CITY WIDE
IMPLICATIONS

<table>
<thead>
<tr>
<th>To:</th>
<th>Chair and Members</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Emergency &amp; Community Services Committee</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>From:</th>
<th>Joe-Anne Priel</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General Manager</td>
</tr>
<tr>
<td></td>
<td>Community Services Department</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Telephone:</th>
<th>905 546-4839</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facsimile:</td>
<td>905 540-5608</td>
</tr>
<tr>
<td>E-mail:</td>
<td><a href="mailto:jpriel@hamilton.ca">jpriel@hamilton.ca</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date:</th>
<th>May 30, 2007</th>
</tr>
</thead>
</table>

| Re:         | Social Development Strategy Update (ECS07040) (City Wide) |

**Council Direction:**

Not applicable.

**Information:**

1. **Background:**

In early 2002, with the support of Council and the Human Services Managers Group\(^1\), the Community Services Department engaged the Caledon Institute of Social Policy in the development of a social development vision and framework for Hamilton. The result of this collaboration was the completion of the Caledon report: "A Social Vision for the New City of Hamilton".

The report was prepared in response to the number of social and health issues in the city of Hamilton: high child poverty rates, high teen pregnancy rates, high poverty levels among visible minority groups, lack of affordable housing, etc. all coupled with the impacts of Provincial downloading.

The Caledon document is composed of two main sections; a social vision and associated flagship initiatives. The Social Vision for the City of Hamilton is defined as:

---

\(^1\) The Human Services Managers Group consists of the following local human services agencies: Hamilton: Hamilton District Health Council, Social Planning and Research Council of Hamilton-Wentworth, Ministry of Community, Family and Children's Services, Hamilton Community Foundation, Human Resources Development Canada, United Way of Burlington, Greater Hamilton, and the Trillium Foundation.
"The New City of Hamilton is a safe, healthy and caring community, which fosters a sense of belonging and pride. It is a culturally rich and diverse community, which ensures that all citizens have access to opportunities and resources to meet their basic needs and promote active participation. It is a vibrant community, which promotes support for basic needs as well as inclusion and learning for all" (Caledon, 2002)

This vision statement is also based on a number of key values inherent to the implementation of the Social Development Strategy. These values are:

- **Democracy** – Valuing the rights of citizens to voice their views;
- **Active Citizenship** – Promoting the value and need for citizen activities;
- **Social Justice** – Advocating the need to reduce inequities between those with resources and those without; and,
- **Inclusion** – Ensuring that all citizens obtain the resources and services needed to share fully in community life.

In addition to these values, the Caledon Institute also identified a number of key objectives for the strategy:

1. Pursue new ways to enable citizens to share their views and shape City life;
2. Increase the awareness about, monitor and improve the social well-being of the community and try to develop the sense of “shared” community responsibility to do so;
3. Ensure that basic needs for food, clothing and adequate housing for all citizens are met;
4. Promote inclusion by encouraging citizen participation in the City’s social, economic, cultural and recreational life; and,
5. Create a learning culture that fosters continual improvement.

The second section of the document consists of examples of three “flagship” initiatives. These flagships are intended to be broad in nature, but serve as tangible examples of how the Vision articulated in the first section of the document could be more “action” oriented. As a starting point, the Caledon document suggested three specific flagship areas as priority areas of focus for the city of Hamilton: skills development, affordable housing, and children and families. Although these three flagships were identified as priorities, the intent was that the City of Hamilton could launch additional flagships as determined by community need. An update on each of the three flagship initiatives is provided in this report.

As well as launching the three flagships, the Caledon report encouraged the City of Hamilton to continue working in partnership with other community initiatives, whose work aligned with the goals and strategies of the Social Vision report, and to continue to work on a policy level to foster the important linkage between social development and
economic development. To these ends, the City of Hamilton became a co-convenor with the Hamilton Community Foundation on the Poverty Roundtable initiative and City staff are currently collaborating on the revised Economic Development Strategy with the aim of emphasizing how social development is linked to economic development. An update on both of these projects is also provided in this report.

2. **Skills Development Flagship:**

The Skills Development Flagship (SDF) was formed in March 2005. It evolved from the Career Development Centre (CDC) Advisory Committee, which is comprised of key stakeholders in the employment and skills training community in Hamilton. Members include representatives from the two Boards of Education and from various sectors including Francophones, women, disabled and the three levels of government. There is also representation from Economic Development, Mohawk College, Industry Education Council, Social Planning and Research Council (SPRC) and the Hamilton Training Advisory Board (HTAB). All Members of the CDC Advisory Committee opted to serve on both the CDC Advisory and the SDF. (See Appendix A to Report ECS07040 for a complete list of members.)

