



## City of Hamilton

# AUDIT, FINANCE AND ADMINISTRATION COMMITTEE

**Meeting #:** 19-006  
**Date:** April 18, 2019  
**Time:** 9:30 a.m.  
**Location:** Council Chambers, Hamilton City Hall  
71 Main Street West

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

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**1. CEREMONIAL ACTIVITIES**

**2. APPROVAL OF AGENDA**

(Added Items, if applicable, will be noted with \*)

**3. DECLARATIONS OF INTEREST**

**4. APPROVAL OF MINUTES OF PREVIOUS MEETING**

4.1 April 4, 2019

**5. COMMUNICATIONS**

**6. DELEGATION REQUESTS**

**7. CONSENT ITEMS**

7.1 Various Advisory Committee Minutes:

7.1.a Hamilton Status of Women Committee - January 24, 2019

7.1.b Hamilton Status of Women Committee - February 28, 2019

7.1.c Hamilton Mundialization Committee - November 21, 2018

7.1.d Hamilton Mundialization Committee - January 16, 2019

7.1.e Hamilton Mundialization Committee - February 20, 2019

7.1.f Advisory Committee for Immigrants and Refugees - October 11, 2018

7.2 Human Resources Branding Strategy (HUR19005) (City Wide)

7.3 Internal Administrative Pool Update (HUR19011) (City Wide)

7.4 Ward-Specific Funding Initiatives Report as of December 31, 2018 (FCS19021) (City Wide)

## **8. PUBLIC HEARINGS / DELEGATIONS**

8.1 2019 Development Charges Background Study and By-law Update (FCS19036) (City Wide)

8.1.a Registered Speakers (9:30 am):

8.1.a.a Robert Graham and David Zeitsma, Redeemer University College

8.1.a.b Jesse Newton, Oak Hill Academy

8.1.a.c Dan Postma, Calvin Christian School

8.1.b Registered Speakers (7:00 pm):

8.1.b.a Dr. Patrick Deane, President and Vice-Chancellor, Roger Couldrey, Vice-President, McMaster University

8.1.c Written Submissions:

8.1.c.a Patrick Deane, McMaster University

8.1.c.b Thomas Ferns, Mohawk College

8.1.c.c David Zietsma, Redeemer University College

8.1.c.d Matthias Feiner

## **9. STAFF PRESENTATIONS**

9.1 Tax and Rate Operating Budget Variance Report as at December 31, 2018 – Budget Control Policy Transfers (FCS18067(b)) (City Wide)

**10. DISCUSSION ITEMS**

- 10.1 Governance Review Sub-Committee Report 19-002 - March 25, 2019
- 10.2 Terrapure Environmental - Heritage Green Community Trust Indenture (LS19013 / FCS19034) (Ward 9)
- 10.3 Lead Water Service Replacement Loan Program Amendments (FCS19025) (City Wide) (Outstanding Business List Item)
- 10.4 Development Charges Stakeholders Sub-Committee Report 19-003

**11. MOTIONS**

**12. NOTICES OF MOTION**

**13. GENERAL INFORMATION / OTHER BUSINESS**

**14. PRIVATE AND CONFIDENTIAL**

**15. ADJOURNMENT**





## AUDIT, FINANCE AND ADMINISTRATION COMMITTEE MINUTES 19-005

9:30 a.m.  
April 4, 2019  
Council Chambers  
Hamilton City Hall

**Present:** Councillors C. Collins (Chair), M. Wilson (Vice-Chair), B. Johnson, M. Pearson, J. Partridge, and B. Clark

**Absent with  
Regrets:** Councillor A. VanderBeek – City Business  
Councillor L. Ferguson – City Business

### THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. **2018 Fourth Quarter Request for Tenders and Proposals Report (FCS18037(c)) (City Wide) (Item 7.2)**

**(Johnson/Wilson)**

That Report FCS18037(c) respecting the 2018 Fourth Quarter Request for Tenders and Proposals Report, be received.

**CARRIED**

2. **2018 Fourth Quarter Emergency and Non-competitive Procurements Report (FCS18038(c)) (City Wide) (Item 7.3)**

**(Pearson/Clark)**

That Report FCS18038(c) respecting the 2018 Fourth Quarter Emergency and Non-competitive Procurements Report, be received.

**CARRIED**

3. **Fourth Quarter Non-compliance with the Procurement Policy Report (FCS18039(c)) (City Wide) (Item 7.4)**

**(VanderBeek/Pearson)**

That Report FCS18039(c) respecting the Fourth Quarter Non-compliance with the Procurement Policy Report, be received.

**CARRIED**

**4. Appointments to the Various City of Hamilton Advisory Committee for the 2018 - 2022 Term (Item 14.1)**

**(Wilson/Johnson)**

That the recommendations of Appointments to the Various City of Hamilton Advisory Committees for the 2018 – 2022 Term, be released publicly following approval by Council.

**Result: Motion CARRIED by a vote of 6 to 0, as follows:**

YES - Councillor Maureen Wilson  
YES - Chair Chad Collins  
NOT PRESENT - Councillor Judi Partridge  
YES - Councillor Arlene VanderBeek  
NOT PRESENT - Councillor Lloyd Ferguson  
YES - Councillor Brenda Johnson  
YES - Councillor Maria Pearson  
YES - Councillor Brad Clark

**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 2)**

The Committee Clerk advised that there were no changes to the agenda.

**(VanderBeek/Johnson)**

That the agenda for the April 4, 2019 Audit, Finance and Administration Committee meeting be approved, as presented.

**Result: Motion CARRIED by a vote of 6 to 0, as follows:**

YES - Councillor Maureen Wilson  
YES - Chair Chad Collins  
NOT PRESENT - Councillor Judi Partridge  
YES - Councillor Arlene VanderBeek  
NOT PRESENT - Councillor Lloyd Ferguson  
YES - Councillor Brenda Johnson  
YES - Councillor Maria Pearson  
YES - Councillor Brad Clark

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)**

**(i) March 21, 2019 (Item 4.1)**

**(Wilson/Clark)**

That the Minutes of the March 21, 2019 meeting of the Audit, Finance and Administration Committee be approved, as presented.

**Result: Motion CARRIED by a vote of 6 to 0, as follows:**

YES - Councillor Maureen Wilson  
YES - Chair Chad Collins  
NOT PRESENT - Councillor Judi Partridge  
YES - Councillor Arlene VanderBeek  
NOT PRESENT - Councillor Lloyd Ferguson  
YES - Councillor Brenda Johnson  
YES - Councillor Maria Pearson  
YES - Councillor Brad Clark

**(d) CONSENT ITEMS (Item 7)**

**(i) Hamilton Aboriginal Advisory Committee Minutes - February 7, 2019 (Item 7.1)**

**(VanderBeek/Pearson)**

That the minutes from the February 7, 2019 Hamilton Aboriginal Advisory Committee meeting, be received.

**CARRIED**

**(ii) Interview Sub-Committee to the Audit, Finance and Administration Committee Report - March 21, 2019 (Item 7.5)**

**(Johnson/Wilson)**

That the minutes from the March 21, 2019 Interview Sub-Committee to the Audit, Finance and Administration Committee meeting, be received.

**CARRIED**

**(e) PUBLIC HEARINGS / DELEGATIONS (Item 8)**

**(i) Vince Dipietro, Angelica Homes, respecting a rental property's water bill (Approved January 17, 2019) (Item 8.1)**

Vince Dipietro, Angelica Homes, addressed the Committee respecting a rental property's water bill.

**(Pearson/VanderBeek)**

That the delegation from Vince Dipietro, Angelica Homes, respecting a rental property's water bill, be received.

**CARRIED**

**(ii) Supporting documentation provided by staff respecting Vince Dipietro's Water Bill (Item 8.1(a))**

**(Pearson/Clark)**

That the supporting documentation provided by staff respecting Vince Dipietro's water bill, be received.

**CARRIED**

**(f) PRIVATE AND CONFIDENTIAL (Item 14)**

As Committee determined that discussion of Item 14.1 was not required in Closed Session; those items were addressed in Open Session, as follows:

**(i) Appointments to the Various City of Hamilton Advisory Committee for the 2018 - 2022 Term (Item 14.1)**

For disposition of this matter, refer to Item 4.

**(g) ADJOURNMENT (Item 15)**

**(VanderBeek/Pearson)**

That, there being no further business, the Audit, Finance and Administration Committee, be adjourned at 9:54 a.m.

**CARRIED**

Respectfully submitted,

Councillor Collins, Chair  
Audit, Finance and Administration  
Committee

Alicia Davenport  
Legislative Coordinator  
Office of the City Clerk





## Hamilton

### **Status of Women Thursday, January 24, 2019 5:30 p.m. City Hall, 71 Main St. W, Room 193**

**Present:** Denise Christopherson, Janice Lukas, Katie Hood, Marie Robbins, Yulena Wan, Doreen Ssenabulya, Katherine Kalinowski

**Regrets:** Zenaida Roque Cruz (LOA), Miracle Chukwu (LOA),

**Absent:** N/A

**Also Present:**

Nadia Olivieri (Staff Liaison); Daniela Giulietti (Executive assistance for C. Naan) Councillor Naan, Sarah Jama

**Guests:** Kristie the Dog Guide

**Chair:** Denise Christopherson (Chair)

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#### **WELCOME & INTRODUCTIONS (5:35 pm)**

**Members went around the table and introduced themselves**

**1. APPROVAL OF AGENDA**

**(J. Lukas/K. Kalinowski)**

That the Status of Women Committee agenda of January 24, 2019 be accepted as presented.

**CARRIED**

**2. DECLARATIONS OF INTEREST - None declared.**

**3. APPROVAL OF MINUTES**

**(Y. Wan/M. Robbins)**

That the Status of Women Committee minutes of November 22, 2018 be accepted as presented.

**CARRIED**

**4. PRESENTATIONS- Councillor Naan**

Cllr. Naan provided the committee with the following update:

- 7 female councillors elected to Council, the highest female demographic of any previous Council
- The new Council is interested in gender equity and diversity and inclusion at the City of Hamilton (Spectator Op Ed/ Raise the Hammer articles for an overview)
- February 6, 2019 Council meeting is an opportunity to be a delegate on the issue City Manager selection. A diversity of voices is important to the City Manager selection process.
- Council is engaged in budget review – tax rate, capital budget, city service update



Hamilton

The Chair responded with the following:

- the Committee had started the process of looking at gender equity for 4 consecutive terms through a gender inclusion lens
- The Committee didn't feel that the past Council valued this work
- It appears the new Council is behind the issues championed by this Committee during the past 4 terms.

Guest Sarah Jama voiced some concerns regarding the City's commitment to diversity and inclusion suggesting that the replacement of the Access and Equity section with the Human Rights Diversity and Inclusion section has impeded meeting the diversity needs at the City of Hamilton.

Staff Liaison provided some examples of hiring practices changes that promoted inclusion of student applicants from a more diverse demographic background.

## **5. DISCUSSION ITEMS**

### **5.1. 2018 Activity**

#### **5.1.1. Past committee accomplishment 2017 Work plan referenced**

The Committee Focused on:

- Education by inviting the City Manager and Manager of Finance to present to the Committee
- Confirming City Hall Demographics: info previously collected indicates that most of the women at City Hall are in lower paying jobs.
- Efforts to get women into Sr. Management positions engaging Chris Murray to discuss his what is being done in this regard.
- Acquiring information from the City of Hamilton organizational chart reflecting who is the incumbent in senior leadership position- still pending
- Understanding trending issues which resulted in focusing and investing on Elect More Women Conference and subsequent workshop as well as Femme the Vote education. Femme the Vote may have contributed to the present Council demographics.
- Supporting other community organizations such as SACHA
- Investing in events such as Women of Distinction Award
  - SWC originally gave rise to this event
  - Event established in 1975
  - In 2002 the YWCA took over the event
- Participating in other events that were held at the City
- Supplying child care attendance to ensure community engagement. This was supported by past SWC Councilor Advisor – would like to figure out a method to roll this child minding options to other Volunteer Advisory Committees so that all persons can attend meetings



Hamilton

At 6:15 pm the Chair and Member Y. Wan left the SWC meeting to attend another meeting.

**5.1.2.** Matters to pass along to the new SWC

See above list. In particular the Committee would like to see the child minding options available for all Volunteer Advisory Committee members.

**5.1.3.** 2019 Winter/ Spring Events

International Women's day –SWC typically supports this event and related activities

**Motion**

**(K. Kalinowski /D. Ssenabulya)**

That the SWC fund up to \$500.00 to International's Women day event with disbursement of those funds be based on the needs identified by event organizers.

**CARRIED**

The Committee has agreed to continue to meet until the new Committee is put in place.

**6. OTHER BUSINESS**

Women's March – Male allies were called in to support access to the event.

**Motion**

**(J. Lukas/D. Ssenabulya)**

That the SWC make available up to \$1000 to support the 2019 Women's March.

**CARRIED**

**Motion**

**(J. Lukas/M. Robbins)**

That the SWC logo is included in the Women's March promotional materials.

**CARRIED**

INFORMATION Sharing

Up In Smoke – you can find information at [tobacco@hamilton.ca](mailto:tobacco@hamilton.ca)

For further discussion:

- The value of retention as just important as good hiring practices.
- The tremendous occupancy (114%) in women shelters in December.
- City of Hamilton Housing and Homelessness Strategy
- Ottawa St. Housing project – there is a velocity happening and the Committee needs to keep it going



Hamilton

**7. ADJOURNMENT 6:40 pm  
(K. Kalinowski / K. Hood)**

That the Status of Women Committee meeting be adjourned at 6:20pm.

**CARRIED**

**NEXT MEETING: February 28, 2019, 5:30 p.m.  
Hamilton City Hall, Room 193**



Hamilton

**Status of Women  
Thursday, February 28, 2019 5:30 p.m.  
City Hall, 71 Main St. W, Room 193**

**Present:** Janice Lukas, Marie Robbins, Yulena Wan, Doreen Ssenabulya, Katherine Kalinowski

**Regrets:** Denise Christopherson Katie Hood, Councillor Naan  
Zenaida Roque Cruz (LOA), Miracle Chukwu (LOA),

**Absent:** N/A

**Also Present:** Nadia Olivieri (Staff Liaison)

**Guests:** Melissa Steep – Project Manager,  
Customer Experience & Innovation Transit (HSR)

**Chair:** Doreen Ssenabulya (Vice Chair)

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**WELCOME & INTRODUCTIONS (5:35 pm)**

**Members went around the table and introduced themselves**

**1. APPROVAL OF AGENDA  
(Y. Wan/Jan Lukas)**

That the Status of Women Committee agenda of February 28, 2019 be accepted as presented.

**CARRIED**

**2. DECLARATIONS OF INTEREST - None declared.**

**3. APPROVAL OF MINUTES  
(Y. Wan/M. Robbins)**

That the Status of Women Committee minutes of January 24, 2018 be accepted as presented.

**CARRIED**

**4. PRESENTATIONS- Melissa Steep**

Description of the history of HSR provided.

Brochure about the project- How do we make HSR your first choice?

Doing a survey – want to hear from everyone; will assist anyone who needs assistance completing the questionnaire.

Advertising through newspaper, bus shelters; handing out materials at libraries, community centers; meeting people face to face through a

“community bus”. Printed survey can be picked up at any Municipal Service Centre.



## Hamilton

So far 4000 surveys collected (56% of respondent are women, 1% of respondent are self-identified)

Site: [Hamilton.ca/re-envision](http://Hamilton.ca/re-envision)

Survey is not offered in another language.

The Status of Women Committee would like to submit an email to Melissa to give the SMP (Jay Adams) indicating their concern about the lack of standard practice to make the survey available in other languages.

Is there a "Public Survey Policy and Procedure"?

John Ariyo – a lot of the survey is emulating our Future Hamilton approach to collecting information.

Committee member Marie Robbins explains that ESL courses have a section in the curriculum dedicated to discuss transportation.

Some feedback from the committee: survey is complicated.

The Survey was created by Engineers at McMaster University. They are collecting information along Vulnerability index and Robustness index  
The engineers are going to be responsible for refiguring the system.

NB: all fleets now have video surveillance – signs on board advising of video surveillance.

There is an "After 8:00 pm" stop request. Bus will stop in between stops if it is safe to do allow a passenger to disembark between stop signs.

## **5. DISCUSSION ITEMS**

### 5.1. 2019 Activity plan – development of an Activity Plan

#### 5.1.1.2019 SWC Events –

Women of Distinction March 7, 2019

Table will be made available to committee members (4) and women who would not otherwise be able to attend (6)

#### 5.1.2. Matters arising from previous minutes

##### 5.1.2.1. The value of retention as just important as good hiring practices.

This is something for next committee to follow up on –  
What is in place at the City of Hamilton to ensure positive culturally competent employment; how does this tie into



## Hamilton

the Equity, Diversity and Inclusion lens?

5.1.2.2. The tremendous occupancy (114%) in women shelters in December.

Housing and Homelessness is the first area where the Equity, Diversity and Inclusion lens will be applied.

There is a crisis in the City of Hamilton: 170 women sleeping on mats at shelters.

The Committee should ask someone from the Housing Services Department and Women Housing Development Collaborative (Collaborative of Women servicing agencies) to speak to the Committee to inform the Committee on the possible root cause for the crisis.

5.1.2.3. City of Hamilton Housing and Homelessness Strategy  
The Province asked for a 10 year plan. We are at the 5 year mark. Can the information collected to date be shared with the Committee (Kristen Maxwell and James O'Brien are the contacts at the City)

5.1.2.4. Ottawa St. Housing project – Committee wants to support any initiatives that will assist this project.

**For next meeting: include a business item “purposed activity plan”**

## **6. OTHER BUSINESS**

6.1. Information Sharing (relevant to SWC activities)

Staff Liaison read email from Cllr. Nann congratulate the committee members, past and present, on their long history of advocacy in regards to using an Equity, Diversity and Inclusion lens on the entire city system.

No other new business information to share.

## **7. ADJOURNMENT 6:40 pm**

The Status of Women Committee having addressed all agenda items, adjourned at 6:40pm.

**NEXT MEETING:            March 28, 2019, 5:30 p.m.  
Hamilton City Hall, Room 193**







**MINUTES: Hamilton Mundialization Advisory Committee  
Wednesday, November 21, 2018 – 6:00 p.m.  
Hamilton City Hall, Room 222**

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**Present:** Rein Ende, Bob Semkow, Pat Semkow, Ron Vine, Jan Lukas, Nick van Velzen

**Regrets:** n/a

**Absent:** n/a

**Also Present:** Nadia Olivieri, Staff Liaison

**Guests:** Franca Hicks, Curator of Collections, City of Hamilton, Heritage Resource Management, Tourism and Culture, Planning and Economic Development

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**WELCOME & INTRODUCTIONS (6:00 pm)**

Declaration of Land Acknowledgement Statement

**1. APPROVAL OF THE AGENDA  
(N. van Velzen/B. Semkow)**

That the Hamilton Mundialization Advisory Committee agenda of October 17, 2018 be approved as amended.

Created (3.2) Private and Confidential

**CARRIED**

**2. DECLARATIONS OF INTEREST –none declared**

**3. APPROVAL OF MINUTES**

3.1. Minutes of October 17, 2018

**(J. Lukas/ P. Semkow)**

That the Minutes of October 17, 2018 be approved as presented.

**CARRIED**

3.2. Private and Confidential

**(J. Lukas/ P. Semkow)**

(a) That the Closed Session Minutes of the October 17, 2018 Hamilton Mundialization meeting, be approved as presented; and

(b) That the Closed Session Minutes of the October 17, 2018 Hamilton Mundialization, remain confidential.

**CARRIED**

**4. PRESENTATIONS – n/a**



## 5. **DISCUSSION ITEMS**

### 5.1. Mundialization Display Cabinet

#### 5.1.1. Franca Hicks, Curator of Collections

Display Cabinet is confirmed as permanently dedicated to Mundialization.

F. Hicks explained over the past 10 years the Curator of Collection's office has been cataloguing all items across the organization. F. Hicks returned with a document of items people have flagged as Mundialization items; however, the items/artifacts lack fulsome record descriptions.

They are looking to expand the records so there is more meaningful information (relevance, when was item given to City of Hamilton, etc.) associated with the record.

Items can be used to work out an exhibit plan for the Mundialization display cabinet.

Richard Barlas sent members of the Display subcommittee some pictures of artifacts. R. Vine provided a history of the plan with Richard Barlas. R. Barlas had a group of items that clearly can be traced to Mundialization and a second category group of items associated by country.

With respect to possible displays for 2019, B. Semkow confirmed that for 2019 there are no twinning anniversary events. The Committee suggested that for next year, the cabinet display highlight some artifact from each twinned city.

Mounts will need to be purchased specific to the artifacts.

When an artifact is removed from collection, it has to be checked by a conservator to insure the artifact is stable to move. There must be an appropriate mount for the artifact.

Once an item makes it to the Curator of Collection's office, it is managed from that time forward as an artifact.

Following the appointment of a new committee, the recommendation is that a sub-committee be assigned to meet with F. Hicks to discuss an exhibit plan.



**Motion: (N. van Velzen/ P. Semkow)**

That up to \$300.00 to be provided to F. Hicks, Curator of Collection to purchase appropriate stands, mounts for the next Mundialization Cabinet display.

**CARRIED**

5.2. 2018 Activity Plan

5.2.1. Photo Contest- defer to December 2018 meeting

5.2.2. December 19, 2018 details

1 hour committee meeting

Remaining time be a celebratory meal catered by Pierre’s Fine Foods

5.2.3. Other 2019 Events

- 50 years of Gandhi in Canada – J. Lukas to provide additional information to next meeting

5.3 Policy for member subsidization (attending events)

- Note from Staff: all motions for expenditures should be stated as “up to” the required amount.

**6. OTHER BUSINESS**

**6.1. Information Sharing**

Chair would like to remind everyone that the deadline to apply to this or other Volunteer Advisory Committees is December 14, 2018.

**7. ADJOURNMENT**

**(P. Semkow/ B. Semkow)**

**7:50 pm**

That the November 21, 2018 meeting of Mundialization be adjourned.

**CARRIED**

**NEXT MEETING: December 19, 2018, 6:00 p.m.  
Hamilton City Hall, Room 192**





**MINUTES: Hamilton Mundialization Advisory Committee  
Wednesday, January 16, 2019 – 6:00 p.m.  
Hamilton City Hall, Room 192**

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**Present:** Rein Ende, Jan Lukas, Pat Semkow, Bob Semkow, Nick van Velzen, Councilor Arlene VanderBeek

**Regrets:** Ron Vine

**Absent:** n/a

**Also Present:** Nadia Olivieri, Staff Liaison

**Guests:** n/a

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**WELCOME & INTRODUCTIONS 6:05 pm**

The vice Chair welcomed everyone to the meeting and provided the Land Acknowledgement.

**1. APPROVAL OF AGENDA**

**(P. Semkow/ B. Semkow)**

That the Hamilton Mundialization Advisory Committee agenda of January 16, 2019 be approved as presented.

**CARRIED**

**2. DECLARATIONS OF INTEREST –None declared.**

**3. APPROVAL OF MINUTES**

3.1. Minutes of December 19, 2018

**(J. Lukas/P. Semkow)**

That the minutes of December 19, 2018 meeting of the Mundialization Committee be approved as amended.

(i) C. VanderBeek noted as present at the December meeting

**CARRIED**

**4. PRESENTATION – n/a**

**5. DISCUSSION ITEMS**

5.1. Mundialization Display Cabinet

5.1.1.Franca Hicks

The plaque that was provided to the Committee by Mayor Eisenberger was provided by staff to Franca Hicks. Franca will placed the plaque in the Mundialization display cabinet.



#### Mundialization Artifacts:

- (i) Franca supplied mounts for items in the cabinet. They will be reclaimed by her when the cabinet display changes and the committee will have to fund future mounts that will remain with the artifacts they support.
- (ii) Committee agrees to reach out to former committee members to help collect information that will better identify the significance of the items listed on the Mundialization artifact list provided by Franca Hicks.  
Councillor VanderBeek will make some enquiries as to who from this Council or former Councils may be able to comment on any artifact history.

For the next meeting Councillor VanderBeek and Committee members will return with email addresses/contact info of any members that may be able to provide additional information on items identified on the list.

A letter will be sent out to these individuals to review the list and advise of any item which they can provide information. The information collected and their names will be forwarded to Franca Hicks. Franca can then organize any further contact as she deems necessary.

#### 5.2. 2018 Activity Plan

##### 5.2.1. Summarize past Mundialization activities:

- World Citizen Award – possibly link with World day to end Discrimination in March– typically every other year (last WCA event was May 2018)
- Hiroshima Nagasaki Memorial Event – August 6 or August 9, 2019 (R. Ende not available to attend the event this year)
- Photo contest – usually well received and there is good participation with this event
- Partner or attend Anniversary Events – 2018 Dundas -Kaga 50<sup>th</sup> anniversary twinning celebration or local twin city community events – e.g. Kaga visit (every third year) and Racalmuto Events (every September);
- Mundialization gift preservations –magnolia bush across from Bay Front Park entrance
- Standing Kids for Kaga grant for \$2000.00 (need to request the invoice from Kids for Kaga organization)
- Attend and support Peace events – e.g. Gandhi Peace festival



5.2.1.1. History and endorsement of activities

See Mundialization Web site for summary of importance and history of each item listed in 5.2.1

5.2.2. Other 2019 Events

5.2.2.1. 50 years of Gandhi in Canada March 14, 2019 - Nobel Peace Laureate , Leymah Gbowee invited to be the guest Gandhi Lecturer

5.2.2.2. Add to next meeting agenda discussion of Mundialization accomplishment and highlights of key issues that the present Committee would like the next Committee to endorse/support in the next term of this Committee.

5.3. Web Site

Staff received email from Sergey.

Sergey advised:

- He is the web designer of MCH website [www.Mundialization.ca](http://www.Mundialization.ca). - the website is located on his web server and domain name registration provided by his company for free for more than fifteen years.
- Nobody had contacted him regarding website updates, news posting, and technical support.
- His attempts to see who is responsible for the communication and online presence of website has been futile
- Is the City of Hamilton interested to keep the website live anymore?
- He can be provided with any updates regarding [www.Mundialization.ca](http://www.Mundialization.ca) website.

Staff needs to follow up to see if the site can be purchased by the COH and can management of site can be done by COH IT.



**6. OTHER BUSINESS**

- 6.1. Information sharing-  
800 Volunteer Advisory Committee applications were received at the Clerk's office

**7. ADJOURNMENT**

Having completed the agenda, the meeting was adjourned at **7:15 pm.**

**NEXT MEETING**

**Wednesday, February 20, 2019**

**6:00 p.m. – Room 192, City Hall**

2019 Dates: February 20, March 20, April 17, May 15, June 19, (July 21, August 21\*) September 18, October 16, November 20, and December 18.

\*Summer dates if meetings are required





**MINUTES: Hamilton Mundialization Advisory Committee  
Wednesday, February 20, 2019 – 6:05 p.m.  
Hamilton City Hall, Room 192**

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**Present:** Ron Vine, Rein Ende, Jan Lukas, Pat Semkow, Bob Semkow, Nick van Velzen, Councilor Arlene VanderBeek

**Regrets:** n/a

**Absent:** n/a

**Also Present:** Nadia Olivieri, Staff Liaison

**Guests:** n/a

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**WELCOME & INTRODUCTIONS 6:05 pm**

The Chair welcomed everyone to the meeting and provided the Land Acknowledgement.

**1. APPROVAL OF AGENDA  
(N. van Velzen/ R. Ende)**

That the Hamilton Mundialization Advisory Committee agenda of February 20, 2019 be approved as presented.

**CARRIED**

**2. DECLARATIONS OF INTEREST –None declared.**

**3. APPROVAL OF MINUTES**

3.1. Minutes of January, 2019

**(B. Semkow/P. Semkow)**

That the minutes of January 16, 2019 meeting of the Mundialization Committee be approved as presented.

**CARRIED**

**4. PRESENTATION – n/a**

**5. DISCUSSION ITEMS**

**5.1. Mundialization Display Cabinet/ Artifact Identification**

Other resources identified by Committee Members

Members to provide name and contact information to the Staff Liaison of individuals they believe can provide relevant information.



Communicate out to other resources identified.

Defer to next meeting (Suggested by Cllr. VanderBeek and seconded by N. van Velzen)

## **5.2. 2019 and beyond Activity Plan**

Mundialization Activities of ongoing importance

Determining/confirming the need to pursue twinning:

Cllr. VanderBeek has some documents that she pulled in the past to understand twinning/mundialization. Cllr VanderBeek will review the documents with interested members of this Committee. Is there a rationale to maintain present twin City relationships? How will future Twin City relationships be established? Is Council's interested in supporting ongoing or new Twin City relationships? What is the financial implication? Establish clear procedures for interactions on events and visits.

Members can review the January 14, 1992 guidelines for Hamilton twin city relations and come up with suggestions or amendments for discussion at our next meeting.

### **Motion**

**(R. Ende/ B. Semkow)**

That the 1992 guidelines be confirmed on an interim basis and referred to the new Mundialization Committee for review. **CARRIED**

### 2019 Event Planning

- Photo contest –defer to next meeting
- 50 years of Gandhi in Canada-

Member Jan Lukas has provided information (see below)  
March 14, 2019 1:00pm – 3:00pm and 7:00pm to 9:00pm

- Hiroshima Nagasaki – identify a lead
  - Generally 1 meeting to prepare – discuss in further at next month's meeting
- Web Page information
  - Update from staff –deferred to next meeting



## **6. OTHER BUSINESS**

### **6.1. Information sharing-**

Member Jan Lukas provided information  
Ghandi Peace Lecture = Empowerment Squared fundraiser (afternoon)

<https://www.eventbrite.com/e/leymah-gbowee-women-peace-and-security-18th-annual-gandhi-lecture-tickets-55027803642?aff=efbneb&fbclid=IwAR2YSmCWYcmZnmJ77SYEsBKgpewzfs8QAzLJ808NY2EU5tsD3E3BCvHg31k>

Leymah Gbowee: Women, Peace and Security (18th Annual Gandhi Lecture)  
by Peace Studies Program and the Centre for Peace Studies

Ancaster Food Drive is March 2<sup>nd</sup>, 2019  
The committee goes door to door and collects donations of food and money.  
Please encourage all to be generous.

## **7. ADJOURNMENT**

**(J. Lucas/N. van Velzen)**

That the meeting be adjourned at **6:50 pm.**

## **NEXT MEETING**

**Wednesday, March 20, 2019**

**6:00 p.m. – Room 192, City Hall**

2019 Dates: April 17, May 15, June 19, (July 21, August 21\*) September 18,  
October 16, November 20, and December 18.

\*Summer dates if meetings are required





Hamilton

**AGENDA**  
**IMMIGRANT & REFUGEE ADVISORY COMMITTEE**

Thursday, October 11, 2018  
 City Hall 71 Main St. W.  
 Room 192/193, 6:30pm

**Present:** Eman Ismail-Elmasri, Marie Robbins, Beau Daniels, Yohana Otite, Dena Honig, Leo Johnson, Suad Badri, Leo Johnson (Chair)

**NB: Chair stuck in traffic in Oakville at 6:15 – otherwise all present by 6:30 pm -Quorum established at 7:25 pm**

**Also Present:** Nadia Olivieri, Human

**Regrets:** Holly McKean, Mané Arratia, Mir Islam

**Absent:** Sam Abraham

**Chair:** Leo Johnson

**Welcome and Introductions (6:40 pm)**

**1. Approval of the Agenda**

**(D. Hoing/S. Badri)**

Approve the October 11, 2018 Agenda as presented

**CARRIED**

**2. Declarations of Interest -non**

**3. Approval of Minutes**

**(E. Elmarsi/ B. Daniels)**

Immigrant and Refugee Meeting Minutes of July 12, 2018 approved as presented.

**CARRIED**

**4. Presentations – n/a**

## 5. Business / Discussion Items

**5.1** Election of interim vice chair  
**MOTION: (D. Hoing/E. Elmarsi)**  
 That Suad Badri be elected as the interim vice chair

**CARRIED**

**5.2** Attendance/Membership Status  
**MOTION: (Y. Otite / E. Ekmasri)**  
 That the medical leave of absence of Zenaida Roque-Cruz be accepted.

Carried

**CARRIED**

**5.3** Open House follow up/ feedback (See 6.2 Debrief)

**5.4** Housing Working Group Update  
 -Zenaida, Leo are only remaining members – Zenaida on LOA  
 - Leo to secure draft presentation to AF&A and bring to meeting to review  
 -Need to re-establish the Housing working group especially since there is going to several housing related events in Hamilton

**5.5** Employment Working Group Update  
 - The group agrees that they should bring forward the details for the Employer Recognition Award and look for partner interested in promoting the award

**MOTION: (M. Robbins/S. Badri)**  
 That \$2000.00 from Immigration & Refugee reserve be set aside to fund the new award.

**CARRIED**

Member M. Robbins works with @ Chambers of Commerce – they may/could support a partnership with this award  
 Hamilton Community Foundation could also be considered as a resource partner for this award

**5.6** Education Working Group Update –defer to next meeting

## 6. Other Business

**6.1** 2019 Budget  
**MOTION: (D. Hoing/ M. Robbins)**  
 That the I & R Budget for 2019 to remain the same as 2018 with the inclusion of a request 2000.00 from I & R reserve to initiate new Employer award.

**CARRIED**

Quorum lost at 7:40 pm with Marie's exist.  
 Meeting continued with the discussion listed under Item 6.

## 6.2 Debrief: July 2018 Newcomer Day

- The Committee thanked Beau for his dedication on the Newcomer Day event
- Members were upset that HIPC did not recognize the existing history of similar event run by I & R
- Members felt that there was not enough acknowledgements to I&R contribution to the day
- Members agreed that as the Committee is an extension of the City of Hamilton, recognition to the COH extends to the Committee as well.
- The Committee agreed that they need to make better use of the opportunity to work in a more collaborate manner with HIPC
- For next year, in advance of full on involvement, the committee should have an outline of exactly what they will commit to doing
- Work shops arranged for the day were a total failure – everyone was outside doing the fun activities organized by HIPC
- May consider having the workshops as a stand alone activity (no other activities competing with the time slots) and somehow coordinated with the delivery of food for the event
- Observed that a few community/ cultural organization were not well representative
- Contact list need to be updated on a regular way
- Having the event on a regular business day at City Hall made it difficult to set up tables
- Second Floor was not well visited
- Some Volunteers didn't seem to know what they were assigned to do
- Members suggested to invite HIPC to a I&R meeting (Sarah) to review the above with HIPC
- Maybe there is something more meaningful that I&R could do to be part of Newcomer Day

Beau provided some feed directly to Layla to

6.2.1.1 Survey Monkey reviewed

### Additional information provided by Chair

- The Chair attended a Hate Crime presentation Hamilton Police
- Hamilton has the highest level of hate crimes and only 5% get into the courts (tracking is inconsistent across various municipalities)
  - bar set to establish the existence of a hate crime is near impossible to achieve: first time incident doesn't constitute a hate crime
  - Statistics on reported hate crimes are misleading
  - Hamilton Police have agreed to continue to engage in dialogue around this issue – the Chair will keep committee informed and Committee can considering have an official I&R member
  - HIPC is a major stake holder

**7. Adjournment – formal meeting ended when quorum lost at 7:40 pm  
Remaining discussion ended at 8:30 pm**

**Next Meeting: November 8, 2018**





## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	April 18, 2019
<b>SUBJECT/REPORT NO:</b>	Human Resources Branding Strategy (HUR19005) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Nenzi Cocca (905) 546-2424 Ext. 3924 Jodi Koch (905) 546-2424 Ext. 3003 Jacqueline Durlov (905) 546-2424 Ext. 2221 Andy Zimmerman (905) 546-2424 Ext. 5585
<b>SUBMITTED BY:</b>	Lora Fontana Executive Director Human Resources
<b>SIGNATURE:</b>	

### INFORMATION

Human Resources (HR) is often considered to be the face of an organization, particularly when actively seeking external candidates through the recruitment process. HR is often the first initial interaction new employees have with an organization, providing them with their first impression of the City of Hamilton as an employer. Just as importantly, HR must have a connection with its active employees to support engagement that is nurtured through a workplace culture of high performance and wellbeing.

Effective HR strategies play a key role in the brand management of an organization. These strategies allow HR to reflect the City's philosophy, culture and approach to service delivery within our community by supporting employees so that they can enhance the trust and confidence of our citizens' service experience. The City's HR division views its role not only to ensure compliance with labour laws, employment ethics and policy, but also helping to ensure that employees are in sync with our value proposition, both internally and externally to the organization.

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OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

To achieve this goal, HR collaborated with the City's Communications and Creative Design section to develop a communication brand and marketing strategy to connect HR "internally" with its employees as well as "externally" with prospective employees. This strategy included consultation with key stakeholder groups as well as a review of best practice initiatives that could be applied to the City. The concept includes a consistent look and feel that incorporates colour, font, and messaging.

### **Internal HR Branding Strategy**

#### ***You are the reason...***

The internal HR branding strategy is intended to make a strong personal connection with each employee. It is an opportunity for HR to acknowledge employees for their contributions to the organization as a whole, as well as marketing the meaning, role and reputation of HR within our organization. This speaks to current City employees with the purpose of recognizing their performance and commitment to the organization and clearly acknowledges the vital role employees play each and every day.

For internally HR focused communication and marketing opportunities, the HR tagline is ***you are the reason...***

Marketing and communication of HR's internal branding strategy will be embedded in employee recognition events, internal postings, general meetings, roadshows, banners, newsletters, HR led initiatives and materials, etc.

### **External HR Branding Strategy**

#### ***Be the reason...***

The external HR branding strategy speaks to the broader public, promoting the City as an employer of choice. Working to persuade potential candidates that the City provides them with the best Employee Value Proposition (EVP) and demonstrates the tremendous positive impact City employees have on their community – that is, the "benefits" received and delivered by joining the City. This external branding highlights both the benefits of becoming a City employee (as demonstrated through our remuneration and workplace policies and practices) as well as joining an organization representing and servicing a vibrant and expanding city.

For externally HR focused communication and marketing opportunities, the HR tagline is ***be the reason...*** which demonstrates HR's commitment to delivering quality customer service to our community through inclusive selection practices, development and learning opportunities, and retention strategies.

Marketing and communications of the external branding strategy will include tactics such as job advertisements, social media (i.e. Twitter and Instagram), trade show booths, banners, job fairs, etc.

### **The HR Brand**

The notion of branding is designed to create a sense of connection, identity, and purpose for an organization. The HR brand strives to incorporate the fundamental concept that each and every employee and prospective employee has the talent, ability and opportunity to make the most meaningful contribution to their community through their employment at the City of Hamilton.

HR branding, which is also known as employer branding, is an opportunity to promote the City as an employer of choice and is an effective tool for both the attraction and retention of top talent. Employer branding is not the sole responsibility of a marketing section, but rather one that must be embraced by HR, highlighting our role as both internal and external brand ambassadors. An engaging and strategic branding campaign will help the City attract the best candidates and provide for a larger pool of potential and highly qualified employees to select from. It also helps promote the value of the City for potential candidates, thereby increasing the value proposition of it in exchange for highly skilled and capable talent being recruited to the organization.

Through this exercise, HR realized a divisional commitment statement. This statement will be used in documentation and correspondence from HR to both internal and external audiences.

*Human Resources is dedicated to delivering employee-centered services that enrich work experience, culture and performance in ways that add value to the City and its customers. We are partnership focused, customer service oriented and leverage technology to enable employees to **be the reason** Hamiltonians have a positive experience with City services.*

In addition, HR recently launched Howi (Hamilton Online Workplace Information) which is a portal that connects HR with all employees across the City. Any employee that has access to a mobile phone, or a personal device such as a laptop or tablet, is now able to connect with HR for any employment related information, ask questions of HR as well as connect with any employee across the organization. Howi is a tool that connects HR with all employees, and is intended to **enable, engage, enhance, and empower** employees' overall employment experience. By continuously enhancing their experience and encouraging employees to visit often, Howi will be increasingly recognized by its logo and other marketing related initiatives that are intended on making Howi synonymous with HR.

**SUBJECT: Human Resources Branding Strategy  
(HUR19005) (City Wide)****- Page 4 of 4**

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These branding strategies, the HR commitment statement and Howi all work in conjunction and alongside the City of Hamilton's Strategic Plan 2016-2025 and continue to prove that the City of Hamilton is a vibrant, diverse, welcoming, and dynamic community as well as the best place to raise a child and age successfully.

**Next Steps**

The HR division will continue to work with the Communications and Design Services section to develop a tactical plan for implementation of the branding strategies. These will immediately include digital banners for eNet, Hamilton.ca, Twitter, LinkedIn, pull-up banners to be placed at various locations throughout the organization, an ad and article in the @CityofHamilton newsletter and a posting in Howi. As time and the campaign progress, the messaging will be woven throughout the organization and additional tactics will be added as appropriate. This campaign will start as early as June, 2019.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix A to Report HUR19005 – Design Concepts

# DESIGN CONCEPTS ONLY

**you**  
are **THE REASON...**

...the entire country  
is talking about Hamilton

**THANK YOU**

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[www.hamilton.ca/human-resources](http://www.hamilton.ca/human-resources)

## Internal Campaign Options

**you**  
are **THE REASON...**

...the entire country  
is talking about Hamilton

**THANK YOU**

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[www.hamilton.ca/human-resources](http://www.hamilton.ca/human-resources)

# DESIGN CONCEPTS ONLY

External Campaign Options Students

# be

## THE REASON...

...Hamilton has a great summer!

### WORK WITH US

The City of Hamilton is now accepting for summer student jobs for students who are enrolled at a secondary or post-secondary institution!

There are four categories that you can apply for:

- Returning (only for students that completed the full summer term last year)
- General labourers
- Recreation (returning and new)
- Course specific/Administrative

**Deadline to apply is January 15, 2019.**

For more details, and to apply!  
[www.hamilton.ca/summerjobs](http://www.hamilton.ca/summerjobs)

# be

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For more details, and to apply!  
[www.hamilton.ca/summerjobs](http://www.hamilton.ca/summerjobs)

# PowerPoint

**you & THE REASON...**  
...the entire country is talking about Hamilton

### Who We Are

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**Hamilton**  
CITY MANAGER'S OFFICE  
STRATEGIC PARTNERSHIPS & COMMUNICATIONS

**20 years**

## certificate of Recognition of 20 years of Dedicated Service

presented to  
**Mary Hill**

Congratulations and Thank You!

**you & THE REASON...**  
...the entire country is talking about Hamilton

**Hamilton**  
November 2018

Name, Director  
Name of the Division

# you are THE REASON...

...the entire country is talking about Hamilton

## THANKS

[www.hamilton.ca/human\\_resources](http://www.hamilton.ca/human_resources)

# DESIGN CONCEPTS ONLY

Web banner

**Hamilton**

# be THE REASON...

...the entire country is talking about Hamilton

## WORK WITH US

[www.hamilton.ca/jobs](http://www.hamilton.ca/jobs)

**Hamilton**

Pull Up banner and backdrop

# DESIGN CONCEPTS ONLY



**DO YOU REQUIRE MORE INFORMATION?**



**IN PERSON**  
Human Resources  
Hamilton City Centre,  
77 James Street North  
2nd Floor, Suite 250  
Hamilton, Ontario, L8R 2K3



**PHONE**  
905-XXX-XXXX  
MONDAY - FRIDAY  
8:30 am - 4:30 pm



**E-MAIL**  
humanresources@hamilton.ca



**WEB**  
www.hamilton.ca



## HUMAN RESOURCES Who We Are

**INTRODUCTION**

Human Resources is committed to delivering services that enrich the culture and performance at the City through integrated business solutions, while incorporating a partnership-based, customer service approach to serving the organization. Human Resources (HR) is the City's internal support service, providing human resource management programs to enable the City to meet its goals, consistent with Council direction, the Strategic Plan including the Our People & Performance Plan, and all regulatory requirements.

