributions made by Victor K. Copps to the City of Hamilton, and report back to the General Issues Committee by April, 2014.

FOR THE INFORMATION OF COUNCIL:

January 15, 2014

On behalf of City Council, Mayor R. Bratina expressed deepest sympathies and condolences on the loss of their colleague, Councillor Bernie Morelli.

Mayor Bratina requested that all City flags be flown at half mast, and in consideration of Councillor Morelli’s long-standing service on the Hamilton Police Services Board, that the flags at all police stations in the City be flown at half staff. Mayor Bratina also declared that any citizens with flags on their property who wish to show their respects also lower their flags to half mast.

Mayor Bratina advised that the General Issues Committee meetings scheduled for January 15 and 17, 2014, will be rescheduled to a future date, and members will be advised accordingly.

The meeting stood recessed at 9:42 a.m.

January 22, 2014

Rikki Frith appeared before the Committee to extend thanks to the City for its support and leadership of the United Way Campaign fundraising. The City’s campaign reached $130,500 this year, which is the single largest increase in the City’s history. Ms. Frith also thanked Council for their donations, getting involved in all of the fundraising special events and encouraging the type of corporate culture that allows employees to do the same.

(a) CHANGES TO THE AGENDA (Item 1)

The Committee Clerk advised of the following changes:

ADDED CONSENT ITEM

5.9 City of Hamilton/Ministry of Transportation 2013/14 Dedicated Gas Tax Funding Agreement (Interim Six-Month Program) (FCS14011) (City Wide)
PRESENTATIONS

7.2 The Current and Future State of Hamilton's Advanced Manufacturing Sector (PED14006) (City Wide)

This item has been re-scheduled to the February 19 meeting of the Committee to allow the consultants to be able to present to the Committee.

ADDED DISCUSSION


PRIVATE & CONFIDENTIAL

12.3 City v. Attorney General of Canada, Superior Court Action C383-04 – Litigation Update (LS04021(g)) (City Wide)

12.4 Bell Canada Municipal Access Agreement (LS14001/PW14006) (City Wide)

As external legal counsel is required for the discussion of these items, these two reports are deferred to the January 27 meeting of the General Issues Committee.

ADDED PRIVATE & CONFIDENTIAL

12.5 Personnel Matter respecting Recreation Facilities (No Copy)

Pursuant to Sub-section 8.1(b) of the City's Procedural By-law and Sub-section 239(2) of the Ontario Municipal Act, 2001, as the subject matter pertains to personal matters about an identifiable individual, including municipal and local board employees

MOTIONS

9.1 City of Hamilton Lawsuit against the Federal Government respecting the Red Hill Valley Parkway

As a result of the In Camera report being deferred to January 27, discussion of this motion will also be deferred to January 27.

The agenda was approved as amended.

(b) DECLARATIONS OF INTEREST (Item 2)

None
(c) **APPROVAL OF PREVIOUS MINUTES (Item 3.1)**

The following Minutes of the General Issues Committee meetings were approved as presented:

(i) November 26, 2013 (2014 Draft Budget Overview)

(ii) November 28, 2013 (2014 Tax-Supported Capital Budget)

(iii) December 4 and 6, 2013 (Regular)

(iv) December 6, 2013 (2014 Rate Budget/2014 Capital Budget)

(v) December 11, 2013 (Special GIC – Land Acquisition)

(d) **DELEGATION REQUESTS**

(i) Request from Scott Warren, Global Spectrum, to seek approval on Naming Rights for Copps Coliseum (Item 4.1)

The request from Scott Warren, Global Spectrum, to seek approval on Naming Rights for Copps Coliseum, was approved. Mr. Warren was approved to address the Committee on January 27, 2014.

(ii) Request from Christopher B. Cutler to speak to the issue of putting out a Request for Proposal leading to the privatization of the Hamilton Farmers’ Market (Item 4.2)

The delegation request from Christopher B. Cutler to speak to the issue of putting out a Request for Proposal leading to the privatization of the Hamilton Farmers’ Market was approved.

(iii) Request from Sylvia Boyce, Health and Safety Co-ordinator, Ontario and Atlantic Canada, United Steelworkers Canadian National Office, respecting Enforcement of the Criminal Code/Westray Bill (Item 4.3)

The delegation request from Sylvia Boyce, Health and Safety Co-ordinator, Ontario and Atlantic Canada, United Steelworkers Canadian National Office, respecting Enforcement of the Criminal Code/Westray Bill was approved.