Gillian Hendry, Director of Employment and Income Support, in the Community Services Department, served as interim Chair during the formative months of the SDF. Currently, Judy Travis, Executive Director for HTAB is serving with Gillian as Co-Chair in an effort to move ownership from the City to the community. The Employment and Income Support Division continues to provide leadership, participation on the committee, resources for project management and research, and administrative supports such as location, refreshments and minute taking to maintain the SDF. Judy Travis, joined the Poverty Roundtable to reinforce a linkage to that group and this connection has proven to be positive from a number of perspectives including common goals and purpose such as direct communication, the present focus on youth and a collaborative model.

**Key Activities in 2005-2007:**

- Throughout 2005, much time was spent on confirming the Terms of Reference for the Committee. The group's objectives were established as follows:

  - To identify key issues and to develop a prioritized work plan targeted to achieve flagship goals; and,
  - To work in collaboration with both the Children and Families and Housing Flagships to advance the vision.

- Beginning February 2006, the group focused on establishing key issues and the development of a corresponding demonstration project to address each issue. A number of consultations, brainstorming and environmental scans took place. The
group has determined that the development of essential workplace skills for Youth at Risk is their first priority.

- In August 2006, Dr. Sarah Wayland was hired to complete the report: "Moving Forward: Employment Programs for Youth at Risk in the City of Hamilton".

**Moving Forward: Employment Programs for Youth at Risk in the City of Hamilton:**

The Moving Forward report reviews issues pertaining to employment for youth at risk, including barriers to finding employment, and suggestions for program changes to improve the employment prospects of youth in the City of Hamilton.

Youth between the ages of 18 and 24, who have not completed high school and who are unemployed (or under employed), were identified as “Youth at Risk” and a priority for service planning by the SDF.

The report found that the elements of a proposed service for youth were deemed to be critical to the success of a pre-employment program for youth as follows:

- One-on-one mentorship/counselling;
- Involve referral to additional support programs (case management);
- Ongoing follow-up process;
- Address gaps in developing general life (soft) skills;
- Emphasis on “Essential Skills” such as literacy, numeracy and basic computer skills;
- Connection to employers;
- Opportunities for paid training/internships; and,
- Avoid duplication of existing services.

Based on these findings, a Request for Proposal (RFP) is being issued to invite agencies or a consortium of agencies from the community, to bid on the design, development and delivery of a participant oriented pre-employment and mentoring program for youth at risk. One-hundred percent start-up funding from the Ontario Works Employment Assistance Budget, in the amount of $10,000, will be awarded to the successful proponent.

3. **Affordable Housing Flagship:**

The Affordable Housing Flagship has been active for over three years. It represents a new and innovative set of partnerships in the community – business, government, social service agencies, housing providers, architects, and community volunteers – all coming
together to develop strategies to increase affordable housing options for Hamilton.

The Affordable Housing Flagship has its roots in two different community development projects. The first of these projects began with the Community Advisory Board (CAB) on Homelessness, who oversaw the federal homelessness funding for Hamilton in the year 2000. The CAB found that the shortage of affordable housing was fueling the growth of homelessness in Hamilton. With housing outside the parameters of the SCPI funding, the CAB commissioned research on the development of a Housing Trust Fund. Unfortunately, the findings of that research were that a Housing Trust Fund was not financially feasible in the municipal context. The CAB took their concerns to the Hamilton Community Foundation, and a strategy was developed to bring together a set of volunteer stakeholders to work as a group on the shortage of affordable housing. This group included private sector leaders like Turkstra Lumber, ScotiaBank, ReMax DelMar Real Estate, and the Hamilton-Halton Homebuilders’ Association. (See Appendix B to Report ECS07040 for a current list of members.)

At the same time, the Hamilton Civic Coalition was building their plan for urban revitalization. The Hamilton Civic Coalition is an informal coalition of over 50 prominent Hamilton leaders, chaired by Peter George of McMaster University and Don Pether from Dofasco – with representation from most of the large employers and companies in Hamilton. One of the priorities they identified in their plan for action was affordable housing. With the support of the SPRC, a task group was established to work on the affordable housing issue. This group included non-profit housing providers, community agencies, unions, the Rotary Club and staff support from Canada Mortgage and Housing Corporation (CMHC), the Ministry of Municipal Affairs and Housing, and the City of Hamilton.