CITY MANAGER'S OFFICE  
HUMAN RESOURCES DIVISION



CITY MANAGER'S OFFICE  
HUMAN RESOURCES DIVISION

**HR WHO WE ARE**

**HR WHO WE ARE**

**INTRODUCTION** (continue)

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**GET INVOLVED**

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**CONSEQUENCES**

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**ADDITIONAL INFORMATION**

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**PLANS**

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**HR STRATEGY**

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CITY MANAGER'S OFFICE  
HUMAN RESOURCES DIVISION

CITY MANAGER'S OFFICE  
HUMAN RESOURCES DIVISION





## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	April 18, 2019
<b>SUBJECT/REPORT NO:</b>	Internal Administrative Pool Update (HUR19011) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Jodi Koch (905) 546-2424 Ext. 3003
<b>SUBMITTED BY:</b>	Lora Fontana Executive Director Human Resources
<b>SIGNATURE:</b>	

### INFORMATION

In June 2017, Human Resources presented a proposal to implement a pilot project for an Internal Administrative Support Pool. The intent of the pilot was to ensure that replacement staff were being compensated fairly for the work performed and that appropriate compliance with the collective agreement was adhered to when using replacement staff. In response to CUPE 5167 grievances which were filed alleging improper use of agency workers to fill temporary vacancies, a Memorandum of Agreement was signed in October 2012 which requires:

- a. the union to be notified if a vacancy is filled by an agency employee;
- b. vacancies which last longer than eight weeks will be posted internally;
- c. the City will pay the union the amount equivalent to union dues at the vacant position's regular rate and hours for every day the agency employee works past twelve weeks.

Following the June 2017 Information Report (HUR17008) – Internal Clerical and General Staffing Pool to the Audit, Finance, and Administration Committee, discussions were held with CUPE Local 5167 and a Memorandum of Understanding was signed by the parties in March 2018. Shortly thereafter, postings for these opportunities were created. Applicants went through a screening and testing process and then began to be offered employment opportunities as needs arose across the organization.

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OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Internal Administrative Pool Update  
(HUR19011) (City Wide)****- Page 2 of 3**

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During the nine (9) month period from July 2018 to end of March 2019, a total of thirty-seven (37) requests for temporary administrative support were received by the Human Resources Talent team. Of those requests, twelve (12) were filled from the internal pool, thirteen (13) were filled by Adecco Employment Services once the available internal pool was exhausted, and twelve (12) requests were deemed no longer necessary or the hiring manager chose to leave the position vacant.

The most common reason for the request was to provide coverage while a recruitment process was being completed to fill the vacancy, followed by a need for additional administrative support, and then short-term absence coverage.

The creation of an Internal Administrative Support Pool ensures that union dues are collected appropriately as the individuals are City employees and union dues, if applicable, are automatically deducted through our payroll processes. All Adecco Employment Services requests are processed through the Talent team within Human Resources and appropriate assignment and billing information is provided to the hiring manager. The hiring manager is then responsible for ensuring appropriate union dues are submitted in accordance with the Memorandum of Understanding. None of the Adecco Employment Services assignments during the pilot program period exceeded the eight week or twelve week stipulations.

During the pilot program, two (2) participants secured temporary, full-time (12 months) employment within the classification of their assignment and one participant secured permanent, part-time employment. This resulted in a need to replenish the candidates and required a second round of postings, screening, and testing. Out of the 8 candidates hired into the pool, 5 were internal and 3 were external.

The pilot program resulted in many favourable outcomes. The Departmental feedback on the program has been positive and this streamlined approach ensures that we have a better line of sight on the use of agency personnel for administrative duties.

The participants have appreciated the opportunities provided and the ability to apply to other job postings as internal candidates which has increased the likelihood of securing more regular and less precarious work. The union, CUPE Local 5167, has also provided favourable reviews as they recognize our commitment to ensuring compliance with the Collective Agreement and avoiding long term or improper use of agency employees. In fact, we have not received any grievances from CUPE 5167 relating to improper use of administrative agency employees or failure to submit union dues since the inception of the administrative pool in July 2018.

**SUBJECT: Internal Administrative Pool Update  
(HUR19011) (City Wide)****- Page 3 of 3**

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At the time of our initial report, we indicated that consideration would be given to a Phase 2 implementation for general labour positions. At this time, we are not recommending proceeding with Phase 2 due to the complexities and costs anticipated with such a pilot program. While the skills and abilities for the administrative pool are relatively similar in nature, the variety of training, skills, certifications, and physical demands of the general labour work is quite varied and complex. This would require far greater time and effort to adequately screen and test the candidates to ensure they were placed appropriately. This would likely require additional resources to manage this portfolio accordingly.

Given the positive outcomes associated with the Internal Administrative Support Pool, it is recommended that we end the pilot program and proceed with a permanent one, with greater emphasis on increasing the number of participants and further reducing the reliance on the external agency personnel. Every effort will be made to managing the numbers within the Internal Administrative Support Pool, ensuring a proper balance of staffing numbers that are reflective of our administrative support needs.





## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	April 18, 2019
<b>SUBJECT/REPORT NO:</b>	Ward-Specific Funding Initiatives Report as of December 31, 2018 (FCS19021) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Samantha Blackley (905) 546-2424 Ext. 2132
<b>SUBMITTED BY:</b>	Cindy Mercanti Director, Customer Service and POA Acting Director, Financial Planning and Policy Corporate Services Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

Audit, Finance and Administration Committee, at its meeting on April 8, 2018, approved the following:

“That annual reporting to Council of the balances and activities in the ward-specific funding initiatives including Wards 1 to 8 Area Rating Special Capital Re-investment Reserves, Ward-Specific Non-Property Tax Revenues, Cell Tower Revenues, Hydro One Contract Revenues and Minor Maintenance Council Priority Capital Projects, be approved;”

### INFORMATION

#### Executive Summary

The Area Rating Special Capital Re-investment Reserve Policy (Report FCS12024) was approved by Council on February 22, 2012. This Policy addresses the process and principles of the re-investment of the tax shift variance to the former City of Hamilton for the infrastructure deficit. The funding has been phased within the former City of Hamilton with Wards 1 to 8 receiving approximately \$420 K in 2011, \$640 K in 2012 and \$1.259 M in 2013. With the phase in completed in 2014, each Ward has received \$1.678 M annually from this time.

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OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Ward-Specific Funding Initiatives Report as of December 31, 2018  
(FCS19021) (City Wide) - Page 2 of 2**

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Concerns in the past have been addressed regarding the discretionary spending within the guidelines established in this Policy. Audit, Finance and Administration Committee (AF&AC), at its meeting on January 22, 2018, received correspondence from the public and staff was directed to report back to AF&AC on the funding of sponsorships, committee events and office expenses through the discretionary spending Area Rating Special Capital Re-investment Fund of Wards 1 to 8.

To help increase transparency regarding Ward-Specific Funding Initiatives, Council approved that all grants above \$350 from the Capital Special Re-Investment Discretionary Fund be approved by Council. Report FCS18014 also established the framework for the annual reporting on balances for the Area Rating Special Capital Re-investment Reserves, Ward-Specific Non-Property Tax Revenues, Cell Tower Revenues and Minor Maintenance Council Priority Capital Projects.

In December 2017, the Ontario Municipal Board (OMB) approved the new boundaries for the City of Hamilton in which the alignment of Wards 1 to 8 and the former Wards 1 to 8 of the City of Hamilton (pre-amalgamation) no longer exists. Each Ward boundary has changed impacting the allocation of the Ward Specific Funding Initiatives. As a result, new Wards 9, 10 & 14 have properties in the former City of Hamilton. As approved by GIC at its meeting on February 6<sup>th</sup>, 2019 (Report FCS19006), new Special Capital Re-Investment Reserves were established for these wards.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” – City of Hamilton Reserve History as of December 31,2018 (Detailed Record of Projects Funded from Reserve)

Appendix “B”– Area Rating Special Capital Re-Investment Fund Discretionary Spending Wards 1 to 8 as of December 31, 2018

Appendix “C”– Ward Specific Non-Property Tax Revenue Spending as of December 31, 2018

Appendix “D” – 2016/18 Council Priority Minor Improvements as of December 31, 2018

SB/dt

## CITY OF HAMILTON RESERVE HISTORY AS OF DECEMBER 31, 2018

Reserve Number:

108051

Reserve Name:

Ward 1 - Infrastructure Improvements Reserve

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
<b>Opening Balance</b>	-	425,757.32	101,444.86	302,020.65	698,602.11	1,294,306.00	1,512,793.33	546,759.74
<b>Add:</b>								
Interest Earned	6,104.82	11,383.09	4,178.46	9,387.43	32,724.67	39,338.32	27,172.41	9,085.98
Special Levy	419,652.50	839,304.45	1,258,956.25	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75
<b>Sub-Total - To Reserves</b>	<u>425,757.32</u>	<u>850,687.54</u>	<u>1,263,134.71</u>	<u>1,687,996.18</u>	<u>1,711,333.42</u>	<u>1,717,947.07</u>	<u>1,705,781.16</u>	<u>1,687,694.73</u>
<b>Less:</b>								
New Projects Funded in Year		1,075,000.00	870,000.00	1,218,500.00	945,000.00	1,765,000.00	1,660,000.00	972,000.00
Funding Adjustments for PY Projects			94,768.56	154,000.00	275,000.00		960,000.00	996,000.00
Commitments								50,000.00
Confidential Report				20,940.72				
Projects to be closed and returned to Reserve			(2,209.64)	(202,026.00)	(204,370.47)	(365,540.26)	(48,185.25)	(324,828.30)
Capital Reinvestment (\$100K Unallocated)		100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<u>-</u>	<u>1,175,000.00</u>	<u>1,062,558.92</u>	<u>1,291,414.72</u>	<u>1,115,629.53</u>	<u>1,499,459.74</u>	<u>2,671,814.75</u>	<u>1,793,171.70</u>
<b>Ending Balance - Dec 31</b>	<u>425,757.32</u>	<u>101,444.86</u>	<u>302,020.65</u>	<u>698,602.11</u>	<u>1,294,306.00</u>	<u>1,512,793.33</u>	<u>546,759.74</u>	<u>441,282.77</u>

**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

Reserve Number: 108051  
Reserve Name: Ward 1 Special Capital Re-Investment

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
<b>Area Rating Projects</b>						
4241209101	Aberdeen/Kent - Pedestrian Signal	PW 6/20/11 Motion 9.1	80,000.00	78,796.84	78,796.84	0.00
4241209102	Sidewalk Replacements - Various Locations	GIC 8/13/12 Motion 8.1	200,000.00	187,908.26	187,908.26	0.00
4241209103	Public Art	GIC 8/13/12 Motion 8.1	300,000.00	300,000.00	15,848.25	284,151.75
4241209104	Historical Signs	GIC 8/13/12 Motion 8.1	50,000.00	50,000.00	1,500.96	48,499.04
4241209105	York Boulevard - Viewing Areas	GIC 8/13/12 Motion 8.1	30,000.00	30,000.00	30,000.00	0.00
4241209106	Victoria Park - Adult Outdoor Exercise Area	GIC 8/13/12 Motion 8.1	35,000.00	35,000.00	35,000.00	0.00
4241209107	Traffic Study - Main & King @ Dundurn Intersections	GIC 8/13/12 Motion 8.1	35,000.00	9,438.26	9,438.26	0.00
4241209108	Winterizing/upgrading Churchill Park Lawn Bowling Building	GIC 8/13/12 Motion 8.1	40,000.00	40,000.00	40,000.00	0.00
4241209109	York Blvd Pedestrian Crossings	GIC 8/13/12 Motion 8.1	45,000.00	42,790.36	42,790.36	0.00
4241209110	RBG & Dundurn Banners on York Blvd.	GIC 8/13/12 Motion 8.1	25,000.00	24,976.30	24,976.30	0.00
4241209111	Victoria Park Café	GIC 8/13/12 Motion 8.1	35,000.00	37,091.59	37,091.59	0.00
4241209112	Chatham and Charlton Streets - Fencing and Cleanup	GIC 8/13/12 Motion 8.1	20,000.00	11,702.42	11,702.42	0.00
7101249211	Westdale Tennis Construction	GIC 08/13/12 Item 8.1	100,000.00	100,000.00	100,000.00	0.00
3301249201	Capital Reinvestment	FCS12024	100,000.00	69,862.73	69,862.73	0.00
4241309101	Ward 1 School Nutrition Program	2013 Capital Budget	80,000.00	80,000.00	80,000.00	0.00
4241309102	Ward 1 Bike Lanes	2013 Capital Budget	50,000.00	23,788.63	23,788.63	0.00
4241309103	Ward 1 Seniors Activity Centre	2013 Capital Budget	100,000.00	100,000.00	100,000.00	0.00
4241309104	Longwood Rd. Sidewalks	2013 Capital Budget	100,000.00	96,972.27	96,972.27	0.00
4241309105	Ice Rink Feasibility Study	2013 Capital Budget	50,000.00	0.00	0.00	0.00
4241309106	Skateboarding/BMX Facility	2013 Capital Budget	150,000.00	25,184.21	25,184.21	0.00
4241309108	Main/Pearl Pedestrian Signals	2013 Capital Budget	100,000.00	100,000.00	100,000.00	0.00
4241309109	Poulette St Pedestrian Bridge	2013 Capital Budget	100,000.00	42,417.31	42,417.31	0.00
4241309110	Ward 1 Sidewalks	2013 Capital Budget	75,000.00	75,000.00	75,000.00	0.00
4241309111	Ward 1 Drinking Fountains	2013 Capital Budget	30,000.00	30,000.00	30,000.00	0.00
4241309112	Ward 1 Parks Tree Planting	2013 Capital Budget	10,000.00	10,000.00	10,000.00	0.00
4241309113	Ward 1 Benches	2013 Capital Budget	25,000.00	12,952.47	12,952.47	0.00
4241209108	Winterizing/upgrading Churchill Park Lawn Bowling Building	2013 Capital Budget	85,000.00	85,000.00	85,000.00	0.00
4241309114	Beulah Ave. Speed Hump	2013 Capital Budget	9,768.56	9,768.56	9,768.56	0.00
3301309100	Capital Reinvestment	FCS12024	100,000.00	94,895.72	94,895.72	0.00
4241409101	Hunter/Locke Pedestrian Signals	GIC 2/05/14 Motion 9.1	150,000.00	78,790.11	78,790.11	0.00
4241409102	Ward 1 School Nutrition Program	GIC 6/04/14 Motion 8.3	80,000.00	80,000.00	80,000.00	0.00
4241409103	Ward 1 Food for Kids	GIC 6/04/14 Motion 8.3	40,000.00	40,000.00	40,000.00	0.00
4241409104	Bike Lanes - York b/w Dundurn & Downtown	PW14031	58,000.00	43,653.11	43,653.11	0.00
4241409105	Ward 1 Alleyway Improvements	GIC 6/04/14 Motion 8.3	100,000.00	98,298.50	98,298.50	0.00
4241409106	Ward 1 Calming Strip/Speed Bumps/Crosswalks	GIC 6/04/14 Motion 8.3	200,000.00	200,000.00	63,979.26	136,020.74
4241409107	Westdale HS - Artificial Turf	GIC 6/04/14 Motion 8.3	100,000.00	0.00	0.00	0.00
4241409108	Bike Lanes - Longwood Rd N	GIC 6/04/14 Motion 8.3	50,000.00	50,000.00	8,594.45	41,405.55
4241409109	Ward 1 Beautification (flower beds, irrigation, planters)	GIC 6/04/14 Motion 8.3	50,000.00	50,745.78	50,745.78	0.00
4241409110	Dalewood & Ryerson - Salt water conversion	GIC 6/04/14 Motion 8.3	25,000.00	2,273.74	2,273.74	0.00
4241409111	Ward 1 Recycling Bins	GIC 6/04/14 Motion 8.3	10,000.00	0.00	0.00	0.00
4241409112	Main/Dundurn & King/Dundurn - Pedestrianize Intersections	GIC 6/04/14 Motion 8.3	10,000.00	20,041.30	20,041.30	0.00



**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

**Reserve Number: 108051**  
**Reserve Name: Ward 1 Special Capital Re-Investment**

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
4241409113	Ward 1 Bike Racks	GIC 6/04/14 Motion 8.3	25,000.00	25,000.00	19,149.96	5,850.04
4241409114	HAAA - Splash pad	GIC 6/04/14 Motion 8.3	25,000.00	26,334.52	26,334.52	0.00
4241409115	Improvements to Emerson	GIC 6/04/14 Motion 8.3	60,000.00	2,910.34	2,910.34	0.00
4241409116	Alexander Park - Replace pool w/ splash pad	GIC 6/04/14 Motion 8.3	25,000.00	0.00	0.00	0.00
4241409117	Mapleside Park - Widen Sidewalks	GIC 6/04/14 Motion 8.3	3,000.00	2,706.82	2,706.82	0.00
4241409118	HSR Shelter-Longwood	GIC 8/11/14 Item 9.1	11,000.00	11,193.62	11,193.62	0.00
4401056127	Churchill Park Master Plan	GIC 8/11/14 Item 9.1	55,000.00	55,000.00	53,212.52	1,787.48
4241409119	Wildlife Barrier-W side Cootes	GIC 8/11/14 Item 9.1	54,000.00	16,992.79	16,992.79	0.00
4241409122	Fencing at Hill and Dundurn	GIC 9/04/14 Motion 10.1	27,500.00	0.00	0.00	0.00
4241409123	Alexander Park Master Plan	GIC 9/04/14 Motion 10.1	60,000.00	60,000.00	60,000.00	0.00
4241209108	Winterizing/upgrading Churchill Park Lawn Bowling Building	GIC 6/04/14 Motion 8.3	50,000.00	50,000.00	50,000.00	0.00
4241309103	Ward 1 Seniors Activity Centre	GIC 6/04/14 Motion 8.3	100,000.00	94,179.19	94,179.19	0.00
4241309108	Main/Pearl Pedestrian Signals	GIC 2/05/14 Motion 9.2	4,000.00	4,000.00	4,000.00	0.00
3301409100	Capital Reinvestment	FCS12024	100,000.00	56,980.80	56,980.80	0.00
4241509101	Food 4 Kids	2015 Capital Budget	35,000.00	35,000.00	35,000.00	0.00
4241509102	Tastebuds	2015 Capital Budget	65,000.00	65,000.00	65,000.00	0.00
4241509103	Cootes Paradise Elementary School	2015 Capital Budget	150,000.00	150,000.00	150,000.00	0.00
4241509104	Earl Kitchener Playground	2015 Capital Budget	50,000.00	50,000.00	43,445.41	6,554.59
4241509105	Ward 1 Native Plants	2015 Capital Budget	10,000.00	10,000.00	6,000.00	4,000.00
4241509106	Protected Bike Lanes on York	2015 Capital Budget	50,000.00	0.00	0.00	0.00
4241509107	Bike Lanes - Dundurn St S	2015 Capital Budget	20,000.00	0.00	0.00	0.00
4241509108	Road Work on Aberdeen	2015 Capital Budget	25,000.00	80,000.00	18,493.00	61,507.00
4241509109	Ward 1 Pedestrianization	2015 Capital Budget	100,000.00	100,000.00	55,000.00	45,000.00
4241509110	Victoria Park - Splash Pad resurfacing	2015 Capital Budget	100,000.00	100,000.00	0.00	100,000.00
4241509111	Alexander Park Beautification	2015 Capital Budget	70,000.00	0.00	0.00	0.00
4241509113	Locke St N Pedestrian Bridge to Bayfront	2015 Capital Budget	150,000.00	0.00	0.00	0.00
4241509122	Speed Limit - Victoria Park	Council Appr 15-021	20,000.00	20,000.00	0.00	20,000.00
7101354202	Dalewood Recreation	GIC 5/20/15 Motion 10.2	100,000.00	0.00	0.00	0.00
4241209108	Winterizing/upgrading Churchill Park Lawn Bowling Building	2015 Capital Budget	25,000.00	4,464.67	4,464.67	0.00
4241309103	Ward 1 Seniors Activity Centre	2015 Capital Budget	100,000.00	0.00	0.00	0.00
4241409107	Westdale HS - Artificial Turf	2015 Capital Budget	150,000.00	0.00	0.00	0.00
3301509100	Capital Reinvestment	FCS12024	100,000.00	90,442.24	90,442.24	0.00

**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

Reserve Number: 108051  
Reserve Name: Ward 1 Special Capital Re-Investment

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
4241609101	Native Wildflower Garden	GIC 10/21/16 Motion 9.1	5,000.00	0.00	0.00	0.00
4241609102	Chedoke Golf Course Redevelopment	GIC 10/21/16 Motion 9.1	50,000.00	50,000.00	0.00	50,000.00
4241609103	Upgrades to Dow Parkette	GIC 10/21/16 Motion 9.1	60,000.00	60,000.00	60,000.00	0.00
4241609104	Victoria Park Playground Improvements	GIC 10/21/16 Motion 9.1	80,000.00	61,590.87	61,590.87	0.00
4241609105	Improvements to Locke Street Library	GIC 10/21/16 Motion 9.1	150,000.00	150,000.00	150,000.00	0.00
4241609106	Westdale Neighbourhood Streets Master Plan	GIC 10/21/16 Motion 9.1	150,000.00	150,000.00	120,606.95	29,393.05
4241609107	Ainslie Wood Neighbourhood Street Review	GIC 10/21/16 Motion 9.1	150,000.00	150,000.00	18,718.02	131,281.98
4241609108	Natural Playground at Canadian Martyrs Catholic	GIC 10/21/16 Motion 9.1	205,000.00	205,000.00	205,000.00	0.00
4241609109	Upgrade to HAAA Park	GIC 10/21/16 Motion 9.1	220,000.00	220,000.00	22,978.86	197,021.14
4241609110	Recreation Centre at Former Prince Phillip School	GIC 10/21/16 Motion 9.1	520,000.00	520,000.00	0.00	520,000.00
4241609111	Kirkendall Neighbourhood Master Plan	GIC 10/21/16 Motion 9.1	125,000.00	125,000.00	26.42	124,973.58
4241609281	Queen St South Conversion	PW 10/17/17 Motion 9.4	50,000.00	0.00	0.00	0.00
3301609100	Capital Reinvestment	FCS12024	100,000.00	100,000.00	99,935.82	64.18
4241709101	Tastebuds	Council 1/25/17 Motion 7.2	65,000.00	65,000.00	65,000.00	0.00
4451749701	Victoria Park Beautification	GIC 10/21/16 Motion 9.1	70,000.00	12,936.91	12,936.91	0.00
4241709102	Westdale Theatre 1014 King St	GIC 10/4/17 Item 10.1	220,000.00	220,000.00	231,626.10	(11,626.10)
4241709103	Chatnam/Dundurn Traffic Light	Council 4/12/17 Item 7.2	125,000.00	125,000.00	73,718.43	51,281.57
4241609105	Improvements to Locke Street Library	GIC 9/27/17 Item 9.2	100,000.00	100,000.00	29,727.16	70,272.84
4241709104	Ward 1 Sidewalk Repairs	GIC 10/04/17 Item 10.1	100,000.00	100,000.00	100,000.19	(0.19)
4241709105	Water Bottle Refilling Station	GIC 10/04/17 Item 10.1	100,000.00	100,000.00	9,025.00	90,975.00
4241709106	City Housing Playground Upgrade	GIC 10/04/17 Item 10.1	80,000.00	80,000.00	0.00	80,000.00
4241709107	Kirkendall Traffic Calming	GIC 10/04/17 Item 10.1	60,000.00	60,000.00	0.00	60,000.00
4241709108	Westdale Library Improvements	GIC 10/04/17 Item 10.1	100,000.00	100,000.00	35,046.59	64,953.41
4241709109	Improve Parks in Kirkendall South	GIC 10/04/17 Item 10.1	220,000.00	220,000.00	0.00	220,000.00
4241709110	Victoria Park Pool Improvements	GIC 10/04/17 Item 10.1	100,000.00	100,000.00	39,791.52	60,208.48
4241709111	Earl Kitchener Crosswalk	GIC 10/04/17 Item 10.1	40,000.00	40,000.00	24,590.03	15,409.97
4241709112	Dundurn Park Beautification	GIC 10/04/17 Item 10.1	160,000.00	160,000.00	0.00	160,000.00
4241709113	Cootes Paradise School Crosswalk	GIC 10/04/17 Item 10.1	40,000.00	40,000.00	0.00	40,000.00
4241709114	Victoria Park Lighting	GIC 10/04/17 Item 10.1	80,000.00	80,000.00	0.00	80,000.00
4241609103	Upgrades to Dow Parkette	Council 3/29/17 Item 7.8 PW 8/17/17 Item 9.4	240,000.00	240,000.00	207,628.11	32,371.89
4241509110	Victoria Park - Splash Pad resurfacing	PW 2/27/17 Item 10.2	40,000.00	0.00	0.00	0.00
4241609110	Recreation Centre/Community Hub at Prince Phillip School	Council 3/29/17 Item 7.8 GIC 10/4/17 Item 10.1	680,000.00	0.00	0.00	0.00
3301709100	Capital Reinvestment	FCS12024	100,000.00	100,000.00	56,924.82	43,075.18

CITY OF HAMILTON

Detailed record of Projects Funded from Reserve

Reserve Number: 108051

Reserve Name: Ward 1 Special Capital Re-Investment

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
4241809101	Repair and Rehab Damaged Local Roads	GIC 2/27/18 Item 21	747,000.00	747,000.00	0.00	747,000.00
4401056127	Churchill Park Master Plan Implementation	2017 Capital Budget/ GIC 8/13/18 Item 10.1	570,000.00	570,000.00	0.00	570,000.00
4241609110	Recreation Centre/Community Hub at Prince Phillip School	GIC 8/13/18 Item 10.1	300,000.00	300,000.00	0.00	300,000.00
4241709105	Water Bottle Refilling Station	GIC 8/13/18 Item 10.1	96,000.00	96,000.00	0.00	96,000.00
4241809102	Victoria Park Community Gardens	GIC 8/13/18 Item 10.1	135,000.00	135,000.00	0.00	135,000.00
4241809103	Cootes Paradise Floating Bridge	GIC 8/13/18 Item 10.1	45,000.00	45,000.00	0.00	45,000.00
4241809104	Strathcona Cycling Improvements	GIC 8/13/18 Item 10.1	45,000.00	45,000.00	8,003.44	36,996.56
4241609105	Improvements to Locke Street Library	GIC 9/21/18 Item 9.2	30,000.00	30,000.00	0.00	30,000.00
3301809100	Capital Reinvestment	FCS12024	100,000.00	100,000.00	0.00	100,000.00
<b>Total Area Rating Projects</b>			<b>11,605,268.56</b>	<b>9,380,081.24</b>	<b>4,455,652.51</b>	<b>4,924,428.73</b>
<b>Contributions to Other Projects</b>						
	School Nutrition Program	GIC 08/13/12 Item 8.1	80,000.00	80,000.00	80,000.00	0.00
<b>Total Contributed to Other Projects</b>			<b>80,000.00</b>	<b>80,000.00</b>	<b>80,000.00</b>	<b>0.00</b>
<b>GRAND TOTAL</b>			<b>11,685,268.56</b>	<b>9,460,081.24</b>	<b>4,535,652.51</b>	<b>4,924,428.73</b>

## CITY OF HAMILTON RESERVE HISTORY AS OF DECEMBER 31, 2018

Reserve Number:  
Reserve Name:**108052**  
**Ward 2 - Infrastructure Improvements Reserve**

	<u>2011</u> (\$)	<u>2012</u> (\$)	<u>2013</u> (\$)	<u>2014</u> (\$)	<u>2015</u> (\$)	<u>2016</u> (\$)	<u>2017</u> (\$)	<u>2018</u> (\$)
<b>Opening Balance</b>	-	425,757.32	444,194.99	221,441.06	15,376.41	540,333.22	715,098.44	1,561,955.99
<b>Add:</b>								
Interest Earned	6,104.82	12,458.91	8,519.73	7,339.71	17,627.70	13,659.73	26,117.91	31,155.73
Special Levy	419,652.50	839,304.45	1,258,956.25	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75
<b>Sub-Total - To Reserves</b>	<u>425,757.32</u>	<u>851,763.36</u>	<u>1,267,475.98</u>	<u>1,685,948.46</u>	<u>1,696,236.45</u>	<u>1,692,268.48</u>	<u>1,704,726.66</u>	<u>1,709,764.48</u>
<b>Less:</b>								
New Projects Funded in Year		733,325.69	1,375,259.76	1,933,000.00	1,057,200.00	1,736,090.00	883,000.00	1,955,619.03
Funding Adjustments for PY Projects Commitments							50,000.00	150,000.00
Projects to be closed and returned to reserve			14,970.15	(140,986.89)	14,079.64	(318,586.74)	(175,130.89)	(551,837.20)
Capital Reinvestment (\$100K Unallocated)		100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
	<u>-</u>	<u>833,325.69</u>	<u>1,490,229.91</u>	<u>1,892,013.11</u>	<u>1,171,279.64</u>	<u>1,517,503.26</u>	<u>857,869.11</u>	<u>1,653,781.83</u>
<b>Ending Balance - Dec 31</b>	<u>425,757.32</u>	<u>444,194.99</u>	<u>221,441.06</u>	<u>15,376.41</u>	<u>540,333.22</u>	<u>715,098.44</u>	<u>1,561,955.99</u>	<u>1,617,938.64</u>

**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

**Reserve Number: 108052**  
**Reserve Name: Ward 2 Special Capital Re-Investment**

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
<b>Area Rating Projects</b>						
4241209201	Ferguson/Kelly - Pedestrian Signal	GIC 9/06/12 Motion 9.1	80,000.00	0.00	0.00	0.00
4241209202	John St. N/Robert St. - Pedestrian Signal	GIC 9/06/12 Motion 9.1	80,000.00	68,240.92	68,240.92	0.00
4241209203	Herkimer St./Caroline St. S - Pedestrian Signal	GIC 9/06/12 Motion 9.1	80,000.00	67,804.03	67,804.03	0.00
4241209204	Strachan Open Space Free Run Leash free area	GIC 9/06/12 Motion 9.1	15,000.00	9,130.94	9,130.94	0.00
4241209205	Sidewalk Replacements - various locations	GIC 9/06/12 Motion 9.1	300,000.00	300,000.00	300,000.00	0.00
4241209206	Central School - Flashing 40s	GIC 9/06/12 Motion 9.1	15,000.00	11,799.55	11,799.55	0.00
4241209207	Dr. J.E. Davey School - Flashing 40s	GIC 9/06/12 Motion 9.1	15,000.00	12,063.27	12,063.27	0.00
4241209208	Beasley Banners Installation	GIC 9/06/12 Motion 9.1	8,000.00	7,835.54	7,835.54	0.00
4241209210	School Nutrition Program	GIC 9/06/12 Motion 9.1	80,000.00	80,000.00	80,000.00	0.00
8201055100	Gore Park Street Closures	APPR 12-18	19,000.00	19,000.00	19,000.00	0.00
3301249202	Capital Reinvestment	FCS12024	100,000.00	83,658.68	83,658.68	0.00
4241309201	Carter Park	GIC 1/14/13 Motion 8.2	373,000.00	371,721.29	371,721.29	0.00
4241309202	McLaren Park	GIC 1/14/13 Motion 8.2	276,000.00	274,727.18	274,727.18	0.00
4241309203	Central Memorial Rec Centre - Digital Sign	GIC 1/14/13 Motion 8.2	35,000.00	35,204.55	35,204.55	0.00
4241309204	Central Memorial Rec Centre - Mural	GIC 1/14/13 Motion 8.2	17,500.00	17,500.00	0.00	17,500.00
4241309205	Central Memorial Rec Centre Patio Feasibility Study	GIC 1/14/13 Motion 8.2	20,000.00	11,015.30	11,015.30	0.00
7101058710	Gandhi Statue	GIC 1/14/13 Motion 8.2	1,500.00	1,500.00	1,500.00	0.00
4241309206	W2 Jamesville Social/Rec Space Feasibility Study	GIC 1/14/13 Motion 8.2	30,000.00	30,000.00	0.00	30,000.00
4241309207	W2 Sidewalks	GIC 1/14/13 Motion 8.2	200,000.00	200,000.00	200,000.00	0.00
4241309208	2014 Part Budgeting	GIC 1/14/13 Motion 8.2	50,000.00	47,658.35	47,658.35	0.00
4241309209	Two Way Complete Streets Information Portal	GIC 1/14/13 Motion 8.2	7,500.00	0.00	0.00	0.00
4241309210	Pay & Display Parking Meters	GIC 1/14/13 Motion 8.2	100,264.32	100,264.32	100,264.32	0.00
4241309211	York St. Car Park Electric Car Plugins	GIC 1/14/13 Motion 8.2	25,000.00	11,531.47	11,531.47	0.00
4241309212	James Mountain Rd. Retaining Wall	GIC 2/06/13 Motion 9.3	50,000.00	50,000.00	50,000.00	0.00
3301309200	Capital Reinvestment	FCS12024	100,000.00	99,808.29	99,808.29	0.00
4401056002	Gore Master Plan	2014 Capital Budget	550,000.00	550,000.00	550,000.00	0.00
4031419102	Hess - Aberdeen to south end - Council Priority	2014 Capital Budget	125,000.00	125,000.00	125,000.00	0.00
4241409201	No Smoking signs in Parks	GIC 4/02/14 Motion 9.3	2,000.00	2,000.00	2,000.00	0.00
4241409202	Chinese Cultural Garden Grant	GIC 4/02/14 Motion 9.3	10,000.00	10,000.00	10,000.00	0.00
4241409203	James St S Beautification	GIC 4/02/14 Motion 9.3	10,000.00	18,555.06	18,555.06	0.00
4241409204	Outdoor Bake Oven	GIC 4/02/14 Motion 9.3	15,000.00	0.00	0.00	0.00
4241409205	Community Gardens	GIC 4/02/14 Motion 9.3	18,000.00	18,000.00	18,000.00	0.00
4241409206	Poster Kiosks	GIC 4/02/14 Motion 9.3	20,000.00	20,000.00	1,505.14	18,494.86
4241409207	Multicultural Festival Grant	GIC 4/02/14 Motion 9.3	20,000.00	17,438.18	17,438.18	0.00
4241409208	Old Beasley Centre Kitchen Renovation	GIC 4/02/14 Motion 9.3	22,600.00	46,600.00	47,602.40	(1,002.40)

**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

**Reserve Number: 108052**  
**Reserve Name: Ward 2 Special Capital Re-Investment**

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
4241409209	Neighbourhood Outreach	GIC 4/02/14 Motion 9.3	39,000.00	39,000.00	39,000.00	0.00
4241409210	Food4Kids Weekend Program Grant	GIC 4/02/14 Motion 9.3	40,000.00	40,000.00	40,000.00	0.00
4241409211	Solar Trash/Recycle	GIC 4/02/14 Motion 9.3	8,800.00	9,223.35	9,223.35	0.00
4241409212	Adolescent Youth Development Grant	GIC 4/02/14 Motion 9.3	50,000.00	50,000.00	0.00	50,000.00
4241409213	Public Seating	GIC 4/02/14 Motion 9.3	50,000.00	50,000.00	9,056.49	40,943.51
4241409214	Beasley Skateboard Park	GIC 4/02/14 Motion 9.3	80,000.00	8,711.02	8,711.02	0.00
4241409215	Multicultural Community Centre	GIC 4/02/14 Motion 9.3	112,000.00	112,000.00	0.00	112,000.00
4241409216	McNab St S - Pedestrian Crosswalk	GIC 4/02/14 Motion 9.3	125,000.00	125,000.00	125,000.00	0.00
4241409217	Network of "Urban Trail" Alleys	GIC 4/02/14 Motion 9.3	230,000.00	230,000.00	180,409.75	49,590.25
4241409218	Herbal Labyrinth - Shamrock Park	GIC 4/02/14 Motion 9.3	2,000.00	2,000.00	2,000.00	0.00
4241409219	Bike Racks Downtown	GIC 4/02/14 Motion 9.3	20,000.00	20,000.00	20,000.00	0.00
4241409220	2015 Participatory Budgeting	GIC 4/02/14 Motion 9.3	50,000.00	50,000.00	50,000.00	0.00
3301409200	Capital Reinvestment	FCS12024	100,000.00	75,905.67	75,905.67	0.00
4241509205	Sewer Later Lines - Ward 2	PW 5/21/15 Motion 7.1	60,000.00	60,000.00	60,000.00	0.00
4241509206	Rail Trail Reconstruction	GIC 10/14/15 Motion 9.2	86,000.00	86,000.00	26,644.39	59,355.61
4241509207	Water Fountains for Drinking	GIC 10/14/15 Motion 9.2	25,000.00	25,000.00	0.00	25,000.00
4241509208	Wheelchair Swings (Ward-wide)	GIC 10/14/15 Motion 9.2	2,200.00	2,200.00	2,337.16	(137.16)
4241509209	Durand Traffic Calming	GIC 10/14/15 Motion 9.2	60,000.00	60,000.00	0.00	60,000.00
4241509210	Bike Rack Sculptures	GIC 10/14/15 Motion 9.2	55,000.00	55,000.00	0.00	55,000.00
4241509211	Pedestrian Safety Initiatives	GIC 10/14/15 Motion 9.2	150,000.00	0.00	0.00	0.00
4241509212	Four Addition Pub Garbage Bins	GIC 10/14/15 Motion 9.2	4,000.00	4,000.00	0.00	4,000.00
4241509213	2way Conversion Duke & Bold St	GIC 10/14/15 Motion 9.2	300,000.00	33,702.37	33,702.37	0.00
4241509214	6 Semi-Circular Park Bench Set	GIC 10/14/15 Motion 9.2	18,000.00	0.00	0.00	0.00
4241509215	Neighbourhood Signage	GIC 10/14/15 Motion 9.2	180,000.00	180,000.00	15,954.25	164,045.75
4241509216	Outdoor Games Tables	GIC 10/14/15 Motion 9.2	17,000.00	10,069.17	10,069.17	0.00
7201541540	St. Marks Roof Replacement	GIC 10/14/15 Motion 9.2	100,000.00	94,382.58	94,382.58	0.00
3301509200	Capital Reinvestment	FCS12024	100,000.00	100,000.00	94,292.48	5,707.52
4401656001	Leash Free Dog Park	PW 2/29/16 Motion 9.3	30,000.00	30,000.00	521.16	29,478.84
4041311350	Part Time Alleyway Coordinator	PW 3/21/16 Motion 9.2	26,500.00	26,500.00	26,500.00	0.00
4241609201	Elgin Alleyway Project	PW 5/2/16 Motion 9.1	20,000.00	20,000.00	0.00	20,000.00
4241609202	Open Streets Maintenance	PW 5/2/16 Motion 9.1	1,000.00	1,000.00	1,000.00	0.00
4241609203	PlanLocal Resident Safe Street Campaign	PW 5/2/16 Motion 9.1	65,000.00	65,000.00	52,682.67	12,317.33
4241609204	Sidewalk Rehabilitation Reserve	PW 5/2/16 Motion 9.1	100,000.00	100,000.00	95,860.60	4,139.40
4241609205	Dog Park Amenities	PW 5/2/16 Motion 9.1	20,000.00	20,352.04	20,352.04	0.00

**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

**Reserve Number: 108052**  
**Reserve Name: Ward 2 Special Capital Re-Investment**

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
4241609206	Graffiti Clean up Cost Share	PW 5/2/16 Motion 9.1	3,500.00	3,500.00	1,164.64	2,335.36
4241609207	Spend Bump Reserve	PW 5/2/16 Motion 9.1	60,000.00	60,000.00	47,600.04	12,399.96
4241609208	181 Jackson Retrofit	PW 5/2/16 Motion 9.1	50,000.00	50,000.00	0.00	50,000.00
7201641602	Rehabilitation of St. Mark's Church	2016 Capital Budget	400,000.00	400,000.00	202,322.22	197,677.78
4241609209	Durand Park	PW 9/08/16 Motion 9.1	75,000.00	75,000.00	57,552.01	17,447.99
4241609523	City Housing-Pre-Apprenticeship Training	Council 7/08/16 Motion 8.3	17,500.00	0.00	0.00	0.00
4241609281	Queen Street South Conversion	PW 10/17/16 Motion 9.4	50,000.00	0.00	0.00	0.00
4241609210	185 Jackson Hallway Reno	ECS 11/21/16 Motion 9.1	30,000.00	30,000.00	30,000.00	0.00
4241609211	Barton/James Right Turn on Red	PW 12/05/16 Motion 9.2	500.00	0.00	0.00	0.00
4241609212	Ladder Crossing James St.	PW 12/05/16 Motion 9.2	25,000.00	5,768.27	5,768.27	0.00
4241609214	Ladder Crossing Cannon/Mary	PW 12/05/16 Motion 9.2	1,000.00	0.00	0.00	0.00
4241609215	NHCHC Pathway	PW 12/05/16 Motion 9.2	20,000.00	28,843.25	28,843.25	0.00
4241609216	Stinson Bike Lanes Repair	PW 12/05/16 Motion 9.2	200,000.00	200,000.00	42,790.22	157,209.78
4241609217	Pedestrian Crossover Charlton Ave.	PW 12/05/16 Motion 9.2	5,000.00	5,000.00	0.00	5,000.00
4241609218	Ferguson/Main Three Phase Traffic Signal	PW 12/05/16 Motion 9.2	200,000.00	200,000.00	200,000.00	0.00
4241609219	Hunter/Park Pedestrian Crossover	PW 12/05/16 Motion 9.2	5,000.00	5,000.00	0.00	5,000.00
4241609220	Herkimer/Hess Pedestrian Crossover	PW 12/05/16 Motion 9.2	5,000.00	5,000.00	0.00	5,000.00
4241609221	James/Robinson Left Hand Turn Sign	PW 12/05/16 Motion 9.2	5,000.00	0.00	0.00	0.00
4241609222	Augusta/Walnut Pedestrian Crossover	PW 12/05/16 Motion 9.2	5,000.00	5,000.00	0.00	5,000.00
4241609223	Picton/Hughson/John Upgrade Intersection	PW 12/05/16 Motion 9.2	10,000.00	0.00	0.00	0.00
4241609224	Barton/Macnab Upgrade Intersection	PW 12/05/16 Motion 9.2	4,000.00	4,000.00	0.00	4,000.00
4241609225	Forest/John Three Phase Traffic Signal	PW 12/05/16 Motion 9.2	250,000.00	0.00	0.00	0.00
4241609226	Stinson/Wellington Upgrade Intersection	PW 12/05/16 Motion 9.2	5,000.00	5,000.00	19,941.63	(14,941.63)
4241609227	Shamrock Park Electric Outlets	PW 12/05/16 Motion 9.2	8,090.00	8,090.00	8,231.59	(141.59)
4241409208	Old Beasley Kitchen Reno	PW 12/05/16 Motion 9.2	24,000.00	24,000.00	24,000.00	0.00
3301609200	Capital Reinvestment	FCS12024	100,000.00	100,000.00	95,514.09	4,485.91
4241709201	Ferguson Ave-Simcoe Resurfacing	2017 Capital Budget	150,000.00	150,000.00	1,755.36	148,244.64
4241709202	Cycling lanes - Stinson Street	2017 Capital Budget	160,000.00	160,000.00	140,414.18	19,585.82
4241709203	James-Duke to Bridge	2017 Capital Budget	150,000.00	150,000.00	100,827.49	49,172.51
4241609213	James St Pedestrian Crossover	PW 12/05/16 Motion 9.2	50,000.00	50,000.00	37,509.76	12,490.24
4411706202	125 Barton St. West	GIC 7/10/17 Item 9.2	200,000.00	200,000.00	149,073.81	50,926.19
4661617725	Claremont Bike Lane	PW16003(a)	25,000.00	0.00	0.00	0.00
4241709204	Gloucester and Inglewood Traffic Island	PW 6/19/17 Motion 9.1	23,000.00	23,000.00	0.00	23,000.00
4401356002	Beasley Park Rehabilitation	PW 7/13/17 Motion 10.1	160,000.00	160,000.00	3,761.32	156,238.68
3301709200	Capital Reinvestment	FCS12024	100,000.00	100,000.00	65,041.72	34,958.28