(iv) Request from the United Steelworkers (Mike Hnatjuk, Frank Miceli, Michael Miscio, Peter Ridehalgh) to speak to the Westray Bill Enforcement (Item 4.4)

The delegation request from the United Steelworkers (Mike Hnatjuk, Frank Miceli, Michael Miscio, Peter Ridehalgh) to speak to the Westray Bill Enforcement was approved.
(e) CONSENT ITEMS

(i) Minutes of Various Sub-Committees (For Information Purposes Only) (Item 5.4)

The following Minutes of Sub-Committees were received:

(aa) Advisory Committee for Persons with Disabilities – October 8, 2013

(bb) Advisory Committee for Persons with Disabilities – November 12, 2013

(cc) Business Improvement Area Advisory Committee – October 8, 2013

(dd) Business Improvement Area Advisory Committee – November 12, 2013

(ii) 2014 Corporate-Based Departmental Business Plans (CM12017(b)) (City Wide) (Item 5.8)

The 2014 Departmental Business Plans, attached as Appendix “A” to Report CM12017(b), were referred to the General Issues Committee Departmental budget meetings for presentation and discussion.

(f) PUBLIC HEARINGS/DELEGATIONS

(i) Scott Warren from Global Spectrum respecting Naming Rights for Copps Coliseum (Item 6.1) (January 27)

Scott Warren from Global Spectrum and Kelly McGiffin of First Ontario Credit Union provided a presentation to the Committee with respect to the naming rights for Copps Coliseum. With the assistance of a PowerPoint presentation, the following issues were addressed:

- Important factors for Naming Rights, including:
  - Partner had to be willing to honour Victor K. Copps
  - Partner would be locally based, if possible
  - Partner had to be a true partner, not just a name on the venue
  - We had to seek support from the Copps Family
- First Ontario Background/Story
- First Ontario Performance Highlights

Scott Warren read a letter from Sheila Copps in support of Global Spectrum and First Ontario’s commitment to retaining the “Victor K. Copps” name on the arena, and displayed renderings of how the name would be retained on the facility.
A copy of the PowerPoint presentation was submitted to the Clerk for the public record and can be viewed on the City's website.

The presentation respecting Naming Rights for Copps Coliseum was received.

See Item 23 for the disposition of this item.

(g) PRESENTATIONS

The order of presentations was approved, as follows:

7.4 West Harbour Piers 5 to 8 Servicing Studies and Pro Forma Analysis (PED14002) (Ward 2)

7.6 Report 13-003 of the Hamilton Farmers' Market Sub-Committee – December 12, 2013

7.1 Hamilton Music Strategy (PED14001) (City Wide) (Outstanding Business List Item)

7.3 Transit Customer Information Service Enhancements Suite (PW14005) (City Wide) (Outstanding Business List Item)

7.5(b) Relocation of Provincial Offences Administration (POA) Courtrooms and Offices (PED13204(b)/PW13079(b)/LS13035(b)/FCS13090(b)) (City Wide)

7.5(a) Revisions to Relocation of Provincial Offences Administration (POA) Courtrooms and Offices (PED13204(a)/PW13079(a)/LS13035(a)/FCS13090(a)) (City Wide)

7.5 Relocation of Provincial Offences Administration (POA) Courtrooms and Offices (PED13204/PW13079/LS13035/FCS13090) (City Wide)

(i) West Harbour Piers 5-8 Servicing Studies and Pro Forma Analysis (PED14002) (Ward 2) (Item 7.4)

Chris Murray, City Manager, provided open remarks, and stated that this undertaking is front and centre in the strategic plan, and has tremendous importance to this community. Chris Phillips will be presenting not just servicing requirements in order to make development in the harbour area successful, but will be speaking to marketing potential.

Prior to his presentation Chris Phillips publicly recognized members of team and the consultants, and thanked them for all of their dedication and efforts on this project. Mr. Phillips also acknowledged and thanked Werner Plessl from the Hamilton Waterfront Trust, who acted as Project Manager throughout this undertaking, for his involvement.
The context of the presentation spoke to waterfront redevelopment and benefits for the long term. With the assistance of a PowerPoint presentation, Mr. Phillips addressed the following issues:

- Overall Waterfront Plan – Successes over time
- Waterfront Initiatives
- The West Harbour – Understanding the “Area of Influence”
- Waterfront and Shoreline – “Corporate Team” Structure
- Waterfront Initiatives – Work Plan and Accomplishments
- Issues related to the City’s Waterfront Development
- West Harbour – Piers 5-8 Servicing Studies – Moving from Planning to Building
- “Setting Sail” Secondary Plan – Identification of Land Use; Permitted Uses Piers 6-8
- Waterfront – West Harbour
- West Harbour – Piers 5-8 Servicing Studies – Project Scope of Work; “Snapshot” of the Preliminary Conclusions; Overview – Pier 8 private-sector development; Economic Benefits – Pier 8 private-sector development
- Conceptual Watermain Plan; Conceptual Stormwater Plan; Conceptual Sanitary Plan
- Waterfront – West Harbour – Capital Investment to be “Development Ready”
- Waterfront West Harbour – Servicing Study Recommendations and Work Plan
- Next Steps and Constraints
- Staff Recommendations

The presentation from Chris Phillips, Senior Advisor, Planning and Economic Development, was received.

A copy of the PowerPoint presentation was distributed to the Committee and can be viewed on the City of Hamilton website.

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

(c) That staff be directed to continue its established relationship with the Hamilton Waterfront Trust by authorizing the extension of the current management agreement with the purpose of expediting the specific West Harbour and Waterfront strategic Initiatives as approved in the 2014 Capital Budget, and report back to the General Issues committee by February 19, 2014 with a specific management recommendations.

The Amendment CARRIED and the Motion as amended CARRIED.
The presentation respecting “West Harbour Piers 5 to 8 Servicing Studies and Pro Forma Analysis” was received.

The following directions to staff were approved:

(i) That staff be directed to prepare and report back on a comprehensive implementation plan, including the recommendations above, with the goal being to prepare the Piers 5-8 lands to a state of “development-ready” by the end of 2018;

(ii) That staff be directed to continue its established relationship with the Hamilton Waterfront Trust by authorizing the extension of the current management agreement with the purpose of expediting the specific West Harbour and Waterfront strategic Initiatives as approved in the 2014 Capital Budget, and report back to the General Issues committee by February 19, 2014 with a specific management recommendations.

(ii) Hamilton Farmers’ Market Sub-Committee Report 13-003 – Hamilton Farmers’ Market (CM12009(a)) (City Wide) (Item 7.6)

John Hertel, Director of Finance, Administration and Revenue Generation, appeared before the Committee to provide an update on the Farmers’ Market.

With the assistance of a PowerPoint presentation, Mr. Hertel spoke to the following:

• Recent events/Context of today’s presentation
• Action Register – Governance; Parking; Signage; Empty Stalls; Hours of Operation; Cell/Wi-Fi Coverage; Ventilation/Temperature/Humidity; Pick up/Delivery; New Canadians/Marketing

Mr. Hertel clarified that model being pursued is not a stallholder-run board; what stallholders really want is a voice; want to be part of the input and key decisions.

A copy of the PowerPoint presentation was distributed to the Committee and can be viewed on the City of Hamilton website.

The presentation from John Hertel, Director of Finance, Administration and Revenue Generation, respecting “Hamilton Farmers’ Market Sub-Committee Report 13-003” was received.
(iii) Transit Customer Information Service Enhancements Suite (PW14005) (City Wide) (Outstanding Business List) (Item 7.3)

The presentation respecting “Report PW14005, Transit Customer Information Service Enhancements Suite” was waived.

(iv) Hamilton Music Strategy (PED14001) (City Wide) (Item 7.1)

Jacqueline Norton, Business Development Consultant, appeared before the Committee to present a Music Strategy which sets out a shared vision, mission, goals and objectives related to all things music.

With the assistance of a PowerPoint presentation, Ms. Norton spoke to the following:

- Hamilton’s Strategic Plan – Strategic Priority #1 – A Prosperous and Healthy Community
- Creative Industries Cluster – Vision
- List of Members of the Working Group
- Why are we doing this?
- What do we hope to achieve today?
- Current Setting and Factors
- Community Engagement
- Draft Hamilton Music Strategy – high level review of key components
- Core segments of music scene
- Hamilton’s Music Strategy Vision
- Mission; Goals; Twelve Objectives; Outcomes; Measures of Success
- Next Steps/Conclusions

A copy of the presentation was distributed to the Committee and can be viewed on the City of Hamilton website.

The presentation from Jacqueline Norton, Business Development Consultant, respecting the “Hamilton Music Strategy” was received.