In the spring of 2004, the Housing Trust Fund Group and the Hamilton Civic Coalition decided to join together as their objectives were very similar. The groups had an initial combined meeting in June 2004 and have continued to meet on a monthly basis since that time.

The Affordable Housing Flagship is co-chaired by Dr. Lindsey George, a community psychiatrist with a history of working on supported housing for people with severe mental illness, and Jeff Wingard, a Senior Social Planner with the SPRC of Hamilton.

The Affordable Housing Flagship has developed the following aspiration statement:

**To ensure that the Hamilton community provides those who reside therein a place to live that instills pride, yet does not compromise access to the basic needs of life such as food, clothing, safety, access to education, and the attainment of further life goals.**

The early community-based efforts of the Affordable Housing Flagship were supported by City Council’s adoption of Keys to the Home: A Housing Strategy for Hamilton in November 2004. Recommendation #24 noted:
That the Affordable Housing Flagship of the Social Vision be comprised of key housing 
stakes in the Hamilton community along with appropriate City of Hamilton staff as 
resource, and that the initial priorities of the Flagship focus on: 

- Supporting City of Hamilton staff in the implementation of “Keys to the Home” 
  recommendations; 
- Articulating emerging housing needs in the community; 
- Information sharing and identification of best practices on affordable housing 
  solutions; 
- Advocating on behalf of local affordable housing solutions; 
- Providing the strategic oversight and coordinating the roles, responsibilities and 
  inter-relationships of the various community-based housing committees and 
  working groups in Hamilton; and, 
- Development of an annual “report card on housing” or a similar housing monitoring 
  report that would track and measure changes in housing need, and the progress 
  and effectiveness of policy and program initiatives.”

After approximately one year, in June 2005, the housing group formally became the 
Affordable Housing Flagship. One of the primary strengths of the Affordable Housing 
Flagship is that while it draws on considerable expertise and staff resources from the 
City of Hamilton, it functions as an independent body from the City. It ensures linkages 
with other community committees through deliberate cross-membership. There are 
between four and five Flagship members on each of the following committees: the 
Poverty Roundtable for Poverty Reduction, the Food, Shelter, and Housing Advisory 
Committee, the Hamilton Civic Coalition, and the Housing Sub-Group of the Hamilton 
Addictions and Mental Health Network. The result of this cross membership is a well 
informed committee effort that is strongly linked to a broad base of stakeholders

Key Activities in 2005-2007:

- The broad cross-sector volunteer membership generated a considerable amount of 
  energy and in the first three years has been able to accomplish a number of 
  objectives:
  
  - Explore the possibilities of developing schools that were being closed into 
    affordable housing; 
  - Examine several potential developments of single room occupancy 
    projects; 
  - An in-depth consultation with members to determine priorities and actions 
    for the work plan; 
  - Increased political visibility for affordable housing issues: the group has met 
    with the Mayor and most individual City Councillors and presented to the 
    Social Services Committee, Planning and Development Committee, and 
    the Hamilton-Wentworth District School Board;
Facilitated new public-private partnerships. The non-profit corporation Options for Homes Hamilton has been developed by four of the Flagship members. Options for Homes Hamilton is based on the Toronto organization of the same name, and it offers affordable homeownership options to people with low and modest incomes.

In January 2007, the Affordable Housing Flagship was successful in receiving a grant from the Ontario Trillium Foundation. With these funds, the Flagship has retained a permanent Project Manager, Mr. Chris Phillips. Mr. Phillips has extensive experience in housing and development matters and is well-known in the Hamilton community.

The Trillium funding also provides a foundation for future Flagship initiatives. One of the first initiatives is meeting with the Provincial Minister of Municipal Affairs and Housing, the Honourable John Gerretsen, to highlight the need for new affordable housing development in Hamilton and organizing a housing conference in Hamilton. In partnership with CMHC, the Province of Ontario and the City of Hamilton, the Affordable Housing Flagship is hosting an affordable housing conference on June 7, 2007 at the Chamber of Commerce. The conference will highlight affordable housing solutions in Hamilton and promote best practices in the development of affordable housing solutions.