**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

Reserve Number: 108052  
Reserve Name: Ward 2 Special Capital Re-Investment

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
4241809201	New Traffic Signal- John & Forest	2018 Capital Budget	200,000.00	200,000.00	151,591.51	48,408.49
4241709201	Ferguson Ave-Simcoe Resurfacing	2018 Capital Budget	150,000.00	150,000.00	0.00	150,000.00
4241809202	New Traffic Signal- Main & Ferguson	2018 Capital Budget	200,000.00	200,000.00	64,068.26	135,931.74
7101854810	Durand Washroom Facility	2018 Capital Budget	303,000.00	303,000.00	0.00	303,000.00
4241809203	Road Surface Treatment	PW 3/19/18 Motion 9.3	600,000.00	600,000.00	0.00	600,000.00
4241809204	Hunter-Walnut St Barrier Planters	PW 3/19/18 Motion 9.3	1,475.78	1,475.78	0.00	1,475.78
4241809205	George Street Pedestrian Project	PW 3/19/18 Motion 9.3	27,000.00	27,000.00	2,106.71	24,893.29
4241809206	Corktown Intersection Safety	PW 3/19/18 Motion 9.3	22,000.00	22,000.00	13,106.12	8,893.88
4241809207	Laneway/Alleyway Maintenance	PW 3/19/18 Motion 9.3	30,000.00	30,000.00	0.00	30,000.00
4241809208	Safety & Security 226 Rebecca	PW 3/19/18 Motion 9.3	50,000.00	50,000.00	0.00	50,000.00
4241809209	Security 155 Park	PW 3/19/18 Motion 9.3	3,300.00	3,300.00	0.00	3,300.00
4241809210	Ward 2 Public Bench	PW 3/19/18 Motion 9.3	10,000.00	10,000.00	0.00	10,000.00
4241809211	Durand Neighbourhood Association	PW 3/19/18 Motion 9.3	150,000.00	150,000.00	0.00	150,000.00
4241809212	Cork Town Affordable Housing	PW 3/19/18 Motion 9.3	42,000.00	42,000.00	0.00	42,000.00
4241809213	James Art Crawl Sidewalk	PW 3/19/18 Motion 9.3	60,000.00	60,000.00	2,515.52	57,484.48
4241809214	John St- Bike Lane	PW 3/19/18 Motion 9.3	60,000.00	60,000.00	29,567.16	30,432.84
4241809215	Bennetto School Playground	PW 3/19/18 Motion 9.3	150,000.00	150,000.00	150,000.00	0.00
4241609215	NHCHC Pathway	Council 6/13/18 Motion 7.1	8,843.25	8,843.25	8,843.25	0.00
4241809216	22 Patrick St Watermain	Council 9/12/18 Motion 9.3	35,000.00	35,000.00	0.00	35,000.00
4241809217	Bill Simone Hall- Fridge	Council 9/26/18 Motion 8.3	3,000.00	3,000.00	0.00	3,000.00
3301809200	Capital Reinvestment	FCS12024	100,000.00	100,000.00	51,884.15	48,115.85
<b>Total Area Rating Projects</b>			<b>9,979,073.35</b>	<b>8,915,923.67</b>	<b>5,482,463.89</b>	<b>3,433,459.78</b>
<b>Contributions to Other Projects</b>						
	Beasley Neighbourhood Gardens	GIC 07/09/12 Item 10.4	10,000.00	9,005.33	9,005.33	0.00
	Fencing for Demolition of 245 Catherine St N	GIC 07/09/12 Item 10.4	5,325.69	5,325.69	5,325.69	0.00
	Renew Hamilton Grant	GIC 09/06/12 Item 12	20,000.00	20,000.00	20,000.00	0.00
	Downtown Pop-Up Concert	GIC 09/06/12 Item 12	6,000.00	6,105.61	6,105.61	0.00
	YWCA - Women's Transitional Housing Program	GIC 01/14/13 Item 8.2	90,000.00	90,000.00	90,000.00	0.00
	AGH Main St. Ent. Feasibility Study	GIC 01/14/13 Item 8.2	5,000.00	5,000.00	5,000.00	0.00
	WFT Wind Barrier	GIC 01/14/13 Item 8.2	60,995.44	60,955.44	60,995.44	0.00
	Gore Park Speakers Grant	GIC 09/06/12 Item 12	25,000.00	20,026.64	20,026.64	0.00
	Queen St S and Cannon	GIC 10/02/13 Motion 9.1	8,500.00	7,632.01	7,632.01	0.00
4041417125	Cannon Bike Lane	PW14031	333,600.00	333,600.00	200,956.05	132,643.95
4241509217	Ward 2 Public Bench		15,000.00	10,743.84	10,743.84	0.00
<b>Total Contributed to Other Projects</b>			<b>579,421.13</b>	<b>557,650.72</b>	<b>425,046.77</b>	<b>132,643.95</b>
<b>GRAND TOTAL</b>			<b>10,558,494.48</b>	<b>9,473,574.39</b>	<b>5,907,510.66</b>	<b>3,566,103.73</b>



## CITY OF HAMILTON RESERVE HISTORY AS OF DECEMBER 31, 2018

Reserve Number:

108053

Reserve Name:

Ward 3 - Infrastructure Improvements Reserve

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
<b>Opening Balance</b>	-	453,093.99	1,207,273.61	2,460,546.95	2,706,344.65	3,884,334.46	3,258,868.33	3,407,372.68
<b>Add:</b>								
Interest Earned	6,441.49	16,125.17	38,800.40	57,915.30	80,855.75	74,006.19	74,017.46	52,481.23
Special Levy	419,652.50	839,304.45	1,258,956.25	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75
Bell Mobility Lease at Brian Timmis Ivor Wynne	27,000.00	48,750.00	12,016.69	32,873.65				
			140,000.00					
<b>Sub-Total - To Reserves</b>	<u>453,093.99</u>	<u>904,179.62</u>	<u>1,449,773.34</u>	<u>1,769,397.70</u>	<u>1,759,464.50</u>	<u>1,752,614.94</u>	<u>1,752,626.21</u>	<u>1,731,089.98</u>
<b>Less:</b>								
New Projects Funded in Year		50,000.00	194,500.00	1,423,600.00	500,000.00	1,467,500.00	1,474,032.50	4,738,000.00
Funding Adjustments for PY Projects				-		700,000.00		
Commitments			2,000.00	-				200,000.00
Projects to be closed and returned to reserve			(100,000.00)		(18,525.31)	110,581.07	30,089.36	(17,279.66)
Capital Reinvestment (\$100K Unallocated)		100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<u>-</u>	<u>150,000.00</u>	<u>196,500.00</u>	<u>1,523,600.00</u>	<u>581,474.69</u>	<u>2,378,081.07</u>	<u>1,604,121.86</u>	<u>5,020,720.34</u>
<b>Ending Balance - Dec 31</b>	<u>453,093.99</u>	<u>1,207,273.61</u>	<u>2,460,546.95</u>	<u>2,706,344.65</u>	<u>3,884,334.46</u>	<u>3,258,868.33</u>	<u>3,407,372.68</u>	<u>117,742.32</u>

**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

**Reserve Number: 108053**  
**Reserve Name: Ward 3 Special Capital Re-Investment**

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
<b>Area Rating Projects</b>						
3301249203	Capital Reinvestment	FCS12024	100,000.00	0.00	0.00	0.00
4241309301	Transit Shelter Expansion (6)	Council 7/12/13 Motion 8.2	60,000.00	61,056.12	61,056.12	0.00
4241309302	Ward 3 Speedhumps	Council 7/12/13 Motion 8.2	75,000.00	75,000.00	37,109.24	37,890.76
4241309303	Maplewood/Springer Ave Flashing 40s	Council 7/12/13 Motion 8.2	34,000.00	18,332.16	18,332.16	0.00
4241309304	Barton St E/Sherman Ave Flashing 40s	Council 7/12/13 Motion 8.2	25,500.00	25,500.00	25,500.00	0.00
3301309300	Capital Reinvestment	FCS12024	100,000.00	45,219.17	45,219.17	0.00
4241409301	Fairholt, Albemarle, and Leinster	GIC 4/16/14 Motion 10.1	565,000.00	565,000.00	565,000.00	0.00
4241409341	Pipeline Master Plan Trail	GIC 9/17/14 Motion 9.4	25,000.00	25,000.00	13,973.64	11,026.36
3301409300	Capital Reinvestment	FCS12024	100,000.00	84,312.99	84,312.99	0.00
3301509300	Capital Reinvestment	FCS12024	100,000.00	100,000.00	90,240.35	9,759.65
7101649602	Scott Park Precinct Ice Pad & Spray Pad	2016 Capital Budget/PW16070	1,400,000.00	1,400,000.00	1,400,000.00	0.00
4451451004	Gage Park Tropical House	GIC 11/24/15 Motion 7.1	750,000.00	750,000.00	750,000.00	0.00
4241609523	City Housing-Pre-Apprenticeship Training	Council 7/08/16 Motion 8.3	17,500.00	0.00	0.00	0.00
3301609300	Capital Reinvestment	FCS12024	100,000.00	100,000.00	39,588.15	60,411.85
4401756907	Century Park	2017 Capital Budget	220,000.00	220,000.00	41,731.02	178,268.98
4661617725	Claremont Bike Lane	PW16003	25,000.00	0.00	0.00	0.00
4241709370	Wentworth Stair Maintenance	PW 8/17/17 Item 9.5	64,032.50	63,846.54	63,846.54	0.00
4241709370	Wentworth Stairs Water Fountain	PW 8/17/17 Item 9.5	25,000.00	25,000.00	25,000.00	0.00
4241709301	Memorial City School Playground	Council 9/13/17 Item 7.6	150,000.00	150,000.00	0.00	150,000.00
4241709302	Adelaide Hoodless Playground	Council 9/13/17 Item 7.6	150,000.00	150,000.00	150,000.00	0.00
3621755700	77 Gage Ave Feasibility Study	GIC 8/14/17 Item 8.1	90,000.00	90,000.00	3,264.48	86,735.52
4451451004	Gage Park Tropical House	GIC 11/24/15 Motion 7.1	750,000.00	750,000.00	714,328.63	35,671.37
3301709300	Capital Reinvestment	FCS12024	100,000.00	100,000.00	1,430.75	98,569.25

**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

**Reserve Number: 108053**  
**Reserve Name: Ward 3 Special Capital Re-Investment**

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
3560150200	King George School	GIC 8/14/17 Item 10.1	1,670,000.00	1,670,000.00	1,670,000.00	0.00
4241809301	430 Cumberland Ave	Council 4/11/18 Motion 8.2	163,000.00	163,000.00	0.00	163,000.00
4241809303	Lifesavers Park	Council 6/13/18 Motion 7.2	125,000.00	125,000.00	109,020.29	1.00
4241809302	Birge Park	Council 6/13/18 Motion 7.2	175,000.00	175,000.00	173,164.31	1,835.69
4241809304	Woodlands Park	Council 6/13/18 Motion 7.2	100,000.00	100,000.00	101,760.02	(1,760.02)
4241809305	Victoria and Copeland	Council 7/13/18 Motion 7.10	75,000.00	75,000.00	0.00	75,000.00
4241809306	City Housing- First Place/30 Sanford	Council 8/17/18 Motion 8.6	200,000.00	200,000.00	0.00	200,000.00
4401756907	Century Street Parkette	Council 8/17/18 Motion 7.9	75,000.00	75,000.00	0.00	75,000.00
/4031755820	Cycling Projects	Council 8/17/18 Motion 8.1	320,000.00	320,000.00	0.00	320,000.00
4241809307	Royal Oak Affordable Housing	Council 8/17/18 Motion 8.5	275,000.00	275,000.00	0.00	275,000.00
4241809340	Composting Project	Council 7/13/18 Motion 8.8	35,000.00	35,000.00	0.00	35,000.00
4241809308	430 Cumberland Playground	Council 7/13/18 Motion 8.9	75,000.00	75,000.00	0.00	75,000.00
7101851321	Century Parkette Public Art	Council 7/13/18 Motion 8.9	150,000.00	150,000.00	0.00	150,000.00
4241809310	77 Gage Redevelopment Study	GIC 9/05/18 Motion 9.1	250,000.00	250,000.00	35,875.79	214,124.21
4241809311	77 Gage Community Hub	GIC 9/05/18 Motion 9.1	750,000.00	750,000.00	13,953.00	736,047.00
7201841804	Hamilton Children's Museum	Council 9/26/18 Motion 8.4	300,000.00	300,000.00	0.00	300,000.00
4241809300	Capital Reinvestment	FCS12024	100,000.00	100,000.00	50,000.00	50,000.00
<b>Total Area Rating Projects</b>			<b>9,864,032.50</b>	<b>9,636,266.98</b>	<b>6,283,706.65</b>	<b>3,336,581.62</b>
<b>Contributions to Other Projects</b>						
8201255700	Ottawa St N Streetscape Improvements	2012 Capital Budget	50,000.00	50,000.00	47,430.30	2,569.70
	Transfer to Current Park		2,000.00	2,000.00	2,000.00	0.00
4401456401	Parkland Acquisition- Stadium Precinct	2014 Capital Budget	500,000.00	500,000.00	500,000.00	0.00
4041417125	Cannon Bike Lane	PW14031	333,600.00	333,600.00	89,952.89	243,647.11
7101254201	Stadium Precinct Senior's Recreation	2015 Capital Budget	500,000.00	500,000.00	472,626.32	27,373.68
<b>Total Contributed to Other Projects</b>			<b>1,385,600.00</b>	<b>1,385,600.00</b>	<b>1,112,009.51</b>	<b>273,590.49</b>
<b>GRAND TOTAL</b>			<b>11,249,632.50</b>	<b>11,021,866.98</b>	<b>7,395,716.16</b>	<b>3,610,172.11</b>

## CITY OF HAMILTON RESERVE HISTORY AS OF DECEMBER 31, 2018

Reserve Number:	108054				108054			
	Reserve Name: Ward 4 - Infrastructure Improvements Reserve Ward 4 - Infrastructure Improvements Reserve							
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
<b>Opening Balance</b>	-	425,757.32	1,130,262.40	1,799,232.12	476,634.53	360,302.96	(2,056,719.90)	(1,123,797.96)
<b>Add:</b>								
Interest Earned	6,104.82	15,200.63	37,437.46	29,943.44	16,243.44	(25,727.88)	(34,859.76)	(9,193.50)
Special Levy	419,652.50	839,304.45	1,258,956.25	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75
<b>Sub-Total - To Reserves</b>	<u>425,757.32</u>	<u>854,505.08</u>	<u>1,296,393.71</u>	<u>1,708,552.19</u>	<u>1,694,852.19</u>	<u>1,652,880.87</u>	<u>1,643,748.99</u>	<u>1,669,415.25</u>
<b>Less:</b>								
New Projects Funded in Year		50,000.00	20,000.00	1,400,000.00	1,335,000.00	2,864,000.00	445,922.35	2,598,000.00
Funding Adjustments for PY Projects			507,423.99	1,612,321.16	375,831.72	1,105,903.73	164,904.70	(2,363,501.10)
Commitments								145,125.00
Closing Project								
Projects to be closed and returned to reserve				(81,171.38)	352.04			
Capital Reinvestment (\$100K Unallocated)		100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<u>-</u>	<u>150,000.00</u>	<u>627,423.99</u>	<u>3,031,149.78</u>	<u>1,811,183.76</u>	<u>4,069,903.73</u>	<u>710,827.05</u>	<u>479,623.90</u>
<b>Ending Balance - Dec 31</b>	<u>425,757.32</u>	<u>1,130,262.40</u>	<u>1,799,232.12</u>	<u>476,634.53</u>	<u>360,302.96</u>	<u>(2,056,719.90)</u>	<u>(1,123,797.96)</u>	<u>65,993.39</u>

**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

**Reserve Number: 108054**  
**Reserve Name: Ward 4 Special Capital Re-Investment**

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
<b>Area Rating Projects</b>						
3301249204	Capital Reinvestment	FCS12024	100,000.00	89,424.67	89,424.67	0.00
4241309401	King & Justine Bus Shelter	PW 10/15/12 Motion 9.2	20,000.00	20,352.04	20,352.04	0.00
3301309400	Capital Reinvestment	FCS12024	100,000.00	29,403.95	29,403.95	0.00
3301409400	Capital Reinvestment	FCS12024	100,000.00	42,109.51	42,109.51	0.00
4241509123	Traffic Operations -Functional Design	PW 9/21/15 Motion 9.2	50,000.00	50,000.00	42,182.15	7,817.85
4241409341	Pipeline Master Plan Trail	GIC 9/17/14 Motion 9.4	25,000.00	25,000.00	25,000.00	0.00
4401556515	Montgomery Splash Pad	2015 Capital Budget	200,000.00	0.00	0.00	0.00
4401556514	St. Christopher's Park - Open Space	2015 Capital Budget	30,000.00	30,000.00	30,000.00	0.00
3301509400	Capital Reinvestment	FCS12024	100,000.00	100,000.00	87,714.12	12,285.88
7101654105	Program - Park & Fieldhouse	2016 Capital Budget	444,000.00	444,000.00	444,000.00	0.00
4401656615	McQuesten Urban Fitness Trail	2016 Capital Budget	70,000.00	8,813.39	8,813.39	0.00
4031619102	Britannia / Oriole / Adair	2016 Capital Budget	2,350,000.00	2,350,000.00	1,811,017.24	538,982.76
4401556514	St. Christopher's Park - Open Space	2016 Capital Budget	170,000.00	170,000.00	68,922.38	101,077.62
4241409341	Pipeline Master Plan Trail	2016 Capital Budget	200,000.00	200,000.00	200,000.00	0.00
4241509115	Urban Fitness Trail	ECS 3/9/15 Item 8.1	27,000.00	0.00	0.00	0.00
3301609400	Capital Reinvestment	FCS12024	100,000.00	100,000.00	100,000.00	0.00
4401756706	Roxborough Park	PW 2/27/17 Item 8.1	31,000.00	31,000.00	7,310.34	23,689.66
4241409341	Pipeline Master Plan Trail	2017 Capital Budget	80,000.00	80,000.00	6,188.46	73,811.54
4241709401	Sir Winston Athletic Field	Council 3/8/17 Motion 7.4	75,000.00	75,000.00	0.00	75,000.00
4241709402	Montgomery Park Path	PW Aug 17/17 Item 9.2	55,000.00	55,000.00	55,000.00	0.00
4241709405	Parkdale Landing Affordable Housing Project	Council 9/13/17 Motion 8.2	145,125.00	145,125.00	0.00	145,125.00
4241709403	Kenilworth Christmas Wreaths	GIC 10/04/17 Item 10.2	14,797.35	14,797.35	14,797.35	0.00
4241709404	Montgomery Basketball Park	Council 11/08/17 Motion 7.8	125,000.00	125,000.00	127,200.25	(2,200.25)
3301709400	Capital Reinvestment	FCS12024	100,000.00	100,000.00	82,045.04	17,954.96
4241809401	AM Cunningham Park Redevelopment	2018 Capital Budget	338,000.00	338,000.00	31,395.49	306,604.51
4241809402	Barnaby/Corbett/Quebec/Waterloo	2018 Capital Budget	1,360,000.00	1,360,000.00	686,215.53	673,784.47
4241709403	Kenilworth Christmas Wreaths	GIC 10/04/17 Item 10.2	15,345.40	15,345.40	13,244.71	2,100.69
4241809403	A.M. Cunningham Elementary School Playground	PW 1/15/18 Motion 10.2	400,000.00	400,000.00	400,000.00	0.00
4241809404	McQueenston Urban Farm Playground	PW 2/05/18 Item 9.2	175,000.00	175,000.00	163,370.88	11,629.12
4241809405	Leaside Park	PW 2/05/18 Item 9.2	50,000.00	50,000.00	46,122.92	3,877.08
4241809406	Parkdale School Playground	PW 2/05/18 Item 9.2	175,000.00	175,000.00	164,090.74	10,909.26
4241809407	Sidewalks	Council 7/13/18 Motion 8.4	100,000.00	100,000.00	42,684.75	57,315.25
3301809400	Capital Reinvestment	FCS12024	100,000.00	100,000.00	26,138.83	73,861.17
<b>Total Area Rating Projects</b>			<b>7,425,267.75</b>	<b>6,998,371.31</b>	<b>4,864,744.74</b>	<b>2,133,626.57</b>

**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

Reserve Number: 108054  
 Reserve Name: Ward 4 Special Capital Re-Investment

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
<b>Contributions to Other Projects</b>						
3301250231	City Motor Hotel Purchase	GIC 04/11/ LS12009(b)/	2,556,753.56	825,634.10	842,057.07	(16,422.97)
8201255700	Ottawa St. N Streetscape Improvements	2012 Capital Budget	50,000.00	50,000.00	31,484.48	18,515.52
4031411016	Asset Preservation - Glenview West	2014 Capital Budget	500,000.00	500,000.00	500,000.00	0.00
4031411016	Asset Preservation - Delta East	2014 Capital Budget	900,000.00	900,000.00	900,000.00	0.00
4031519101	Brunswick / Talbot / Osbourne / Melvin - Council Priority	2014 Capital Budget	830,000.00	830,000.00	830,000.00	0.00
4031511017	Tragina - Vansitmart to North End - Council Priority	2014 Capital Budget	200,000.00	200,000.00	199,775.27	224.73
<b>Total Contributed to Other Projects</b>			<b>5,036,753.56</b>	<b>3,305,634.10</b>	<b>3,303,316.82</b>	<b>2,317.28</b>
<b>GRAND TOTAL</b>			<b>12,462,021.31</b>	<b>10,304,005.41</b>	<b>8,168,061.56</b>	<b>2,135,943.85</b>

## CITY OF HAMILTON RESERVE HISTORY AS OF DECEMBER 31, 2018

Reserve Number:

108055

Reserve Name:

Ward 5 - Infrastructure Improvements Reserve

	<u>2011</u> (\$)	<u>2012</u> (\$)	<u>2013</u> (\$)	<u>2014</u> (\$)	<u>2015</u> (\$)	<u>2016</u> (\$)	<u>2017</u> (\$)	<u>2018</u> (\$)
<b>Opening Balance</b>	-	425,757.32	385,200.11	910,590.73	975,786.45	498,769.62	239,306.70	378,192.09
<b>Add:</b>								
Interest Earned	6,104.82	12,138.34	14,926.81	20,200.92	21,679.59	1,827.90	5,029.39	419.49
Special Levy	419,652.50	839,304.45	1,258,956.25	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75
<b>Sub-Total - To Reserves</b>	<u>425,757.32</u>	<u>851,442.79</u>	<u>1,273,883.06</u>	<u>1,698,809.67</u>	<u>1,700,288.34</u>	<u>1,680,436.65</u>	<u>1,683,638.14</u>	<u>1,679,028.24</u>
<b>Less:</b>								
New Projects Funded in Year		792,000.00	648,415.81	1,577,455.00	536,000.00	1,250,548.93	1,364,000.00	1,915,033.22
Funding Adjustments for PY Projects Commitments			-		1,600,000.00	750,000.00	465,215.25	-
Projects to be closed and returned to reserve Capital Reinvestment (\$100K Unallocated)		100,000.00	76.63	(43,841.05)	(58,694.83)	(160,649.36)	(384,462.50)	(79,402.58)
<b>Sub-Total - From Reserves</b>	<u>-</u>	<u>892,000.00</u>	<u>748,492.44</u>	<u>1,633,613.95</u>	<u>2,177,305.17</u>	<u>1,939,899.57</u>	<u>1,544,752.75</u>	<u>1,935,630.64</u>
<b>Ending Balance - Dec 31</b>	<u>425,757.32</u>	<u>385,200.11</u>	<u>910,590.73</u>	<u>975,786.45</u>	<u>498,769.62</u>	<u>239,306.70</u>	<u>378,192.09</u>	<u>121,589.69</u>

**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

**Reserve Number: 108055**  
**Reserve Name: Ward 5 Special Capital Re-Investment**

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
<b>Area Rating Projects</b>						
4241209501	Sam Manson Park	GIC 8/13/12 Motion 8.1	50,000.00	49,247.73	49,247.73	0.00
4241209502	Kimberly Avenue Resurfacing	GIC 8/13/12 Motion 8.1	120,000.00	133,193.07	133,193.07	0.00
4241209503	Nugent - Nash to Nash Resurfacing	GIC 8/13/12 Motion 8.1	210,000.00	189,689.58	189,689.58	0.00
4241209504	Sinclair Court / Elaine Court	GIC 8/13/12 Motion 8.1	287,000.00	273,883.56	273,883.56	0.00
4241209505	Sidewalk Replacement	GIC 8/13/12 Motion 8.1	125,000.00	102,221.64	102,221.64	0.00
3301249205	Capital Reinvestment	FCS12024	100,000.00	49,275.35	49,275.35	0.00
4241309501	Veever's Estate Grant	2013 Capital Budget	25,000.00	25,000.00	25,000.50	(0.50)
4241309502	Sam Manson Park Clubhouse	GIC 2/20/13 Motion 9.1	550,000.00	540,409.81	540,409.81	0.00
4241309503	Mountable Curbs	GIC 2/20/13 Motion 9.3	72,000.00	72,000.00	72,000.00	0.00
3301309500	Capital Reinvestment	FCS12024	100,000.00	75,088.91	75,088.91	0.00
4241409501	Barton & Covington - New IPS	2014 Capital Budget	150,000.00	150,000.00	150,000.00	0.00
4241409502	Cochrane Road Rehabilitation	PW 12/2/13 Item 10.1	600,000.00	600,000.00	600,000.00	0.00
4241409503	Brookstream Court-Sidewalk Repair	PW 3/17/14 Motion 10.3	65,000.00	50,063.27	50,063.27	0.00
4241409504	Malta Drive Rehab	GIC 4/16/14 Item 10.3	320,000.00	320,000.00	320,000.00	0.00
4241409505	Selway Court-Mountable Curbs	PW 5/22/14 Motion 10.4	17,000.00	17,299.23	17,299.23	0.00
4241409507	East Hamilton Air Monitoring Stations	BOH 4/22/14 Motion 10.1	265,455.00	265,455.00	265,455.00	0.00
4241409506	Road & Sidewalk Rehab (Glen Valley, Bunker Hill, Country Club, Hildegard, Venus)	PW 5/22/14 Motion 10.5	100,000.00	100,000.00	100,000.00	0.00
4241409508	Lake Ave Community Garden	PW 5/22/14 Item 10.7	18,000.00	6,604.24	6,604.24	0.00
4401453200	RHV-Tree Removal	PW 5/22/14 Motion 10.3	12,000.00	10,129.73	10,130	0.00
4241409509	Cortina Crescent-Sidewalks	Council 6/25/14 Item 7.6	30,000.00	30,528.06	30,528.06	0.00
3301409500	Capital Reinvestment	FCS12024	100,000.00	96,987.00	96,987.00	0.00
4241509116	Sir Wilfred Laurier Recreation Centre Design Study	ECS 2/23/15 Motion 10.1	100,000.00	84,970.41	84,970.41	0.00
4241409506	Road & Sidewalk Rehab (Glen Valley, Bunker Hill, Country Club, Hildegard, Venus)	2015 Capital Budget	1,600,000.00	1,500,987.90	1,500,987.90	0.00
4241509121	Road Rehab - Vincent Neighbourhood	PW 4/1/15 Motion 9.3	221,000.00	221,000.00	221,000.00	0.00
4241509120	2015 Mountable Curbs	PW 4/1/15 Motion 10.2	85,000.00	86,496.17	86,496.17	0.00
3301509500	Capital Reinvestment	FCS12024	100,000.00	95,446.55	95,446.55	0.00



**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

**Reserve Number: 108055**  
**Reserve Name: Ward 5 Special Capital Re-Investment**

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
4241609501	Ward 5 - 2016 Mountable Curbs	2016 Capital Budget	66,000.00	66,000.00	66,000.00	0.00
4241609502	Veevers Estate Grant	2016 Capital Budget	25,000.00	25,000.00	0.00	25,000.00
4241609503	City Housing - Community Room for Youth	2016 Capital Budget	40,000.00	40,000.00	0.00	40,000.00
4241609504	Purchase 15m by 10m Street Stadia	2016 Capital Budget	30,000.00	30,000.00	28,164.24	1,835.76
4241609505	Food Centre Pilot Project	2016 Capital Budget	255,000.00	255,000.00	255,000.00	0.00
4241509114	Cromwell Cres Roads & Sidewalk	GIC 2/04/15 Motion 10.3	300,000.00	300,000.00	300,000.00	0.00
4241609507	Tree Planting Motion	GIC 7/04/16 Motion 9.1	125,000.00	250,000.00	158,127.81	91,872.19
4241609508	Quigley Sidewalk Repair	PW 7/7/16 Motion 9.1	385,000.00	385,000.00	327,521.64	57,478.36
4401556513	Riverdale East Park (Oaklands) Spray Pad	2016 Capital Budget	450,000.00	450,000.00	450,000.00	0.00
4401656604	St. Christopher's School	2016 Capital Budget	300,000.00	0.00	0.00	0.00
4241609523	City Housing-Pre-Apprenticeship Training	Council 7/08/16 Motion 8.3	17,500.00	0.00	0.00	0.00
3301609500	Capital Reinvestment	FCS12024	100,000.00	100,000.00	99,032.92	967.08
4241709501	Crawford / Hart / Kentley	2017 Capital Budget	160,000.00	160,000.00	152,035.96	7,964.04
4241709502	Covington-Barton to Cascade	2017 Capital Budget	120,000.00	120,000.00	102,557.55	17,442.45
4241709504	Mountable Curbs	PW 3/20/17 Motion 9.1	200,000.00	173,160.24	173,160.24	0.00
4241709505	Mount Albion and Greenhill	PW 6/05/17 Motion 9.2	800,000.00	800,000.00	702,557.71	97,442.29
4241709506	Sidewalk Construction Vienna Orchards	PW 7/13/17 Item 10.2	84,000.00	84,000.00	0.00	84,000.00
4241609509	555 Queenston Floors	ECS 16-003 Item 9.1	189,100.00	189,100.00	189,085.36	14.64
4241209506	Backyard Slope Failure - 2 Cherry Road	PW 9/6/11 Item 10.2	11,115.25	11,115.25	11,115.25	0.00
4241609505	Food Centre Pilot Project	BOH 8/12/15 Motion 9.2	140,000.00	140,000.00	70,000.00	70,000.00
4241609507	Tree Planting Motion	GIC 7/4/16 Motion 9.1	125,000.00	125,000.00	33,127.81	91,872.19
3301709500	Capital Reinvestment	FCS12024	100,000.00	100,000.00	99,765.58	234.42
4241809501	Dumbarton-Rosedale to East End	2018 Capital Budget	300,000.00	300,000.00	177,215.39	122,784.61
4241609505	Food Centre Pilot Project	Capital Budget 2017	70,000.00	70,000.00	0.00	70,000.00
4241809502	Bow Valley Drive	2018 Capital Budget	670,000.00	670,000.00	334,558.43	335,441.57
4241809505	Mountable Curbs and Sidewalks	PW 4/16/18 Motion 9.1	411,000.00	411,000.00	387,475.47	23,524.53
4241809503	Rehabilitation of Existing Asphalt with Repaving	PW 4/30/18 Motion 9.2(a)	430,000.00	430,000.00	247,603.22	182,396.78
4241809504	Veevers House	PW 4/30/18 Motion 10.2	9,033.22	9,033.22	9,033.22	0.00
4241809506	Red Hill Valley Environmental Monitoring	PW 9/17/18 Item 7.2 and 8.1	25,000.00	25,000.00	25,000.00	0.00
3301809500	Capital Reinvestment	FCS12024	100,000.00	100,000.00	29,441.94	70,558.06
<b>Total Area Rating Projects</b>			<b>11,460,203.47</b>	<b>10,964,385.92</b>	<b>9,573,557.45</b>	<b>1,390,828.47</b>
<b>Contributions to Other Projects</b>						
	Cricket Cages	CS13030	1,415.81	1,415.81	1,415.81	0.00
	Rosedale Community Garden Fencing		7,048.93	7,048.93	7,048.93	7,048.93
4401556511	Nash Orchard Park - Open Space Development	2015 Capital Budget	60,000.00	60,000.00	10,367.00	49,633.00
4401556513	Riverdale East Park (Oaklands) Spray Pad	2015 Capital Budget	70,000.00	520,000.00	505,611.02	14,388.98
<b>Total Contributed to Other Projects</b>			<b>138,464.74</b>	<b>588,464.74</b>	<b>524,442.76</b>	<b>71,070.91</b>
<b>GRAND TOTAL</b>			<b>11,598,668.21</b>	<b>11,552,850.66</b>	<b>10,098,000.21</b>	<b>1,461,899.38</b>

## CITY OF HAMILTON RESERVE HISTORY AS OF DECEMBER 31, 2018

Reserve Number:	108056				108056			
	Reserve Name: Ward 6 - Infrastructure Improvements Reserve				Ward 6 - Infrastructure Improvements Reserve			
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
<b>Opening Balance</b>	-	425,757.32	1,180,468.75	2,085,954.80	1,054,829.01	2,656,528.45	2,591,519.83	1,075,617.95
<b>Add:</b>								
Interest Earned	6,104.82	15,406.98	36,529.80	34,741.92	48,806.05	47,499.24	48,761.72	12,351.84
Special Levy	419,652.50	839,304.45	1,258,956.25	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75
<b>Sub-Total - To Reserves</b>	<u>425,757.32</u>	<u>854,711.43</u>	<u>1,295,486.05</u>	<u>1,713,350.67</u>	<u>1,727,414.80</u>	<u>1,726,107.99</u>	<u>1,727,370.47</u>	<u>1,690,960.59</u>
<b>Less:</b>								
New Projects Funded in Year		-	290,000.00	2,700,000.00	77,250.00	1,760,000.00	3,150,000.00	2,330,000.00
Funding Adjustments for PY Projects							50,850.00	
Commitments						-		32,000.00
Projects to be closed and returned to reserve				(55,523.54)	(51,534.64)	(68,883.39)	(57,577.65)	(343,049.83)
Capital Reinvestment (\$100K Unallocated)		100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<u>-</u>	<u>100,000.00</u>	<u>390,000.00</u>	<u>2,744,476.46</u>	<u>125,715.36</u>	<u>1,791,116.61</u>	<u>3,243,272.35</u>	<u>2,118,950.17</u>
<b>Ending Balance - Dec 31</b>	<u>425,757.32</u>	<u>1,180,468.75</u>	<u>2,085,954.80</u>	<u>1,054,829.01</u>	<u>2,656,528.45</u>	<u>2,591,519.83</u>	<u>1,075,617.95</u>	<u>647,628.37</u>

**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

Reserve Number 108056

Reserve Name: Ward 6 Special Capital Re-Investment

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
<b>Area Rating Projects</b>						
3301249206	Capital Reinvestment	FCS12024	100,000.00	94,340.03	94,340.03	0.00
4241309601	Ward 6 Mountable Curbs	GIC 3/20/13 Motion 9.1	90,000.00	90,000.00	90,000.00	0.00
4241309602	Mud/Pritchard Right Turn & Island	PW 8/15/13 Motion 9.2	200,000.00	200,000.00	200,000.00	0.00
4401356300	16 Broughton Ave. Land Acquisition	FCS13057	0.00	0.00	6,112.38	(6,112.38)
3301309600	Capital Reinvestment	FCS12024	100,000.00	50,136.43	50,136.43	0.00
4241409601	Burkholder & Upper Sherman - New IPS	2014 Capital Budget	150,000.00	150,000.00	150,000.00	0.00
4241409602	Berrisfield - Roadway Rehabilitation	PW 4/07/14 Motion 9.1	2,000,000.00	1,889,970.64	1,889,970.64	0.00
4241409603	Sherwood - Roadway Rehabilitation	PW 4/07/14 Motion 9.1	500,000.00	474,116.20	474,116.20	0.00
4241409604	Repairs to Curb Paris/Albion	GIC 4/09/14 Motion 9.3	50,000.00	50,000.00	50,000.00	0.00
3301409600	Capital Reinvestment	FCS12024	100,000.00	100,000.00	66,916.86	33,083.14
4241509678	Mountain Brow Vista Study Plan	PW 9/21/15 Motion 10.1	77,250.00	77,250.00	64,398.80	12,851.20
3301509600	Capital Reinvestment	FCS12024	100,000.00	98,598.21	98,598.21	0.00
4241609603	Irrigation System-Macassa Park	PW 2/01/16 Motion 9.1	120,000.00	79,627.36	79,627.36	0.00
4241609602	Mohawk-Upper Gage-Upper Ottawa Resurfacing	2016 Capital Budget	880,000.00	620,417.21	620,417.21	0.00
4241609601	Mohawk-Upper Sherman-Upper Gage Resurfacing	2016 Capital Budget	340,000.00	340,000.00	340,000.00	0.00
4451651601	Ward 6 Traffic Island Conversion	2016 Capital Budget	105,000.00	84,180.10	84,180.10	0.00
7101654612	Bobby Kerr & Trenholme Park	2016 Capital Budget	250,000.00	250,000.00	250,000.00	0.00
4031619669	Winterberry Drive, Mud St/Linc	2016 Capital Budget	65,000.00	65,000.00	65,000.00	0.00
3301609600	Capital Reinvestment	FCS12024	100,000.00	100,000.00	72,319.36	27,680.64
4241709601	Upper Ottawa to Brucedale Road Resurfacing	2017 Capital Budget	1,850,000.00	1,850,000.00	1,282,680.50	567,319.50
4241709602	Fennell- Upper Gage to Upper Ottawa Resurfacing	2017 Capital Budget	800,000.00	800,000.00	492,628.13	307,371.87
4241709603	Cecilia Crt, Tilbury Crt, Filer Crt, Doreen Crt & Fern Crt	2017 Capital Budget	300,000.00	300,000.00	195,666.88	104,333.12
4241509678	Mountain Brow Vista Study Plan	2017 Capital Budget	50,850.00	50,850.00	0.00	50,850.00
7101554509	Mohawk Sporks Park Athletic Track	ECS 1/23/17 Motion 9.1	200,000.00	200,000.00	200,000.00	0.00
3301709600	Capital Reinvestment	FCS12024	100,000.00	100,000.00	96,319.74	3,680.26

**CITY OF HAMILTON**  
**Detailed record of Projects Funded from Reserve**

Reserve Number 108056

Reserve Name: Ward 6 Special Capital Re-Investment

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
4241809601	Fennell-Upper Sherman to Upper Gage	2018 Capital Budget	800,000.00	800,000.00	773,244.71	26,755.29
4241809604	Upper Gage-Seventh- Concession Resurfacing	2017 Capital Budget	1,010,000.00	1,010,000.00	814,344.38	195,655.62
4241809760	Sackville Hill Senior Expansion	Council 3/28/18 Motion 7.1	200,000.00	200,000.00	20,687.00	179,313.00
4241809602	Fay Park Redevelopment	PW 6/04/18 Motion 9.1	50,000.00	50,000.00	51,200.51	(1,200.51)
4241809605	East 45th Street and Mohawk Road East	Council 5/09/18 Motion 7.3	250,000.00	250,000.00	30,097.78	219,902.22
4241809606	Temporary Speed Humps Trial	Council 9/26/18 Motion 7.4	20,000.00	20,000.00	6,353.98	13,646.02
4241809600	Capital Reinvestment	FCS12024	100,000.00	100,000.00	54,293.04	45,706.96
<b>Total Area Rating Projects</b>			<b>11,058,100.00</b>	<b>10,544,486.18</b>	<b>8,763,650.23</b>	<b>1,780,835.95</b>
<b>GRAND TOTAL</b>			<b>11,058,100.00</b>	<b>10,544,486.18</b>	<b>8,763,650.23</b>	<b>1,780,835.95</b>

## CITY OF HAMILTON RESERVE HISTORY AS OF DECEMBER 31, 2018

Reserve Number:

108057

Reserve Name:

Ward 7 - Infrastructure Improvements Reserve

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
<b>Opening Balance</b>	-	425,757.32	558,529.03	1,246,451.13	2,065,861.66	2,744,371.59	2,998,961.39	4,000,887.49
<b>Add:</b>								
Interest Earned	6,104.82	13,467.26	18,965.85	40,801.78	59,939.44	50,400.63	76,597.50	50,044.49
Special Levy	419,652.50	839,304.45	1,258,956.25	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75
<b>Sub-Total - To Reserves</b>	<u>425,757.32</u>	<u>852,771.71</u>	<u>1,277,922.10</u>	<u>1,719,410.53</u>	<u>1,738,548.19</u>	<u>1,729,009.38</u>	<u>1,755,206.25</u>	<u>1,728,653.24</u>
<b>Less:</b>								
New Projects Funded in Year		620,000.00	590,000.00	800,000.00	977,750.00	1,365,000.00	594,032.50	3,520,000.00
Funding Adjustments for PY Projects						25,000.00	39,550.00	1,000,000.00
Commitments								140,000.00
Projects to be closed and returned to reserve			(100,000.00)		(17,711.74)	(15,580.42)	19,697.65	(175,399.89)
Capital Reinvestment (\$100K Unallocated)		100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<u>-</u>	<u>720,000.00</u>	<u>590,000.00</u>	<u>900,000.00</u>	<u>1,060,038.26</u>	<u>1,474,419.58</u>	<u>753,280.15</u>	<u>4,584,600.11</u>
<b>Ending Balance - Dec 31</b>	<u>425,757.32</u>	<u>558,529.03</u>	<u>1,246,451.13</u>	<u>2,065,861.66</u>	<u>2,744,371.59</u>	<u>2,998,961.39</u>	<u>4,000,887.49</u>	<u>1,144,940.62</u>