(v) Relocation of Provincial Offences Administration (POA) Courtrooms and Offices (PED13204b/PW13079b/LS13035b/FCS13096b) (Item 7.5(b))
Revisions to Relocation of Provincial Offences Administration (POA) Courtrooms and Offices (PED13204a/PW13079a/LS13035a/FCS13090a)
Relocation of Provincial Offences Administration (POA) Courtrooms and Offices (PED13204/PW13079b/LS13035/FCS13096) (Item 7.5(b))

Neil Everson, Director of Economic Development, specifically spoke to the additional information which was requested by the Committee in November, 2013. Mr. Everson indicated that it is imperative to meet the
August, 2013 deadline as the City must vacate current premises by that date.

John Alley from MHPM Consultants was also in attendance to respond to questions of the Committee.

With the assistance of a PowerPoint presentation, various staff spoke to the following issues:

Neil Everson, Director, Economic Development
  • Chronology

Joe Spiler, Manager, Capital Budgets and Development
  • Financial Analysis

Ron Sabo, Assistant City Solicitor
  • POA Revenue Growth
  • POA Revenues 2005-2013
  • Additional Revenues and Savings
  • Legal Analysis

Rom D’Angelo, Director, Facilities Management and Capital Programs
  • Financial Analysis – Construction
  • Total area of 50 Main Street East
  • Staffing (based on four Courtrooms)

Neil Everson
  • Importance of Location

A copy of the presentation was distributed to the Committee and can be viewed on the City of Hamilton website.

The presentation respecting the “Relocation of Provincial Offences Administration (POA) Courtrooms and Offices” was received.

(vi) The Current and Future State of Hamilton’s Advanced Manufacturing Sector (PED14006) (City Wide) (Item 7.2)

The above-noted presentation was rescheduled to the February 19, 2014 meeting of the General Issues Committee.
(h) DISCUSSION ITEMS

(i) Niagara to Greater Toronto Area (NGTA) Corridor Planning and Environmental Assessment Study – Western Golden Horseshoe Municipal Network Charter (PW13020(b)/PED13044(b)) (City Wide) (Item 8.1)

The following direction to staff was approved:

That staff report back to the General Issues Committee (GIC) at key milestones in the work being completed by the Western Golden Horseshoe Network.

(ii) Service Delivery Review – Call Handling Review Implementation (FCS13096/CM13017) (City Wide)

Report FCS13096/CM13017 respecting “Service Delivery Review – Call Handling Review Implementation” was lifted from the table.

Beth Goodger, Director of Corporate Initiatives, referenced slides from the PowerPoint presentation which was presented to the Committee at their meeting on December 4, 2013 and provided updates on the following:

- Outcome of discussions with the Unions
- Municipal experience with the technology that the City is investing in
- Methodology to realize savings.

Ms. Goodger also provided an overview of the recommendations contained in Report FCS13096/CM13017.

The presentation from Beth Goodger, Director of Corporate Initiatives, respecting “Service Delivery Review – Call Handling Review Implementation” was received.

(i) MOTIONS

(i) Public Art Piece Honouring Lincoln M. Alexander (Item 9.2) (January 22)

Staff was directed to report back to the General Issues Committee on the feasibility and funding required to develop a public art piece honouring Lincoln Alexander.
(ii) City of Hamilton Lawsuit against the Federal Government respecting the Red Hill Valley Parkway (Item 9.1) (January 27)

Deputy Mayor B. McHattie relinquished the Chair to speak to his Motion respecting City of Hamilton Lawsuit against the Federal Government respecting the Red Hill Valley Parkway and withdrew the Motion.

(iii) Legal Fees to Date Associated with the Red Hill Valley Parkway Lawsuit (New Business)

The Motion CARRIED on the following recorded vote:

Yeas: Clark, Pearson, Johnson, Pasuta, Partridge, Bratina, McHattie, Whitehead, Duvall, Jackson, Collins, Merulla, Farr
Total Yeas: 13
Nays: Ferguson
Total Nays: 1
Absent: Powers
Total Absent: 1

(j) NOTICES OF MOTION

Mayor R. Bratina introduced the following Notice of Motion:

Establishment of a Brownfields Blue Ribbon Task Force

That staff be directed to report back to the Planning Committee on the establishment of a Brownfields Blue Ribbon Task Force to develop procurement strategies and remediation of lands.