The Affordable Housing Flagship has set out the following priority areas for the next several years:

1) **Housing Supply – Outcome:**
   - Increase the number of affordable housing units across the housing continuum.
   - Increase the number of people moving along the continuum.
   - Identify the needs across the continuum of housing.

   **Activities:**
   - Analyze the housing continuum with detailed information to guide potential projects.
   - Increase affordable homeownership options through Options for Homes Hamilton.
   - Increase affordable rental options such as Single Room Occupancy.
   - Facilitate creative solutions to match current high vacancies to tenants in need.
   - Identify potential lands appropriate for affordable housing.

2) **Policy Advocacy – Outcome:**
   - Create a policy environment that promotes the development of affordable housing and the ability of people to meet their needs.

   **Activities:**
   - Strike a Keys to the Home Implementation Committee.
• Create an expedited approval process for affordable housing (perhaps starting with specific funding stream projects like Ministry of Health, Community Rental Housing Program, Supporting Community Partnerships Initiative).

3) **Community Development – Outcome:**
   • Develop readiness in the community to increase affordable housing options.
   • Decrease barriers to the development of affordable housing.

**Activities:**
• Identify local barriers to developing affordable housing across the continuum by convening a series of workshops with developers, architects, and planners.
• Foster collaboration around homelessness and affordable housing (in Year 1, through an Affordable Housing Day and supporting the development of the Strategic Plan on Homelessness).
• Identify innovative and best practices around urban design and affordable housing through a series of educational public presentations and speaker series.
• Develop and implement an Anti-NIMBY strategy and campaign.
• Identify one neighbourhood to examine in detail the range of factors that make up a healthy neighbourhood and the role housing plays.

4. **Children & Families Flagship**

An interim group representing various sectors (school boards, Settlement and Integration Services Organization, Children’s Aid Societies, Aboriginal services, various agencies serving children and the SPRC, etc.) within the community met over a number of months in 2005 and early 2006.

The interim group developed a draft terms of reference for a Children and Youth Flagship. This terms of reference included the Children’s Charter, mandate, rationale and goals. However, the development of a Children, and Youth Flagship was set aside to see how the development of the Best Start Network and the Poverty Roundtable’s work would emerge.

**Key Activities in 2005-2006:**

- Draft Terms of Reference.
- In early 2006 representatives on the interim Flagship Committee were currently already involved in existing work and networks relevant to the Children and Youth Flagship so a children’s flagship was not convened. However, the interim Flagship Committee did identify a number of activities for the consideration of any future Children and Youth Flagship Committee. These included:
  a. A comprehensive scan of resources for all children and youth;
  b. Concerted and co-ordinated action at a policy level;
c. Consider developing a report card on children and youth (similar to City of Toronto);
d. Convene a forum across sectors, to identify common issues;
e. Refuel interest in the Children's Charter and enhance community accountability; and,
f. Consider hosting another Children's Symposium (last one was done in 2003).

5. **Hamilton Roundtable for Poverty Reduction:**

The Tackling Poverty in Hamilton initiative\(^2\) is currently being co-convened by the Hamilton Community Foundation and the City of Hamilton. The initiative is built on the premise that it is necessary to bring people together, from many different walks of life, in order to address one of Hamilton's most pressing problems.

This initiative also has the benefit of being linked with the national *Vibrant Communities* initiative, including the six trail builders: Niagara Region, and the cities of Calgary, Edmonton, Montreal, and Victoria to tap into a wealth of expertise and experience from other communities who are also interested in addressing the issue of poverty in their communities.

Funding to support the planning phase has been provided by Hamilton Community Foundation and the City of Hamilton, along with three donations from private sector members of the roundtable: Dofasco, Pictorvision and Turkstra Lumber. In kind resources have also been donated by the SPRC, Wesley Urban Ministries, City of Hamilton and Hamilton Community Foundation.

**Key Activities in 2005-2007:**

- May 2005 – The Hamilton Roundtable for Poverty Reduction is formed, with the City of Hamilton and Hamilton Community Foundation as co-conveners;
- Summer 2005 – The Poverty Matrix is produced that quantifies the level of poverty by target in the city of Hamilton;
- June 2006 – A “change framework” document is released to the public. A new phase of the poverty initiative begins with a community meeting to begin to identify activities and results necessary to make Hamilton the 'best place to raise a child'; and,
- March 2007 – Release of “Starting Point Strategies” document, which details three of the Roundtable’s community-wide strategy, specific strategies in each of the critical points of investment and the Roundtable’s role in supporting the community-led strategies and local solutions.