CITY OF HAMILTON

Detailed record of Projects Funded from Reserve

Reserve Number: 108057

Reserve Name: Ward 7 Special Capital Re-Investment

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
<b>Area Rating Projects</b>						
4241209701	Brigade-Dicenzo/Upper Wellington - Full Signal	GIC 8/13/12 Motion 8.1	70,000.00	82,970.39	82,970.39	0.00
4241209702	Sirente-Towercrest/Upper Wellington - Full Signal	GIC 8/13/12 Motion 8.1	150,000.00	273,217.58	273,217.58	0.00
4241209703	Ryckman's Park	GIC 8/13/12 Motion 8.1	200,000.00	357,896.18	357,896.18	0.00
4241209704	Mountable Curbs	GIC 8/13/12 Motion 8.1	50,000.00	50,880.10	50,880.10	0.00
3301249207	Capital Reinvestment	FCS12024	100,000.00	0.00	0.00	0.00
4241309701	Ward 7 Sidewalks	GIC 1/14/13 Motion 8.2	100,000.00	86,723.83	86,723.83	0.00
4241309702	Ward 7 Mountable Curbs	GIC 3/20/13 Motion 9.2	100,000.00	100,000.00	100,000.00	0.00
4241309703	Thomson/Helga/Imelda Crt.	GIC 5/15/13 Item 10.3	350,000.00	397,623.39	397,623.39	0.00
4241309704	TB McQuesten Park Pathway	GIC 8/12/13 Motion 10.1	40,000.00	40,704.09	40,704.09	0.00
3301309700	Capital Reinvestment	FCS12024	100,000.00	86,507.98	86,507.98	0.00
4241409701	Howe & Upper Wellington - New Signal	2014 Capital Budget	200,000.00	57,455.99	57,455.99	0.00
4241409702	Ward 7 - Sidewalk Repairs	PW Mar 17/14 Motion 10.1	150,000.00	152,640.30	152,640.30	0.00
4241409703	Crerar Park Structure	PW Apr 22/14 Item 10.1	50,000.00	50,000.00	50,000.00	0.00
4241409704	Bruleville-Concrete Repairs	PW Aug 14/14 Motion 10.3	50,000.00	50,000.00	50,000.00	0.00
4241409705	Chipman Ave-Urbanization	PW Aug 14/14 Item 10.8	350,000.00	350,000.00	257,474.18	92,525.82
3301409700	Capital Reinvestment	FCS12024	100,000.00	78,173.66	78,173.66	0.00
4241509117	Ryckman Park Play Equipment	PW 4/01/15 Motion 10.1	25,000.00	22,449.57	22,449.57	0.00
4241509119	2015 Concrete Sidewalks	PW 4/01/15 Motion 9.2	100,000.00	101,760.20	101,760.20	0.00
4241509678	Mountain Brow Vista Study Plan	PW 9/21/15 Motion 10.1	52,750.00	52,750.00	41,655.52	11,094.48
3301509700	Capital Reinvestment	FCS12024	100,000.00	100,000.00	14,089.58	85,910.42
4241609601	Mohawk Rd- Upper Sherman to Upper Gage Rd	2016 Capital Budget	340,000.00	256,905.61	256,905.61	0.00
4661617725	Claremont Bike Lane	PW16003(a)	25,000.00	0.00	0.00	0.00
4241509720	Inch Park	2015 Capital Budget	25,000.00	8,583.47	8,583.47	0.00
4241609702	Mountable Curbs Ward 7	PW 2/29/16 Motion 9.5	100,000.00	101,760.20	101,760.20	0.00
4241609703	Concrete Repairs Ward 7	PW 2/29/16 Motion 9.6	100,000.00	76,229.99	76,229.99	0.00
6181641603	CityHousing Hamilton Repairs	2016 Capital Budget	800,000.00	800,000.00	325,258.17	474,741.83
3301609700	Capital Reinvestment	FCS12024	100,000.00	100,000.00	91,613.30	8,386.70
4241509678	Mountain Brow	2017 Capital Budget	39,550.00	39,550.00	604.34	38,945.66
4401856900	Bruce Park Spray Pad	PW 6/05/17 Motion 9.3	530,000.00	530,000.00	67,997.56	462,002.44
4241709370	Wentworth Stairs Maintenance	PW 8/17/17 Item 9.5	64,032.50	64,165.37	64,165.37	0.00
3301709700	Capital Reinvestment	FCS12024	100,000.00	100,000.00	43,255.60	56,744.40

CITY OF HAMILTON

Detailed record of Projects Funded from Reserve

Reserve Number: 108057

Reserve Name: Ward 7 Special Capital Re-Investment

Project ID	Project Description	Approval	Actual Funding	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
4241809701	Mall Road- Limeridge Mall to Mohawk	2018 Capital Budget	350,000.00	350,000.00	272,949.79	77,050.21
4241809702	Thorner Neighbourhood (North Section)	2018 Capital Budget	1,000,000.00	1,000,000.00	610,841.29	389,158.71
4241809703	Viceroy- Callie to North End	2018 Capital Budget	200,000.00	200,000.00	129,868.40	70,131.60
4241809704	Inch Park Improvements	2018 Capital Budget	150,000.00	150,000.00	125,570.92	24,429.09
4241809705	Upper Sherman Resurfacing	Council 4/11/18 Motion 7.1	1,370,000.00	1,370,000.00	12,616.23	1,357,383.77
7101854605	Sackville Hill Senior Expansion	Council 3/28/18 Motion 7.1	200,000.00	200,000.00	20,687.00	179,313.00
4401656603	Sam Lawrence Park	PW 7/12/18 Item 8.4	250,000.00	250,000.00	0.00	250,000.00
4031711016	Asset Preservation - Bruleville Neighbourhood	Capital Budget 2017	1,000,000.00	1,000,000.00	1,000,000.00	0.00
3301809700	Capital Reinvestment	FCS12024	100,000.00	100,000.00	59,201.19	40,798.81
<b>Total Area Rating Projects</b>			<b>9,281,332.50</b>	<b>9,188,947.90</b>	<b>5,570,330.97</b>	<b>3,618,616.94</b>
<b>Contributions to Other Projects</b>						
7101354302	Sackville Senior Centre	FCS12061(a)	150,000.00	150,000.00	150,000.00	0.00
4031419102	Concession - Upper Sherman to Upper Wentworth	2015 Capital Budget	800,000.00	800,000.00	800,000.00	0.00
<b>Total Contributed to Other Projects</b>			<b>950,000.00</b>	<b>950,000.00</b>	<b>950,000.00</b>	<b>0.00</b>
<b>GRAND TOTAL</b>			<b>10,231,332.50</b>	<b>10,138,947.90</b>	<b>6,520,330.97</b>	<b>3,618,616.94</b>

## CITY OF HAMILTON RESERVE HISTORY AS OF DECEMBER 31, 2018

Reserve Number: Reserve Name:	108058 Ward 8 - Infrastructure Improvements Reserve				108058 Ward 8 - Infrastructure Improvements Reserve			
	<u>2011</u> (\$)	<u>2012</u> (\$)	<u>2013</u> (\$)	<u>2014</u> (\$)	<u>2015</u> (\$)	<u>2016</u> (\$)	<u>2017</u> (\$)	<u>2018</u> (\$)
<b>Opening Balance</b>	-	425,757.32	754,718.87	44,371.37	392,075.86	2,225,390.53	3,336,175.54	478,075.08
<b>Add:</b>								
Interest Earned	6,104.82	13,657.10	2,177.83	6,281.79	39,992.83	47,676.26	55,043.91	354.30
Special Levy	419,652.50	839,304.45	1,258,956.25	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75	1,678,608.75
<b>Sub-Total - To Reserves</b>	<u>425,757.32</u>	<u>852,961.55</u>	<u>1,261,134.08</u>	<u>1,684,890.54</u>	<u>1,718,601.58</u>	<u>1,726,285.01</u>	<u>1,733,652.66</u>	<u>1,678,963.05</u>
<b>Less:</b>								
New Projects Funded in Year		424,000.00	490,000.00	615,000.00	185,000.00	515,500.00	4,425,000.00	1,955,000.00
Funding Adjustments for PY Projects			1,360,000.00	740,000.00			22,600.00	
Commitments							-	110,000.00
Projects to be closed and returned to reserve			21,481.58	(117,813.95)	(399,713.09)		44,153.12	(115,000.00)
Capital Reinvestment (\$100K Unallocated)		100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<u>-</u>	<u>524,000.00</u>	<u>1,971,481.58</u>	<u>1,337,186.05</u>	<u>(114,713.09)</u>	<u>615,500.00</u>	<u>4,591,753.12</u>	<u>2,050,000.00</u>
<b>Ending Balance - Dec 31</b>	<u>425,757.32</u>	<u>754,718.87</u>	<u>44,371.37</u>	<u>392,075.86</u>	<u>2,225,390.53</u>	<u>3,336,175.54</u>	<u>478,075.08</u>	<u>107,038.13</u>



Detailed record of Projects Funded from Reserve

Reserve Number: 108058  
Reserve Name: Ward 8 Special Capital Re-Investment

Project ID	Project Description	Approval	Approved Amount	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
<b>Area Rating Projects</b>						
4241209801	Gilkson Park Redevelopment	GIC 08/13/12 Motion 8.1	17,000.00	7,680.51	7,680.51	0.00
4241209802	Gourley Park West Side Walkway	GIC 08/13/12 Motion 8.1	25,000.00	18,330.06	18,330.06	0.00
4241209803	Pro Golf Instruction and Equipment Westmount	GIC 08/13/12 Motion 8.1	40,000.00	12,685.39	12,685.39	0.00
4241209804	Ashton-Juanita/Mohawk Rd. - Pedestrian Signal	GIC 08/13/12 Motion 8.1	80,000.00	61,014.57	61,014.57	0.00
4241209805	Richview/Upper Paradise - Pedestrian Signal	GIC 08/13/12 Motion 8.1	80,000.00	98,068.53	98,068.53	0.00
4241209806	Mountable Curbs	GIC 08/13/12 Motion 8.1	50,000.00	50,880.10	50,880.10	0.00
4241209808	Sir Allan MacNab Track	GIC 08/13/12 Motion 8.1	120,000.00	120,000.00	120,000.00	0.00
3301249208	Capital Reinvestment	FCS12024	100,000.00	95,697.65	95,697.65	0.00
3381249230	Captain Cornelius North South Walkway	GIC 08/13/12 Motion 8.1	25,000.00	21,481.58	21,481.58	0.00
4241209807	Chedoke Phase 2 Multi-Purpose Addition	GIC 08/13/12 Motion 8.1	1,360,000.00	1,360,000.00	1,360,000.00	0.00
4241309802	Ward 8 Sidewalks	GIC 05/01/13 Motion 9.3	200,000.00	181,954.85	181,954.85	0.00
3301309800	Capital Reinvestment	FCS12024	100,000.00	42,107.93	42,107.93	0.00
4241409801	Blossom Lane Urbanization	PW 5/22/14 Motion 10.6	615,000.00	240,000.00	240,000.00	0.00
4241209807	Chedoke Phase 2 Multi-Purpose Addition	GIC 08/13/12 Motion 8.1	340,000.00	340,000.00	340,000.00	0.00
4241209808	Sir Allan MacNab Track	2014 Capital Budget	400,000.00	401,833.91	401,833.91	0.00
3301409800	Capital Reinvestment	FCS12024	100,000.00	54,517.91	54,517.91	0.00
4241509678	Mountain Brow Vista Study Plan	PW 9/21/15 Motion 10.1	35,000.00	35,000.00	26,832.88	8,167.12
284007	Neighbour to Neighbour Grant	BOH 9/21/15 Item 8.1	150,000.00	300,000.00	0.00	300,000.00
3301509800	Capital Reinvestment	FCS12024	100,000.00	96,199.46	96,199.46	0.00
4241609801	Repair Sidewalks and Mountable Curbs	Council 2/24/16 Motion 8.3	150,000.00	101,760.20	101,760.20	0.00
4241609802	Asphalt Walkways and Steel Culvert	Council 2/24/16 Motion 8.3	20,000.00	20,000.00	0.00	20,000.00
4241609803	Sewer and Water Service Gouley Park	Council 2/24/16 Motion 8.3	65,000.00	65,000.00	35,537.23	29,462.77
4241609804	Dynamic Speed Signs	Council 2/24/16 Motion 8.3	15,000.00	15,000.00	0.00	15,000.00
4241609805	Carpenter Park Enhancements	Council 2/24/16 Motion 8.3	100,000.00	0.00	0.00	0.00
4241609806	Speed Bumps	Council 2/24/16 Motion 8.3	20,000.00	27,286.58	27,286.58	0.00
4241609807	Shared Ice Surface Mohawk College	Council 2/24/16 Motion 8.3	50,000.00	0.00	0.00	0.00
4241609808	Stone Church Upper Paradise Parking	PW 10/31/16 Item 8.1	45,500.00	45,500.00	7,284.37	38,215.63
4241609281	Queen Street South conversion	PW 10/17/16 Motion 9.4	50,000.00	50,000.00	0.00	50,000.00
3301609800	Capital Reinvestment	FCS12024	100,000.00	100,000.00	81,917.34	18,082.66

Detailed record of Projects Funded from Reserve

Reserve Number: 108058  
Reserve Name: Ward 8 Special Capital Re-Investment

Project ID	Project Description	Approval	Approved Amount	Total Funding to Date	Expenses to Date	WIP Balance
			(a)	(b)	(c)	(d) = (b) - (c)
			\$	\$	\$	\$
4241709801	Cranbrook Dr./Gardiner Dr.	Capital Budget 2017	920,000.00	920,000.00	917,706.25	2,293.75
4241709802	San Francisco/San Pedro Dr./ Goulding	Capital Budget 2017	1,300,000.00	1,300,000.00	1,092,026.87	207,973.13
4241709803	Millstream Ct/Appleford Rd	Capital Budget 2017	400,000.00	400,000.00	286,416.61	113,583.39
4241709804	Upper Horning/Linc	Capital Budget 2017	1,080,000.00	1,080,000.00	986,331.53	93,668.47
4241709805	Courtland Ave, Reqent Ave, Dydzark Ct and Skyview	Capital Budget 2017	650,000.00	650,000.00	611,028.15	38,971.85
4241509678	Mountain Brow	Capital Budget 2017	22,600.00	22,600.00	884.70	21,715.30
4241709806	Chedoke Outdoor Classroom	Council 11/8/17 Motion 7.4	50,000.00	50,000.00	0.00	50,000.00
4661617725	Claremont Bike Lane	PW16003(a)	25,000.00	0.00	0.00	0.00
3301709800	Capital Reinvestment	FCS12024	100,000.00	100,000.00	80,158.99	19,841.01
4031819101	South Bend and Buchanan	2018 Capital Budget	1,060,000.00	1,060,000.00	824,038.51	235,961.49
4241809801	Tobogganing Hill	Council 11/22/17 Motion 7.3	100,000.00	100,000.00	42,371.97	57,628.03
4241809802	Mountable Curbs and Sidewalks	Council 4/11/2018 Motion 8.4	215,000.00	215,000.00	45,150.20	169,849.80
7101654802	William Connell Fieldhouse	PW18086	330,000.00	330,000.00	107,547.58	222,452.42
3301809800	Capital Reinvestment	FCS12024	100,000.00	100,000.00	50,000.00	50,000.00
<b>Total Area Rating Projects</b>			<b>10,905,100.00</b>	<b>10,289,599.23</b>	<b>8,526,732.41</b>	<b>1,762,866.82</b>
	Westmount Recreation Centre- Movie Night	GIC 08/13/12 Motion 8.1	12,000.00	12,000.00	12,000.00	0.00
3301309800	220 Cranbrook Drive/20 Gemini Drive	GIC 05/01/13 Motion 9.3	150,000.00	150,000.00	150,000.00	0.00
4241309801	Buchanan Park Spray Pad	GIC 05/01/13 Motion 9.3	115,000.00	115,000.00	115,000.00	0.00
	Land Acquisition Study	PED16254	250,000.00	250,000.00	250,000.00	0.00
<b>Total Contributed to Other Projects</b>			<b>527,000.00</b>	<b>527,000.00</b>	<b>527,000.00</b>	<b>0.00</b>
<b>GRAND TOTAL</b>			<b>11,432,100.00</b>	<b>10,816,599.23</b>	<b>9,053,732.41</b>	<b>1,762,866.82</b>

Area Rating Special Capital Re-Investment Fund  
2016 to 2018 Discretionary Spending for Wards 1 to 8  
As of December 31, 2018

<b>Ward 1 Discretionary Spending</b>	<b>2016</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Civic Plan - Participatory Budget Coordinator (reflects 2 PB cycles)		83,578.68		
Mail Services - Participatory Budget Community Notification		1,195.68		
Printing Charges Feb - Participatory Budget Printed Materials		277.98		
Printing Charges May - Participatory Budget Printed Materials		27.12		
Freight/Courier - Participatory Budget Community Notification Ward 1		2,027.32		
Participatory Budget Advertising Charges		328.67		
Strathcona Community Council Movie Night - Projector and License		655.50		
Printing and Mail Services - Participatory Budget Community Notification		3,736.48		
Rental Fee - Participatory Budget Community Event		12.48		
Hamilton Food Share - Contribution to new Truck		2,000.00		
Stationary - Participatory Budget Printed Materials		5,048.38		
Ward 1 Postcards - Participatory Budget Community Notification		854.69		
Participatory Budget Open House		192.84		
<b>\$100K totals</b>	100,000.00	99,935.82		64.18

<b>Ward 1 Discretionary Spending</b>	<b>2017</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Civic Plan - Participatory Budget Coordinator		51,537.56	5,361.86	
Production Strathcona Community Council Events		434.40		
Corporate Contract C12-06-16 Printing and Production		4,952.86		
Ward 1 Road Work			30,000.00	
<b>\$100K totals</b>	100,000.00	56,924.82	35,361.86	7,713.32

<b>Ward 1 Discretionary Spending</b>	<b>2018</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Bus Shelters			50,000.00	
<b>\$100K totals</b>	100,000.00		50,000.00	50,000.00

Area Rating Special Capital Re-Investment Fund  
2016 to 2018 Discretionary Spending for Wards 1 to 8  
As of December 31, 2018

<b>Ward 2 Discretionary Spending</b>	<b>2016</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Comunita Racalmutese Maria SS Del Monte		6,500.00		
Hamilton - Building Materials Try Hamilton Event		500.00		
Staffing Support - Participatory Budgeting		5,604.35		
Civic Plan- Durand Neighbourhood Character Project		11,257.22		
Social Navigator Program Case Coordinator Funding		4,323.65		
Social Planning-Animator		25,000.00		
Hamilton Food Share - Contribution to new Truck		2,000.00		
140 King William - Sale of Easement to Horizon		3,500.00		
Hamilton Capital Costs- King William - Pop Up Hamilton		6,212.20		
Civic Plan - Durand Neighbourhood Character Project		5,628.61		
Social Navigator Urban Renewal		3,603.03		
Planting Costs City Housing		1,500.00		
Wind Break Panels -Skating Rink		11,058.30		
Arkledun Ave - Lateral Line Sewer Replacement		7,326.73		
Antonic Bench - Commemorative Program		1,500.00		
City Housing- Tenant Engagement			1,200.00	
<b>\$100K totals</b>	100,000.00	95,514.09	1,200.00	3,285.91

<b>Ward 2 Discretionary Spending</b>	<b>2017</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Committed</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Bill Simone Hall Plaque		598.09		
CityHousing Units (GIC Report 15-023)		20,000.00		
Festival Support - Racalmutese Maria SS Del Monte		6,500.00		
Civic Plan Durand Neighbourhood Project		5,628.61		
Raised Garden Beds - Wesley Urban Ministries		681.39		
Sod Replacement -192 & 194 Grant		1,373.76		
21 Concrete Planters - Alley off Walnut St North of King		14,678.91		
Stinson Community Garden		1,121.54		
Ravenscliffe Sewer/Man hole		7,666.36		
Aberdeen Bump out		3,007.10		
King William Pop-up Park-Plants		3,785.96		
Sobi Bike			30,000.00	
<b>\$100K totals</b>	100,000.00	65,041.72	30,000.00	4,958.28

Area Rating Special Capital Re-Investment Fund  
2016 to 2018 Discretionary Spending for Wards 1 to 8  
As of December 31, 2018

<b>Ward 2 Discretionary Spending</b>	<b>2018</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Committed</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Sobi Bike Lanes			10,000.00	
Participatory Budgeting- Plan Local		45,023.79	4,976.21	
Snail Mural		1,310.16		
34 James St. Planters		5,000.00		
Plan Local- Printing Services		550.20		
<b>\$100K totals</b>	100,000.00	51,884.15	14,976.21	33,139.64

<b>Ward 3 Discretionary Spending</b>	<b>2016</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Woodland Park		25,000.00		
Basketball Nets		3,118.95		
Melrose Speed Humps			10,000.00	
4 Parks Speed Humps			20,000.00	
Gage Park Mural		9,791.17		
Fencing - Powell Park		1,678.03		
30 Sanford-Surveillance			28,920.00	
<b>\$100K totals</b>	100,000.00	39,588.15	58,920.00	1,491.85

<b>Ward 3 Discretionary Spending</b>	<b>2017</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Ward 3 Speed Humps			75,000.00	
Gage Park Washroom		1,430.75		
<b>\$100K totals</b>	100,000.00	1,430.75	75,000.00	23,569.25

<b>Ward 3 Discretionary Spending</b>	<b>2018</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
City Housing- First Place/30 Sanford		50,000.00		
30 Sanford Computer Lab			5,000.00	
<b>\$100K totals</b>	100,000.00	50,000.00	5,000.00	45,000.00

Area Rating Special Capital Re-Investment Fund  
 2016 to 2018 Discretionary Spending for Wards 1 to 8  
 As of December 31, 2018

<b>Ward 4 Discretionary Spending</b>	<b>2016</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Kenilworth Ave Mural		5,294.00		
Lawn Signs for Ottawa St Canada Day		116.00		
Ottawa St Wreaths		2,544.00		
Kenilworth Wreaths		7,030.36		
Parkdale Tennis Court		80,848.48		
City Motor Hotel Legal Fees		4,167.16		
<b>\$100K totals</b>	100,000.00	100,000.00		-

<b>Ward 4 Discretionary Spending</b>	<b>2017</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Parkdale School-Hydration Station		3,000.00		
Depave Paradise		5,000.00		
Queen Mary Greening Project		5,000.00		
St. John School Greening Project		5,000.00		
St. Eugene School Greening Project		5,000.00		
Hillcrest School Greening Project		5,000.00		
School- Greening Project Viscount		5,000.00		
Montgomery Greening Project		5,000.00		
Cunningham-Greening Project Ballard		5,000.00		
Greening Project		5,000.00		
Fairfield Park		29,544.86	1,667.50	
Huxley Speed Humps			15,000.00	
Capital Infrastructure Newsletter		4,500.18		
<b>\$100K totals</b>	100,000.00	82,045.04	16,667.50	1,287.46

Area Rating Special Capital Re-Investment Fund  
 2016 to 2018 Discretionary Spending for Wards 1 to 8  
 As of December 31, 2018

<b>Ward 4 Discretionary Spending</b>	<b>2018</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Cunningham Park Gazebo		18,001.38	6,998.62	
Montgomery Park			30,000.00	
Tree Planting		400.00		
Temporary Speed Humps -Talbot/Walmer		5,737.45	24,262.55	
Depave Paradise		2,000.00		
Kenilworth Wreaths			5,000.00	
Nativity Gardens			5,000.00	
<b>\$100K totals</b>	100,000.00	26,138.83	71,261.17	2,600.00

<b>Ward 5 Discretionary Spending</b>	<b>2016</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Riverdale East Park - Table and Chairs		12,141.85		
Riverdale Community Planning Team		402.67		
Riverdale Salad Bowl Community Garden		1,781.98		
Glen Castle		23,242.66		
Sam Manson Fence		4,131.46		
Install Fence on Glenashton Dr.		10,481.30		
10 St. Andrews Surveillance		18,933.56		
City Housing Maintenance -Queenston Baseboard/Flooring		1,930.94		
EchoHouse Garage Door Replacement		2,395.44		
Sam Manson Sign		1,602.72		
Replacement Screens		2,421.89		
Escarpment Cleanup		19,566.45		
<b>\$100K totals</b>	100,000.00	99,032.92		967.08

Area Rating Special Capital Re-Investment Fund  
 2016 to 2018 Discretionary Spending for Wards 1 to 8  
 As of December 31, 2018

<b>Ward 5 Discretionary Spending</b>	<b>2017</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
City Housing Vacant Unit (GIC 15-023)		31,100.00		
Sam Manson Interpretive Panel		1,000.00		
Traffic Custom Sign		3,496.28		
2 Floral Tree		10,867.82		
Rosedale School-Playground Equipment		16,085.01		
Riverdale Community Gardens- Lawn Mower		277.80		
Rosedale Fence		8,411.50		
Rosedale Electrical		7,343.02		
Nashville Circle – Speed Bumps		10,153.89		
Davis Creek Neighbourhood Associations Signs		552.01		
100 Greenhill Concrete		302.23		
Greenhill Park Pathway		10,176.02		
<b>\$100K totals</b>	<b>100,000.00</b>	<b>99,765.58</b>		<b>234.42</b>

<b>Ward 5 Discretionary Spending</b>	<b>2018</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
City Housing Vacant Unit (GIC 15-023)		5,000.00		
Scotia Avenue Speed Hump			15,000.00	
Rolled Curb-81 National Drive			3,000.00	
Flag Pole		2,054.54		
Sign		148.19		
Weed Trimmer		286.57		
Traffic Sign		3,294.68		
Rosedale Diamond		18,657.96		
<b>\$100K totals</b>	<b>100,000.00</b>	<b>29,441.94</b>	<b>18,000.00</b>	<b>52,558.06</b>



Area Rating Special Capital Re-Investment Fund  
 2016 to 2018 Discretionary Spending for Wards 1 to 8  
 As of December 31, 2018

<b>Ward 6 Discretionary Spending</b>	<b>2016</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Peace Memorial Park Bench		800.00		
Hamilton Food Share - Contribution to New Truck		2,000.00		
Peace Memorial Park Plaques		9,215.00		
Capital Mailout - Mountain Brow Blvd Infrastructure		6,613.60		
CityHousing Hamilton - Vacant Unit Renovations for 30 Locheed Dr. and 1081 Rymal Rd E		20,000.00		
Macassa Lodge - Victory Gardens Irrigation System		4,579.21		
Lisgar Park Bocce Ball Fence		2,673.24		
Graffiti Pilot Project Cameras - Fay and Lisgar Park		3,534.13		
Fennell- Upper Sherman, Upper Gage-Concession 5 Flower Median		19,039.33		
Huntington Park- External Security Cameras		3,864.85		
Mountable Curbs 2019			27,000.00	
<b>\$100K totals</b>	100,000.00	72,319.36	27,000.00	680.64

<b>Ward 6 Discretionary Spending</b>	<b>2017</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
LRT Poll		1,350.80		
Albion Falls Waterfall Fencing		76,320.15		
Capital Mailout - Ward 6 Infrastructure Newsletter		3,384.76		
Resurfacing Huntington Park Tennis Courts		15,264.03		
Mountable Curbs			3,000.00	
<b>\$100K totals</b>	100,000.00	96,319.74	3,000.00	680.26

<b>Ward 6 Discretionary Spending</b>	<b>2018</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
1600 Rymal Rd. E- Pritchard Rd Southside- Sidewalk Creation for Accessibility		54,293.04		
Mountable Curbs 2018			45,000.00	
<b>\$100K Totals</b>	100,000.00	54,293.04	45,000.00	706.96

Area Rating Special Capital Re-Investment Fund  
2016 to 2018 Discretionary Spending for Wards 1 to 8  
As of December 31, 2018

<b>Ward 7 Discretionary Spending</b>	<b>2016</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Bocce Ball Court Heaters		549.35		
Benches		5,393.29		
Triestle Bocce Club		3,765.13		
Power Pedestal- Sam Lawrence Park		30,468.74	3,086.64	
1337 Upper Sherman Reconstruction		231.30		
Upper Wellington Planter Removal and Park Bench		519.14		
Bocce Ball Chairs		1,000.00		
Concession St. Arms for Banners		822.64		
Triestle Bocce Club-Rolling Doors		9,099.89		
Sackville Flooring		9,106.52		
Sackville Stage		30,657.30		
<b>\$100K totals</b>	100,000.00	91,613.30	3,086.64	5,300.06

<b>Ward 7 Discretionary Spending</b>	<b>2017</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Concession Lanterns		36,099.43		
395 Mohawk Intercom		7,156.17		
<b>\$100K totals</b>	100,000.00	43,255.60		56,744.40

<b>Ward 7 Discretionary Spending</b>	<b>2018</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Bruce Park		8,191.49	17,708.04	
Mohawk Visitation Parking		49,822.00		
Spruce Plywood		1,187.70		
<b>\$100K totals</b>	100,000.00	59,201.19	17,708.04	23,090.77

Area Rating Special Capital Re-Investment Fund  
2016 to 2018 Discretionary Spending for Wards 1 to 8  
As of December 31, 2018

<b>Ward 8 Discretionary Spending</b>	<b>2016</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Virtual Town Hall Budget Meeting		3,602.13		
LRT Consulting Fees		6,974.97		
Sponsorship- Westmount Secondary		350.00		
Contingency Broadcast		204.45		
Buchanan Park Splash Pad Grand Opening Expenses		11,933.33		
Fence Repair-474 Scenic Drive		5,895.58		
Hamilton Food Share - Truck		2,000.00		
Re-construction Mountable Curbs		50,880.10		
Traffic Signs- Recovery		76.78		
Asphalt Pathway Mountain Brow			15,000.00	
Russ Jackson Field Sign Dedication			2,500.00	
<b>\$100K totals</b>	<b>100,000.00</b>	<b>81,917.34</b>	<b>17,500.00</b>	<b>582.66</b>

<b>Ward 8 Discretionary Spending</b>	<b>2017</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Team Hamilton Huskies Major PeeWee AAA 81		10,000.00		
St. Scout Sponsorship		5,000.00		
Captain Cornelius Path		50,000.00		
Meeting Chairs		915.33		
Virtual Town Hall Budget Meeting		3,052.81		
Davey Tree		1,119.36		
Pathway Lighting		5,908.50		
Memorial Plaque		117.02		
Memorial Benches		3,212.51	1,555.00	
Catch Basin for Drainage to Storm Sewer			10,000.00	
Asphalt Pathway Mountain Brow			5,700.00	
Public Works Damage Upper Horning		833.46		
<b>\$100K totals</b>	<b>100,000.00</b>	<b>80,158.99</b>	<b>17,255.00</b>	<b>2,586.01</b>

Area Rating Special Capital Re-Investment Fund  
 2016 to 2018 Discretionary Spending for Wards 1 to 8  
 As of December 31, 2018

<b>Ward 8 Discretionary Spending</b>	<b>2018</b>			
<b>Description</b>	<b>Funding</b>	<b>Expenses</b>	<b>Not yet spent</b>	<b>YE Balance</b>
\$100K Discretionary	100,000.00			
Captain Cornelius Park		50,000.00		
Chedoke Outdoor Classroom			50,000.00	
<b>\$100K Totals</b>	100,000.00	50,000.00	50,000.00	-

<b>Ward 2 Non Property Tax Revenue</b>	
<b>Transactions</b>	<b>Amount (\$)</b>
<b>Revenue</b>	
Eptcon- One time fee	33,250.00
Hydro- One time fee	11,500.00
28 York Rd Cell Tower Revenue- 2017	20,600.00
28 York Rd Cell Tower Revenue- 2017	1,000.00
Hydro- 2016	25,000.00
Hydro- 2017	25,750.00
28 York Rd Cell Tower Revenue Transfer per FCS16042	15,690.00
Hydro- 2018	25,750.00
Hydro- Adjustment	772.50
28 York Rd Cell Tower Revenue- 2018	22,218.00
	<b>181,530.50</b>
<b>Expenses</b>	
Funding for Beasley Park	(76,475.00)
License Agreement Fee	(1,500.00)
Eptcon- Admin Fee	(1,750.00)
License Agreement Fee Correction	(5,715.00)
Corktown Grant	(6,500.00)
Real Estate Fees	(1,750.00)
Winter Soltice Grant	(6,500.00)
	<b>(100,190.00)</b>
<b>Total</b>	<b>81,340.50</b>

Ward-Specific Non-Property Tax Revenue and Spending  
As of December 31, 2018

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<b>Ward 3 Non-Property Tax Revenue</b>	
<b>Transactions</b>	<b>Amount (\$)</b>
<b>Revenue</b>	
1089 King St Transfer to Ward Specific Revenue Project FCS16042	155,208.52
	<b>155,208.52</b>
<b>Expenses</b>	
Tragically Hip Concert approved by Council July 8th	(22,151.79)
Grant- THE HAMILTON NATURALISTS' CLUB	(500.00)
Grant- HARRRP	(750.00)
Grant- BLOOMS OF AFRICA	(1,000.00)
Grant- DELIGHT FESTIVAL	(1,000.00)
Grant- EMPOWER STRATEGY GROUP	(1,000.00)
Grant- KEITH NEIGHBOURHOOD HUB PLANNING TEAM	(1,000.00)
Grant- CLUB 30	(1,500.00)
Grant- PRINCE OF WALES ELEMENTARY SCHOOL	(1,500.00)
Grant- CROWN POINT GARDEN CLUB	(200.00)
Grant- THE BRIDGE	(1,000.00)
Grant- AFRO CANADIAN CARIBBEAN ASSOCIATION	(1,000.00)
Grant- HARRRP SEWING GROUP	(1,000.00)
Grant- COMMUNITY MURAL PROJECT	(1,000.00)
Grant- GALA PLANNING TEAM	(1,000.00)
Grant- GALA PLANNING TEAM	(1,000.00)
Grant- PHOENIX AIKIDO MAT PROJECT	(1,000.00)
Grant- CENTRE FRANCAIS HAMILTON INC.	(1,500.00)
Grant- HAMILTON IRONMEN FOOTBALL	(1,500.00)
Grant- OTTAWA STREET BIA	(350.00)
Grant- FIRST PLACE REPRESENTATIVES ORGANIZATION	(717.00)
Grant- CROWN POINT YOUTH SOCCER	(1,000.00)
Grant- HAMILTON YOUTH POETS	(1,000.00)
Grant- BRANCHES OF NATIVE DEVELOPMENT	(1,500.00)
Grant- COMMUNITY MURAL PROJECT	1,000.00
Grant- MOUNT HAMILTON HORTICULTURAL SOCIETY	(500.00)
Grant- THE FACTORY MEDIA CENTRE	(700.00)
Grant- SCOTT PARK BASEBALL ASSOCIATION	(1,000.00)
Grant- EVA ROTHWELL RESOURCE CENTRE	(1,000.00)
Grant- THE GERMANIA CLUB OF HAMILTON	(1,500.00)
Grant- ROSELAWN LAWN BOWLING CLUB	(2,500.00)
Grant- CATHEDRAL HIGH SCHOOL	(2,601.90)
Grant- LUCY DAY MURAL	(1,000.00)
Grant- 2017 FESTIVAL OF FRIENDS	(3,421.02)
Grant- KIWANIS CLUB OF HAMILTON INC.	(1,000.00)
Grant- ST BRIGID CATHOLIC ELEMENTARY SCHOOL	(1,500.00)
Grant- FRIENDS OF ST JOHN PLACE TENANTS' ASSOC.	(700.00)
Grant- COMPASS POINT BIBLE CHURCH	(1,000.00)
Grant- NORTH CENTRAL COMMUNITY ASSOCIATION	(710.00)
Grant- ST MATTHEW'S HOUSE	(1,000.00)

Ward-Specific Non-Property Tax Revenue and Spending  
As of December 31, 2018

<b>Ward 3 Non-Property Tax Revenue</b>	
<b>Transactions</b>	<b>Amount (\$)</b>
<b>Expenses</b>	
Grant- STUDENTS IN RESPONSE TO THE TRC	(2,500.00)
Grant- MCMASTER INDIGENOUS STUDENT	(5,000.00)
Grant- NEIGHBOUR TO NEIGHBOUR CENTRE	(140.00)
Grant-COMMUNITY CORN	(350.00)
Grant- PUMPKIN PROWL	(1,000.00)
Grant- WINTER SOLSTICE FEST	(1,000.00)
GAGE PARK WIFI	(22,544.22)
Grant- MCMASTER INDIGENOUS STUDENT SERVICES	(1,000.00)
Grant- HAMILTON AERIAL GROUP	(1,000.00)
Grant- HAMILTON JEWISH NEWS C/O	(1,000.00)
Grant- GREEN VENTURE	(1,000.00)
Grant- BROCK UNIVERSITY	(1,500.00)
Grant- ROTARY CLUB OF HAMILTON	(1,500.00)
Grant- CG KINDESS AWARDS 18	(1,000.00)
Grant- JOB FAIR	(1,000.00)
Grant- CLUB 30	(1,000.00)
Grant- MICAH HOUSE REFUGEE RECEPTION SERVICES	(1,000.00)
Grant- EVA ROTHWELL RESOURCE CENTRE	(1,500.00)
Grant- L'ARCHE HAMILTON	(2,500.00)
Grant- THE BLACK HISTORY COMMITTEE	(1,500.00)
Haunted Attraction Rental Contract # 8	(1,244.40)
Grant- ERICH'S CUPBOARD	(1,000.00)
Grant- HAMILTON BLACK HISTORY COMMITTEE	(500.00)
Grant- HAMILTON HURRICANES FOOTBALL CLUB	(1,000.00)
Grant- SEXUAL ASSAULT CENTRE	(1,000.00)
Grant- EAGLEWORLDWIDE COMMUNITY ENRICHMENT	(1,500.00)
Grant- FIRST PLACE REPRESENTATIVES ORGANIZATION	(1,500.00)
Grant- GURSIKH SANGAT HAMILTON	(2,000.00)
Grant- LOTTRIDGE COMMUNITY MURAL	(1,000.00)
Grant- PEACE IN CIVIL SOCIETY	(1,500.00)
Grant- CG JEWISH FEDERATION 18	(1,000.00)
Grant-FREEDOM ARTS FESTIVA	(1,000.00)
Grant-STRAWBERRY THUNDER	(1,000.00)
Grant-GERMANIA CLUB	(1,000.00)
Grant- Senior Art Program	(1,000.00)
Grant-DAY FOR ELIMINATION	(1,500.00)
Grant-PEACE4 HAMILTON	(1,000.00)
Grant- MACAFRICANS	(1,500.00)
Grant- ST. PATRICK CES (FAP)	(1,000.00)
Grant- GAGE PARK SOFTBALL ASSOCIATION	(1,000.00)
Grant- LUSO SUPPORT CENTRE	(1,000.00)
Grant- THE HAMILTON DIALOGUES	(1,000.00)
Grant- CROWN POINT YOUTH SOCCER	(1,000.00)
Grant- HARRRP	(1,000.00)
Grant- BRANCHES OF NATIVE DEVELOPMENT	(1,500.00)
Grant- RECOVERY AWARENESS DAY HAMILTON	(1,000.00)
Grant- OTTAWA STREET BIA	(1,000.00)
Grant- HAMILTON ACORN	(1,500.00)
Grant-PRIDE HAMILTON	(1,500.00)

<b>Ward 3 Non-Property Tax Revenue</b>	
<b>Transactions</b>	<b>Amount (\$)</b>
Grant- VARSITY TICATS	(1,500.00)
Grant- QUEENS CONNECTED	(300.00)
Grant- ACCA PRIDE IN PLACE	(500.00)
Grant- PUMPKIN PROWL	(500.00)
Grant- SPEQTRUM HAMILTON	(500.00)
Grant- CDN POLISH CONGRESS	(1,000.00)
Grant- AFRICAN YOUTH GOVERNANCE	(1,700.00)
	<b>(153,080.33)</b>
	<b>2,128.19</b>



<b>Ward 10 Non Property Tax Revenue</b>	
<b>Transactions</b>	<b>Amount (\$)</b>
<b>Revenue</b>	
415 Arvin Ave Transfer to Ward Specific Revenue Project per FCS 16042	46,219.67
415 Arvin Ave Cell Tower Funding- 2017	39,065.00
415 Arvin Ave Cell Tower Funding- 2018	40,236.94
	<b>125,521.61</b>
<b>Expenses</b>	
Edgelake Tennis Park	(11,319.55)
	<b>(11,319.55)</b>
<b>Commitments</b>	
Edgelake Tennis and Basketball Court	(39,680.45)
<b>Total</b>	<b>74,521.61</b>

**Ward 12 Non-Property Tax Revenue**

Transactions	Amount (\$)
<b>Revenue</b>	
Transfer 385 Jerseyville to Ward Specific Revenue Project per FCS16042	129,235.87
385 Jerseyville Cell Tower Payment -2016	9,626.19
385 Jerseyville Cell Tower Payment- 2017	26,965.29
385 Jerseyville Cell Tower Payment- 2018	30,152.04
<b>Total</b>	<b>195,979.39</b>

Ward-Specific Non-Property Tax Revenue and Spending  
As of December 31, 2018

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<b>Ward 13 Non-Property Tax Revenue</b>	
<b>Transactions</b>	<b>Amount (\$)</b>
<b>Revenue</b>	
Transfer Dundas Water Tower/70 Olympic Revenue to Ward Specific Revenue Project per FCS16042	24,251.92
70 Olympic Monthly Funding- 2016	10,813.78
Dundas Water Tower Funding- 2016	9,198.32
Transfer Dundas Water Tower/70 Olympic Revenue to Ward Specific Revenue Project per FCS16042	7,038.43
70 Olympic Monthly Funding- 2017	62,973.42
Dundas Water Tower Funding- 2017	44,520.24
Knowles Trust- Driving Park Donation	5,086.99
Dundas Water Tower Funding 2018	29,275.83
70 Olympic Monthly Funding- 2018	39,258.68
	<b>232,417.61</b>
<b>Expenses</b>	
Amending Lease Fee	(9,054.00)
Heritage Courtyard Project	(20,566.00)
East Rock Garden Project	(5,089.99)
Return to Dundas Reserve	(26,554.07)
Amending Lease Fee	(4,527.00)
Dundas Driving Park- Lawn Bowling	(25,000.00)
	<b>(90,791.06)</b>
<b>Total</b>	<b>141,626.55</b>

Ward-Specific Non-Property Tax Revenue and Spending  
As of December 31, 2018Appendix "C" Report FCS19021  
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<b>Ward 15 Non-Property Tax Revenue</b>	
<b>Transactions</b>	<b>Amount (\$)</b>
<b>Revenue</b>	
115 Cole Revenue Transfer to Ward Specific Revenue Project per FCS16042	80,140.63
115 Cole Cell Tower Revenue- 2016	26,922.27
115 Cole Cell Tower Revenue- 2017	27,595.33
115 Cole Cell Tower Revenue- 2018	28,423.19
<b>Total</b>	<b>163,081.42</b>


**2016/18 COUNCIL PRIORITY MINOR IMPROVEMENTS**  
as at December 31, 2018

Project ID	Ward #	2018 Budget	City Wide	LTD Expenitures	PO	Earmarked	2018 Balance
4031611601	CP Minor Maintenance Ward 1	560,310	123,029	68,609	0	0	368,672
4031611602	CP Minor Maintenance Ward 2	521,310	123,029	191,447	77,249	0	129,585
4031611603	CP Minor Maintenance Ward 3	1,748,450	110,899	1,200,311	277,706	105,000	54,534
4031611604	CP Minor Maintenance Ward 4	1,186,886	123,029	508,801	0	100,000	455,056
4031611605	CP Minor Maintenance Ward 5	1,211,300	123,029	636,140	30,628	0	421,503
4031611606	CP Minor Maintenance Ward 6	1,549,160	123,029	1,226,109	54,684	145,000	338
4031611607	CP Minor Maintenance Ward 7	1,367,960	123,029	247,726	0	420,000	577,205
4031611608	CP Minor Maintenance Ward 8	2,081,830	123,029	1,446,515	221,962	76,000	214,324
4031611609	CP Minor Maintenance Ward 9	1,551,700	123,029	784,880	41,733	220,000	382,058
4031611610	CP Minor Maintenance Ward 10	500,340	123,029	195,956	0	50,000	131,355
4031611611	CP Minor Maintenance Ward 11	1,053,960	123,029	463,154	10,660	60,000	397,117
4031611612	CP Minor Maintenance Ward 12	1,543,660	123,029	0	0	860,000	560,631
4031611613	CP Minor Maintenance Ward 13	1,655,310	123,029	823,521	46,810	125,000	536,950
4031611614	CP Minor Maintenance Ward 14	1,035,420	123,029	358,239	20,961	206,900	326,291
4031611615	CP Minor Maintenance Ward 15	732,990	123,029	352,082	30,711	40,000	187,168
		<u>18,300,586</u>	<u>1,833,305</u>	<u>8,503,490</u>	<u>813,104</u>	<u>2,407,900</u>	<u>4,742,787</u>





## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	April 18, 2019
<b>SUBJECT/REPORT NO:</b>	2019 Development Charges Background Study and By-law Update (FCS19036) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Lindsay Gillies (905) 546-2424 Ext. 2790
<b>SUBMITTED BY:</b>	Cindy Mercanti Acting Director, Financial Planning and Policy and Director Customer Service and POA Corporate Services Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

N/A

### INFORMATION

The City of Hamilton is in the Public Consultation stage of adopting its' 2019 Development Charges (DC) By-law.