(k) OTHER BUSINESS/GENERAL INFORMATION

(i) Outstanding Business List Items

(aa) Revised Due Dates

The due dates for the following items on the Outstanding Business List were amended accordingly, as follows:

Item V: Citizens’ Committee Report on Farmers’ Market White Paper
Due Date: January 15, 2014
Revised Due Date: April 16, 2014

Item W: Temporary Promotional Transit Fare Special Program
Due Date: November 20, 2013
Revised Due Date: May 7, 2014
(bb) Items to be removed from the Outstanding Business List:

The following items were deemed complete and removed from the Outstanding Business List:

Joint Municipal Opportunities for Bulk Purchasing (GIC – November 20, 2013)
Item C: Hamilton Downtown/West Harbourfront Remediation Loan Pilot Program Expansion and Continuance (Item 5.3)

Item Q: Waterfront and Shoreline (Item 7.3)

Item Y: Waterfront Initiatives Financing Strategy (Item 7.3)

Item CC: Establishment of a Hamilton Music Strategy (Item 7.1)

Item DD: Provincial Offences Administration Court House P/T Temporary Location Options (Items 8.4 and 8.4(a))

Item EE: Provincial Offences Administration Court House P/T Long-Term Location Options (Items 8.4 and 8.4(a))

(i) PRIVATE & CONFIDENTIAL

(i) Closed Session Minutes – December 4, 6 and 11, 2013

That the Minutes of the Closed Session Meetings of the General Issues Committee held on December 4, 6 and 11, 2013, were approved. These Minutes will remain confidential and restricted from public disclosure.

The Committee moved into Closed Session at 3:30 p.m. on January 22, 2014 pursuant to Sub-section 8.1(b) of the City's Procedural By-law and Section 239(2) of the Ontario Municipal Act, 2001, as the subject matter pertains to personal matters about an identifiable individual, including municipal and local board employees respecting a Personnel Matter – Recreation Facilities.

The Committee reconvened in Open Session.

(ii) Personnel Matter respecting Recreation Facilities

No action to be reported.
January 27, 2014

The Committee moved into Closed Session at 9:57 on January 27, 2014 pursuant to Sub-section 8.1(e) of the City’s Procedural By-law and Section 239(2) of the Ontario Municipal Act, 2001, as the subject matters pertain to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board respecting City v. Attorney General of Canada, Superior Court Action C383-04 (Item 12.3) and Bell Canada Municipal Access Agreement (Item 12.4).

The Committee reconvened in Open Session.

(iii) Bell Canada Municipal Access Agreement (LS04001/LS14006) (City Wide) (Item 12.4)

Direction provided to staff in closed session.

See Item 20 for the disposition of this item.

(iv) City v. Attorney General of Canada, Superior Court Action C383-04 (LS04021(g)) (City Wide) (Item 12.3)

Direction provided to staff in closed session.

See Item 21 for the disposition of this item.

(m) PROCEDURAL MATTERS

January 22, 2014

The Committee recessed at 12:25 p.m. and reconvened at 1:00 p.m.

(i) West Harbour Piers 5-8 Servicing Studies and Pro Forma Analysis (PED14002) (Ward 2) (Item 7.4)

Deputy Mayor B. McHattie relinquished the Chair to Mayor Bratina in order to introduce an amendment to the recommendations.

(n) ADJOURNMENT

January 15, 2014

The Committee recessed at 9:42 a.m. Mayor Bratina advised that the Committee will reconvene at a date and time to be determined by the Clerk, in consultation with the City Manager.
January 22, 2014

The Committee recessed at 3:00 p.m. and reconvened on Wednesday, January 22, 2014.

January 27, 2014

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

Respectfully submitted

Councillor B. McHattie
Deputy Mayor

Carolyn Biggs
Legislative Co-ordinator
RECOMMENDATIONS

The following identifies the main recommendations for advancing the redevelopment of Piers 5 to 8 and are based on the analysis within the report:

1. **Develop a broader real estate development strategy for the study area.** Over the course of the last several years, the City has continued to implement a series of projects and programs that are intended to reduce the redevelopment barriers on Piers 5-8. These actions include this study, the preparation of the Setting Sail Secondary Plan, the Waterfront Recreation Master Plan, the renegotiation/termination of leases on Pier 8, as well as a number of other complementary initiatives, such as the marina replacement/slip upgrades and the breakwater. As the primary property owner, the City should prepare a real estate and redevelopment strategy for Piers 5-8. The real estate strategy should articulate:

   a. The City's financial goals for redeveloping Piers 5-8 and its role in the redevelopment process;
   b. The expected role of the private sector in the redevelopment process;
   c. How far the City intends to proceed with the removal of redevelopment barriers and whether the City intends to prepare a plan of sub-division for Piers 5-8;
   d. Whether or not specific incentives are needed to ensure the timely completion of the redevelopment; and,
   e. A detailed action plan.

Upon substantial completion of items 2, & 3 (below), the City should be in a position to prepare its real estate strategy.