\(^2\) See [http://www.hamiltonpoverty.ca](http://www.hamiltonpoverty.ca)
Some examples of community solutions initiated, as a result of the Poverty Roundtable with City of Hamilton Departments, are:

1. Hamilton Police Services launches COPPER (Constables on Patrol Providing Education through Reading) at Ray Lewis School to provide reading assistance to students.
2. One Book One City: Tackling Poverty through the Arts launches in Hamilton through a partnership with Arts Hamilton and the Hamilton Public Library.
3. Hamilton Police Services and other community partners host a “Listen Up! Hamilton Youth Speak Out” forum where youth identify issues of concern to them.
4. The City of Hamilton, Scotiabank, the Threshold School of Building and Hamilton Community Foundation launch Hamilton HomeStart to help 55 social housing tenants purchase their first home.
5. The City of Hamilton returns $962,000 to 6,418 children and their families, a portion of the National Child Benefit clawback (2006).
6. There were 37 delegations present to the City of Hamilton Committee of the Whole on the issue of poverty reduction (spring 2006).
7. The Ministry of Children and Youth Services selects Hamilton as a demonstration community for the Province’s Best Start initiative with the City of Hamilton as the Project Manager.
8. The City of Hamilton approves a motion to review the establishment of a “Low-Income Tenant Tax Rebate Program” modelled after the Senior’s Tax Rebate Program

6. Links between the City's Social Development Strategy and the Forthcoming Revised Economic Development Strategy:

Keeping in mind the significance of the interconnectivity of the Social Development Strategy and the City’s Economic Development Plan, as important linkages can be found in research literature between both economic and social development.

The City's Economic Development Plan is designed to help the City of Hamilton overcome shifts in the local employment sectors, from primarily a manufacturing base to other employment "clusters" like agriculture, health and biotechnology, and information, communications and film. These would be the "magnets" to attract new business to our community.

The Social Development Strategy, however, reminds us that new businesses and employers will locate and employees will “live” in a community that has a healthy and educated workforce, a clean, "green" environment, a vibrant business climate, and a solid social and cultural infrastructure. A healthy social environment is the "glue" to economic development.
Staff from both the Community Services Department and Economic Development Division are currently engaged in dialogue and planning that will see the next version of the City’s Economic Development Strategy make stronger connections between the need for economic development and the significant contribution that social development provides to employment growth and opportunity.

7. **Social Vision 2007 and Beyond:**

The Caledon report provided a significant foundation upon which the City of Hamilton can continue to base future community development, human services planning, and social policy initiatives. Not only is the vision statement still relevant and the values within the report still key to achieving the vision statement, the important message that social development plays a significant role in the future economic and social growth within the city of Hamilton still needs to be heard and acted upon. Although staff from the City of Hamilton are encouraged by the number of concrete actions launched as a result of the Social Vision report, the community and its citizens need to remain attentive to ensure that our Social Vision is realized.