The 2019 Development Charges Background Study was released March 13, 2019 and is available through the City's website (<https://www.hamilton.ca/budget-finance/development-charges/2019-development-charge-background-study-and-by-law-information>) and is also available for review at all Municipal Service Centres.

Table 1 outlines the key dates in the 2019 DC By-law process. Section 12 of the *Development Charges Act, 1997* requires council to hold at least one public meeting prior to adopting a DC By-law. Since December 17, 2018, through Report FCS18099, staff and Council have communicated that the April 18, 2019 meeting of the Audit, Finance and Administration Committee would be the public meeting. Council may direct that an additional public meeting be scheduled if deemed necessary.

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OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: 2019 Development Charges Background Study and By-law Update  
(FCS19036) (City Wide) - Page 2 of 2**

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**Table 1: Schedule of Dates for the 2019 DC By-law Process**

Background Study and proposed by-law amendment available to public	March 13, 2019
Public Meeting ad placed in newspaper(s)	Hamilton Spectator – March 21 & 28, 2019  Hamilton Community News – March 22 & 29, 2019  <i>At least 20 days prior to the public meeting</i>
Public Meeting	April 18, 2019
Council considers passage of by-law	AF&A – May 16 or June 6, 2019 Council – May 22 or June 12, 2019  <i>No less than 60 days after the background study is made available to the public</i>
Newspaper and written notice given of by-law passage	By 20 days after passage
Last day for by-law appeal	40 days after passage
City makes available pamphlet (where by-law not appealed)	By 60 days after passage

**APPENDICES AND SCHEDULES ATTACHED**

N/A

KG/dw





# 2019 DEVELOPMENT CHARGES – BACKGROUND STUDY SUMMARY

Audit, Finance and Administration Committee

April 18, 2019

- Process Summary
- Schedule
- DC Background Study Components
- DC Background Study Summary
- DC Comparison
- DC Exemption Summary
- Public Consultation & Next Steps

# Process Summary

- Presentations and Direction to/from DC Stakeholders Sub-Committee
  - March 1, 2018, June 14, 2018, September 13, 2018, January 28, 2019, February 19, 2019, March 25, 2019
- DC Background Study Released
  - March 13th, 2019
- DC Background Study Public Notices
  - City of Hamilton Tweets – March 13, March 18, March 25, April 1, April 8, April 15
  - Jason Thorne Tweets – March 16
  - Hamilton Community News Public Notice – March 21 and March 28
  - Hamilton Spectator Public Notice – March 22 and March 29

# Process Summary

- Consultation Meetings

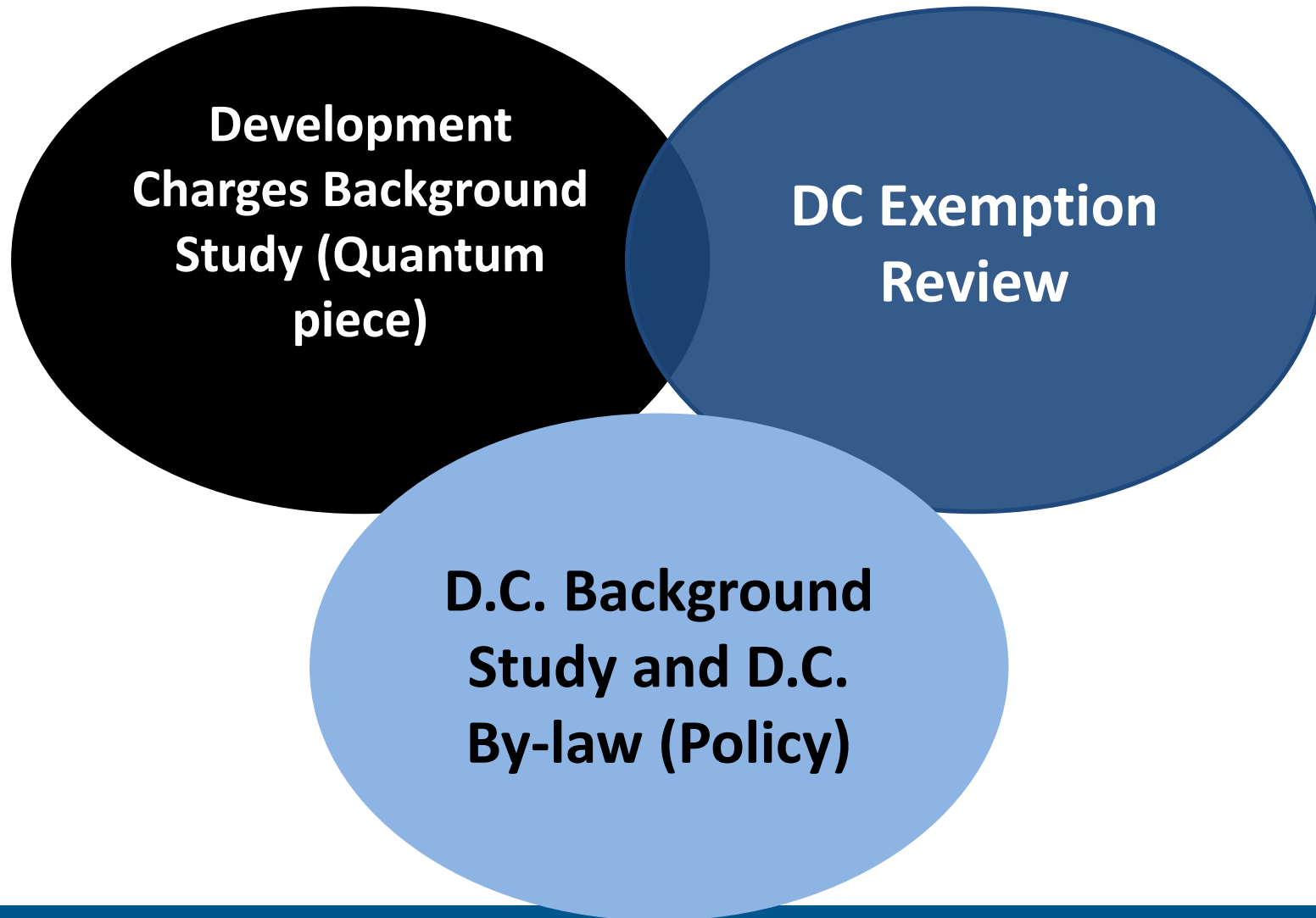
- Downtown Hamilton CIPA developers - November 5, 2018
- McMaster University - March 7, 2019
- Agriculture & Rural Affairs Advisory Committee - March 18, 2019
- Mohawk – March 27, 2019
- Affordable Housing Program – April 2, 2019

- Other communications

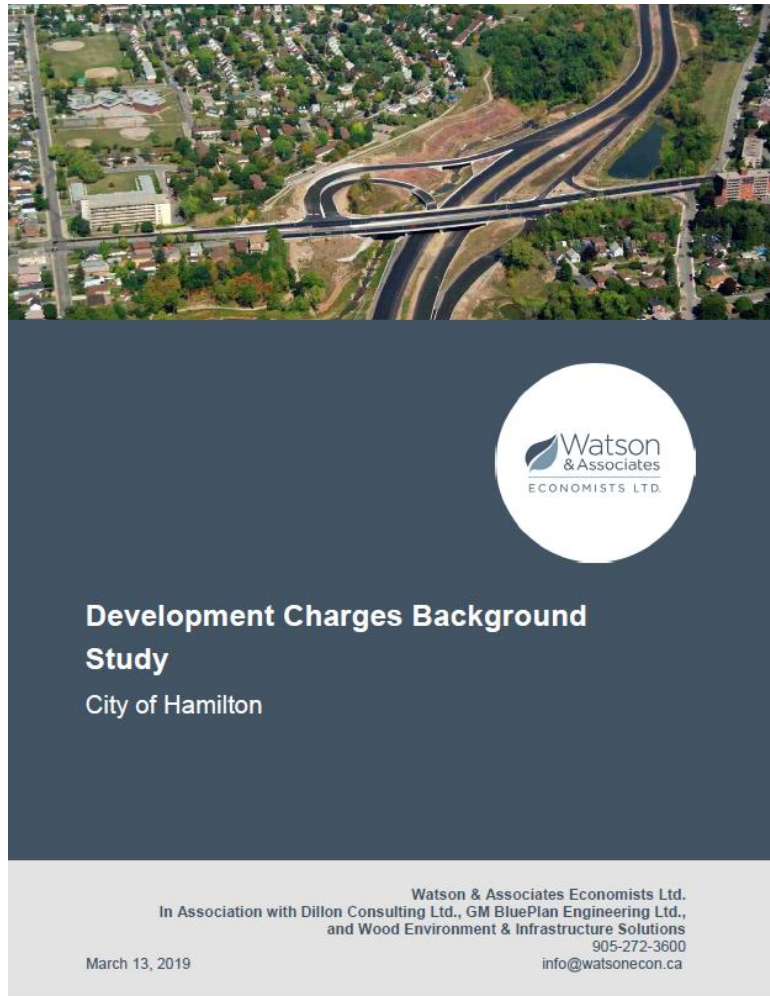
- Staff has received and addressed questions from Engineering Firms, Development Firms, Other Municipalities, Academic Institutions, Realty Firms, and members of the Public.
- Related to Capital Projects, DC calculation methodology, where to access information, clarity on information, how to be involved, how specific development projects would be impacted.
- HHHBA has retained an engineer to review the capital project lists and will reach out to staff with any questions in the coming weeks.

2019 DC Background Study including draft 2019 DC by-law available to public	<b><u>Released March 13, 2019</u></b>
Public Meeting ad placed in newspaper(s)	<b>Hamilton Community News - March 21 &amp; 28, 2019</b> <b>Hamilton Spectator - March 22 &amp; 29, 2019</b> <i>At least 20 days prior to the public meeting</i>
Public Meeting	<b>April 18, 2019</b> to be held at Audit, Finance and Administration Committee, 9:30 am and 7:00 pm <i>at least two weeks after proposed background study and by-law are available to the public</i>
Council considers passage of by-law	<b>AF&amp;A – May 16, 2019 or June 6, 2019</b> <b>Council – May 22, 2019 or June 12, 2019</b> (Date dependent on outcome of the Public Meeting)  <i>No less than 60 days after the background study is made available to the public</i>
Newspaper and written notice given of by-law passage	<i>By 20 days after passage</i>
Last day for by-law appeal	<i>40 days after passage</i>
City makes available pamphlet (where by-law not appealed)	<i>By 60 days after passage</i>

# DC Background Study Components



# DC Background Study Components



- Current City of Hamilton Policy
- Anticipated development in the City of Hamilton
- Development Charge calculation and eligible cost analysis by service
- DC Policy recommendations and proposed DC By-law
- Local Service Policy (direct developer cost)
- Project Maps for Water, Wastewater, Stormwater and Services related to a Highway

# Summary – Capital Spend

Total gross expenditures planned over the next five years	\$ 2,847,062,175
Less:	
Benefit to existing development	\$ 945,088,387
Post planning period benefit	\$ 134,995,099
Ineligible	\$ 31,192,195
Mandatory 10% deduction for certain services	\$ 21,666,486
Grants, subsidies and other contributions	\$ 450,827,196
<b>Net Costs to be recovered from development charges</b>	<b>\$ 1,263,292,812</b>



# Summary – Development Charges

	2019\$ D.C.-Eligible Cost		2019\$ D.C.-Eligible Cost	
	Residential	Non-Residential	SDU	per ft <sup>2</sup>
	\$	\$	\$	\$
Urban-wide Services 13 Year (Within Combined Sewer System)	470,252,587	265,193,808	18,178	6.84
Urban-wide Services 13 Year (Within Separated Sewer System)	802,101,927	335,143,330	27,216	9.13
City-Wide Services 13 Year	403,086,503	349,590,851	12,539	8.95
City-wide Services 10 Year	320,939,505	64,005,834	12,806	2.22
<b>TOTAL COMBINED SEWER SYSTEM</b>	<b>\$1,194,278,596</b>	<b>\$678,790,492</b>	<b>\$43,523</b>	<b>\$18.01</b>
<b>TOTAL SEPARATED SEWER SYSTEM</b>	<b>\$1,526,127,935</b>	<b>\$748,740,015</b>	<b>\$52,561</b>	<b>\$20.29</b>

# Summary – Residential DCs

	RESIDENTIAL \$				
	Single-Detached Dwelling & Semi-Detached Dwelling (per dwelling unit)	Townhouses & Other Multiple Unit Dwellings (per dwelling unit)	Apartments 2-Bedrooms+ (per dwelling unit)	Apartments Bachelor & 1-Bedroom (per dwelling unit)	Residential Facility (per bedroom)
<b>2019 Calculated Rate - Combined Sewer System</b>	43,523	31,152	25,487	17,436	14,057
<b>2019 Calculated Rate - Separated Sewer System</b>	52,561	37,620	30,780	21,056	16,977
<b>Existing Rate</b>	38,318	27,695	23,396	16,277	12,431
<b>Increase - Combined Sewer System</b>	5,205	3,457	2,091	1,159	1,626
<b>Increase - Separated Sewer System</b>	14,243	9,925	7,384	4,779	4,546

# Summary – Non-Residential DCs

	NON-RESIDENTIAL \$	INDUSTRIAL \$
	(per sq.ft. of Gross Floor Area)	39% reduction from calculated rate
<b>2019 Calculated Rate - Combined Sewer System</b>	18.02	10.99
<b>2019 Calculated Rate - Separated Sewer System</b>	20.30	12.39
<b>Existing Rate</b>	20.54	12.53
<b>Decrease - Combined Sewer System</b>	(2.52)	(1.54)
<b>Decrease - Separated Sewer System</b>	(0.24)	(0.14)

## Survey of Residential D.C.s (per single detached dwelling)

Municipality	Rate at April 4/19 (Upper & Lower Tier)	Proposed Rate (if applicable)
Toronto**	60,739	n/a
Burlington (Greenfield)	48,775	55,819
Lincoln**	39,444	n/a
<b>Hamilton (Separated Sewer System)</b>	<b>38,318</b>	<b>52,561</b>
<b>Hamilton (Combined Sewer System)</b>	<b>38,318</b>	<b>43,523</b>
Burlington (Built Boundary)	38,084	41,449
Guelph**	35,098	n/a
Ottawa (Outside Greenbelt)	35,047	36,691
Grimsby*	33,453	n/a
London (Inside Urban Growth Area)*	32,011	n/a
Ottawa (Inside Greenbelt)	25,113	31,014
Brantford (Intensification Area)	24,420	25,083
Brantford (City-Wide)	22,239	22,785
London (Outside Urban Growth Area)*	18,262	n/a
Woodstock**	16,981	n/a

\*By-law expires this year - no proposed rate available

\*\*By-law passed within the past 12 months

# DC Comparison – Non-Residential, Non-Industrial

## Survey of Non-Residential, Non-Industrial D.C.s (per sq.ft.)

Municipality	Rate at April 4/19 (Upper & Lower Tier)	Proposed Rate (if applicable)
Burlington (Greenfield)***	47.74	49.08
Burlington (Built Boundary)***	43.95	45.29
Toronto**	28.84	n/a
London (Inside Urban Growth Area)*	28.30	n/a
Lincoln**	22.46	n/a
Ottawa	21.58	25.57
<b>Hamilton (Separated Sewer System)</b>	<b>20.54</b>	<b>20.30</b>
<b>Hamilton (Combined Sewer System)</b>	<b>20.54</b>	<b>18.02</b>
Grimsby*	19.61	n/a
London (Outside Urban Growth Area)*	17.17	n/a
Guelph**	12.37	n/a
Brantford (Intensification Area)	9.03	8.83
Brantford (City-Wide)	7.19	7.02
Woodstock**	4.35	n/a

\*By-law expires this year - no proposed rate available

\*\*By-law passed within the past 12 months

\*\*\*Halton Region charges are for retail development

## Survey of Industrial D.C.s (per sq.ft.)

Municipality	Rate at April 4/19 (Upper & Lower Tier)	Proposed Rate (if applicable)
Burlington (Greenfield)***	20.46	20.07
London (Inside Urban Growth Area)*	17.91	n/a
Burlington (Built Boundary)***	16.68	16.29
<b>Hamilton (Separated Sewer System)</b>	<b>12.53</b>	<b>12.39</b>
<b>Hamilton (Combined Sewer System)</b>	<b>12.53</b>	<b>10.99</b>
Guelph**	12.37	n/a
Ottawa	9.39	10.23
Lincoln**	9.35	n/a
Brantford (Intensification Area)	9.03	8.83
Grimsby*	8.40	n/a
London (Outside Urban Growth Area)*	7.91	n/a
Brantford (City-Wide)	7.19	7.02
Toronto**	0	n/a
Woodstock**	0	n/a

\*By-law expires this year - no proposed rate available

\*\*By-law passed within the past 12 months

\*\*\*Halton Region charges are for non-retail development

Service	Hamilton (Draft Calculated) - Separated Sewer Sytem	Oakville (Including Region of Halton)	Milton (Including Region of Halton)	Burlington (Including Region of Halton)*	Halton Hills (Including Region of Halton)	Lincoln (Including Region of Niagara)	Grimsby (Including Region of Niagara)	Niagara-on-the-Lake (Including Region of Niagara)	City of Waterloo (Including Region of Waterloo)	Kitchener (Including Region of Waterloo)*	Cambridge (Including Region of Waterloo)*	Brantford*	City of Guelph
Services Related to a Highway (includes Fleet & Facilities)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Police	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fire	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Transit	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓
Parks & Recreation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cemeteries									✓	✓			
Library	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Administrative Studies	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Paramedics	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Long Term Care	✓					✓	✓	✓					
Health Services	✓					✓	✓	✓					✓
Social & Child Services	✓												
Social Housing	✓	✓	✓	✓	✓	✓	✓	✓					
Airport	✓								✓	✓	✓		
Parking	✓	✓	✓		✓	✓	✓		✓	✓		✓	✓
P.O.A.	✓					✓	✓	✓					✓
Waste Diversion	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Wastewater	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Water	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Stormwater	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Total (Services Hamilton does not collect for removed)</b>	<b>52,561</b>	<b>76,291</b>	<b>59,287</b>	<b>48,775</b>	<b>56,592</b>	<b>39,444</b>	<b>33,453</b>	<b>27,024</b>	<b>38,511</b>	<b>34,215</b>	<b>34,029</b>	<b>22,239</b>	<b>35,098</b>
<b>Total (Services Hamilton does not collect for removed) - Less Stormwater</b>	<b>39,575</b>	<b>76,291</b>	<b>59,287</b>	<b>48,216</b>	<b>56,400</b>	<b>37,866</b>	<b>33,106</b>	<b>25,806</b>	<b>37,235</b>	<b>34,058</b>	<b>33,136</b>	<b>21,877</b>	<b>34,873</b>
Hamilton's D.C. Charge if Collecting Like Services to Each Municipality		38,975	38,975	38,485	38,975	37,224	37,224	36,734	38,746	38,746	38,257	37,670	37,711

\*By-law to expire in 2019

Note: Region of Waterloo's By-law is currently under review

# DC Exemptions – Statutory

- industrial building additions of up to and including 50% of the existing gross floor area (defined in O.Reg. 82/98, s.1) of the building; for industrial building additions which exceed 50% of the existing gross floor area, only the portion of the addition in excess of 50% is subject to D.C.s (s.4(3)) of the D.C.A.;
- buildings or structures owned by and used for the purposes of any municipality, local board or Board of Education (s.3); and
- residential development that results only in the enlargement of an existing dwelling unit, or that results only in the creation of up to two additional dwelling units (based on prescribed limits set out in s.2 of O.Reg. 82/98).



# DC Exemptions – Non-Statutory

## Full Exemptions

- A building, or part thereof, used for parking but excluding a building or part thereof used for commercial parking
- An agricultural use
- A place of worship
- A laneway house
- A temporary building or structure

# DC Exemptions – Non-Statutory

## Partial Exemptions

- Class A Office development within the Downtown C.I.P.A. shall be 70% exempted from D.C.s otherwise payable
- All development other than Class A office development within Downtown Hamilton C.I.P.A. will be subject to reductions based on the following amounts dependent on the date applicable D.C.s are payable

Date	Percentage of exemption (%)	Percentage of development charge payable (%)
July 6, 2019 to July 5, 2020	60	40
July 6, 2020 to July 5, 2021	50	50
July 6, 2021 to July 5, 2022	40	60
July 6, 2022 to July 5, 2023	40	60
July 6, 2023 to July 6, 2024	40	60

# DC Exemptions – Non-Statutory

## Partial Exemptions

- Non-industrial development within a C.I.P.A. or B.I.A. will be partially exempt from D.C.s as follows:
  - Fifty percent (50%) reduction on the first 5,000 sq.ft.
  - Seventy-five percent (75%) on development between 5,001 – 10,000 sq.ft.
  - One hundred percent (100%) on the amount of development exceeding 10,000 sq.ft.;
- A student residence developed by a university, college of applied arts and technology or other accredited post-secondary institution is exempt from 50% of the applicable D.C. This partial reduction will only be applicable until June 30, 2020;

# DC Exemptions – Non-Statutory

## Partial Exemptions

- Redevelopment of an existing residential development for the purpose of creating more residential facilities within the existing building envelope is exempt from 50% of the D.C. otherwise payable; and
- Adaptive Reuse of buildings on Protected Heritage Properties is exempted from D.C.s for sections of the building that contain protected heritage attributes or features.

# Public Consultation & Next Steps

- Public Meeting Today - April 18, 2019, 9:30 am and 7 pm
- Additional enquiries may be directed to staff:

Enquiries with respect to the information contained within the 2019 Development Charges (DC) Background Study can be forwarded to

[DCBackgroundStudy@hamilton.ca](mailto:DCBackgroundStudy@hamilton.ca)

- Staff will incorporate any direction arising out of today's meeting in a report back to Council for By-law adoption.
  - May 16 or June 6 AF&A, must be at least 60 days from DC Background Study release date of March 13, 2019.
  - An additional Public Meeting may be scheduled if directed by Council.



Hamilton

THANK YOU

## 8.1(a)(a)

### Form: Request to Speak to Committee of Council

Submitted on Tuesday, March 26, 2019 - 1:17 pm

==Committee Requested==

**Committee:** Audit, Finance & Administration

==Requestor Information==

**Name of Individual:** Robert Graham, President

**Name of Organization:** Redeemer University College

**Contact Number:**

**Email Address:**

**Mailing Address:**

**Reason(s) for delegation request:**

To speak to the proposed amendments to Development Charges Exemption Policy and how these changes would negatively affect Redeemer's ability to grow in the future. We would prefer the 9:30am session, if possible, on April 18.

**Will you be requesting funds from the City?** No

**Will you be submitting a formal presentation?** Yes





## **Redeemer University College**

### **Submission to the City of Hamilton Audit, Finance and Administration Committee April 18, 2019**

Redeemer University College is pleased to have the opportunity to provide Hamilton Audit, Finance and Administration Committee with comment related to the Development Charges Background Study and 2019 Development Charges By-law. Within the recommendations from City staff, the study proposed that that post-secondary academic institution exemption be reduced from 100 percent to 0 percent for academic spaces, and from 50 percent to 0 percent for student residences. It is the intention of this submission to demonstrate the considerable value Redeemer, and other post-secondary institutions brings to the City of Hamilton and share with you why we merit continued full exemption.

Redeemer University College is a Christian undergraduate university offering programs leading to Bachelor of Arts, Bachelor of Science and Bachelor of Education degrees. Redeemer has prepared graduating classes for more than 35 years in the Hamilton area. Redeemer is a publicly chartered and privately funded not-for-profit university. Central to this mission is to advance knowledge through excellence in teaching and in scholarship.

Over these years, we have made significant contributions to the health and wellbeing of our community that we believe negates the need for development charges. Our rationale for Redeemer's continued exemption is demonstrated by the following:

- The City's recognition of the importance of post-secondary education in Hamilton, as shared in the Principles of Co-operation document
- The University is a not-for-profit organization and has a core mission of education and knowledge creation
- There should be equity among post-secondary institutions in Hamilton
- The City should continue to support a competitive advantage for Hamilton post-secondary institutions
- Redeemer plays a role in the economic health of the City of Hamilton

#### **Principles of Co-operation**

In 2013, the City of Hamilton, McMaster, Mohawk and Redeemer signed an agreement called the "Principles of Co-operation: Post-Secondary Education" (see *Appendix A*). Within this agreement, many principles were agreed on by all parties and were signed by their respective leaders. Some of the principles agreed on include working in collaboration, access to education, expanding impact, and community building. The City recognized the many opportunities that education creates for individuals and for our community, and they would continue to collaborate to create new pathways, and seek to eliminate barriers to higher education wherever possible. The City also recognized the importance of higher education in Hamilton for the prosperity and vibrancy of our community, as well as the benefits of maintaining a post-secondary presence in a variety of locations throughout the city. It is clear through this document that the City will work to help maintain a vibrant higher education culture in Hamilton, and promises to assist where possible.

### **Redeemer's Mission**

Redeemer advances knowledge through excellence in teaching and in scholarship. The City of Hamilton has a long standing precedent of providing exemptions for post-secondary institutions and not-for-profit educational institutions. Most Ontario municipalities recognize the educational missions of post-secondary institutions and provide full exemption from development charges. As an institution that relies on private donations, development charges would affect the level of resources required to support our core mission.

### **Post-secondary equity**

We believe that colleges and universities should be treated equally in the City of Hamilton. Both Mohawk College and Brock University would continue to be exempt from development charges, while Redeemer and McMaster would have to pay full charges. This disparate treatment contradicts precedence established by other Ontario municipalities that consistently enforce equal exemption, or application of development charges among universities and colleges. We ask that Redeemer and McMaster be treated in the same manner as Mohawk College and Brock University, and all continue to be fully exempt from development charges.

### **Post-secondary competition**

The majority of municipalities with a university or college present do not charge full development fees. As shown in Appendix B, while some municipalities do not have exemptions for post-secondary institutions, many of the universities are still exempt due to articles in their charter. The municipalities included in this chart are similar in size and close in location, which we presume are fair comparators. If the exemptions were taken away, this would put post-secondary institutions in Hamilton at a competitive disadvantage. As other similar institutions across Ontario are exempt from DCs, they are able to use their full resources on constructing the best possible academic spaces for teaching, learning and research.

### **Economic Impact**

Redeemer has a significant economic impact in the City of Hamilton (*see Appendix D*). Redeemer's annual expenditures are around \$20 million. We have approximately 700 students, with 320 living on campus. Our students' estimated yearly expenditures are over \$6.6 million, and we have 300 work study positions for students. We employ 130 individuals, including staff and faculty and directly support over 50 jobs (including contracted work in food services, trades, security, marketing, fundraising and finance). Redeemer is also a critical event space for the community, hosting over 50,000 people in 2018 for conference, sports and cultural events.

Redeemer is involved in a variety of local partnerships that work to better the City of Hamilton. A few examples include our partnerships with CityLAB, Sustainable Hamilton-Burlington, Our Future Hamilton, Ancaster Soccer Club, and work and research on the Chedoke watersheds.

### **Redeemer's Legacy in Hamilton**

Our alumni have a reputation of making Hamilton home. With over 6000 alumni, nearly a quarter have decided to stay in Hamilton after graduation, and get involved in the community.

While Redeemer may be small in size, our alumni have made a significant impact in the City of Hamilton. We have alumni working in a variety of sectors in Hamilton, including health, research, not-for-profit, housing, business, government, and more.

### **Estimated Cost**

Redeemer's existing strategic plan will be completed by the end of 2019. Our next plan is currently under development. We anticipate significant enrolment growth which will require additional residences, academic, innovation, and recreational space. Over the next 5 years, development charges would be over 8 million dollars, which would significantly hinder our ability to fundraise for new facilities on campus. Appendix C lays out the significant development charges that Redeemer would incur over the next five years as our institution continues to grow.

### **Conclusion**

Redeemer continues to work to support community needs and the education of future generations. By imposing development charges, the City of Hamilton will impose additional costs that are unreasonable, and will hinder our ability to keep up with the need for expansion, creating a barrier for students to access an excellent post-secondary education in Hamilton.

### **Request**

Redeemer requests the following:

- 1. That not-for-profit post-secondary institutions continue to be fully exempt from development charges for academic spaces, for the purposes of teaching, learning and research**
- 2. Further, that the 50% exemption for development charges on student residences be grandfathered in for Redeemer for the remainder of any projects started on or before 2021**

## Appendix A

**PRINCIPLES OF CO-OPERATION: POST-SECONDARY EDUCATION**

The City of Hamilton, McMaster University, Mohawk College and Redeemer University College recognize the importance of post secondary education to our community and share a vision for a long-term relationship that promotes and supports co-operation for the benefit of our citizens and broader society.

To support such co-operation, and recognizing the autonomy of each of the parties, the following principles have been agreed:

- **Working in Collaboration** – While each party has its own goals and priorities, each recognizes the importance of collaborating, understanding the needs of the other parties, and working towards shared goals wherever possible.
- **Access to Education** – Recognizing the many opportunities that education creates for individuals and for our community, the parties will continue to collaborate to create new pathways, offer a variety of educational and training opportunities, and seek to eliminate barriers to higher education wherever possible.
- **Expanding Impact** – Recognizing the importance of post secondary education to the prosperity and vibrancy of our community, the parties will seek opportunities to showcase the diverse research underway, as well as opportunities to apply such research in support of the social and economic betterment of our community.
- **Community Engagement** – Recognizing and appreciating the ongoing support of community partners and local businesses, and the need to establish relationships that are of mutual benefit, the parties will continue to support and promote experiential learning, civic engagement, work experience, and volunteer programs for our students.
- **Community Building** – The parties acknowledge the benefits of maintaining a post secondary presence in a variety of locations throughout the city, and will continue to discuss ongoing space and infrastructure needs, including the need for strong transit connections, and will seek opportunities to expand this presence in ways that serve and support our community.
- **Sustainability** – Appreciating the long-term importance of fostering sustainable practices and technologies, the parties will continue to be leaders in researching, promoting, developing and modeling sustainability within our community.
- **Retaining Local Talent** – Recognizing the important role that graduates can play in the long-term economic and social life of our community, the parties are committed

to encouraging graduates to settle in the City, develop their careers and entrepreneurial capabilities, and raise their families within our community.

The parties intend to work together for the benefit of our community, including engaging in regular discussions and communications, and sign these principles in a spirit of cooperation.



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Dr. Patrick Deane  
President & Vice-Chancellor  
McMaster University



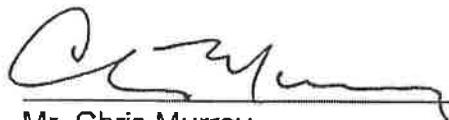
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Ron McKerlie  
President  
Mohawk College of Applied Arts & Sciences



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Dr. Hubert R. Krygsman  
President  
Redeemer University College



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Mr. Chris Murray  
City Manager  
City of Hamilton

**Appendix B**  
**Ontario Post-Secondary Academic Space Comparator Chart\***

<b>Municipality</b>	<b>Exemption</b>	<b>Notes</b>
City of Barrie	100% exemptions for universities	
City of Guelph	100% exemption for universities	
City of Kingston	0% exemption for universities	
City of London	50% exemption for universities	
City of Mississauga	100% exemption for universities	
City of Oakville	100% exemption for universities	
City of Ottawa	0% exemption for universities	Carleton University (Section 10) and the University of Ottawa (Section 21) <b>are exempt</b> through their Charter
City of Toronto	100% exemption for universities	
City of Windsor	100% exemption for universities	
Niagara Region	0% exemption for universities	Brock University (Section 19) is <b>exempt</b> through their Charter
Region of Waterloo	100% municipal exemption (within "academic zones"); 0% regional exemption	

\*Municipalities that were similar in size and close in proximity were used as comparators

**Appendix C**  
**Planned or potential new facilities at Redeemer University College**  
**2019-2024**

<b>New development charges for planned or potential new facilities on campus</b>			
<b>Facility</b>	<b>Year</b>	<b>Size (ft<sup>2</sup>)</b>	<b>New development charges*</b>
Student residence 1	2021	80,000	\$850,800 (50%)**
Academic building	2022	100,000	\$2,127,000
Athletics facility	2022	60,000	\$1,276,200
Health innovation facility	2023	150,000	\$3,190,500
Student residence 2	2024	80,000	\$850,800 (50%)**
<b>Total</b>		<b>470,000</b>	<b>\$8,295,300</b>
<p><i>*At current rate of \$21.27/ft<sup>2</sup></i></p> <p><i>**Current student residences have a 50% exemption. This chart recognizes the additional development charges of 50%</i></p>			

**Appendix D**  
**Economic Impact in Hamilton**

<b>Annual expenditures</b>	<b>\$20 million</b>
<b>Number of students</b> <i>320 on campus; remainder off campus</i>	<b>700+</b>
<b>Estimated annual student expenditures locally</b> <i>Accommodation, food, entertainment, transport, clothing</i>	<b>\$6.6 million</b>
<b>Number of regular employees</b> <i>Staff and faculty</i>	<b>130</b>
<b>Number of work-study employees</b> <i>Student employment - academic year and summer</i>	<b>300</b>
<b>Jobs directly supported</b> <i>Contracted work - food services, trades, security, marketing, fundraising, finance</i>	<b>50</b>
<b>Annual visitors to campus</b> <i>2018 - conferences, sports and cultural events</i>	<b>50,000</b>





# Redeemer University College Submission: City of Hamilton Development Charges

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April 18, 2019

Audit, Finance and  
Administration Committee  
Meeting

# About Redeemer

- ✓ A Christian undergraduate university offering Bachelor of Arts, Bachelor of Science and Bachelor of Education degrees
- ✓ Located on 88 acres of land on Garner Road
- ✓ A publicly chartered and privately funded not-for-profit university
- ✓ Member of Universities Canada

# About Redeemer

- ✓ Approximately 700 students
- ✓ Recently announced a 42% reduction in undergraduate tuition for Canadian students
- ✓ Anticipates doubling enrolment over the next five years
- ✓ Over 6000 alumni, many whom are deeply committed to seeing Hamilton thrive

# Principles of Co-operation

*In 2013, the City of Hamilton, McMaster, Mohawk and Redeemer signed an agreement called the “Principles of Co-operation: Post-Secondary Education”*

- ✓ Working in Collaboration
- ✓ Access to Education
- ✓ Expanding Impact
- ✓ Community Building

# Not-for-Profit Institution

*Redeemer advances knowledge through excellence in teaching and in scholarship*

- ✓ Most Ontario municipalities provide full exemption from development charges for academic spaces
- ✓ Development charges would affect the level of resources required to support our core mission

# Equity among post-secondary institutions

*Colleges and universities should be treated equally in the City of Hamilton*

- ✓ Both Mohawk College and Brock University would be exempt from DCs, while Redeemer and McMaster would have to pay full DCs
- ✓ Most municipalities exempt **both** colleges and universities

# Ontario post-secondary academic spaces comparator chart

Municipality	Exemption	Notes
City of Barrie	100% exemptions universities	
City of Guelph	100% exemption universities	
City of Kingston	0% exemption for universities	
City of London	50% exemption for universities	
City of Mississauga	100% exemption for universities	
City of Oakville	100% exemption for universities	
City of Ottawa	0% exemption for universities	Carleton University (Section 10) and the University of Ottawa (Section 21) are <b>exempt</b> through their Charters
City of Toronto	100% exemption for universities	
City of Windsor	100% exemption for universities	
Niagara Region	0% exemption for universities	Brock University (Section 19) is <b>exempt</b> through their Charter
Region of Waterloo	100% municipal exemption (within “academic zones”); 0% regional exemption	

# Economic Impact in Hamilton

Annual expenditures	\$20 million
Number of students <i>320 on campus; remainder off campus</i>	700+
Estimated annual student expenditures locally <i>Accommodation, food, entertainment, transport, clothing</i>	\$6.6 million
Number of regular employees <i>Staff and faculty</i>	130
Number of work-study employees <i>Student employment – academic year and summer</i>	300
Jobs directly supported <i>Contracted work – food services, trades, security, marketing, fundraising, finance</i>	50
Annual visitors to campus <i>2018 – conferences, sports and cultural events</i>	50,000



# Community Impact

## *Examples of partnerships:*

- ✓ CityLAB
- ✓ Sustainable Hamilton Burlington
- ✓ Chedoke Watershed monitoring
- ✓ Our Future Hamilton
- ✓ Ancaster Soccer Club

## *Examples of alumni impact:*

- ✓ Indwell
- ✓ Barefoot Babies
- ✓ Relay Coffee
- ✓ New Hope Bikes

# Estimated Cost/Projections

New development charges for planned or potential new facilities on campus			
Facility	Year	Size (ft <sup>2</sup> )	New development charges*
Student residence 1	2021	80,000	\$850,800 (50%)**
Academic building	2022	100,000	\$2,127,000
Athletics facility	2022	60,000	\$1,276,200
Health innovation facility	2023	150,000	\$3,190,500
Student residence 2	2024	80,000	\$850,800**
<b>Total</b>		<b>470,000</b>	<b>\$8,295,300</b>

\*At current rate of \$21.27/ft<sup>2</sup>  
 \*\*Current student residences have a 50% exemption. This chart recognizes the additional development charges of 50%

# Redeemer's Request

Redeemer requests the following:

1. That not-for-profit post-secondary institutions continue to be fully exempt from development charges for academic spaces, for the purposes of teaching, learning and research
2. Further, for the 50% exemption for development charges on student residences to be grandfathered in for Redeemer for the remainder of any projects started on or before 2021



**8.1(a)(b)****Form: Request to Speak to Committee of Council**

Submitted on Wednesday, April 3, 2019 - 1:24 pm

==Committee Requested==

**Committee:** Audit, Finance & Administration

==Requestor Information==

**Name of Individual:** Jesse Newton**Name of Organization:** Oak Hill Academy**Contact Number:****Email Address:** [principal@oakhillhamilton.ca](mailto:principal@oakhillhamilton.ca)**Mailing address:**

Oak Hill Academy, 128 Howe Avenue, Hamilton ON L9A 1X6

**Reason(s) for delegation request:**

Regarding the proposed amendment to the Development Charges: removal of the exemption for non-profit elementary and secondary schools. Oak Hill Academy is a new non-profit/registered charity school in Hamilton with plans to grow.

We understand there is a meeting on April 18, 2019 and that other educational institutions (Redeemer University, McMaster University) are speaking as well.

**Will you be requesting funds from the City? No****Will you be submitting a formal presentation? No**





Chair and Members,  
Audit, Finance, and Administration Committee,  
City of Hamilton

18 April 2019

RE: **Request to Continue the Development Charge Exemption for Non-Profit Schools**  
2019 Development Charges Background Study and By-law Update (FCS19036)

Dear Councillor Chad Collins, Chair, and Committee Members,

We're writing today with respect to the proposed changes to the City of Hamilton's Development Charges (DCs) By-law, with a single request:

**To continue the Development Charge exemption  
for non-profit elementary and secondary schools.**

We acknowledge that the City desires to move toward a full cost recovery model for DCs for new developments as a matter of equity for municipal tax payers, and that the proposed changes would achieve approximately 90% cost recovery. As municipal taxpayers, we affirm this move and are grateful for the initiative in principle.

However, the aspect pertaining to the *removal* of the current exemption for non-profit educational institutions, several factors warrant reconsideration to *continue* the exemption for non-profit educational institutions.

1. **Publicly-funded schools will remain exempt from DCs.** This is the first basis of our request, and will result in furthering the funding disparity between publicly funded and non-profit schools.
2. **Independent, non-profit schools in Ontario perform a public service with no public funding** (\$0 operating, \$0 capital). Non-profit schools are 100% self-financed, through tax-paying parents paying substantial tuition fees and the generosity of tax-paying donors, all of whom are simultaneously paying taxes to the public and/or separate school boards. Therefore:

3. **Independent schools save taxpayers money.** The 2013 Auditor General's Report noted that ["private schools in effect either save the taxpayers \\$1 billion annually or enable the \(Education\) Ministry to allocate this money to other education priorities"](#) (page 180).
4. **Middle-class families:** every family attending Oak Hill Academy, as well as the faculty, is making sacrifices. Parents choose an independent school for a variety of reasons, most often looking for school with shared vision and values that they find absent in the publicly funded offerings.
5. **Low-income families:** there is a common desire amongst non-profit schools to removing financial barriers for families. We are developing a bursary system to enable any family who wants an Oak Hill education to receive one, regardless of ability to pay.
6. **Non-profit schools: an insignificant source of DC revenue, but significant tuition and fundraising implications.** The proposed changes to the DC By-law we understand will result in approximately an additional \$8.5 million annually. However, DCs from non-profit schools in Hamilton are very unlikely to result in an annual cashflow to the City. If Oak Hill Academy were ever to build, the resulting DCs would add approximately 10% to our construction costs.<sup>1</sup> All capital costs would be fundraised separate of tuition. Ultimately, then, ***every \$1 spent on DCs by non-profit schools is \$1 less to service children and support bursary systems for low-income families.*** If we were a publicly funded school, we would remain exempt.

Thank you for your time, and thank you for serving this City that we love. We are grateful for your consideration *to continue the Development Charge exemption for non-profit elementary and secondary schools.*

**About Oak Hill Academy.** We opened in September 2018 with a vision to provide a rich, rigorous, restful, and affordable education to like-minded families. We currently serve 12 families and 23 children largely across the JK-2 grades. All (100%) of our current families are taxpayers residing in the amalgamated City of Hamilton. We currently rent the facilities of a church located at 557 Garner Road West, Ancaster, and are quickly outgrowing the space and looking for a solution. Our families love Oak Hill because of our shared vision for a rich, rigorous, integrated, and restful Christian education. For next year, we currently have 16 families and 31 children enrolled from JK-5. Our plan is to provide an integrated K-12 school for Hamilton families.

On behalf of the students, families, and our Board of Directors,



**Jesse Newton**

Principal

905-975-8923 | principal@oakhillhamilton.ca

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<sup>1</sup> Based on current construction cost estimates for schools at an estimated at \$190/ft<sup>2</sup>, and the current non-industrial/ institutional charge of \$20.54/ft<sup>2</sup>.



The root nourishes the crown



OAK HILL  
ACADEMY



[oakhillhamilton.ca](http://oakhillhamilton.ca)



[admin@oakhillhamilton.ca](mailto:admin@oakhillhamilton.ca)



905 . 297 . 5521

## About Us

Oak Hill Academy is a classical Christian school serving the Hamilton area. We partner with parents to teach children to love God and neighbour, to know their home and heritage, and to carry child-like wonder with them all their lives.



**Nurturing wonder, wisdom,  
and virtue in Christ through  
a banquet of truth, goodness  
and beauty.**



## Why Oak Hill Academy

**Christian** | Tuning children's hearts to love God and all that God loves. We stand in the historic Christian faith and delight in the gospel of grace.

**Classical** | Classical learning prioritizes habit-training and virtue. Advancing through the trivium of grammar, logic, and rhetoric, children learn to think coherently, reason capably, and speak eloquently.

**Restful** | Class sizes are small and we do not teach to tests. There is a liturgical rhythm to our day. Our curriculum is paced to help students master the language and mathematical arts, and to write beautiful truth on their hearts.

**Integrated** | Our curriculum is woven together through three cords - history, biblical studies, and nature study - that provide continuity, coherence, and context within each class and throughout Kindergarten to Grade 12.

**Low-tech** | Pencils, chalk, paintbrushes, and paper - we prioritize manual over digital experiences, and the fine and common arts: music, poetry, painting, architecture, theatre, and gardening. Children do not have access to screens, and screens are sparingly used as teaching tools.

**Love of home** | We put children in relation with real things and their local world, learning the names and natures of bugs, plants, buildings, and neighbours. This cultivates a love of place from which care and responsibility flow.