2. **Harmonize planning regulations and proceed with the urban design study for the West Harbour.** The City should proceed with its plan to prepare an urban design study and guidelines for the West Harbour area. The urban design study should be prepared to conform to the planning framework articulated in Setting Sail and the Waterfront Recreation Master Plan. Through the design study, the City should consider several opportunities and constraints identified in this report including, but not limited to:
   - Alternative approaches to parking, including opportunities for mixed-use development on the ground floor of structured parking lots;
   - Opportunities for improved transit and active transportation connectivity; and,
   - Opportunities for attractive, pedestrian-friendly mid-rise developments connected to the waterfront area.
It is expected that the urban design study will also provide the City with an opportunity to prepare visualizations of the potential development which should help to promote and market the redevelopment of Piers 5-8.

3. **Complete Phase 1 and 2 Environmental Site Assessments and Geotechnical Study for Piers 5-8.** A substantial amount of the work required for a Phase 1 Environmental Site Assessment (ESA) has been completed through the Records Review undertaken for this study; however, the City should complete a formal Phase 1 ESA for the lands in Piers 5-8. Upon completion of the Phase 1 ESA, the City should consider the completion of a Phase 2 ESA. The Phase 2 ESA should help to clarify a number of the uncertainties and assumptions related to the site’s potential for contamination. Depending on the outcomes of a City-initiated Phase 2 ESA and the City’s real estate strategy for redevelopment on Piers 5-8, the City should also consider preparing a risk assessment for managing any contaminated soils. Lastly, as part of the Phase 2 ESA work program, the City should also consider a scoped geotechnical study of soil conditions on Piers 5-8 to assess the engineering properties of the soils (e.g. including water level and bearing capacity) to better characterize the potential opportunities for underground parking.

4. **Complete a transportation impact study for Piers 5-8.** Now that the development potential for Piers 5-8 is better understood, the City should consider preparing a traffic impact study and identify the needs for signalization, transit, parking, etc. The study could be used to develop a parking management program for the entire area, as this study identified the potential for possibly two parking structures on Pier 5-8 to service recreational and public waterfront uses.

5. **Complete Pumping Station Class Environmental Assessment (EA).** The sanitary servicing of the study area is expected to require the construction of one or more pumping stations. A municipal Class Environmental Assessment is needed for the construction of new pumping stations. In order to provide sanitary servicing to the study area, it is recommended that a pumping station Class EA proceed for the West Harbour study area in a timely manner to allow construction to be completed for planned development.

6. **Finalize the termination of Hamilton Port Authority, Sun-Canadian and Imperial Oil Pipeline Leases.** The City should complete the termination of Hamilton Port Authority land leases including the Sun-Canadian and Imperial Oil pipelines to allow development and new infrastructure construction to proceed in a timely manner.

7. **Coordination of the West Harbour Servicing study with other City infrastructure studies.** City staff identified the need to not limit the review of the combined sewer system capacity needs to the West Harbour Piers 5 to 8 study area, but include other upstream sanitary drainage area needs as well. A review of major storm drainage flow patterns upstream of the study area was also identified.
as a need. Improvements to upstream major storm drainage flow routes may identify a need to construct new storm outfalls through the study area.

The completion of these harmonized studies may also allow an opportunity to adjust development charges to support storm water and combined sewer system improvements.
HAMilton Music Strategy

Music plays a role in a strong vibrant city. Music is part of Hamilton's economic prosperity and its identity—locally, nationally and internationally.

The Hamilton Music Strategy articulates a shared vision, purpose and pathway to strengthen music in Hamilton and includes the interests and aspirations of a cross section of the local music community. It builds on the announcement of a Province of Ontario's Live Music Strategy and its goal to showcase the industry globally.

Hamilton has a long and resilient music legacy. The local music scene is a growing, dynamic and eclectic mix of performers, producers, products and performances.

The Hamilton Music Strategy’s success depends on multiple partners working together to realize a common vision. The City of Hamilton, the music industry and the musicians all have significant and different roles in implementing the Strategy.

Music in Hamilton has three core segments:

- Industry – music businesses and organizations
- Musicians – artists and performers
- Consumers – audiences and the purchasing public.

Together the activities and interaction of these segments create Hamilton's “music scene.”

Hamilton’s music scene is founded on a long and established music legacy. The city's current music scene includes a growing and dynamic eclectic mix of songwriters, musicians, producers, performers and live performances. Hamilton is increasingly known as a destination for music. And the city boasts a strong, collaborative and diverse music industry that offers a solid base for continued growth, collaboration and celebration.
Key to the proposed Hamilton Music Strategy is a vision and mission statement for music in Hamilton.