_______________________
Joe-Anne Priel
General Manager,
Community Services Department
### Members of Skills Development Flagship Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allen, Richard</td>
<td>Executive Director</td>
<td>Industry – Education Council</td>
</tr>
<tr>
<td>Boles, Jim</td>
<td>Program Manager</td>
<td>City Of Hamilton</td>
</tr>
<tr>
<td>Curtin, Sam</td>
<td>Program Supervisor</td>
<td>Ministry of Community and Social Services</td>
</tr>
<tr>
<td>Ferguson, Angela</td>
<td>Principal, Student Success Initiative</td>
<td>Hamilton Wentworth District School Board</td>
</tr>
<tr>
<td>Fraser, Mark</td>
<td>Senior Planner</td>
<td>Social Planning and Research Council</td>
</tr>
<tr>
<td>Hendry, Gillian</td>
<td>Director, Employment and Income Support Branch</td>
<td>City of Hamilton</td>
</tr>
<tr>
<td>Joss, Katherine</td>
<td>LBS &amp; Credit Pathways Leader</td>
<td>Community and Continuing Education</td>
</tr>
<tr>
<td>Lumsden, Lily</td>
<td>General Manager</td>
<td>YMCA Career Development &amp; Learning Centre (YMCA of Hamilton/Burlington)</td>
</tr>
<tr>
<td>Marafon, Sharon</td>
<td>Program Manager</td>
<td>Call Centre Training Program</td>
</tr>
<tr>
<td>McPhee, Colleen</td>
<td>Pathway &amp; Technology</td>
<td>Hamilton Wentworth Catholic School Board, Nicholas Mancini Centre</td>
</tr>
<tr>
<td>Morris, Leah</td>
<td>Director</td>
<td>Adult Basic Education Association</td>
</tr>
<tr>
<td>Neale, Lisa</td>
<td>Community and Continuing Education</td>
<td>Hamilton Wentworth District School Board</td>
</tr>
<tr>
<td>Nunn, Drew</td>
<td>Manager</td>
<td>Service Canada</td>
</tr>
<tr>
<td>Renshaw, Sylvia</td>
<td>Consultant, Business Development</td>
<td>City of Hamilton, Planning &amp; Economic Development</td>
</tr>
<tr>
<td>Spencer, Brad</td>
<td>Executive Director</td>
<td>PATH Employment Services</td>
</tr>
<tr>
<td>Robinson, Liz</td>
<td>Special Project Coordinator</td>
<td>Ministry of Training, Colleges and Universities</td>
</tr>
<tr>
<td>Tokací, Aurelia</td>
<td>Manager of Employment Services</td>
<td>Settlement and Integration Services Organization</td>
</tr>
<tr>
<td>Travis, Judy</td>
<td>Executive Director</td>
<td>Hamilton Training Advisory Board</td>
</tr>
<tr>
<td>Vanderveken, Jim</td>
<td>Director</td>
<td>Corporate &amp; Community Training Mohawk College</td>
</tr>
</tbody>
</table>
## Affordable Housing Flagship Contact List

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Sustersic</td>
<td>Threshold School of Building</td>
</tr>
<tr>
<td>Bill Curran</td>
<td>Community Volunteer, Architect</td>
</tr>
<tr>
<td>Bob Sutton</td>
<td>United Way/ District Labour Council</td>
</tr>
<tr>
<td>Bob Wood</td>
<td>Housing Help Centre</td>
</tr>
<tr>
<td>Brett Barnes</td>
<td>Canada Mortgage and Housing Corp.</td>
</tr>
<tr>
<td>Brother Richard MacPhee</td>
<td>Good Shepherd Centres</td>
</tr>
<tr>
<td>Carl Turkstra</td>
<td>Turkstra Lumber</td>
</tr>
<tr>
<td>Conrad Zurini</td>
<td>Remax/Delmar Real Estate</td>
</tr>
<tr>
<td>Dave Brodati</td>
<td>City of Hamilton</td>
</tr>
<tr>
<td>Frank Passaro</td>
<td>Bank of Nova Scotia</td>
</tr>
<tr>
<td>Erick Boyd</td>
<td>Ministry of Municipal Affairs &amp; Housing</td>
</tr>
<tr>
<td>Tony Brutto</td>
<td>Ministry of Municipal Affairs &amp; Housing</td>
</tr>
<tr>
<td>Jeff Wingard</td>
<td>Social Planning and Research Council</td>
</tr>
<tr>
<td>Joe-Anne Priel</td>
<td>City of Hamilton</td>
</tr>
<tr>
<td>Keith Extance</td>
<td>City of Hamilton</td>
</tr>
<tr>
<td>Bill Janssen</td>
<td>City of Hamilton</td>
</tr>
<tr>
<td>Len Saltmarsh</td>
<td>Hamilton Rotary Club</td>
</tr>
<tr>
<td>Linda Axford</td>
<td>Community Volunteer</td>
</tr>
<tr>
<td>Lindsey George</td>
<td>Community Volunteer</td>
</tr>
<tr>
<td>Mark Chamberlain</td>
<td>Hamilton Community Foundation</td>
</tr>
<tr>
<td>Nicole DesJardins</td>
<td>LIUNA</td>
</tr>
<tr>
<td>Paul Johnson</td>
<td>Wesley Urban Ministries</td>
</tr>
<tr>
<td>Peter Schafft</td>
<td>Community Volunteer</td>
</tr>
<tr>
<td>Roy Adams</td>
<td>Hamilton Civic Coalition</td>
</tr>
<tr>
<td>Othello Inniss</td>
<td>Wesley Community Coalition</td>
</tr>
</tbody>
</table>