**To learn more, visit [oakhillhamilton.ca](http://oakhillhamilton.ca) or come visit us!**

**8.1(a)(c)****Form: Request to Speak to Committee of Council**

Submitted on Wednesday, April 3, 2019 - 4:56 pm

==Committee Requested==

**Committee:** Audit, Finance & Administration

==Requestor Information==

**Name of Individual:** Dan Postma**Name of Organization:** Calvin Christian School, Hamilton**Contact Number:****Email Address:****Mailing Address:**547 West 5th St  
Hamilton ON L9C 3P7

**Reason(s) for delegation request:** Calvin Christian School, on behalf of 450 students and our hundreds of member families, would like to speak against the City of Hamilton staff recommendation removing the exemption from development charges for only a small subsection of non-government educational providers. We will argue the Staff recommendation is based on a flawed understanding of educational provision, and that such a change would discriminate against the very institutions Hamilton is seeking to foster and encourage.

**Will you be requesting funds from the City?** No**Will you be submitting a formal presentation?** No





**Calvin**  
*Christian*  
**School**  
Equipping To Shine

Presented by  
Dan  
Postma



City of Hamilton  
Audit, Finance and Administration  
Committee

We request the City of Hamilton continue its equitable exemption for non-profit elementary teaching & learning spaces.

April 18, 2019

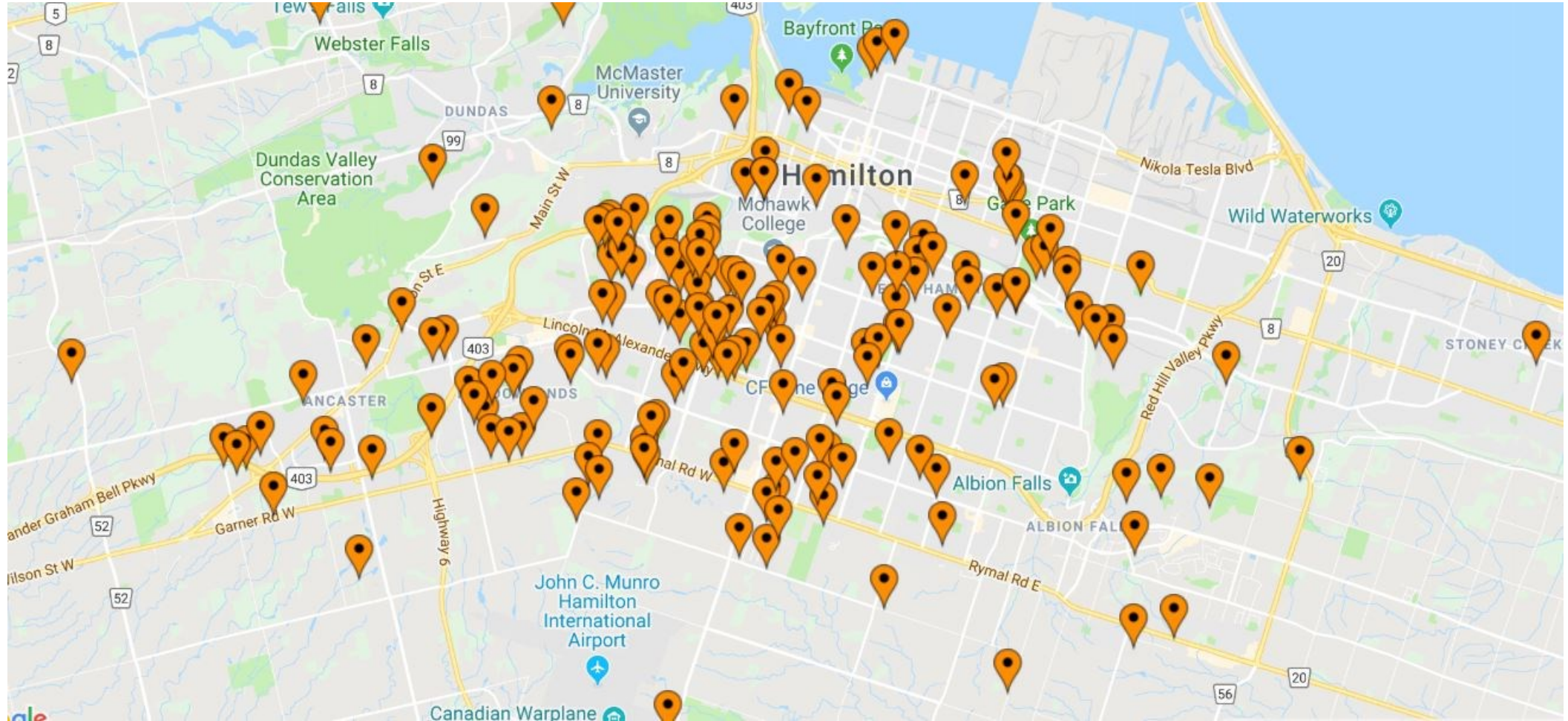


## CCS TRACK RECORD

- Partner with City of Hamilton
- Registered Ministry of Education
- Maxed out near 500 students
- Planning growth
- Public function without public funding
- Replacement cost



# CCS TRACK RECORD







## CCS IS A COMMUNITY PARTNER

- Sports leagues
- Churches
- Fundraisers
- Hospitals, long-term care homes
- Conservation
- Inclusive playground



## IMPLICATIONS OF NEW DEVELOPMENT CHARGES

- Discrimination
- Outsized, unfair impact
- Alternative cost to taxpayers



## BUSTING TWO MYTHS

- “Independent schools are isolated”
- “Independent schools are for the rich”

New targeted development charges:  
discriminatory



We request the City of Hamilton continue its equitable exemption for non-profit elementary teaching & learning spaces.



Thank you.

Questions?



**Calvin**  
*Christian*  
**School**

**Equipping To Shine**



**Calvin**  
*Christian*  
**School**  
Equipping To Shine

Presented by  
Dan  
Postma



City of Hamilton  
Audit, Finance and Administration  
Committee

We request the City of Hamilton continue its equitable exemption for non-profit elementary teaching & learning spaces.

April 18, 2019



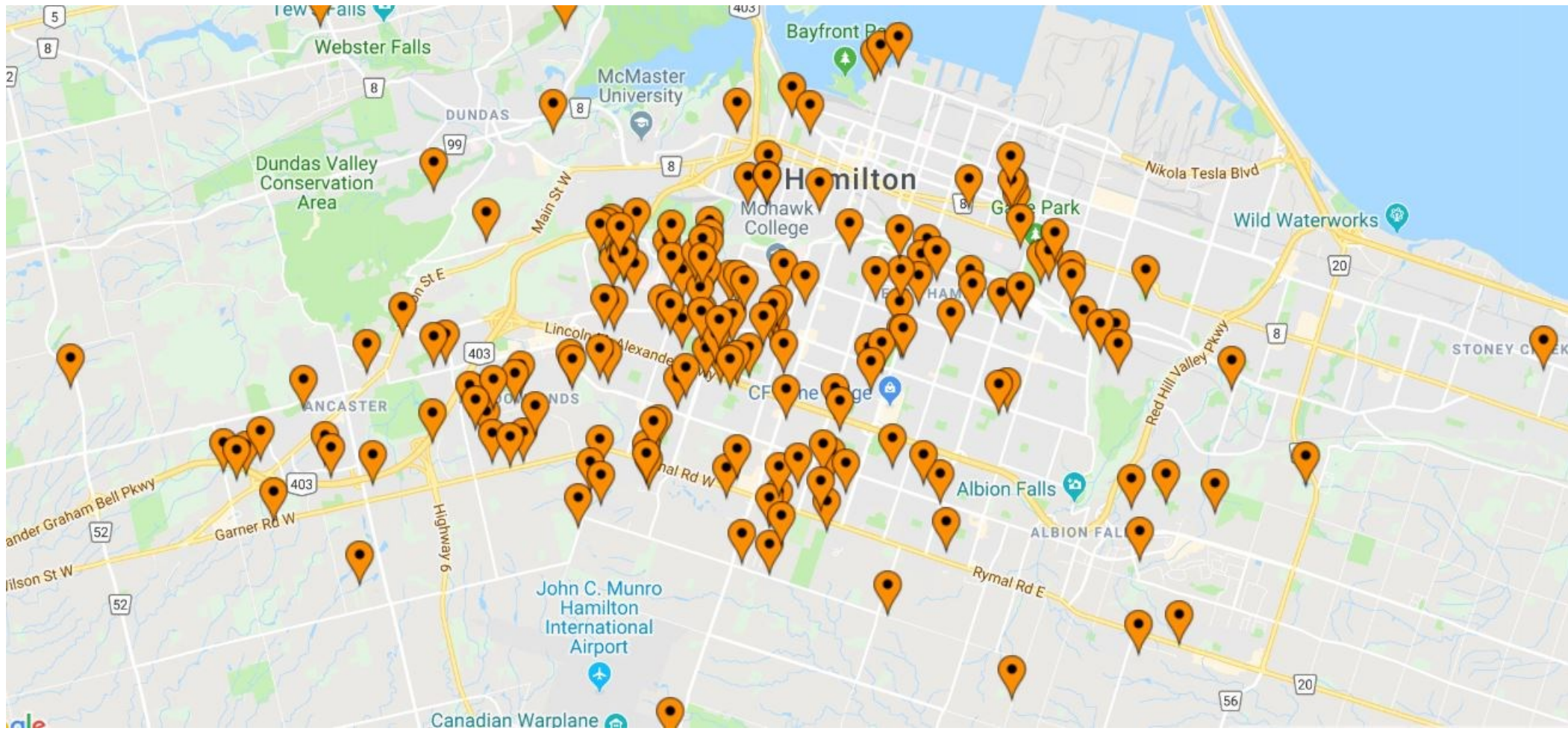


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# CCS TRACK RECORD





## CCS IS A COMMUNITY PARTNER

- Sports leagues
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## IMPLICATIONS OF NEW DEVELOPMENT CHARGES

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## BUSTING TWO MYTHS

- “Independent schools are isolated”
- “Independent schools are for the rich”

New targeted development charges:  
discriminatory



We request the City of Hamilton continue its equitable exemption for non-profit elementary teaching & learning spaces.



Thank you.

Questions?



**Calvin**  
*Christian*  
**School**

**Equipping To Shine**



**8.1(b)(a)**

**Form: Request to Speak to Committee of Council**  
Submitted on Wednesday, March 27, 2019 - 1:20 pm

==Committee Requested==

**Committee:** Audit, Finance & Administration

==Requestor Information==

**Name of Individual:** Dr. Patrick Deane, President &  
Vice-Chancellor / Roger Couldrey, Vice-President,  
Administration

**Name of Organization:** McMaster University

**Contact Number:**

**Email Address:** [switalsn@mcmaster.ca](mailto:switalsn@mcmaster.ca)

**Mailing Address:**

1280 Main St W  
Gilmour Hall, Room B109  
Hamilton ON L8S4L8

**Reason(s) for delegation request:** To provide comment on the City of Hamilton's proposed 2019 Development Charges By-law (particularly relating to academic space and student residence exemptions) during the Committee's 7pm session on April 18th.

**Will you be requesting funds from the City?** No

**Will you be submitting a formal presentation?** Yes



# McMaster University



# Ontario Research-Intensive Universities (U6)

Institution	Do Not Pay DCs	Pay Partial DCs	Pay Full DCs
McMaster University		Pay Transit Component / 50% Student Residences	
Queen's University			100%
Western University		50%	
University of Toronto	100%		
University of Ottawa	100%		
University of Waterloo		Full City Exemption / Pay 100% Regional	

## Regional Universities

Brock University	100%		
University of Guelph	100%		
University of Windsor	100%		
York University	100%		
Ryerson University	100%		

# A Public Good & Hamilton Asset

Major Economic Driver for Hamilton

**\$3.9 Billion annual economic impact**

**7,500 employed directly (supports over 10,000 FTEs locally)**

**McMaster Innovation Park: creating jobs and driving investments in Hamilton**

Not-for-Profit Educational Institution

**Funded through public grants, tuition, private donations, and industrial partnerships**

Deeply Embedded in the Community

**Research supports the health and well-being of our community**

**Sports, recreation facilities, libraries, and museum for community use**

**Provides healthcare to thousands of Hamiltonians**

**Links students and graduates with local jobs and opportunities**

# McMaster's Request

- I. That current development charge exemptions for academic space be maintained for postsecondary not-for-profit educational institutions**
  - Ensures fairness with postsecondary institutions in Hamilton and beyond
  - Keeps McMaster competitive in capital and research competitions
  - Recognizes McMaster as a public good and public asset
  
- II. That the current 50% development charge exemption on student residences be extended to ensure they are applied to McMaster's pending residence projects**
  - Two new projects have been costed accounting for current exemptions
  - Currently planning renovations to older existing residence buildings

**McMaster University  
Development Charges Submission**

April 18<sup>th</sup>, 2019

McMaster has been a partner with the City and the people of Hamilton since it moved from Toronto to Westdale in 1929. Since then, the University has significantly built its teaching and research strengths. Hamilton is now one of only four Canadian cities with a university ranked in the top 100 in the world. As the University has built its international prestige, McMaster has also developed its commitment to community engagement and to strengthening its role in Hamilton's development and success.

The University's strong history of community building forms the core element of the Principles of Cooperation document signed by City Council and postsecondary institutions in 2016. These Principles affirm collective responsibility to foster community-building, eliminate barriers to higher education, encourage graduates to settle in the City, and acknowledge the benefits of maintaining a postsecondary presence in a variety of locations throughout Hamilton.

The Principles of Cooperation apply equally to each partner, however, we are concerned that the same spirit and practice of equity is not fundamental in the City's proposal to amend its development charge framework.

This submission details why McMaster University merits its continued exemption from development charges:

- McMaster will not receive equal treatment with other post-secondary institutions
- McMaster's competitiveness as an institution will be severely disadvantaged
- McMaster is an economic driver for the City of Hamilton
- McMaster is a publicly funded not-for-profit educational institution
- McMaster is a community partner and committed to engagement

**McMaster will not Receive Equal Treatment with Other Post-Secondary Institutions**

Locally, Mohawk College and Brock University will continue to receive full exemptions. To date, Hamilton has a long history of treating its higher education institutions in an equitable manner in recognition of the similar funding frameworks and core missions of universities and colleges.

This potential disparate treatment contradicts precedents established by other Ontario municipalities that consistently enforce equal exemption from, or application of, development charges among universities and colleges. Most recently, the City of Guelph considered applying development charges to the University of Guelph. After considering the impact this would have on the institution's competitive ability, as well as equitable treatment compared to the local college, Guelph's Council voted to maintain its development charge exemptions.

**McMaster's Competitiveness as an Institution will be Severely Disadvantaged**

Removing McMaster's exemptions from development charges will disproportionately hurt the University's ability to remain a competitive institution. Universities compete intensely for research and capital funding. Of the research-intensive Ontario universities (known as the U6) all but one currently receives at least some form of exemption, and our regional competitor universities also receive exemptions at 100%.

**Ontario Research Intensive Universities (U6)**

University	Do Not Pay DCs	Pay Partial DCs	Fully Pay DCs
McMaster University		Fully Exempt Except Transit Component / 50% on Student Residences	
Queen's University			100%
Western University		50%	
University of Toronto	100%		
University of Ottawa	100%		
University of Waterloo		100% Municipal Exemption / No Regional Exemption	

**Other Ontario & Regional Universities**

University	Do Not Pay DCs	Pay Partial DCs	Fully Pay DCs
University of Guelph	100%		
York University	100%		
University of Windsor	100%		
Ryerson University	100%		
Brock University	100%		

Subjecting McMaster to development charges will have a negative impact on its ability to secure government funding in capital competitions – bids will have to factor in these additional fees to which McMaster's competitor institutions are not subject. If McMaster is not able to compete on an equal basis, Hamilton will lose funding opportunities to other municipalities.

McMaster is asking that Hamilton maintain the status quo so that the University can continue to effectively compete and contribute to the City's long-term prosperity.

**McMaster is an Economic Driver for the City of Hamilton**

McMaster is a critical partner in Hamilton's economic development. A recent report prepared by KPMG found that nearly \$3.9B in annual GDP in Hamilton is linked to McMaster. This is as a result of the University's operating and capital expenditures, innovation and entrepreneurial initiatives, productivity gains, and human capital development.

These gains are achieved through attracting world-class talent. McMaster's researchers are some of the best at what they do – which is why they consistently outpace their peers in research funding. For the past two years, McMaster has been named Canada's most research-intensive university. Collaborating with industry over the last five years, McMaster has outpaced its peers in industry-sponsored research. These partnerships act as magnets and further attract businesses to Hamilton. The University also provides unique opportunities for Hamilton businesses to partner with researchers.

McMaster contributes significantly to the local economy, purchasing goods and services from local vendors. Over \$100M in annual revenues to local businesses can be directly attributed to the University's capital and operations spending. McMaster students are also active members of the Hamilton community, and spend an estimated \$192M each year in the City. And McMaster attracts



thousands of non-enrolled visitors to the Hamilton region, including thousands of professionals who attend conferences, symposia, and events hosted by the University.

Perhaps most importantly, the University plays a critical role in developing human capital for the region and is a source of skilled labour for Hamilton and its businesses. McMaster itself is one of Hamilton's largest employers with more than 7,500 faculty and staff. Most of these are high-skilled positions, and the University attracts candidates to Hamilton from across the country and around the world.

### **McMaster is a Publicly Funded Not-for-Profit Educational Institution**

Each year, McMaster welcomes more than 30,000 students, attracting thousands of domestic and international students to the Hamilton region. The University's core mission is to provide an enriching and transformative learning experience for its students, to integrate its world-class research enterprise into teaching and learning, and to advance human and societal health and well-being.

By law, publicly funded elementary and secondary schools are exempt from paying development charges. This is in recognition of the public nature of the educational services they provide, and the reality that these services are made possible through government funding.

As a not-for-profit institution, McMaster – like other postsecondary institutions – is largely funded through public grants, student tuition, and private donations. Much of this revenue is tied to specific outcomes, projects, and deliverables and cannot be reallocated to other priorities. This is also true of the research dollars raised by researchers that must be applied to specific projects. These funds cannot be shifted to other programs or projects.

McMaster has few tools at its disposal to absorb the impact that new development charges would have on its operations. Even student tuition is largely controlled by the Government of Ontario as evidenced by recent provincial policy decisions that have forced McMaster to absorb nearly \$22M in lost revenue in the fiscal year alone.

Without the existing exemption, currently planned academic building projects will need to be reassessed. This in turn will impact academic decisions and overall costs and may put several funded projects in jeopardy.

McMaster also takes seriously its responsibility to manage and service its institutional spaces that sets it apart from other developments that expect the City to provide such services and infrastructure. The University provides and manages its own campus garbage pickup, security, water, wastewater, energy, and other critical infrastructure that would otherwise significantly impact City coffers.

The Government of Ontario annually provides around \$2.1M to the City of Hamilton in lieu of taxes and fees to which the institution would otherwise be subject. McMaster recognizes that this does not adequately account for inflation since this mechanism was last adjusted in 1987. As a partner and anchor institution, McMaster is willing to work with the City in its bid to convince the province to increase the 'heads-in-beds' grant.

The status quo on development charges must be maintained for academic institutions if McMaster is to continue operating as an effective not-for-profit publicly funded educational institution.

## **McMaster is Deeply Embedded in the Community and Committed to Engagement**

McMaster has maintained a long-lasting relationship with the community and works to support the City's economic and social development goals. As an institution it is dedicated to public service and is focused on fostering collaboration. This has been achieved by leading and partnering on a variety of local and global initiatives, including organizing and engaging in community-based research. These activities align strongly with the City's economic development goals and provide leadership in the community.

McMaster attracts some of the best and brightest students and faculty to the Hamilton region, and its research capabilities are applied for the benefit of the community. Through the Office of Community Engagement and a variety of initiatives, such as the McMaster Research Shop and our Scholar-in-Community Program, McMaster connects faculty members with organizations in the Hamilton community that benefit from the knowledge and skillsets that McMaster has to offer. The University serves as an agent of knowledge transfer and is committed to providing the community with accessible research and expertise in order to tackle the challenges Hamilton faces.

McMaster has also formed partnerships with local organizations to improve the student experience and strengthen community engagement. In the 2015-16 academic year, 569 undergraduate and graduate students were placed in work placements in Hamilton, including in City offices.

The University provides shared spaces and resources to support the needs of our community, including access to sport, fitness, camp and recreation facilities. McMaster's free public art gallery, the Museum of Art, attracts thousands of visitors, contributes to our cultural scene, and provides learning and research opportunities for our community.

## **Conclusion**

Hamilton's development and the University's success are intertwined.

McMaster's historic successes belong to Hamilton as much as they do to the University. When many organizations were moving away from the downtown area, McMaster was the first, and until recently the only, major public institution that responded to the City's call to help revitalize the downtown core.

A development charge is paid once – the positive economic impacts and community contributions made by the University are constant and far reaching.

McMaster urges Council to consider the negative impacts that will result from the proposed changes and instead ensure a level playing field, both within our city limits and beyond, with our competitors in other jurisdictions.



President and  
Vice-Chancellor

Gilmour Hall, Room 238  
1280 Main Street West  
Hamilton, Ontario, Canada  
L8S 4L8

Phone: 905.525.9140, Ext. 24340  
Fax: 905.522.3391  
E-mail: [president@mcmaster.ca](mailto:president@mcmaster.ca)  
<http://www.mcmaster.ca>

March 25, 2019

**To: DEVELOPMENT CHARGES STAKEHOLDERS SUB-COMMITTEE**  
**C/O: Lisa Chamberlain, Legislative Coordinator**  
**SUBJECT: Development Charges (DC) – Academic Exemptions**

McMaster has been a partner with the City and the people of Hamilton since it moved to the city in 1929. Since then, the University has built its teaching and research strengths. Hamilton is now one of only four Canadian cities with a university ranked in the top 100 in the world. As it has built its international prestige, McMaster has also developed its commitment to community engagement and to strengthening its role in Hamilton's development and success.

We were disappointed to discover recently that the City of Hamilton was considering a change to the status quo as it relates to development charge (DC) exemptions for academic institutions. We have now met with City staff on two occasions to describe the very real and serious potential impacts on McMaster's, and therefore Hamilton's, development and growth. We continue to work with City staff in an effort to find solutions and have appreciated their willingness to listen to our concerns, as we have to theirs.

As indicated in the Development Charges Background Study, postsecondary institutions are not a statutory exemption set out by the Development Charges Act, nor are we a designated crown agent. Hamilton has a long history of treating its higher education institutions in an equitable manner.

**We are asking that this Committee ensure that all post-secondary institutions in Hamilton be treated equally.**

The proposed changes will disproportionately and materially impact McMaster. Under the proposed changes Mohawk College will continue to be fully exempt, as will Brock University. This disparate treatment contradicts precedents established by other Ontario municipalities that consistently enforce equal exemption from, or application of, development charges among universities and colleges. Recognizing that universities and colleges have similar funding frameworks and core missions, we ask that McMaster University be treated similarly to Mohawk College, and that both maintain their current exemptions.

If the development charge plan moves forward as the DC Background Study recommends, we have significant concerns about our ability to remain competitive in provincial and federal capital competitions. Of the U6 research-intensive Ontario universities, all but one currently receives at least some form of exemption from DCs and many of our regional competitor universities also receive these exemptions. The City of Guelph recently underwent a similar discussion and it was the will of their Council to maintain the academic exemption in order to ensure that all postsecondary institutions received equitable treatment, and that their University was not disadvantaged. If McMaster is not able to compete on an equal basis, Hamilton will lose funding opportunities to other municipalities.

McMaster has a number of building projects planned. Any change in development charge exemptions would require each project to be reassessed. This in turn will impact academic decisions and overall costs and may put several of our funded projects in jeopardy. In our view, several of these projects will contribute directly to the economic future of the City.

Hamilton's development and the University's success are intertwined. When many organizations were moving away from the downtown area, we were the first, and until recently the only, major public institution that responded to the City's call to help revitalize the downtown core. The University has made community engagement with our city a core component of its vision. McMaster is also a magnet that attracts business to our region, incubates new companies and creates jobs. These benefits accrue to Hamilton and we are proud to be able to drive such significant investment to our city. A 2018 KPMG report showed that McMaster's annual GDP impact to the City of Hamilton was almost \$3.9 billion.

We urge the Committee to consider the consequences that will result from the proposed changes and instead ensure a level playing field, both within our city limits and beyond, with our competitors in other jurisdictions.

Sincerely,



Patrick Deane  
President and Vice-Chancellor



Thomas H. Ferns  
GENERAL COUNSEL and CORPORATE SECRETARY  
Direct: 905 575-2189 | Email: tom.ferns@mohawkcollege.ca

February 15, 2019

City of Hamilton  
71 Main Street West  
Hamilton, ON L8P 4Y5

Attention: Jason Thorne  
General Manager of Planning and Economic Development

Dear Mr. Thorne:

Re: Development Charges

We recently became aware that the Development Charges Stakeholders Sub-Committee will be meeting on February 19, 2019. In that regard, we would like to make the Sub-Committee and staff aware of our views on the proposed Development Charge By-law. In particular, we understand that staff has recommended to remove an exemption for colleges in the proposed Development Charge By-law, instead requiring Mohawk to produce documentation that supports our status as a Crown Agent.

Colleges that are crown agents, including Mohawk, are established as Crown Agents through legislation. Subsection 2(4) of the Ontario Colleges of Applied Arts and Technology Act, 2002 states that "a college established under subsection (1) is an agency of the Crown". In the applicable regulation, O.Reg 34/03, subsection 2(1) paragraph 17, sets out that Mohawk is "established", meaning that it is a Crown Agent.

We are happy to discuss the recommendation to remove the exemption for colleges. We believe that the removal will only result in increased legal fees and transaction costs for Mohawk, but does not provide the City with any real benefit since Mohawk College is clearly entitled to an exemption. In the spirit of a cooperative and collaborative relationship between Mohawk and the City, we would request that we have a meeting to discuss the issue so we can understand the goal that the City is trying to accomplish through removing this exemption.

Yours truly,

THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY

A handwritten signature in blue ink, appearing to read "T. Ferns", written over a white background.

Thomas H. Ferns  
General Counsel and Corporate Secretary



March 21, 2019

Dear Councillor Wilson,

We are writing to you today about some changes that have been suggested in the Development Charges Stakeholder subcommittee that have recently come to our attention. Currently academic institutions enjoy 100% exemptions for academic spaces (except for the transit component) and 50% exemptions for student residences, but unfortunately, city staff have recommended academic exemptions, as well as student housing exemptions be removed. This would be challenging for Redeemer as a not-for profit, publicly chartered but privately funded institution, and severely hinder our ability to grow our campus in the near future.

Taking away the exemption in development charges will put Hamilton post-secondary institutions at a competitive disadvantage. Other universities across the provinces have remained exempt from all municipal development charges, including the University of Guelph, York University, University of Windsor, Ryerson University, Brock University, University of Toronto, and University of Ottawa. Without this exemption, our funding will not stretch as far, and our facilities will not be able to compete with other Ontario universities, leaving Hamilton to fall behind in this important sector of post-secondary education and research.

Earlier this year, officials from the University of Guelph made the case to Council that they should continue to be fully exempt in the interest of providing equal treatment with Conestoga College which has a small campus in Guelph, and would continue to be exempt from DCs as a Crown agent. As a result, the University of Guelph continues to be exempt from all development charges. Hamilton is in a similar situation, as both Mohawk and Brock would be exempt, while Redeemer and McMaster would have to pay full development charges. This then becomes an equity issue for our local post-secondary institutions.

With a recent 42% cut to Redeemer's tuition, we anticipate doubling enrolment in the next 5 years, which would require new student residences and academic space in the near future. This would be a large burden to an institution that relies heavily on donations for any new development as a not-for-profit university.

For all of the reasons listed above, we ask that you keep the exemption in place for post-secondary institutions. Both McMaster and Redeemer significantly add to Hamilton's economic growth in a variety of ways, including bringing students to Hamilton from all across the globe, research endeavors, and job creation. We are confident that with this exemption in place, all post-secondary institutions in Hamilton will be able to thrive and positively impact the city of Hamilton.

Thank you for your consideration,



David Zietsma  
Vice President, External Relations and Enrolment





**From:** Matthias Feiner  
**To:** [DC Background Study](#)  
**Subject:** New development charges inefficient development  
**Date:** March 16, 2019 9:17:13 AM

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We need development charges that encourage construction of buildings that are inexpensive for city to service going forward. Higher density should be encouraged (lower development charge) and lower density (suburbs/rural) needs higher development charges to reflect the cost for the city to service these properties. The city needs to create a development charge system that lowers expenses for city versus increasing it. In rural areas we have extremely high costs for road construction/maintenance, all services cost more because it's a further distance to travel (sewage, hydro, ambulance, police, fire and so on). To have no development charges in rural areas is a recipe for bankrupting a city budget. Also all city services (through property tax) should be cost based!! Averaging out property taxes over the entire city was a huge mistake and subsidizes the wrong development. Please have a cost based approach, in other words development charges in rural areas should be the highest to reflect the true costs on the taxpayer!!

Sent from my iPhone





**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
**Financial Planning, Administration and Policy Division**

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	April 18, 2019
<b>SUBJECT/REPORT NO:</b>	Tax and Rate Operating Budget Variance Report as at December 31, 2018 – Budget Control Policy Transfers (FCS18067(b)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Kayla Petrovsky (905) 546-2424 Ext. 1335 Lucia Chen (905) 546-2424 Ext. 4169 Tom Hewitson (905) 546-2424 Ext. 4159
<b>SUBMITTED BY:</b>	Brian McMullen Acting General Manager, Finance and Corporate Services Corporate Services Department
<b>SIGNATURE:</b>	

**RECOMMENDATION(S)**

- (a) That, in accordance with the “Budgeted Complement Control Policy”, the 2018 complement transfer transferring complement from one department / division to another with no impact on the levy, as outlined in Appendix “C” to Report FCS18067(b), be approved;
- (b) That, subject to final audit, the Disposition of 2018 Year-End Operating Budget Surplus / Deficit be approved as follows:

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– Budget Control Policy Transfers (FCS18067(b)) (City Wide) - Page 2 of  
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**Table 1**

DISPOSITION / RECONCILIATION OF YEAR-END SURPLUS/ (DEFICIT)	\$	\$
<b>Corporate Surplus from Tax Supported Operations</b>		<b>\$ 8,291,887</b>
<b>Less: Disposition to Self-Supporting Programs &amp; Agencies</b>		<b>\$ (1,132,176)</b>
Police (Transfer to Police Reserve)	\$ (1,055,515)	
Library (Transfer to Library Reserve)	\$ (37,144)	
Farmers Market (Transfer to Hamilton Farmers Market Reserve)	\$ (39,517)	
<b>Balance of Corporate Surplus</b>		<b>\$ 7,159,711</b>
Less: Transfer to Unallocated Capital Levy Reserve		\$ (5,085,049)
Less: Transfer to Flamborough Capital Reserve		\$ (346,362)
Less: Transfer to the Non-Residential Roads Development Charge Reserve		\$ (538,630)
Less: Transfer to Hamilton Entertainment Facilities - Capital Projects Reserve		\$ (464,325)
Less: Transfer to Vehicle Replacement Reserve - Fire		\$ (725,345)
<b>Balance of Tax Supported Operations</b>		<b>\$ 0</b>
<b>Corporate Surplus from Rate Supported Operations</b>		<b>\$ 16,467,202</b>
Less: Transfer to the Rate Supported Water Reserve		\$ (8,002,578)
Less: Transfer to the Rate Supported Wastewater Reserve		\$ (5,764,624)
Less: Transfer to the Unfunded Rate Development Charge Reserve		\$ (2,700,000)
<b>Balance of Rate Supported Operations</b>		<b>\$ 0</b>

\* -anomalies due to rounding

## EXECUTIVE SUMMARY

Staff has committed to provide Council with three variance reports for the Tax Supported and Rate Supported Operating Budgets during the fiscal year (Spring / Fall / Year-End). This is the final submission for 2018 based on the operating results as of December 31, 2018 (unaudited). Appendix “A” to Report FCS18067(b) summarizes the Tax Supported Operating Budget year-end variances by department and division while Appendix “B” to Report FCS18067(b) summarizes the year-end variances of the Rate Supported Operating Budget by program.

Both the Tax Supported and Rate Supported operations ended the year with positive variances of \$8.3 M and \$16.5 M, respectively. The Tax Supported Operating Budget Surplus of \$8.3 M is composed of City departments / Other (\$4.5 M favourable), Boards and Agencies (-\$1.3 M unfavourable) and Capital Financing (\$5.1 M favourable). The surplus in Tax is spread across several departments and is related to gapping surpluses, operational efficiencies and increased revenues. On the Rate side, the surplus is related to favourable variances from budget in operating expenditures, capital financing costs and revenues.

Additional details are presented in the Analysis and Rationale for Recommendations section, see page 5 of Report FCS18067(b).

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**SUBJECT: Tax and Rate Operating Budget Variance Report as at December 31, 2018  
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**Table 2**

<b>CONSOLIDATED CORPORATE SURPLUS / (DEFICIT)</b>	<b>\$</b>
<b>Tax Supported Programs</b>	
Police	\$ 1,055,515
Library	\$ 37,144
Farmers Market	\$ 39,517
Other Boards & Agencies	\$ (2,444,000)
Capital Financing	\$ 5,085,049
Other Tax Supported Programs	\$ 4,518,662
<b>Total Tax Supported Surplus</b>	<b>\$ 8,291,887</b>
<b>Rate Supported Programs</b>	
Operations	\$ 12,508,151
Capital Financing	\$ 2,756,909
Revenues	\$ 1,202,142
<b>Total Rate Supported Surplus</b>	<b>\$ 16,467,202</b>
<b>Consolidated Corporate Surplus / (Deficit)</b>	<b>\$ 24,759,089</b>

The year-end disposition of the \$24.8 M surplus identified in Table 2 is outlined in Recommendation (b) (Table 1) of Report FCS18067(b).

The City of Hamilton has policies, obligations, future requirements and past practice that guide decisions around the disposition of the year-end operating budget surplus. This disposition of the 2018 surplus is highlighted below.

**Tax Supported Operating Budget Variances:**

- Year-end variances for Police, Library and Farmers' Market to be allocated to their own source reserves as per their policies.
- Future Capital Infrastructure Requirements – Capital Financing savings of \$5.1 M to be transferred to the Unallocated Capital Levy Reserve for future capital infrastructure requirements.
- Slot Revenues Past Practice – Slot revenue surplus of \$346 K to be transferred to the Flamborough Capital Reserve Fund.
- Non-Residential Development Charge Exemptions – Portion of overall surplus of \$539 K to be transferred for Non-Residential Roads DC Reserve for non-residential development charge exemptions.
- Hamilton Entertainment Facilities Future Capital Requirements – HEF Program surplus of \$464 K to be transferred to the Hamilton Entertainment Facilities Capital Projects Reserve for future investments in enhancing facility capacity.

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- Vehicle Replacement Reserve (Fire) – Portion of the surplus of \$725 K to be transferred to the Vehicle Replacement Reserve (Fire) to address future capital asset requirements negatively impacting the reserve forecast.

Rate Supported Operating Budget Variance:

- The Rate Supported Operating Budget surplus of \$16.5 M is made up of surpluses in both water (\$8 M) and wastewater (\$8.5 M). There are separate Rate Supported Reserves for each of the water, wastewater and stormwater programs.
- Surpluses of \$8.0 M from water operations to be transferred to water reserve.
- Surplus in wastewater / storm operations of \$8.5 M to be transferred as follows:
  - \$5.8 M to wastewater reserves;
  - \$2.7 M to the rate development charge reserves for DC exemptions.
- Given that the Rate Budget has had a number of years of significant surpluses, staff is committing to reviewing the surplus against the current budget in 2019 and consider the planned 2020 budget increase of 4.5% (as approved in principle in the 2019 Budget).

**2018 Budget Transfers**

In accordance with the “Budget Control Policy” and “Budgeted Complement Control Policy”, staff is submitting eight items recommended for transfer. The complement transfers, identified in Appendix “C” to Report FCS18067(b), move budgeted complement from one department / division to another to accurately reflect where the staff complement is allocated within the department / division for the purpose of delivering programs and services at desired levels. The budget complement transfers identified were not realized at the time of the 2019 budget submission. However, these transfers will amend the 2019 operating Budget once approved with no impact on the levy.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The financial information is provided in the Analysis and Rationale for Recommendation section of Report FCS18067(b).

Staffing: Not Applicable

Legal: Not Applicable

## **HISTORICAL BACKGROUND**

Staff has committed to provide Council with three variance reports on the Tax and Rate Operating Budget during the fiscal year (Spring / Fall / Final). This is the final submission for 2018 based on the operating results as at December 31, 2018. Council approval is required to allocate year-end surplus / deficit to / from reserves.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Not Applicable

## **RELEVANT CONSULTATION**

Staff in all City of Hamilton departments and boards provided the information in Report FCS18067(b).

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)**

The following provides an overview of the more significant issues affecting the 2018 Tax and Rate Operating Budget Surpluses. Appendix “A” to Report FCS18067(b) summarizes the Tax Supported Operating Budget year-end variances by department and division, and Appendix “B” to Report FCS18067(b) summarizes the Rate Supported Operating Budget results by program.

### **Tax Supported Operating Budget**

Table 3 provides a summary of the departmental results as at December 31, 2018. The final Tax Supported Operating Budget Surplus amounted to \$8.3 M, or approximately 1.0% of the net levy.

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**Table 3**  
**CITY OF HAMILTON**  
**2018 Year-End Variance (Unaudited)**  
**(\$000's)**

	2018 Approved Budget	2018 Year-End Actuals	Variance	
			\$	%
<b><u>TAX SUPPORTED</u></b>				
Planning & Economic Development	28,954	27,625	1,329	4.6%
Healthy and Safe Communities	240,103	236,929	3,174	1.3%
Public Works	231,558	233,244	(1,686)	(0.7)%
Legislative	4,880	4,449	431	8.8%
City Manager	10,556	10,387	169	1.6%
Corporate Services	28,474	27,205	1,269	4.5%
Corporate Financials / Non Program Revenues	(25,031)	(24,400)	(631)	(2.5)%
Hamilton Entertainment Facilities	3,618	3,154	464	12.8%
<b>TOTAL CITY EXPENDITURES</b>	<b>523,112</b>	<b>518,593</b>	<b>4,519</b>	<b>0.9%</b>
Hamilton Police Services	160,470	159,414	1,056	0.7%
Library	29,981	29,944	37	0.1%
Other Boards & Agencies	12,872	15,277	(2,405)	(18.7)%
City Enrichment Fund	6,023	6,023	0	0.0%
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>209,346</b>	<b>210,658</b>	<b>(1,312)</b>	<b>(0.6)%</b>
<b>CAPITAL FINANCING</b>	<b>125,523</b>	<b>120,438</b>	<b>5,085</b>	<b>4.1%</b>
<b>TOTAL TAX SUPPORTED</b>	<b>857,981</b>	<b>849,689</b>	<b>8,292</b>	<b>1.0%</b>

( ) - Denotes unfavourable variance

### City Expenditures / Departmental Budgets

The total surplus for Tax Supported City Expenditures is \$4.5 M.

Further to the direction from Council for the 2018 budget, the City has changed the reporting methodology and the budgeted gapping savings of -\$4.5 M previously held in Corporate Financials has been distributed to the departments. The 2018 year-end corporate-wide gapping actuals are -\$9.3 M representing a surplus of \$4.8 M.

Each department's gapping variance (target versus actual) is detailed in the following sections and included in their total departmental surplus / deficit. Other departmental highlights are also included as explanation to their variance.

#### Planning and Economic Development Department

Planning and Economic Development reported a favourable variance of \$1.3 M, which is mainly the result of a favourable variance of \$843 K in the Transportation, Planning and Parking Division due to higher than anticipated revenue, gapping and divisional efficiencies. The favourable variance of \$310 K in the Growth Management Division is due to positive

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gapping, savings in computer software and the increased airport revenues. The Licensing and By-Law Services Division also had favourable revenues throughout 2018 in the Animal Services and Licensing sections. The savings in gapping and increase in Committee of Adjustment Revenue within the Planning Division also contributed to the Department's surplus.

The unfavourable variance of -\$129 K in the Tourism and Culture Division is due to gapping pressures and increased facilities allocations partially offset by higher revenues and federal grants, savings in contractual, grounds and building repairs and maintenance.

The Planning and Economic Development departmental gapping target was -\$776 K for the year of 2018. As at December 31, 2018 the actual year-end gapping amount is -\$1.5 M, resulting an annual surplus of \$713 K.

#### Healthy and Safe Communities Department

Overall, the Healthy and Safe Communities Department experienced a favourable variance of \$3.2 M. The major driver is the favourable result of \$1.6 M in the Long Term Care Division due to an approved provincial subsidy increase of \$285 K, gapping of \$850 K and hydro savings of \$325 K. The Ontario Works (OW) Division had a surplus of \$1.3 M due to maximizing additional available subsidies of \$476 K and gapping of \$455 K.

Housing Services Division had a favourable variance of \$1.1 M due to available subsidies of \$212 K, Social Housing prior year reconciliation (AIR) for revenue rents, Rent Geared-to-Income (RGI), property taxes and mortgage savings of \$3 M, partially offset by a reserve transfer for housing allowances of \$2 M and unbudgeted staffing costs of \$227 K. The reserve transfer for the housing allowances was approved through Health and Safe Communities Committee Report 19-001 Item 3 Report HSC19002. The approval indicated that, prior to closing the 2018 financial year-end, \$2 M from the Rent Geared to Income Subsidy program surplus be transferred to the Tax Stabilization Reserve to be used for delivering and administering five-year housing benefits beginning in January 2019.

Public Health Services is reporting a combined favourable variance of \$808 K mainly due to an unbudgeted 2018 Ministry approved subsidies increase (\$680 K) and gapping of \$148 K.

The Hamilton Fire Department had a positive variance of \$725 K due to employee related costs of \$755K which includes significant unfavourable Line of Duty Death (LODD) pressures and savings in utilities cost of \$125 K. These are partially offset by the increased facility recoveries of \$220 K.

Hamilton Paramedic Service had an unfavourable variance of -\$1.9 M due to increased employee related costs of \$1.3 M including legislated personal emergency leave (PEL), budgeted ministry funding not received of \$402 K and increased medical supplies costs of \$352 K due to shortages and price increases.

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All other divisions are reporting minor variances.

The Healthy and Safe Communities departmental gapping target was -\$866 K for the 2018 year. The actual year-end gapping amount is -\$2.4 M, resulting in an annual surplus of \$1.5 M.

#### Public Works Department

Overall, the Public Works department had a deficit of -\$1.7 M for the 2018 year-end. There were a number of contributors, both favourable and unfavourable, across the divisions that lead to the overall deficit.

Transit Division had a total of -\$1.8 M unfavourable variance due to gapping pressures (employee related costs as a result of over-time, sick, vacation pay pay-outs and legislated personal emergency leave (PEL)) (\$1.6 M). DARTS contract pressure of \$3.2 M over budget was partially offset by a Council approved draw from the ATS reserve of approximately \$2.9 M to mitigate the contractual pressures forecasted in September resulting in a \$300 K unfavourable variance. An additional unfavourable variance of \$385 K is comprised of various other smaller variances including unfavourable direct facility charges, vehicle expenses, repairs and maintenance and increased hydro expenses. Overall variance partially offset by favourable fare revenues of \$670 K.

Energy, Fleet and Facilities (EFF) Division had an unfavourable variance of -\$1.8 M due to retroactive pay adjustments, sick day pay and over-time, slightly offset by gapping (\$330 K). Central Fleet's unfavourable variance is attributable to mechanics on short-term disability and WSIB resulting in a reduction in billable hours. Shortage of staff results in less billable hours and as a result, the recoveries fell short of budget (\$335 K). There was an unbudgeted cost of holding a number of vacant facilities (operating expenses not fully recoverable due to vacancy) that is amounting to unfavourable variance of \$300 K.