VISION

A thriving music industry, creative music community and eclectic music scene. As a major player in the Canadian music industry, Hamilton attracts and cultivates talent. Music contributes to a diverse economy and enriches the lives of those who live, work, play and learn in Hamilton.

The vision “tagline” for marketing and promotional purposes is:
- A thriving, creative, eclectic music scene

MISSION STATEMENT

The Hamilton Music Strategy celebrates “all things music” in Hamilton. It guides the activities of its partners to create and nurture an environment where music and the music industry flourishes, grows and prospers.

The mission “tagline” for marketing and promotional purposes is:
- Celebrate “all things music” in Hamilton

The Music Strategy’s four goals are to:
1. Strengthen the local music industry
2. Grow audiences and appreciation of music
3. Increase access to music experiences
4. Cultivate music creation and talent.

The anticipated outcomes of the Music Strategy are:
- Strong music identity for Hamilton
- Sustainable music industry
- Increased economic activity.

Some of the ways success could be measured include:
- Growth in the number of jobs in Hamilton music industry
- Attraction of music businesses/musicians to Hamilton and new business start-ups
- Number of venues for live music
- Growth in audiences at live music performances
- Number of students participating in music education programs
The Hamilton Music Strategy's success depends on multiple partners working together to realize a common vision. The City of Hamilton, the local music industry, and Hamilton's musicians, who are at the centre of it all, have significant yet different roles in implementing the Hamilton’s Music Strategy. It is, however, a general consensus within Hamilton's music community that Hamilton is a “city of music.”

**GOAL: Strengthen the local music industry**

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACTION</th>
<th>LEAD PARTNER*</th>
<th>TIMELINE‡</th>
</tr>
</thead>
<tbody>
<tr>
<td>Link with other major music initiatives, strategies and cities</td>
<td>Examine the feasibility of “twinning” Hamilton with another major music city</td>
<td>COH</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>Seek funding and alignment opportunities for Hamilton within the Ontario Live Music Strategy</td>
<td>MO, MC</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>Provide Hamilton representation to the Ontario Music Strategy Industry Working Group</td>
<td>MO</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Assess the resources needed to participate in the proposed provincial music portal and provide content as appropriate</td>
<td>MO – assessment</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>Bid to host significant music industry events e.g., JUNO Awards</td>
<td>COH – bid lead</td>
<td>JUNOS – immediate</td>
</tr>
<tr>
<td></td>
<td>Co-ordinate strategic efforts to develop the music industry with neighbouring municipalities</td>
<td>MO – support</td>
<td>Others – opportunity based</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MC – support</td>
<td></td>
</tr>
<tr>
<td>Build connections within the music scene</td>
<td>Review options for the industry and/or musicians to formally organize e.g., advisory Music Commission, council, industry association, artist co-operative and network (e.g., Seattle, Washington)</td>
<td>MO, MC</td>
<td>Short</td>
</tr>
<tr>
<td>Embed music in City of Hamilton initiatives</td>
<td>Provide music industry-related input into the development of the City’s 2014-2018 Economic Development Strategy</td>
<td>MO, MC</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>Align with other key City policies, plans and initiatives e.g., culture plan, events strategy</td>
<td>COH, MO</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Provide Input into the review and Development of municipal arts funding models e.g., City of Hamilton’s Arts Investment Strategy and Community Partnership Program (CPP) review</td>
<td>MO</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>Include music programming in local Pan Am Games activities</td>
<td>COH</td>
<td>Immediate</td>
</tr>
<tr>
<td>Provide tools to support music business development</td>
<td>Create a City of Hamilton Music Office in the Tourism &amp; Culture Division, Planning and Economic Development Department</td>
<td>COH</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>Conduct and share research on local music industry (e.g., economic impact, workforce and market)</td>
<td>COH, MO</td>
<td>Medium</td>
</tr>
</tbody>
</table>

* MO: Proposed City of Hamilton Music Office; COH: City of Hamilton (departments and divisions other than the Music Office); MC: Music Community (industry and/or musicians)
‡ Immediate: under 1 year; Short: 2-4 years; Medium: 5-9 years
<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACTION</th>
<th>LEAD PARTNER*</th>
<th>TIMELINE‡</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide tools to support music business development (continued)</td>
<td>Link small music businesses and entrepreneurs to available services such as the City of Hamilton’s Small Business Enterprise Centre and cultural service organizations</td>
<td>MO</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Identify and communicate business opportunities for the music industry (local and export)</td>
<td>MO, MC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Remove barriers to live music presentation</td>
<td>Identify and examine City bylaws and regulations that are barriers to the local music industry and mitigate where possible</td>
<td>MO, MC</td>
<td>Medium</td>
</tr>
</tbody>
</table>