Within EFF, the Golf course section had a loss of \$302 K in 2018 due to unrealized green fee revenues, revenue loss for food and beverage due to outsourcing and a transfer to reserve.

Environmental Services Division had an unfavourable variance of -\$268 K due to increased contractual costs for landfill operations as well as transfer station / Community Recycling Centres (CRC) operations due to Central Composting Facility (CCF) closure and the annual escalation adjustment for the recycling processing contract (\$790 K). The City contractually pays an incentive for higher compaction of the waste at the Glanbrook Landfill Facility. The payment is an incentive to extend the life of the landfill (\$648 K). Recycling Mixed Fibre revenues and Organic processing revenues were below budget due to low world fibre markets and the closure of the CCF, however, fully mitigated by increased revenues at the transfer stations / CRCs and increased commodity revenues (primarily plastic and aluminium).

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Parks and Cemeteries Section, experienced higher than budgeted fleet costs, water and hydro for the City's Parks and Cemeteries (-\$500 K) due to a drier summer. Overall unfavourable variance partially offset by favourable divisional net gapping resulting from retirements, resignations and hard to fill vacancies (\$1.5 M) and a waste collection surplus due to the Q3 transfer of enforcement of Waste bylaw program to its own section (\$170 K).

The remaining divisions had favourable results. Engineering Services had a positive variance of \$1.4 M of which \$850 K was driven by the savings in the Streetlighting program primarily due to the LED conversions. The energy savings component accounts for \$630 K while the remaining surplus is due to the reduced maintenance costs of approximately \$220 K. The main residual surplus is attributable to revenue realized in the Corridor Management program from user fees related to permit fees collected for road closures, encroachments, overload / road occupancy charges and other various permits.

Transportation Operations and Maintenance Division had a \$763 K favourable variance due to net gapping savings of \$1.9 M, offset by a \$1.2 M deficit in the Traffic Operations and Engineering section due to reduced capital recoveries compared to previous years and higher costs for fleet, contracts and materials.

The Public Works departmental gapping target was -\$2.0 M for the 2018 year. The actual year-end gapping amount is -\$3.5 M, resulting in an annual surplus of \$1.5 M.

#### Legislative

Savings from consulting and contractual services resulted in an overall departmental surplus of \$431 K.

The Legislative departmental gapping target was -\$76 K for the year of 2018. The actual year-end gapping amount is -\$23 K, resulting an annual deficit of -\$53 K.

#### City Manager's Office

The City Manager's Office had a favourable variance of \$169 K. The majority of this was in the Human Resources Division (\$307 K). The main drivers of the favourable variance were gapping and savings in consulting and training expenditures.

The City Manager's Office departmental gapping target was -\$205 K for the 2018 year. The actual year-end gapping amount is -\$404 K, resulting in an annual surplus of \$199 K.

#### Corporate Services Department

Corporate Services finished 2018 with a positive variance of \$1.3 M. This was mainly the result of favourable gapping and higher than budgeted revenues in Financial Services (\$794 K) and Financial Planning, Administration and Policy Divisions (\$273 M).

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The Information Technology Division had a favourable variance of \$198 K due to gapping, savings in computer software and hardware, partially offset by overspend in contractual services.

All other divisions experienced minor variances.

The Corporate Services departmental gapping target was -\$576 K for the 2018 year. The actual year-end gapping amount is -\$1.5 M, resulting in an annual surplus of \$919 K.

#### Corporate Financials / Non Program Revenues

Corporate Financials / Non Program Revenues show a -\$630 K combined unfavourable variance. Contributing factors are identified as follows:

#### Corporate Financials

#### Corporate Pensions, Benefits and Contingency

The unfavourable variance in the Corporate Pensions, Benefits and Contingency of -\$2.6 M was a result of higher than budgeted pay-outs for WSIB claims.

#### Corporate Initiatives

A surplus of \$2.4 M in Corporate Initiatives is mainly due to lower insurance claims in 2018 (\$1.7 M) and unbudgeted revenue from interest, HST adjustments and cheques written off.

#### Non Program Revenues

Non Program Revenues show a unfavourable variance of -\$476 K.

General revenues had a negative variance of -\$3.2 M resulting from a deficit in Hamilton Utilities Corporation (HUC) dividends of -\$2.7 M due to timing of payments received, in addition to an unfavourable variance in Provincial Offences Administration (POA) revenues of -\$778 K. This is a result of a reduction in fines collected. This was partially offset by a higher realization of slot revenues of \$346 K.

The tax revenues show a surplus of \$2.7 M, mainly attributable to the favourable variance in Supplementary Taxes of \$1.2 M. This reflects four supplementary billings processed in 2018. Also adding to the surplus was the favourable variance in Penalties and Interest from higher interest collected due to higher than average arrears and a favourable variance in Payments in Lieu due to a reduction in realized write-offs.

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#### Hamilton Entertainment Facilities (HEF)

HEF had a positive variance of \$464 K primarily due to higher contract revenues with Global Spectrum as per the revenue sharing formula in the Management Agreement with Global Spectrum. For 2018, the City recognized \$665 K in profit sharing largely as a result of several sold-out performances at the arena and the concert hall including the Canadian Country Music Awards, Shania Twain and Canadian and international artists. This surplus was partially offset by additional facilities costs. Staff is recommending that the overall surplus of \$464 K be transferred to the HEF Capital Projects Reserve to fund future investments in enhancing facility capacity.

#### Capital Financing

Capital financing had an overall positive variance of \$5.1 M due to budgeted debt that has not been issued to date, resulting in actual debt charges being less than budgeted. Prior to 2018 year-end, a \$5.0 M surplus was transferred to the Unallocated Capital Levy Reserve (Capital Budget Report FCS18067 – Appendix “A”). Without this transfer, the overall Capital Financing surplus would be \$10.1 M.

#### Boards and Agencies

In Boards and Agencies, there is an unfavourable variance of -\$2.4 M mainly attributable to Conservation Authorities and a small surplus in Farmers’ Market.

There is an unfavourable variance of -\$2.4 M relating to the Niagara Peninsula Conservation Authority (NPCA) appeal. The NPCA changed the Municipal Levy Allocation agreement and applied the default formula provided under the applicable regulations to the detriment of the City. The City was unsuccessful with the appeal at the Mining and Lands Commission and this resulted in all Conservation Authorities using the default formula, increasing the City’s payment by \$2.4 M. The City has filed for judicial review with Superior Court. While this process continues, the City is legislatively required to pay the amounts as levied by Conservation Authorities (under protest). The Farmers’ Market had a favourable variance of \$39 K due to increased rent and sponsorships.

Library had a favourable variance of \$37 K mainly as a result of gapping. Police Services had a favourable variance of \$1.1 M.

The Library, Police, and Farmers’ Market surpluses will be transferred to their own source reserves. These surpluses slightly reduced the unfavourable variance relating to the Conservation Authorities.

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### **Disposition of Tax Supported Operating Budget Surplus**

The City of Hamilton has policies, obligations, future requirements and past practice that guide decisions around the disposition of the year-end operating budget surplus. Staff recommends that the Tax Supported Operating Budget Surplus of \$8.3 M be distributed to various reserves as per the following paragraphs.

Year-end variances for Police of \$1.1 M, Library of \$37 K, and Farmers' Market of \$39 K will be transferred to their own source reserves.

Slot Revenues' surplus of \$346 K will be transferred to the Flamborough Capital Reserve Fund.

Capital Financing surplus of \$5.1 M will be transferred to the Unallocated Capital Levy Reserve for future capital financing tax supported capital investments in infrastructure. An additional surplus of \$5 M was transferred to the Unallocated Capital Levy Reserve, prior to year-end, for the 2019 Capital Financing Plan for tax supported capital investments in infrastructure as the City's Strategic Asset Management Policy and Asset Management Plans are initiated under the *Infrastructure for Jobs and Prosperity Act* (Bill 6).

Surplus of \$725 K for Hamilton Fire Department will be transferred to the Vehicle Replacement Reserve – Fire to address future capital asset requirements negatively impacting the reserve forecast.

Surplus of \$464 K in Hamilton Entertainment Facilities (HEF) will be transferred to the Hamilton Entertainment Facilities Capital Projects Reserve for future capital infrastructure requirements.

Surplus of \$539 K will be transferred to Non-Residential Roads Development Charge Reserve to assist in funding Non-Residential Development Charge exemptions.

The Tax Stabilization Reserve was established to prevent significant fluctuations in the operating budget general tax levy and to help the City manage its cash flow by providing a source of funding to offset extraordinary and unforeseen expenditures, to fund one-time expenditures, to offset revenue shortfalls and to provide for various contingent and potential future liabilities. There will be no transfer done to the tax stabilization reserve from the 2018 surpluses. The balance in the Tax Stabilization Reserve will be approximately \$12.3 M and short of the target balance by \$22.5 M.

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**Rate Supported Operating Budget**

For 2018, the Rate supported operating budget finished the year with a favourable variance of \$16.5 M due to savings operating expenditures of \$12.5 M, favourable Capital Financing of \$2.8 M and a favourable revenue variance of \$1.2 M.

Expenditures

Overall Rate budget expenditure savings of \$15.3 M or 7.2% of budget were reported at year-end. The driving factors behind this favourable expenditure variance are shown in Table 5.

**Table 5**

Expenditure Type	Variance
	(\$000's)
Contractual	4,677
Employee Related	3,337
Materials & Supplies	2,418
Buildings & Grounds	3,543
Agencies & Support Payments	1,254
Cost Allocations	(9)
Vehicle Expenses	6
Reserve & Capital Recoveries	(2,994)
Financial Charges	276
<b>Total Operating</b>	<b>12,508</b>
Debt Charges	5,512
Contributions for DC Exemptions	-
DC Debt Charges Recoveries	(2,755)
<b>Capital Financing</b>	<b>2,757</b>
<b>Total Expenditures</b>	<b>15,265</b>

Contractual expenditures had a favourable variance of \$4.7 M largely due to Water Distribution System contracts of \$1.6 M not completed, Utility Locates Contract of \$1.4 M not awarded until November 2018, BioSolids Contract of \$500 K due to lower than expected volumes produced in 2018 and savings of \$400 K related to computer maintenance contract.

Savings in employee related costs of \$3.3 M are mainly due to gapping realized from staff vacancies (i.e. retirements, internal transfers, etc.).

Materials and Supplies were also favourable at \$2.4 M mainly due to lower than expected repairs at the Woodward Water Treatment Plant and various outstations of \$1.1 M coupled with favourable fluid and chemical usage costs of \$778 K.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Tax and Rate Operating Budget Variance Report as at December 31, 2018  
– Budget Control Policy Transfers (FCS18067(b)) (City Wide) - Page 14 of  
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Buildings and grounds had a favourable variance of \$3.5 M which is largely attributable to savings in Hydro of \$2.4 M and Heating Fuel (NG) of \$305 K and other Utilities costs of \$240 K mainly related to the relatively mild temperatures in October, November and December 2018.

Agencies and Support Payments category had favourable variance of \$1.3 M due to Protective Plumbing Program (3P) of \$1.1 M and \$115 K related to a small decrease in uptake for the Sewer Lateral Management Program grants.

Reserve and Capital Recoveries had an unfavourable variance of -\$2.9 M due to less recoveries from capital to align the nature of work to the appropriate budget. The Budget for 2019 has been adjusted to reflect the accounting change.

Appendix “B” to Report FCS18067(b) summarizes the Rate Budget results by program.

Capital financing costs has a net overall positive variance of \$2.8 M. The surplus in debt charges of \$5.5 M is offset by the DC debt charge recoveries of \$2.7 M. The debt charge surplus is due to the difference in budgeted and actual interest rates and the increased timeframe for issuing debt.

#### Revenues

Overall total revenues are realizing a \$1.2 M or 0.6% difference to budget. This is mainly due to favourable variances in rate revenue of \$1.4 M or 0.7% to rate related budget partially offset by unfavourable non-rate related revenue of -\$242 K.

#### Rate Related Revenue

Overall 2018 rate revenues are close to budget realizing a small surplus of \$1.2 M or 0.6% to budget. This is mainly due to favourable variances in rate revenue of \$1.4 M or 0.7% to rate related budget partially offset by unfavourable non-rate related revenue of -\$242 K.

In total, metered customer sectors ended with a small unfavourable variance of about -\$1.0 M representing only 1.0% of the overall Rate Revenue Budget. The Residential sector was essentially flat to budget with a slight negative variance of -\$20 K and the Industrial, Commercial and Institutional and Multi-Residential (ICI / Multi-Res) sector realized the remaining variance of -\$1.0 M. Other unfavourable variances totalled approximately -\$50 K across several areas in water sales contracts with Halton and Haldimand and overstrength fees.

Fully offsetting the unfavourable variances were favourable variances totalling \$2.5 M mainly due to sewer surcharges which realized a variance of \$1.2 M. Further contributing to this positive outcome were surpluses in private fire lines program, non-metered revenue and hauler / third party sales totalling \$1.3 M.

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## Non-Rate Revenue

Non-Rate Revenues were unfavourable by -\$242 K to budget mainly due to a decrease in local improvement recoveries and construction permit fees.

## Disposition of Rate Supported Operating Budget Surplus

The City of Hamilton has policies, obligations, future requirements and past practice that guide decisions around the disposition of the year-end operating budget surplus.

Staff recommends that the Rate Supported Operating Budget Surplus of \$16.5 M be transferred as follows:

- Surplus of \$8.0 M from water operations will be transferred to water reserve.
- Surpluses of \$8.5 M from wastewater / storm operations will be transferred:
  - to wastewater reserves (\$5.8 M); and,
  - to the rate development charge reserves (\$2.7 M) for DC exemptions.

Similar to the Tax Supported Budget, Rate Supported capital investments in infrastructure will be assessed as the City's Strategic Asset Management Policy and Asset Management Plans are initiated under the *Infrastructure for Jobs and Prosperity Act* (Bill 6).

## ALTERNATIVES FOR CONSIDERATION

Table 1 in the Analysis section identifies the recommended disposition of the surplus / deficit. Council may provide alternative direction to staff for the disposition of the surplus / deficit.

## ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

### Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” – City of Hamilton Tax Operating Budget Variance Report as at December 31, 2018

Appendix “B” – City of Hamilton Combined Water, Wastewater and Storm Systems by Program Report as at December 31, 2018

Appendix “C” – City of Hamilton Budgeted Complement Transfer Schedule

KP/LC/dt/dkm

**CITY OF HAMILTON**  
**TAX OPERATING BUDGET VARIANCE REPORT AS AT DECEMBER 31 2018**  
**(\$ 000's)**

	2018 Approved Budget	2018 Actuals December	2018 Actuals vs Approved Budget		Comments/Explanations
			\$	%	
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>					
General Manager	1,075	1,046	29	2.7%	Positive gapping.
Transportation, Planning and Parking	1,739	896	843	48.5%	Divisional surplus is a result of higher revenues, positive gapping due to timing and difficulties in hiring and retention and significant savings in Contractual. Plate Denial surplus has been transferred to the Parking Reserve based on Council approval.
Building	1,404	1,369	35	2.5%	Positive gapping due to timing of hires, savings in conferences and mileage.
Economic Development	5,252	5,240	12	0.2%	
Growth Management	177	(133)	310	175.1%	Positive gapping due to vacant positions and timing of hires, savings in computer software, and increase in airport revenues over what was budgeted.
Licensing & By-Law Services	6,616	6,516	100	1.5%	Favourable revenues in Animal Services and Licensing, partially offset by pressures in employee related (backfill and severance), contractual (unrecoverable property work maintenance), and cost allocations.
Planning	3,748	3,619	129	3.4%	Positive gapping, increase in Committee of Adjustment Revenues, pressure from increase facility costs and expenses for 5th floor renovations.
Tourism & Culture	8,943	9,072	(129)	(1.4)%	Higher revenues and federal grants, significant savings in contractual, grounds and building repairs and maintenance . Offset by net gapping pressures attributed to severance pay and backfill for long term sickness and pressure from facilities allocations.
<b>TOTAL PLANNING &amp; ECONOMIC DEVELOPMENT</b>	<b>28,954</b>	<b>27,625</b>	<b>1,329</b>	<b>4.6%</b>	
<b>HEALTHY AND SAFE COMMUNITIES</b>					
HSC Administration	2,588	2,756	(168)	(6.5)%	Unfavourable variance due to staffing costs and facilities recovery charges.
Children's Services and Neighbourhood Development	8,741	8,728	13	0.1%	Favourable variance due to gapping offset by less than anticipated Child Care Subsidy received.
Ontario Works	11,823	10,497	1,326	11.2%	Favourable variance due to maximizing additional available subsidies of \$476k and gapping of \$455k.
Housing Services	45,428	44,315	1,113	2.5%	Favourable variance due to available subsidies of \$212k, Social Housing prior year reconciliation (AIR) for revenue rents, RGI, property taxes and mortgages of \$3M offset by reserve transfer for Housing allowances of \$2M (Report HSC19002) and unbudgeted staffing costs of \$227k.
Long Term Care	13,327	11,775	1,552	11.6%	Favourable variance due to 2018 approved provincial subsidy increase of \$285k, gapping of \$850k and hydro savings of \$325k.
Recreation	32,186	32,474	(288)	(0.9)%	Unfavourable variance in Facilities Recovery due to renovations and User Fees due to closures. Favourable variance due to gapping and savings in Hydro.
Hamilton Fire Department	91,168	90,443	725	0.8%	Favourable variance due to employee related costs of \$755K which includes significant unfavourable LODD pressures and savings in utilities cost of \$125 K. These are partially offset by the increased facility recoveries of \$220 K.
Hamilton Paramedic Service	22,351	24,258	(1,907)	(8.5)%	Unfavourable variance due to employee related costs of \$1.3M including legislated personal emergency leave, budgeted ministry funding not received of \$402k and increased medical supplies costs of \$352k due to shortages and price increases.
Public Health Services	12,491	11,683	808	6.5%	Favourable Variance due to additional provincial subsidy of \$680k and gapping of \$148k offset by program spending to address priority issues and program targets.
<b>TOTAL HEALTHY AND SAFE COMMUNITIES</b>	<b>240,103</b>	<b>236,929</b>	<b>3,174</b>	<b>1.3%</b>	

- ( ) Denotes unfavourable variance.

**CITY OF HAMILTON**  
**TAX OPERATING BUDGET VARIANCE REPORT AS AT DECEMBER 31 2018**  
**(\$ 000's)**

	2018 Approved Budget	2018 Actuals December	2018 Actuals vs Approved Budget		Comments/Explanations
			\$	%	
<b>PUBLIC WORKS</b>					
PW-General Administration	772	772	0	0.0%	
Transportation Operations & Maintenance	73,722	72,959	763	1.0%	Favourable Variance due to net gapping savings of \$1.9 M, offset by a \$1.2 M deficit in the Traffic Operations & Engineering section due to reduced capital recoveries compared to previous years and higher costs for fleet, contracts and materials.
Energy Fleet and Facilities	9,012	10,785	(1,773)	(19.7)%	Unfavourable Variance due to retroactive pay adjustments, sick day pay, and over-time, slightly offset by gapping (\$330 K). Golf section has a loss (\$302 K) due to unrealized green fee revenues, revenue loss for food and beverage due to outsourcing and a transfer to reserve. Central fleet unfavourable variance is attributable to mechanics on short-term disability and WSIB resulting in a reduction in billable hours. Shortage of staff results in less billable hours and as a result, the recoveries fell short of budget (\$335 K). There was an unbudgeted cost of holding a number of vacant facilities (operating expenses not fully recoverable due to vacancy) that is amounting to unfavourable variance of \$300 K. The remaining variance is mainly made up of various smaller items that were not fully cost recovered.
Engineering Services	6,315	4,949	1,366	21.6%	Favourable Variance of \$850 K driven by the Streetlighting program primarily due to the LED conversions. The energy savings component accounts for \$630 K while the remaining surplus is due to the reduced maintenance costs of approximately \$220 K. The main residual surplus is attributable to revenue realized in the Corridor Management program from user fees related to permit fees collected for road closures, encroachments, overload/road occupancy charges and other various permits.
Environmental Services	76,124	76,392	(268)	(0.4)%	Unfavourable Variance due to increased contractual costs for landfill operations as well as transfer station/CRC operations due to CCF closure and the annual escalation adjustment for the recycling processing contract (\$790 K). The City contractually pays an incentive for higher compaction of the waste at the Glanbrook Landfill Facility. The payment is an incentive to extend the life of the landfill (\$648 K). Recycling Mixed Fibre revenues and Organic processing revenues were below budget due to low world fibre markets and the closure of the CCF however fully mitigated by increased revenues at the TS/CRC's and increased commodity revenues (primarily plastic and aluminium). Parks and Cemeteries experienced higher than budgeted fleet costs, water and hydro for the City's Parks and Cemeteries (-\$500 K) due to a drier summer. Overall unfavourable variance partially offset by favourable divisional net gapping resulting from retirements, resignations and hard to fill vacancies (\$1.5 M) and a waste collection surplus due to the Q3 transfer of enforcement of Waste bylaw program to its own section (\$170 K).
Transit	65,613	67,387	(1,774)	(2.7)%	Unfavourable Variance due to net unfavourable gapping due to employee related costs largely as a result of over-time, sick, vacation pay payouts, and legislated personal emergency leave (\$1.6 M). DARTS contract pressure is \$3.2 M over budget. In September 2018 Council approved a draw from the ATS reserve of approximately \$2.9 M to mitigate the contractual pressures forecasted in September. At December a further pressure was experienced of \$300 K. Unfavourable variance of \$385 K is comprised of various other smaller variances including unfavourability in direct facility charges, vehicle expenses, repairs and maintenance, and increased hydro expenses. Overall variance partially offset by favourable fare revenues (\$670 K).
<b>TOTAL PUBLIC WORKS</b>	<b>231,558</b>	<b>233,244</b>	<b>(1,686)</b>	<b>(0.7)%</b>	

**CITY OF HAMILTON**  
**TAX OPERATING BUDGET VARIANCE REPORT AS AT DECEMBER 31 2018**  
**(\$ 000's)**

	2018 Approved Budget	2018 Actuals December	2018 Actuals .vs Approved Budget		Comments/Explanations
			\$	%	
<b>LEGISLATIVE</b>					
Legislative General	(387)	(325)	(62)	(16.0)%	Unfavourable gapping partially offset by savings in Contractual budget for IC/Lobbyist Registrar offset by gapping target.
Mayors Office	1,120	1,044	76	6.8%	Consulting and contractual budget savings.
Volunteer Committee	110	86	24	21.8%	Unspent budgets.
Ward Budgets	4,037	3,644	393	9.7%	Unspent budgets and gapping.
<b>TOTAL LEGISLATIVE</b>	<b>4,880</b>	<b>4,449</b>	<b>431</b>	<b>8.8%</b>	
<b>CITY MANAGER</b>					
Strategic Partnerships & Communications	2,227	2,307	(80)	(3.6)%	Variance due to unanticipated expenses related to severance, move costs (in support of centralization report), maternity leave overlap and revenue allocated directly to Departments as opposed to being captured within the Revenue Generation Dept ID.
Audit Services	1,066	1,069	(3)	(0.3)%	
CMO - Administration	378	433	(55)	(14.6)%	City Manager transition costs, vacation payouts, City Manager recruitment costs, and Digital Office outreach costs.
Human Resources	6,885	6,578	307	4.5%	Gapping, unspent training and consulting (AODA) funds partially offset by unfavourable legal and arbitration costs.
<b>TOTAL CITY MANAGER</b>	<b>10,556</b>	<b>10,387</b>	<b>169</b>	<b>1.6%</b>	
<b>CORPORATE SERVICES</b>					
City Clerk's Office	2,391	2,461	(70)	(2.9)%	Unfavourable variance mainly due to facility costs and lower than budgeted recovery from reserves.
Corporate Services - Administration	325	262	63	19.4%	Favourable variance mainly due to savings in other employee related costs, consulting, contractual services, and unbudgeted revenues.
Customer Service	5,110	5,099	11	0.2%	Favourable variance mainly due to savings in lease & service contracts for Class software maintenance.
Financial Planning, Admin & Policy	4,720	4,447	273	5.8%	Favourable variance due to gapping and unbudgeted revenues.
Financial Services	3,905	3,111	794	20.3%	Favourable variance mainly due to gapping and higher than budgeted revenues.
Information Technology	8,775	8,577	198	2.3%	Favourable variance mainly due to gapping, savings in computer software and hardware; partially offset by overspend in contractual services.
Legal Services	3,248	3,248	0	0.0%	
<b>TOTAL CORPORATE SERVICES</b>	<b>28,474</b>	<b>27,205</b>	<b>1,269</b>	<b>4.5%</b>	

## CITY OF HAMILTON TAX OPERATING BUDGET VARIANCE REPORT AS AT DECEMBER 31 2018 (\$ 000's)

	2018 Approved Budget	2018 Actuals December	2018 Actuals vs Approved Budget		Comments/Explanations
			\$	%	
<b>CORPORATE FINANCIALS</b>					
Corporate Pensions, Benefits & Contingency	15,646	18,250	(2,604)	(16.6)%	Due to higher than budgeted payouts for WSIB claims.
Corporate Initiatives	4,156	1,707	2,449	58.9%	Due to lower insurance claims in 2018 (\$1.7 M) and unbudgeted revenue from interest, HST adjustments and cheques written off.
<b>TOTAL CORPORATE FINANCIALS</b>	<b>19,802</b>	<b>19,957</b>	<b>(155)</b>	<b>(0.8)%</b>	
<b>HAMILTON ENTERTAINMENT FACILITIES</b>					
Operating	3,618	3,154	464	12.8%	Higher contract revenues (profit sharing) of \$665 K partially offset by facilities costs.
<b>TOTAL HAMILTON ENTERTAINMENT FACILITIES</b>	<b>3,618</b>	<b>3,154</b>	<b>464</b>	<b>12.8%</b>	
<b>TOTAL CITY EXPENDITURES</b>	<b>567,945</b>	<b>562,950</b>	<b>4,995</b>	<b>0.9%</b>	
<b>CAPITAL FINANCING</b>					
Debt-Planning & Economic Development	194	2	192	99.0%	
Debt-Healthy and Safe Communities	2,175	2,039	136	6.3%	
Debt-Public Works	38,074	35,941	2,133	5.6%	
Debt-Corporate Financials	70,747	68,123	2,624	3.7%	
Infrastructure Renewal Levy	13,429	13,429	0	0.0%	
<b>TOTAL CAPITAL FINANCING</b>	<b>124,619</b>	<b>119,534</b>	<b>5,085</b>	<b>4.1%</b>	Due to delay in debt issuance, principal and interest savings. As per Capital Budget Report FCS18067 (Appendix A) - a \$5 M surplus was transferred to the tax capital reserve prior to year-end. Without this transfer, the overall Capital Financing surplus would be \$10.1 M.
<b>BOARDS &amp; AGENCIES</b>					
<b>Police Services</b>					
Operating	160,470	159,414	1,056	0.7%	
Capital Financing	717	717	0	0.0%	
<b>Total Police Services</b>	<b>161,187</b>	<b>160,131</b>	<b>1,056</b>	<b>0.7%</b>	
<b>Other Boards &amp; Agencies</b>					
Library	29,981	29,944	37	0.1%	Mainly gapping related.
Conservation Authorities	5,417	7,861	(2,444)	(45.1)%	For 2018, the Conservation Authorities applied the Municipal Levy Allocation formula consistent with the Commissioner of Mining and Lands decision in determining the City's apportionment instead of the formula per agreement; this has resulted in the higher payment. City has filed for a judicial review with Superior Court.
Hamilton Beach Rescue Unit	132	132	0	0.0%	
Royal Botanical Gardens	625	625	0	0.0%	
MPAC	6,587	6,587	0	0.0%	
Farmers Market	111	72	39	35.1%	Favourable variance due to increased rent and sponsorships.
<b>Total Other Boards &amp; Agencies</b>	<b>42,853</b>	<b>45,221</b>	<b>(2,368)</b>	<b>(5.5)%</b>	
<b>Capital Financing - Other Boards &amp; Agencies</b>	<b>187</b>	<b>187</b>	<b>0</b>	<b>0.0%</b>	
<b>City Enrichment Fund</b>	<b>6,023</b>	<b>6,023</b>	<b>0</b>	<b>0.0%</b>	
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>210,250</b>	<b>211,562</b>	<b>(1,312)</b>	<b>(0.6)%</b>	
<b>TOTAL EXPENDITURES</b>	<b>902,814</b>	<b>894,046</b>	<b>8,768</b>	<b>1.0%</b>	

- ( ) Denotes unfavourable variance.

**CITY OF HAMILTON**  
**TAX OPERATING BUDGET VARIANCE REPORT AS AT DECEMBER 31 2018**  
 (\$ 000's)

	2018 Approved Budget	2018 Actuals December	2018 Actuals .vs Approved Budget		Comments/Explanations
			\$	%	
<b>NON PROGRAM REVENUES</b>					
Payment In Lieu	(15,589)	(16,446)	857	5.5%	Reflects actual billing; PILT write-offs less than expected.
Penalties and Interest	(10,500)	(11,229)	729	6.9%	Higher interest collection related to higher than average arrears.
Right of Way	(3,211)	(3,228)	17	0.5%	
Senior Tax Credit	598	572	26	4.3%	
Supplementary Taxes	(9,125)	(10,353)	1,228	13.5%	Reflects supplementary billings processed in 2018.
Tax Remissions and Write Offs	11,148	11,310	(162)	(1.5)%	Unfavourable variance mainly due to higher appeals.
Hydro Dividend and Other Interest	(5,300)	(2,561)	(2,739)	(51.7)%	A deficit in Hamilton Utilities Corporation (HUC) dividends of -\$2.7 M due to timing of payments received.
Investment Income	(4,100)	(4,100)	0	0.0%	
Slot Revenues	(5,000)	(5,346)	346	6.9%	Higher realization of slot revenue.
POA Revenues	(3,754)	(2,976)	(778)	(20.7)%	Reduction in fines collected.
<b>TOTAL NON PROGRAM REVENUES</b>	<b>(44,833)</b>	<b>(44,357)</b>	<b>(476)</b>	<b>(1.1)%</b>	
<b>TOTAL LEVY REQUIREMENT</b>	<b>857,981</b>	<b>849,689</b>	<b>8,292</b>	<b>1.0%</b>	





**CITY OF HAMILTON  
COMBINED WATER, WASTEWATER AND STORM SYSTEMS  
BY PROGRAM REPORT AS AT DECEMBER 31, 2018**

	2018 Approved Budget	2018 Actuals at Dec. 31	2018 Actuals vs. Approved Budget		2018 % Spent
			\$	%	
<b><u>OPERATING EXPENDITURES:</u></b>					
<b><u>Environmental Services</u></b>					
Divisional Administration & Support	2,079,860	1,940,987	138,873	6.7%	93.3%
Woodward Upgrades	1,220,310	1,470,186	(249,876)	(20.5%)	120.5%
Customer Service	432,400	298,863	133,537	30.9%	69.1%
Outreach and Education	1,295,620	1,199,707	95,913	7.4%	92.6%
Service Co-ordination	3,198,980	2,810,260	388,720	12.2%	87.8%
Engineering Systems & Data Collection	1,278,170	851,359	426,811	33.4%	66.6%
Compliance & Regulations	798,230	773,531	24,699	3.1%	96.9%
Laboratory Services	3,449,120	3,283,790	165,330	4.8%	95.2%
Environmental Monitoring & Enforcement	1,755,150	1,682,073	73,077	4.2%	95.8%
Water Distribution & Wastewater Collection	21,484,360	17,488,715	3,995,645	18.6%	81.4%
Sustainable Initiatives	1,470,340	1,116,200	354,140	24.1%	75.9%
Plant Operations & Maintenance	43,041,230	35,593,387	7,447,843	17.3%	82.7%
Capital Delivery	1,865,830	1,402,682	463,148	24.8%	75.2%
Infrastructure Planning & System Design	2,459,219	1,840,621	618,598	25.2%	74.8%
Alectra Utilities Service Contract	5,559,720	5,245,375	314,345	5.7%	94.3%
Sewer Lateral Management Program	500,000	384,773	115,227	23.0%	77.0%
Wastewater Abatement Program	1,000,000	1,191,820	(191,820)	(19.2%)	119.2%
Corporate & Departmental Support Services	6,191,560	6,343,451	(151,891)	(2.5%)	102.5%
Utilities Arrears Program	500,000	500,000	-	0.0%	100.0%
Hamilton Harbour Remedial Action Plan	304,980	268,951	36,029	11.8%	88.2%
Protective Plumbing Program (3P)	2,000,000	890,489	1,109,511	55.5%	44.5%
Financial Charges	188,190	(27,803)	215,993	114.8%	(14.8%)
Capital and Reserve Recoveries	(8,335,237)	(5,473,858)	(2,861,379)	34.3%	65.7%
<b>Sub-Total Environmental Services</b>	<b>93,738,032</b>	<b>81,075,559</b>	<b>12,662,473</b>	<b>13.5%</b>	<b>86.5%</b>

**CITY OF HAMILTON  
COMBINED WATER, WASTEWATER AND STORM SYSTEMS  
BY PROGRAM REPORT AS AT DECEMBER 31, 2018**

	2018 Approved Budget	2018 Actuals at Dec. 31	2018 Actuals vs. Approved Budget		2018 % Spent
			\$	%	
<b><u>Capital and Reserve Impacts on Operating</u></b>					
<b><u>Contributions to Capital</u></b>					
Water	36,982,000	36,982,000	-	0.0%	100.0%
Wastewater	45,474,000	45,475,000	(1,000)	(0.0%)	100.0%
Stormwater	8,516,000	8,516,000	-	0.0%	100.0%
<b>Sub-Total Contributions to Capital</b>	<b>90,972,000</b>	<b>90,973,000</b>	<b>(1,000)</b>	<b>(0.0%)</b>	<b>100.0%</b>
<b><u>Contributions for DC Exemptions</u></b>					
Water	2,547,000	2,697,279	(150,279)	(5.9%)	105.9%
Wastewater	4,590,000	4,071,609	518,391	11.3%	88.7%
Stormwater	1,863,000	2,231,112	(368,112)	(19.8%)	119.8%
<b>Sub-Total Contributions for DC Exemptions</b>	<b>9,000,000</b>	<b>9,000,000</b>	<b>0</b>	<b>0.0%</b>	<b>100.0%</b>
<b><u>Debt Charges</u></b>					
Water Quality Initiatives	9,448,540	6,626,310	2,822,230	29.9%	70.1%
Wastewater	8,737,300	7,103,042	1,634,258	18.7%	81.3%
Stormwater	1,839,140	783,119	1,056,021	57.4%	42.6%
DC Debt Charges Recoveries	(2,917,440)	(162,840)	(2,754,600)	94.4%	5.6%
<b>Sub-Total Debt Charges</b>	<b>17,107,540</b>	<b>14,349,631</b>	<b>2,757,909</b>	<b>16.1%</b>	<b>83.9%</b>
<b>Sub-Total Capital Financing</b>	<b>117,079,540</b>	<b>114,322,631</b>	<b>2,756,909</b>	<b>2.4%</b>	<b>97.6%</b>
<b>Transfer to Reserves</b>	<b>45,718</b>	<b>200,041</b>	<b>154,323</b>	<b>(337.6%)</b>	<b>437.6%</b>
<b>Sub-Total Capital and Reserve Impacts on Operating</b>	<b>117,125,258</b>	<b>114,522,672</b>	<b>2,602,586</b>	<b>2.2%</b>	<b>97.8%</b>
<b>TOTAL EXPENDITURES</b>	<b>210,863,290</b>	<b>195,598,231</b>	<b>15,265,059</b>	<b>7.2%</b>	<b>92.8%</b>

**CITY OF HAMILTON  
COMBINED WATER, WASTEWATER AND STORM SYSTEMS  
BY PROGRAM REPORT AS AT DECEMBER 31, 2018**

	2018 Approved Budget	2018 Actuals at Dec. 31	2018 Actuals vs. Approved Budget		2018 % Spent
			\$	%	
<b>REVENUES:</b>					
<b>Rate Revenue</b>					
Residential	(92,860,600)	(92,841,868)	(18,732)	0.0%	100.0%
Industrial Commercial Institutional (ICI)	(102,918,990)	(101,925,999)	(992,991)	1.0%	99.0%
Haldimand / Halton	(2,433,760)	(2,406,401)	(27,359)	1.1%	98.9%
Non-Metered	(550,000)	(1,586,239)	1,036,239	(188.4%)	288.4%
Private Fire Lines	(1,350,000)	(1,476,366)	126,366	(9.4%)	109.4%
Hauler / 3rd Party Sales	(1,475,000)	(1,601,939)	126,939	(8.6%)	108.6%
Overstrength Agreements	(2,249,480)	(2,232,460)	(17,020)	0.8%	99.2%
Sewer Surcharge Agreements	(4,000,000)	(5,210,235)	1,210,235	(30.3%)	130.3%
<b>Sub-Total Utility Rates</b>	<b>(207,837,830)</b>	<b>(209,281,505)</b>	<b>1,443,675</b>	<b>(0.7%)</b>	<b>100.7%</b>
<b>Non-Rate Revenue</b>					
Local Improvement Recoveries	(275,850)	(95,248)	(180,602)	65.5%	34.5%
Permits / Leases / Agreements	(1,441,600)	(985,733)	(455,867)	31.6%	68.4%
Investment Income	(450,000)	(450,000)	-	0.0%	100.0%
General Fees and Recoveries	(858,010)	(1,252,945)	394,935	(46.0%)	146.0%
<b>Sub-Total Non-Rate Revenue</b>	<b>(3,025,460)</b>	<b>(2,783,927)</b>	<b>(241,533)</b>	<b>8.0%</b>	<b>92.0%</b>
<b>TOTAL REVENUES</b>	<b>(210,863,290)</b>	<b>(212,065,432)</b>	<b>1,202,142</b>	<b>(0.6%)</b>	<b>100.6%</b>
<b>NET SURPLUS</b>	<b>-</b>	<b>(16,467,202)</b>	<b>16,467,202</b>	<b>-7.8%</b>	



**CITY OF HAMILTON  
BUDGETED COMPLEMENT TRANSFER SCHEDULE**

**STAFF COMPLEMENT CHANGE**

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

ITEM #	TRANSFER FROM				TRANSFER TO			
	Department	Division	Position Title (2)	FTE	Department	Division	Position Title (2)	FTE
1.1	Planning & Economic Development	Economic Development	Sr Landscape Architect	1.0	Planning & Economic Development	Tourism and Culture	Sr Landscape Architect	1.0
	Explanation: To support Placemaking, Public Arts and Projects new section in Tourism and Culture Division. No financial impact on PED.							
1.2	Planning & Economic Development	Waste	Customer Service Rep	1.0	Planning & Economic Development	Customer Service - Customer Contact Centre	Customer Service Rep	1.0
	Explanation: The transfer of 1 FTE from PW to Customer Service as a result of call consolidation. Job grade G (salary and all associated position costs).							
1.3	Healthy and Safe Communities	Recreation	Recreation Development Consultant	1.0	Healthy and Safe Communities	Children's Services and Neighbourhood Development	Project Manager, Strategic Youth Initiatives	1.0
	Explanation: Transferring resources from Recreation to CSND to support youth strategy projects.							
1.4	Public Works	Transit	Business Application Analyst	3.0	Corporate Services	Information Technology	Business Application Analyst	3.0
	Explanation: IT Centralization							
1.5	Public Works	Transit	Senior Project Manager	1.0	Corporate Services	Information Technology	Senior Project Manager	1.0
	Explanation: IT Centralization							
1.6	Planning and Economic Development	Technology Services	Manager Technology Services	1.0	Corporate Services	Information Technology	Manager Technology Services	1.0
	Explanation: IT Centralization							
1.7	Planning and Economic Development	Technology Services	AMANDA Application Analyst	3.0	Corporate Services	Information Technology	AMANDA Application Analyst	3.0
	Explanation: IT Centralization							
1.8	Planning and Economic Development	Technology Services	AMANDA Support Analyst and Programmer	1.0	Corporate Services	Information Technology	AMANDA Support Analyst and Programmer	1.0
	Explanation: IT Centralization							


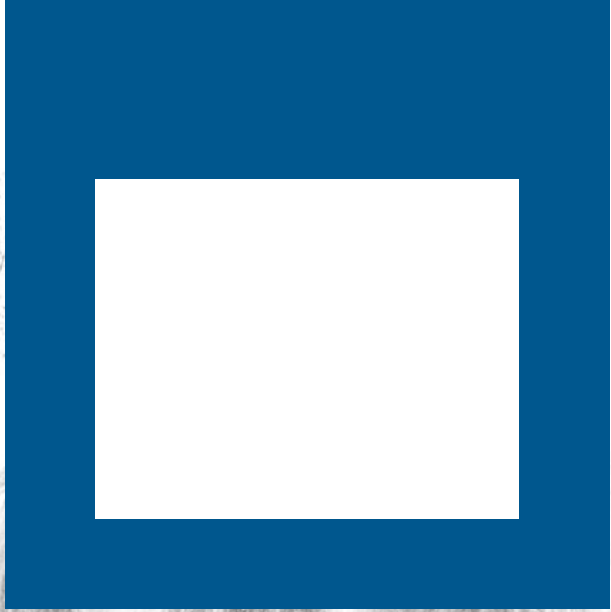
**Note** - Complement transfers include the transfer of corresponding budget.

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

**(2)** - If a position is changing, the impact of the change is within 1 pay band unless specified.

In addition to the complement transfers from City departments to Corporate Service - Information Technology division, there are 3 FTEs at City Housing Hamilton (CHH) that are being reviewed as CHH is a separate employer.