**GOAL: Grow audiences and appreciation of music**

<table>
<thead>
<tr>
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<th>TIMELINE‡</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Hamilton as a music city</td>
<td>Develop a music-based brand and brand strategy (and marketing plan) for Hamilton Music Strategy</td>
<td>COH</td>
<td>Short – identify funding and lead</td>
</tr>
<tr>
<td></td>
<td>Create and/or participate in provincial, regional and local cultural tourism product development and promotion related to music</td>
<td>COH and Regional Tourism Organization (RTO3)</td>
<td>Medium</td>
</tr>
<tr>
<td>Promote local music</td>
<td>As part of a potential local branding initiative, identify mechanisms and tactics for promoting defined aspects of the local music scene e.g., local musicians, businesses, performances, events and festivals</td>
<td>TBD (MO, MC)</td>
<td>Short – scope purpose, markets, potential mechanisms and tactics, and needed resources</td>
</tr>
<tr>
<td></td>
<td>Adopt a broad and inclusive approach to music with consideration to genre, cultural diversity, and levels of competency in the Music Strategy and its implementation</td>
<td>MO</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>Identify key music districts in Hamilton for branding, destination marketing and business development</td>
<td>COH, MC</td>
<td>Short</td>
</tr>
</tbody>
</table>

**GOAL: Increase access to music experiences**

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACTION</th>
<th>LEAD PARTNER*</th>
<th>TIMELINE‡</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide live music throughout the City Encourage a diversity of venues for music</td>
<td>Produce new opportunities for music experiences</td>
<td>MC</td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td>Complete an industry needs assessment and inventory of venues</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td>Develop or facilitate the creation of diverse venues for live music</td>
<td>MC</td>
<td>TBD</td>
</tr>
</tbody>
</table>
## GOAL: Cultivate music creation and talent

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACTION</th>
<th>LEAD PARTNER*</th>
<th>TIMELINE†</th>
</tr>
</thead>
<tbody>
<tr>
<td>Celebrate Hamilton's music legacy and potential</td>
<td>Support, participate in, and grow local to national recognition and celebration initiatives e.g., Hamilton Music Awards, City of Hamilton Arts Awards, Hamilton Tourism Awards, JUNOS; Link with City of Hamilton Culture Plan asset-based initiatives e.g., storytelling project, asset mapping and Love your City</td>
<td>MC, MO</td>
<td>Short</td>
</tr>
<tr>
<td>Involve youth in the music industry</td>
<td>Facilitate and promote youth contact with and placements in the music industry</td>
<td>MO, MC</td>
<td>Short</td>
</tr>
<tr>
<td>Encourage strong music education</td>
<td>Advocate to, and work with, education providers to expand lifelong music education opportunities</td>
<td>MC, MO</td>
<td>Short, Medium</td>
</tr>
</tbody>
</table>

### Hamilton Music Strategy Working Group Members

- **Lou Molinaro**, This Ain’t Hollywood (co-chair)
- **Tim Potocic**, Sonic Unyon/Supercrawl (co-chair)
- **John Balogh**, Dundas Cactus Festival
- **Maria Fortunato**, The Heart of Ontario (Hamilton, Halton, Brant)
- **Mark Furukawa**, Dr. Disc
- **Astrid Hepner**, Hamilton Music Collective/Mohawk College
- **Carol Kehoe**, Hamilton Philharmonic Orchestra
- **Jeffrey C. Martin**, Quorum Communications/Pier 8 Group
- **Jacqueline Norton**, Tourism & Culture Division, City of Hamilton
- **Brodie Schwendiman**, The Casbah
- **Scott Warren**, Global Spectrum

Designed by Pier 8 Group
CALL AREAS TO BE CONSOLIDATED

A detailed review and assessment of 103 call types, representing 80% of the calls was undertaken to determine if the calls could be moved to the CCC. Based on this evaluation, calls from the following 22 areas are being recommended for consolidation:

Accessible Transportation Services
Animal Services
Building Construction
Business Licensing
Building Services
Facilities
Forestry
Immunization Program **pending review of new system
Lottery Licensing
Ontario Works Program
Ontario Works Special Supports
Ontario Works Intake
Parking
Parks
Property Standards
Recreation Booking
Recreation Reception
Roads
Taxation
Transit
Waste
Water