**TAX AND RATE OPERATING BUDGET  
VARIANCE REPORT AS AT  
DECEMBER 31, 2018  
FCS18067(b)**

**Audit, Finance & Administration Committee – April 18, 2019**

- 1. Summary of Tax and Rate Operating Budget Variance (Unaudited)**
- 2. Tax Supported Operating Budget Variance Explanations**
- 3. Rate Supported Operating Budget Variance Explanations**
- 4. Surplus Disposition Recommendations**



# 2018 YEAR-END VARIANCE (\$'000s)

<b>CONSOLIDATED CORPORATE SURPLUS / (DEFICIT)</b>	<b>\$</b>
<b>Tax Supported Programs</b>	
Police	\$ 1,056
Library	\$ 37
Farmers Market	\$ 40
Other Boards & Agencies	\$ (2,444)
Capital Financing	\$ 5,085
Other Tax Supported Programs	\$ 4,519
<b>Total Tax Supported Surplus</b>	<b>\$ 8,292</b>
<b>Rate Supported Programs</b>	
Operations	\$ 12,508
Capital Financing	\$ 2,757
Revenues	\$ 1,202
<b>Total Rate Supported Surplus</b>	<b>\$ 16,467</b>
<b>Consolidated Corporate Surplus / (Deficit)</b>	<b>\$ 24,759</b>

( ) Denotes unfavourable variance

# Tax Supported Operating Budget Variance (Unaudited)

# CITY DEPARTMENT VARIANCES

(\$000's)

	2018 Approved Budget	2018 Year-End Actuals	Variance	
			\$	%
<b><u>TAX SUPPORTED</u></b>				
<b>Planning &amp; Economic Development</b>	28,954	27,625	1,329	4.6%
<b>Healthy and Safe Communities</b>	240,103	236,929	3,174	1.3%
<b>Public Works</b>	231,558	233,244	(1,686)	(0.7)%
<b>Legislative</b>	4,880	4,449	431	8.8%
<b>City Manager</b>	10,556	10,387	169	1.6%
<b>Corporate Services</b>	28,474	27,205	1,269	4.5%
<b>Corporate Financials / Non Program Revenues</b>	(25,031)	(24,400)	(631)	(2.5)%
<b>Hamilton Entertainment Facilities</b>	3,618	3,154	464	12.8%
<b>TOTAL CITY EXPENDITURES</b>	<b>523,112</b>	<b>518,593</b>	<b>4,519</b>	<b>0.9%</b>

( ) Denotes unfavourable variance

# DEPARTMENT VARIANCES EXPLANATION SUMMARY

## Planning and Economic Development: \$1.3M Favourable Variance

Transportation, Planning and Parking Division:	Higher revenue of \$470K (net of \$1.8M additional plate denial program revenue after transferring to reserve)
	Gapping surplus of \$220K
\$843K Favourable	Divisional efficiencies of \$150K mainly in contractual and building services

Growth Management Division:	Gapping surplus of \$458K
	Savings in computer software of \$42K
\$310K Favourable	Increased airport revenues net of \$164K after transferring to reserve
	Offset by lower than budgeted Recovery from Capital of \$194K
	Savings in admin expenses of \$160K

Tourism and Culture Division:	Gapping pressures of \$581K unfavourable
	Offset by higher revenue, federal grants of \$236K
-\$129K Unfavourable	Savings in contractual, grounds and building cost of \$216K

# DEPARTMENT VARIANCES EXPLANATION SUMMARY

## Healthy and Safe Communities: \$3.2M Favourable Variance

Long Term Care Division: \$1.6M Favourable	Approved provincial subsidy increase of \$285K Gapping of \$850K Hydro savings of \$325K
OW Division: \$1.3M Favourable	Additional subsidy of \$476K Gapping of \$455K
Housing Services Division: \$1.1M Favourable	Available subsidy of \$212K Social Housing prior year reconciliation (AIR) for revenue rents, RGI, property taxes and mortgages of \$3M Offset by a reserve transfer for housing allowances of \$2M and Unbudgeted staffing costs of \$227K
Public Health Division: \$808K Favourable	Unbudgeted provincial subsidy increase of \$680K Gapping of \$148K
Hamilton Fire: \$725K Favourable	Savings in employee related cost of \$755K Savings in utilities cost of \$125K Offset by increased facilities cost recovery of \$220K
Hamilton Paramedic Services: -\$1.9M Unfavourable	Increased employee related cost of \$1.3M Budgeted ministry funding not received of \$402K Increased medical supplies costs of \$352K

# DEPARTMENT VARIANCES EXPLANATION SUMMARY

## Public Works Department: -\$1.7M Unfavourable Variance

Transit Division: -\$1.8M Unfavourable	Gapping pressure of \$1.6M
	DARTS contract pressure net of \$300K
Energy, Fleet and Facilities (EFF): -\$1.8M Unfavourable	Pressure from payroll related cost net of \$300K
	Central Fleet (\$335K): less billable hours due to staff shortage
	Operating vacant facilities (300K)
	Golf courses had loss of \$302K
Environmental Services: -\$268K Unfavourable	Increased contractual cost of \$790K
	Incentive payment for landfill of \$648K
	Higher operating cost of \$500K for Parks & Cemeteries
	Favourable gapping of \$1.5M
Engineering Services: \$1.4M Favourable	Streetlighting program savings of \$850K
	Corridor Management program revenue of \$550K
Transportation Operations & Maintenance: \$763K Favourable	Gapping savings of \$1.9M
	Offset by reduced capital recoveries and higher cost total of \$1.2M

# DEPARTMENT VARIANCES EXPLANATION SUMMARY

Legislative: \$431K Favourable	Savings from consulting & contractual services
City Manager's Office: \$169K Favourable	Savings in HR Division of \$307K Gapping savings Savings in consulting & training expenditures
Corporate Services: \$1.3M Favourable	Gapping savings Higher revenue in Financial Services (\$794K) and FPAP (\$273K) IT: savings in gapping & computer expenses
Corporate Financials: \$200K Unfavourable	Pressure from higher than budgeted WSIB claim payouts of \$2.6M Savings from lower insurance claims of \$1.7M Savings of \$700K from additional interest income, HST adjustment & cheques written off
Non Program Revenues: -\$476K Unfavourable	Deficit of -\$3.2M in General Revenues (timing of HUC dividends receipt, decreased POA revenue) Surplus of \$2.7M in Tax Revenues (Supplementary taxes, penalties & interest, PILs)
Hamilton Entertainment Facilities (HEF): \$464K Favourable	Higher contract revenues with Global Spectrum Offset by additional facilities cost

# CAPITAL FINANCING / BOARDS & AGENCIES

## VARIANCES (\$000's)

	2018 Approved Budget	2018 Year-End Actuals	Variance	
			\$	%
Hamilton Police Services	160,470	159,414	1,056	0.7%
Library	29,981	29,944	37	0.1%
Other Boards & Agencies	12,872	15,277	(2,405)	(18.7)%
City Enrichment Fund	6,023	6,023	0	0.0%
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>209,346</b>	<b>210,658</b>	<b>(1,312)</b>	<b>(0.6)%</b>
<b>CAPITAL FINANCING</b>	<b>125,523</b>	<b>120,438</b>	<b>5,085</b>	<b>4.1%</b>
<b>TOTAL OTHER NON-DEPARTMENTAL</b>	<b>334,869</b>	<b>331,096</b>	<b>3,773</b>	<b>1.1%</b>

\* Anomalies due to rounding

( ) Denotes unfavourable variance



# CAPITAL FINANCING / BOARDS & AGENCIES

## VARIANCES EXPLANATION SUMMARY

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Capital Financing: \$5.1M Favourable	Lower debt charges due to budgeted debt not issued to date
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Boards & Agencies -\$2.4M Unfavourable	NPCA Appeal resulted in -\$2.4M Unfavourable variance
	Farmers' Market had \$39K surplus due to increased rent and sponsorship
	Library had \$37K surplus primarily from gapping
	Police Services: \$1.1M surplus

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# SALARY/WAGE GAPPING

- For 2018, the City corporately budgets \$4.5 M in gapping savings related to expected staff vacancies.
- Net gapping savings amounted to \$9.3 M, or a \$4.8 M gapping surplus.

<b>NET GAPPING BY DEPARTMENT</b>	<b>2018 ACTUAL GAPPING (\$000's)</b>
Planning & Economic Development	\$ 1,500
Healthy and Safe Communities	\$ 2,400
Public Works	\$ 3,500
Legislative	\$ 23
City Manager	\$ 404
Corporate Services	\$ 1,500
<b>Consolidated Corporate Savings</b>	<b>\$ 9,327</b>

# Rate Supported Operating Budget Variance Forecast

# 2018 RATE OPERATING BUDGET PROJECTED YEAR-END VARIANCE (\$000's)

	2018 Approved Budget	2018 Actuals at Dec. 31	2018 Actuals vs. Approved Budget	
			\$	%
Operating Expenditures	93,738	81,076	12,662	13.5%
Capital & Reserve Impacts	117,125	114,523	2,603	2.2%
<b>Total Expenditures</b>	<b>210,863</b>	<b>195,599</b>	<b>15,265</b>	<b>7.2%</b>
Rate Revenue	207,838	209,282	1,444	0.7%
Non-Rate Revenue	3,025	2,784	(242)	(8.0)%
<b>Total Revenues</b>	<b>210,863</b>	<b>212,066</b>	<b>1,202</b>	<b>0.6%</b>
<b>Net Surplus</b>	0	16,467	<b>16,467</b>	<b>7.8%</b>

# 2018 RATE OPERATING BUDGET YEAR-END VARIANCE BY EXPENDITURES (\$000's)

Expenditure Type	Variance (\$000's)
Contractual	4,677
Employee Related	3,337
Materials & Supplies	2,418
Buildings & Grounds	3,543
Agencies & Support Payments	1,254
Cost Allocations	(9)
Vehicle Expenses	6
Reserve & Capital Recoveries	(2,994)
Financial Charges	276
<b>Total Operating</b>	<b>12,508</b>
<b>Debt Charges</b>	<b>5,512</b>
<b>Contributions for DC Exemptions</b>	-
<b>DC Debt Charges Recoveries</b>	<b>(2,755)</b>
<b>Capital Financing</b>	<b>2,757</b>
<b>Total Expenditures</b>	<b>15,265</b>

# Recommendations

<b>DC EXEMPTIONS</b>	<b>6 Year Total (2013 - 2018)</b>
<b>Exemptions</b>	\$ 119,987,900
<b>Funded</b>	\$ (53,349,703)
<b>Unfunded</b>	<b>\$ 66,638,197</b>
<hr/>	
<b>Proposed Transfer to increase direct dollar funding for Non-Res Roads</b>	\$ 538,630
<hr/>	
<b>Transfer to Rate Supported DC Reserves</b>	\$ 2,700,000

# RECOMMENDATIONS

- 2018 complement transfers outlined in Appendix “C”, be approved;
- Subject to final audit, the Disposition of 2018 Year-End Operating Budget Surplus / Deficit be approved, as follows:

DISPOSITION / RECONCILIATION OF YEAR-END SURPLUS/ (DEFICIT)	\$	\$
<b>Corporate Surplus from Tax Supported Operations</b>		<b>\$ 8,291,887</b>
<b>Less: Disposition to Self-Supporting Programs &amp; Agencies</b>		<b>\$ (1,132,176)</b>
Police (Transfer to Police Reserve)	\$ (1,055,515)	
Library (Transfer to Library Reserve)	\$ (37,144)	
Farmers Market (Transfer to Hamilton Farmers Market Reserve)	\$ (39,517)	
<b>Balance of Corporate Surplus</b>		<b>\$ 7,159,711</b>
Less: Transfer to Unallocated Capital Levy Reserve		\$ (5,085,049)
Less: Transfer to Flamborough Capital Reserve		\$ (346,362)
Less: Transfer to the Non-Residential Roads Development Charge Reserve		\$ (538,630)
Less: Transfer to Hamilton Entertainment Facilities - Capital Projects Reserve		\$ (464,325)
Less: Transfer to Vehicle Replacement Reserve - Fire		\$ (725,345)
<b>Balance of Tax Supported Operations</b>		<b>\$ 0</b>
<b>Corporate Surplus from Rate Supported Operations</b>		<b>\$ 16,467,202</b>
Less: Transfer to the Rate Supported Water Reserve		\$ (8,002,578)
Less: Transfer to the Rate Supported Wastewater Reserve		\$ (5,764,624)
Less: Transfer to the Unfunded Rate Development Charge Reserve		\$ (2,700,000)
<b>Balance of Rate Supported Operations</b>		<b>\$ 0</b>

\* -anomalies due to rounding





THANK YOU





Hamilton

**REPORT 19-002**  
**GOVERNANCE REVIEW SUB-COMMITTEE**  
**Monday, March 25, 2019**  
**2:00 pm, Room 264**  
**Hamilton City Hall**

**Present:** Councillors T. Whitehead (Chair), M. Wilson (Vice-Chair), A. VanderBeek, M. Pearson, B. Clark, and L. Ferguson  
 Mayor F. Eisenberger

**THE GOVERNANCE REVIEW SUB-COMMITTEE PRESENTS REPORT 18-004 AND RESPECTFULLY RECOMMENDS:**

- 1. Appointment of Chair and Vice-Chair (Item 1.1)**
  - (a) That Councillor Whitehead be appointed as Chair of the Governance Review Sub-Committee for the 2018 – 2022 term.
  - (b) That Councillor Wilson be appointed as Vice-Chair of the Governance Review Sub-Committee for the 2018 – 2022 term.
  
- 2. Board of Health Self-Evaluation Results (BOH18011(a)) (City Wide) (Referred to Governance Review Sub-Committee at September 26, 2018 Council) (Item 10.1)**

That Report BOH18011(a), respecting the Board of Health Self-Evaluation Results, be received.

  - (a) That the Board of Health appoint a Vice-Chair for the Term of Council; and
  - (b) That By-law 18-270, A By-law to Govern the Proceedings of Council and Committees of Council, be amended to reflect the term of appointment for the Board of Health's Vice-Chair.

**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 2)**

The Committee Clerk advised that there were no changes to the agenda. The March 25, 2019 Agenda of the Governance Review Sub-Committee was approved, as presented.

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES (Item 4)**

**(i) August 29, 2018 (Item 4.1)**

The Minutes of the August 29, 2018 meeting of the Governance Review Sub-Committee were approved, as presented.

**(d) DELEGATION REQUESTS (Item 6)**

**(i) Cameron Kroetsch, respecting changes to the Procedural By-law 18-270 during the upcoming term of Council (For today's meeting) (Item 6.1)**

The delegation request from Cameron Kroetsch, respecting changes to the Procedural By-law 18-270 during the upcoming term of Council, was approved for today's meeting.

**(e) PUBLIC HEARINGS/DELEGATIONS (Item 8)**

**(i) Cameron Kroetsch, respecting changes to the Procedural By-law 18-270 during the upcoming term of Council (Added Item 8.1)**

Cameron Kroetsch addressed the Committee respecting changes to the Procedural By-law 18-270 during the upcoming term of Council, with the aid of a presentation.

The delegation from Cameron Kroetsch respecting changes to the Procedural By-law 18-270 during the upcoming term of Council, was received.

A copy of the presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

(a) That staff be directed to consider Mr. Kroetsch's suggested amendments respecting By-law 18-270 during the review of the By-law; and,

(b) That staff be directed to perform a review of the By-law to Govern the Proceedings of Council and Committees of Council on an annual basis.

That staff be directed to report back to the Governance Review Sub-Committee on best practices in other municipalities and in consultation with senior leadership and Human Resources, with respect to Breaks and Adjournments.

**(f) ADJOURNMENT (Item 15)**

There being no further business, the Governance Review Sub-Committee meeting adjourned at 3:09 p.m.

Respectfully submitted,

Councillor T. Whitehead, Chair  
Governance Review Sub-Committee

Angela McRae  
Legislative Coordinator  
Office of the City Clerk





**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
*Legal and Risk Management Services Division*  
 and  
*Financial Planning, Administration and Planning Division*

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	April 18 <sup>th</sup> , 2019
<b>SUBJECT/REPORT NO:</b>	Terrapure Environmental - Heritage Green Community Trust Indenture (LS19013/ FCS19034) (Ward 9)
<b>WARD(S) AFFECTED:</b>	Ward 9
<b>PREPARED BY:</b>	Justyna Hidalgo (905) 546-2424, Ext. 2023 Samantha Blackley (905) 546-2424, Ext. 2132
<b>SUBMITTED BY:</b>	Cindy Mercanti Director, Customer Service and POA Acting Director, Financial Planning and Policy Corporate Services Department
<b>SIGNATURES:</b>	
<b>SUBMITTED BY:</b>	Nicole Auty City Solicitor Legal Services
<b>SIGNATURES:</b>	

## RECOMMENDATIONS

That the General Manager of Finance and Corporate Services, or his designate, be authorized and directed to negotiate and execute, on behalf of the City of Hamilton, an Amended and Restated Heritage Green Community Trust Indenture with Revolution Landfill LP (known as Terrapure Environmental), the owner and operator of the Stoney Creek Regional Facility, and the current trustees of the Heritage Green Community Trust, on such other terms and conditions as are satisfactory to the General Manager of Finance and Corporate Services, and in a form satisfactory to City Solicitor.

## EXECUTIVE SUMMARY

This Report seeks authority to negotiate and enter into an Amended and Restated Heritage Green Community Trust Indenture with Revolution Landfill LP (known as Terrapure Environmental), the owner and operator of the Stoney Creek Regional

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*OUR Vision: To be the best place to raise a child and age successfully.*

*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

*OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.*

**SUBJECT: Terrapure Environmental - Heritage Green Community Trust Indenture  
(LS19013 / FCS19034) (Ward 9) – Page 2 of 5**

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Facility (SCRF), a landfill located at the northwest corner of Mud Street and Upper Centennial Parkway (Highway 20) in the former City of Stoney Creek (Ward 9), and the current trustees of the Heritage Green Community Trust.

SCRF is a landfill that receives solid, non-hazardous residual materials from commercial, industrial and institutional sources pursuant to an Environmental Compliance Approval (ECA) issued by the Ministry of Environment, Conservation and Parks. In accordance with one of the conditions of approval of the ECA, compensation agreements were entered into between Taro (as later assumed by Terrapure), the former City of Stoney Creek (now City of Hamilton), and a study group (now known as the Heritage Green Community Trust) (the “Compensation Agreements”). Royalties are paid annually by Terrapure to each group based upon the tonnages of waste received at the landfill and the formula set out in the respective Compensation Agreements.

Heritage Green Community Trust was created pursuant to a Trust Indenture dated May 29, 1997 entered into between Taro, the trustees, and the former Corporation of the City of Stoney Creek, for the purpose of receiving, holding and disbursing the annual compensation payments received by the Community Trust. The current trustees of the Heritage Green Community Trust are seeking to amend and restate the existing Trust Indenture to update the names of and contact information for the parties, to expand the definition of the “Beneficial Uses” for which the compensation payments can be used so to increase the scope of the projects which could be funded by the Trust while maintaining the approved geographic location for those projects, and to allow the number of community trustees to be increased from 3 to 5.

The proposed Amended and Restated Heritage Green Community Trustee Indenture will be substantially in the form appended to as Appendix A.

***Alternatives for Consideration – See Page 5***

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** There is no financial impact related to the recommendation seeking authorization to negotiate and execute the Amended and Restated Heritage Green Community Trust Indenture.

**Staffing:** There are no impacts to current staffing levels.

**Legal:** The Amended and Restated Heritage Green Community Trust Indenture updates the names and contact information for the parties, allows for an increased representation of community members as trustees (from 3 to 5), as well as broadens the definition of beneficial uses on which the compensation payments received by the Community Trust may be spent (now includes

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**SUBJECT: Terrapure Environmental - Heritage Green Community Trust Indenture  
(LS19013 / FCS19034) (Ward 9) – Page 3 of 5**

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operational costs), while maintaining the geographic limits where the funds can be spent.

The execution of the Amended and Restated Heritage Green Community Trust Indenture will not have any effect on the amounts of compensation received under the existing Compensation Agreements but will broaden how the compensation received by the Community Trust may be spent.

## **HISTORICAL BACKGROUND**

Terrapure SCRF is owned and operated by Terrapure. The facility is located at the northwest corner of Mud Street and Upper Centennial Parkway (Highway 20) in the community of Stoney Creek (Ward 9).

Terrapure currently operates the SCRF under ECA No. A181008, as amended, initially obtained from the MOE in 1996 by Terrapure's predecessor in title, Taro. The conditions of approval of the 1996 Environmental Assessment required Taro to enter into Compensation Agreements with the former City of Stoney Creek (now City of Hamilton) and Heritage Green Community Trust. The City's Compensation Agreement with Taro was signed in February of 1997, which was later assumed by Philip Services Corporation, Newalta Corporation and now, by the current operator, Terrapure. The Community Compensation Agreement was signed in 1996. City as well as Heritage Green Community Trust each receive annual payments of compensation/royalties pursuant to their respective Compensation Agreements, for the life of the waste disposal site (as defined in the agreement), calculated on the following basis:

- Royalties based on tipping fees charged per tonne of waste received on the site in the preceding calendar year based on the following formula:

Tipping Fee	Royalty
\$0-\$35	\$1.00
\$35.01-\$40	\$1.50
\$40.01-\$50	\$2.00
\$50.01 & above	\$3.00

- Tipping fees are to be calculated based on the weighted average for the year for which royalties are calculated for wastes generated within the Region of Hamilton-Wentworth [now City of Hamilton] and moved directly to the waste site for disposal and, according to the agreement, are exclusive of those wastes which pass through Philip Environmental [now Terrapure] processing facilities elsewhere in the Region [City of Hamilton].

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*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

*OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.*

**SUBJECT: Terrapure Environmental - Heritage Green Community Trust Indenture  
(LS19013 / FCS19034) (Ward 9) – Page 4 of 5**

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Royalties are paid annually by Terrapure to the City and to the Heritage Green Community Trust based upon the tonnages of waste received at the landfill and the formula set out in the respective Compensation Agreements.

Heritage Green Community Trust was created pursuant to a Trust Indenture dated May 29, 1997 entered into between Taro (predecessor to Terrapure), the trustees, and the former Corporation of the City of Stoney Creek, for the purpose of receiving, holding and disbursing the annual compensation payments received by the Community Trust. The current trustees of the Heritage Green Community Trust are seeking to amend and restate the existing Trust Indenture to update the names of and contact information for the parties, to expand the definition of the “Beneficial Uses” for which the compensation payments can be used so to increase the scope of the projects which could be funded by the Trust while maintaining the approved geographic location for those projects, and to allow the number of community trustees to be increased from 3 to 5.

The proposed Amended and Restated Heritage Green Community Trustee Indenture will be substantially in the form appended to as Appendix A.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The updated terms of the Amended and Restated Trust Indenture will increase the trustees’ discretion to spend funds on matters such as operating costs related to the beneficial uses allowed under the agreement, and will update the current parties, including the inclusion of the City of Hamilton, as the successor to Stoney Creek.

## **RELEVANT CONSULTATION**

Planning and Economic Development – Community Planning and GIS has been consulted and supports the recommendations.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATIONS**

Staff are seeking authority from Council to negotiate and enter into an Amended and Restated Heritage Green Community Trust Indenture with the intent of expending the beneficial uses on which the Community Trust can expend its funds, increasing participation of community members as trustees of the Community Trust from 3 to 5, and updating the names of and contact information for the parties to the Agreement. The current terms of the Trust Indenture have not been reviewed or updated since the execution of the agreement on May 29, 1997.

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**SUBJECT: Terrapure Environmental - Heritage Green Community Trust Indenture  
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The execution of the Amended and Restated Heritage Green Community Trust Indenture will not have any effect on the amounts of compensation received under the existing Compensation Agreements but will broaden how the compensation received by the Community Trust may be spent.

**ALTERNATIVES FOR CONSIDERATION**

Staff may be directed not to proceed with the negotiation and execution of the Amended and Restated Heritage Community Trust Indenture which is not recommended as it will maintain the more restrictive ability to spend the funds by the trustees and leave outdated names and contact information for the parties.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Healthy and Safe Communities**

*Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.*

**Clean and Green**

*Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.*

**Built Environment and Infrastructure**

*Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.*

**Our People and Performance**

*Hamiltonians have a high level of trust and confidence in their City government.*

**Community Engagement & Participation**

*Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.*

**APPENDICES AND SCHEDULES ATTACHED**

Appendix A of Report LS19013/FCS19034 – Draft Amended and Restated Heritage Green Community Trust Indenture.

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**AMENDED AND RESTATED HERITAGE GREEN COMMUNITY TRUST INDENTURE**

This trust indenture made the ● day of ●, 2019.

BETWEEN:

**REVOLUTION LANDFILL LP**, a limited partnership created under the laws of Manitoba  
(hereinafter referred to as "**Terrapure Environmental**")

- and -

Julie Kovacs, Franco Valconi, Rachel Incretolli, Lorenzo Alfano, and Brad Clark, all of  
the City of Hamilton

- and -

**THE CITY OF HAMILTON**, a corporation incorporated under the laws of Ontario  
(hereinafter referred to as "**Hamilton**")

**RECITALS**

The Compensation Agreement dated September, 1996, (the "**Compensation Agreement**") made between Taro Aggregates Ltd. ("**Taro**"), Lynne Gillott, Len Gray, William McFarland, Federico Perez, Michael Prendergast and Lenard Tomini and the Corporation of the of the City of Stoney Creek required Taro to make annual payments with respect to the operation of a new waste disposal site by Taro at the East Quarry (the "**Waste Disposal Site**") to a Community Trust Fund (the "**Trust Fund**") to be established in accordance with the terms and conditions of the Trust Indenture set out in Schedule "C" to the Compensation Agreement;

The Taro/Philip Community Trust (the "**Trust**") was created pursuant to a Trust Indenture dated May 29, 1997 (the "**Trust Indenture**") entered into between Taro, Lynne Gillott, Michael Prendergast, Lenard Tomini, Anne Bain, and Derek McClurg, and the former Corporation of the City of Stoney Creek for the purpose of receiving, holding and disbursing the annual payments to the Trust Fund;

Terrapure Environmental is the successor in law to the rights and obligations of Taro under the Compensation Agreement and the Trust Indenture;

The Trust Indenture establishes the requirements for being a trustee of the Trust and the process for the appointment of the trustees of the Trust;

The Trustees are the current trustees of the Trust having all the rights and obligations of trustees appointed pursuant to the Trust Indenture;

The City of Hamilton is the successor in law to the rights and obligations of the former Corporation of the City of Stoney Creek under the Trust Indenture;

By resolution of the Trustees dated December 13, 2002, the name of the Trust was changed to the Taro Community Trust;

By resolution dated November 2, 2006, the name of the Trust was changed to the Heritage Green Community Trust;

Julie Kovacs, Franco Valconi, Rachel Incretolli, Lorenzo Alfano, and Brad Clark are, as of the date of this Trust Indenture, Trustees of the Trust,

The Parties now wish to enter into this Amended and Restated Trust Indenture in order to amend certain articles of the Trust Indenture.

**THEREFORE**, in consideration of the premises and the covenants herein contained and other good and valuable consideration, Terrapure Environmental, the Trustees and Hamilton (collectively, the "**Parties**") covenant and agree as follows:

1.1 In this indenture, unless the context otherwise requires, the following terms shall have the meanings ascribed to them below, and undefined capitalized terms shall have the meaning ascribed to them in the Compensation Agreement:

- (a) "Beneficial Uses" means expenditures for community, educational and charitable works or purposes, including contributions to capital works, programs and operating costs for undertakings benefitting the community, schools, and seniors, provided that Beneficial Uses described herein are limited to capital works projects and programs which clearly provide demonstrable benefits to residents in the City of Hamilton residing south of the Niagara Escarpment and within three (3) kilometers of the perimeter of the Waste Disposal Site as shown in Schedule B to the Compensation Agreement (the "**Community**").
- (b) "\$" means Canadian dollars.
- (c) "Qualified Investment" means those investments which from time to time are permitted investments pursuant to the provisions of the *Trustee Act*, (Ontario), as amended from time to time.
- (d) "Termination Date" means the earlier of the date on which the Trustees have distributed all of the Trust Property, or the date two years after the closure of the Waste Disposal Site.
- (e) "Trustee" or "Trustees" means the Trustees appointed pursuant to the terms of this Amended and Restated Trust Indenture.
- (f) "Trust Property" means the money settled upon the Trustees described in section 2.1 hereof, the money contributed by Terrapure Environmental described in section 3.1 hereof and such additional property, provided that it is in the form of a Qualified Investment, which Terrapure Environmental or other persons, subject to the receipt and consent referred to in section 5.1 hereof, may at any time and from time to time with the approval of the Trustees pay, transfer, assign or convey to the Trust Fund, to be held by the Trustees on the trusts herein contained, and shall include any and all assets of whatever kind in which the same may be invested by the Trustees, or into which the same may be converted by the Trustees, at any time or from time to time, as well as any additions or accretions thereto, including without limitation, all income thereon and excluding all amounts paid or disbursed therefrom whether out of capital or income in the normal course of the administration of the Trust Fund.

- 2.1 Terrapure Environmental hereby annually assigns, transfers and sets over the sum of dollars determined in accordance with section 7.2 of the Compensation Agreement to the Trustees and the Trustees stand possessed of the said sum together with those payments that are described in section 3.1 of this Trust Indenture, and all other assets that are assigned, transferred and set over unto the Trustees, and the accumulations upon all such assignments, transfers and settings over and payments, in trust, upon and subject to the terms of this indenture.
- 3.1 Terrapure Environmental shall contribute to the Trust Fund all sums required to be paid by it into the Trust Fund pursuant to the Compensation Agreement at the time or times prescribed by the Compensation Agreement.
- 4.1 The Trustees by joining in the execution of this indenture signify their acceptance of the duties and obligations contained herein, and any person agreeing to be appointed as a Trustee agrees to observe and carry out the same according to the terms and provisions hereof.
- 5.1 Assets, provided they are in the form of a Qualified Investment or cash, may at any time, with the consent of Terrapure Environmental and the Trustees be added to the Trust Fund or otherwise contributed to the Trust Fund by any person, corporation or trust.
- 6.1 (a) Until the Termination Date, the Trustee shall invest and keep invested the Trust Property, provided that the Trustees may in their absolute discretion and on such terms as they deem advisable distribute part or all of the capital and/or income of Trust Property for Beneficial Uses during any calendar year. Distribution of Trust Property for Beneficial Uses involving capital works projects shall not be approved by the Trustees without the Trustees first confirming that the person constructing the capital works project has planned for and sufficiently funded the operating costs associated with the capital works project.
- (b) Notwithstanding the terms and provisions of this Trust Indenture the Trustees may within one (1) year of the Termination Date, but without infringing the rule against perpetuities applicable to this Trust Indenture transfer and convey the whole or any part of the Trust Fund to any other trust or settlement established under or pursuant to the laws of Ontario or Canada to be held by the trustees of such other trust or settlement with and subject to the powers and provisions of such other trust or settlement provided that such other trust or settlement shall not infringe the rule against perpetuities applicable to this Trust Indenture and provided that the Beneficial Uses of this Trust Indenture shall be Beneficial Uses of such other trust or settlement, and upon such transfer and conveyance being made, the trusts herein declared concerning the property comprised in such transfer and conveyance shall cease and determine and the said property shall for all purposes be subject to the trusts, powers and provisions contained in such other trust or settlement.
- 7.1 Until the Termination Date, Terrapure Environmental shall, by March 31 of each calendar year, cause its auditors to certify to the Trustees the number of tonnes of waste received at the Waste Disposal Site and the tipping fees charged by it in respect thereof in the previous year, as calculated in accordance with section 7.2(c) of the Compensation Agreement.
- 8.1 The Trustees agree to hold the Trust Property in trust as herein provided and administer it in compliance with the following:
- (a) subject to section 8.1(b) hereof, the Trustees shall invest the Trust Property from time to time only in property which is in the form of a Qualified Investment with a view to the best return possible within the limits of prudent risk taking and shall be

guided in doing so by the investment advice of such investment adviser as may be appointed from time to time by the Trustees; and

- (b) the Trustees are to hold all Trust Property properly segregated from their own assets.

9.1 The Trustees shall have the right and power to require that the payments contemplated in section 3.1 hereof are paid by Terrapure Environmental to the Trustees and may take any reasonable steps permitted by law to enforce such payments in any court of competent jurisdiction.

10.1 Without in any way limiting or derogating from the powers, authorities, discretions and immunities otherwise howsoever available to the Trustees, whether under any statute or law or otherwise, the Trustees hereunder shall have and be invested with all powers, authorities, discretions and immunities, including the following powers:

- (a) to monitor funding of the Trust Fund, and for that purpose Terrapure Environmental shall provide the Trustees, in a timely manner, with copies of its audited financial statements;
- (b) to make disbursements of capital or income from the Trust Fund for the Beneficial Uses described in section 1.1(a) hereof;
- (c) the Trustees are hereby expressly authorized to engage the services of one or more investment counsel managers, mutual fund managers and/or investment advisers as the Trustees from time to time think fit ("the Investment Adviser") to advise the Trustees in respect of the investment and reinvestment of the Trust Property with power to the Trustees to delegate to the Investment Adviser the power to manage all or any part of the Trust Property within the limits and for the period, if any stipulated by the Trustees and the Trustees shall settle the terms and conditions for the remuneration of the Investment Advisor and the reimbursement of the Investment Advisers expenses as the Trustees in their absolute discretion deem proper. Such remuneration and expenses shall be paid by the Trustees from and out of the annual net income of the Trust, or out of the capital of the Trust, or partly out of the annual net income and partly out of capital, as the Trustees shall, in their absolute discretion, determine.
- (d) to make any payments, provisions, apportionments, or distributions from the Trust Property, which may be required under the terms of the Trust Fund;
- (e) to open or have opened on behalf of the Trust, and operate such bank account or bank accounts as may be expedient in the opinion of the Trustees and to deposit any cash balances in the hands of the Trustees at any time in any chartered bank or trust company, and, for the purposes of the Trust Fund, to draw, make endorse, deposit, or deal in cheques, bills of exchange, promissory notes, drafts, or any other mercantile, commercial or security documents of any nature or kind, and to enter into contracts or agreements of any nature or kind, with such bank or trust company, and for such purposes the signature of the Trustees, as Trustees, and not in their personal capacity, shall be valid and binding upon the Trust Fund and all such forms as may be required to open bank accounts or trust company accounts, to operate same and for related matters, shall be completed in the required manner and on the forms required by such bank or trust company, and to designate any person or persons as "signing authorities" for any such bank



account or accounts or trust company account or accounts opened by the Trustees;

- (f) to employ and compensate agents, accountants, solicitors, brokers and other assistants and advisers deemed by it to be helpful, for the proper settlement or administration of the within trusts, and to do so without any liability for any neglect, omission, misconduct or default of any person so employed; provided he or she was selected and supervised with reasonable care;
- (g) to institute, prosecute and defend any suits or actions or other proceedings affecting them or the Trust Property or any part hereof, to compromise or settle any matter of difference or to submit any such matters to arbitration, to compromise or compound any debts owing to or by the Trust Fund upon evidence that is deemed sufficient;
- (h) to hold the Trust Property or any part or parts thereof at any place or places and to move the same from time to time and from place to place inside the City of Hamilton;
- (i) to make, or refrain from making, in their absolute discretion, any election or elections, any determination or determinations, and any designation or designations either alone or together permitted by any statute or statutes or regulation or regulations enacted by the Government of Canada, by the legislature or government of any province or territory of Canada, or by any other legislature or governmental body of any other country, province, state or territory;
- (j) if the Trust Property or any portion thereof or the annual income therefrom becomes liable to or subject to income, capital gains or any other taxes to pay such amount of such taxes, and for such purposes to sell such portion of the investments representing the Trust Property as may be necessary;
- (k) to sell, transfer, assign or otherwise dispose of any or all of the assets of the Trust Property, at such price and on such other terms as may be determined by the Trustees, and to perform all acts of alienation and ownership with respect to the Trust Property to the same extent and with the same effect as if the Trustees were the absolute owners of the Trust Property;
- (l) At any time, and from time to time, the Trustees shall have the power and right to amend or rescind any term and condition of this Trust Indenture or to add thereto any further term or provision, or an application may be made for such purposes by any person concerned herein pursuant to the Variations of *Trusts Act* (Ontario); provided however, that no such amendment, revocation or alteration shall have the effect or shall be designed to revoke this trust, which is irrevocable, and in addition, no such amendment; revocation or alteration shall vary or affect in any way whatsoever the distribution of the Trust Fund, to the persons beneficially entitled herein nor shall in any way vary or affect the definition of the Beneficial Uses.

11.1 The Trustees shall have the accounts of the Trust Fund for each year audited by such auditor as may be appointed by the Trustees and the Trustees shall cause such auditor to submit audited financial statements for each calendar year of the Trust Fund to Terrapure Environmental and Hamilton within ninety days of the end of such year.

- 12.1 In the exercise of their powers and discretion under this Trust Indenture, the decisions of the Trustees shall be final and binding upon all parties, provided that the Trustees have acted properly in the making of those decisions. No person dealing with the Trustees shall be charged with any duty to enquire into the propriety of their action.
- 13.1 (a) The Trustees shall not be responsible for their acts or defaults or for any error in judgment or for any act of omission or commission not amounting to actual fraud, gross negligence or wilful misconduct in the management and administration of the Trust Property provided they have acted with reasonable diligence and in good faith. The Trustees shall not be personally liable upon any monies to become due from or by any claims against the Trust Property or upon any investment executed by the Trustees under the provisions hereof. The Trustees shall have power to bind the Trust Property without rendering themselves personally liable. The Trustees shall be fully protected in exercising any discretion granted to them by the Trust Indenture and shall not be liable to Terrapure Environmental, Hamilton or any other person by reason of the exercise of or failure to exercise any such discretion, except where the exercise of or failure to exercise any such discretion results from, or is caused by the gross negligence or wilful misconduct of the Trustees.
- (b) All property of the Trust Fund shall at all times be clearly recorded in the books and records of the Trustees so as to show that the beneficial ownership of such property is vested in the Trust Fund.
- (c) Any trustee may resign on thirty days' written notice to the other trustees and any trustee is disqualified from acting further as a trustee if he or she becomes insolvent. In the event of the resignation, insolvency, death or other incapacity of a Trustee, a replacement Trustee shall, subject to the provisions below regarding representatives, be appointed by the remaining trustees within thirty days of such resignation, insolvency, death or incapacity, and, if only one Trustee or no Trustee shall remain or the remaining Trustees fail to appoint a replacement Trustee so that there are at all times five Trustees, then a replacement Trustee, or Trustees as the case may be, shall be appointed by a judge of the Ontario Court of Justice (General Division) on the application of any one or all of the parties hereto. In all cases and at all times not less than three (3) and up to five (5) Trustees shall be representative of the Community, one (1) Trustee shall be the Mayor of Hamilton or his/her designate and one (1) Trustee shall be a representative nominated by Terrapure Environmental. The Trustees agree to fill a vacancy and to appoint the representative or representatives of the party to this Trust Indenture where the resignation, insolvency, death or incapacity as described herein results in such vacancy.
- (d) At all times the representatives of the residents in the Community shall be resident within the area described in section 1.1(a) of this Trust Indenture. If one of the representatives of in the residents of the Community ceases to be resident in the Community, that person shall no longer be qualified to act as a Trustee and shall be replaced according to the provisions set out herein.
- (e) The Trustees, being representatives of the residents of the Community, also shall not be elected to any municipal, provincial or federal governmental position and if at any time during the term of this Trust Indenture an individual who is such a Trustee becomes an elected official, that person shall no longer be qualified to act as Trustee and shall be replaced according to the provisions as set out herein.
- (f) All Trustees being representatives of the residents of the Community shall be appointed for a term of three (3) years, but are eligible to be reappointed as a Trustee for a further

period of three (3) years. No Trustee shall be eligible to serve as a Trustee for a period of greater than six (6) years.

- 14.1 All matters relating to the administration of the Trust Fund and the disbursement of Trust Property shall be determined by the majority of the Trustees and any decision made of a majority of the Trustees shall for the purposes of this Trust Indenture be deemed to be the decision or act of the Trustees. Every deed or instrument of any nature and description signed by a majority of the Trustees shall be as valid, effectual and binding on the Trustees.
- 15.1 The Trustees and the investment counsel shall from time to time be paid reasonable direct out-of-pocket expenses properly incurred by them in the performance of their duties and authorized activities on behalf of the Trust Fund.
- 16.1 The Trustees shall ensure that the principal place of administration of the Trust Fund is within the City of Hamilton.
- 17.1 The Trustees shall ensure that one meeting open to the public shall be held during each year in which the Trust Fund continues to exist and that Notice of that meeting is advertised within the geographic boundaries of the City of Hamilton.
- 18.1 This indenture shall be governed and construed by the laws of Ontario and the laws of Canada applicable therein.
- 19.1 Any notice, demand, waiver, election or other communication required or permitted to be given hereunder shall be in writing and shall be deemed to be sufficiently given if personally delivered or e-mailed, addressed to the Party to whom the same is given, as follows:

- (a) In the case of Terrapure Environmental and Terrapure Environmental's representative:

Attention: Kim Bailey, Trust Administrator  
Terrapure Environmental  
65 Green Mountain Road  
Stoney Creek, Ontario L8J 1X5

Telephone: (905) 548-5870  
E-mail: kbailey@terrapureenv.com

with a copy to:

Revolution Environmental Solutions LP  
1100 Burloak Drive, Suite 500  
Burlington, Ontario L7L 6B2

Attention: Mr. Took Whiteley

Telephone: (403) 215-6932  
E-mail: twhiteley@terrapureenv.com

- (b) In the case of the Trustees:

Ms. Julie Kovacs  
35 Meadow Wood Crescent

Stoney Creek, Ontario L8J 3Z7

Telephone: (905) 928-1430  
E-mail: juliekov1966@gmail.com

and

Mr. Franco Valconi  
46 Audubon Street S.  
Stoney Creek, Ontario L8J 1J8

Telephone: (905) 531-8595  
E-mail: Fvalconi@hotmail.com

and

Ms. Rachel Incretolli  
35 Ainsworth Street  
Stoney Creek, Ontario L8J 1T2

Telephone: (289) 921-6163  
E-mail: rincretolli@live.com

and

Mr. Lorenzo Alfano, Terrapure Representative Trustee  
65 Green Mountain Road W.  
Stoney Creek, Ontario L8J 1X5

Telephone: (905) 548-5876  
Fax: (905) 549-4515  
E-mail: lalfano@terrapureenv.com

and

Mr. Brad Clark, City of Hamilton Representative Trustee  
71 Main Street W., 2<sup>nd</sup> Floor  
Hamilton, Ontario L8P 4Y5

Telephone: (905) 546-2703  
Fax: (905) 546-2535  
E-mail: brad.clark@hamilton.ca

with a copy to:

Gowling WLG  
1 First Canadian Place – Suite 1600  
Toronto, Ontario M5X1G5  
Attention: Mr. Harry Dahme

Telephone: (416) 862-4300  
Fax: (416) 863-3410

E-mail: harry.dahme@gowlingwlg.com

- (c) In the case of the City of Hamilton and Hamilton's representative:

Office of the Mayor  
Hamilton City Hall  
71 Main Street W., 2<sup>nd</sup> Floor  
Hamilton, Ontario L8P 4Y5

Telephone: (905) 546-4200  
Fax: (905) 546-2340  
E-mail: mayor@hamilton.ca

with a copy to:

Office of the City Clerk  
Hamilton City Hall  
71 Main Street W., 1<sup>st</sup> Floor  
Hamilton, Ontario L8P 4Y5

Telephone: (905) 546-2489  
E-mail: clerk@hamilton.ca

or at such other address as any party may from time to time advise the other by notice in writing. Any notice given by personal delivery shall be deemed to be received on the date of delivery. Any notice sent by fax shall be deemed to have been received on the next day following its transmission that is not a Saturday, Sunday or statutory holiday in Ontario.

- 20.1 The parties shall with reasonable diligence do all things and provide such further documents or instruments as may be reasonably necessary or desirable to give effect to this agreement and to carry out its provisions.
- 21.1 Any provision of this agreement which is or becomes prohibited or unenforceable in any jurisdiction shall not invalidate or impair the remaining provisions hereof which shall be deemed severable from any such prohibited or unenforceable provision and any such prohibition or unenforceability in any jurisdiction shall not invalidate or render unenforceable such provision in any other jurisdiction.
- 22.1 This agreement shall be binding upon the parties hereto and shall enure to the benefit of, and the respective successors and assigns of the Trustees, Terrapure Environmental and Hamilton.

**IN WITNESS WHEREOF** the parties hereto have executed this indenture as of the day and year first above written.

**REVOLUTION LANDFILL LP**, by its general partner  
**REVOLUTION LANDFILL ACQUISITION GP INC.**, a  
general partnership incorporated under the laws of  
Ontario

Per: \_\_\_\_\_

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**TRUSTEES**

Per: \_\_\_\_\_  
Julie Kovacs

Per: \_\_\_\_\_  
Franco Valconi

Per: \_\_\_\_\_  
Rachel Incretolli

Per: \_\_\_\_\_  
Lorenzo Alfano

Per: \_\_\_\_\_  
Brad Clark

**THE CORPORATION OF THE CITY OF HAMILTON**

Per: \_\_\_\_\_  
Mayor

Per: \_\_\_\_\_  
Clerk



**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
**Financial Planning, Administration and Policy Division**

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	April 18, 2019
<b>SUBJECT/REPORT NO:</b>	Lead Water Service Replacement Loan Program Amendments (FCS19025) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	John Savoia (905) 546-2424 Ext. 7298
<b>SUBMITTED BY:</b>	Cindy Mercanti Director, Customer Service and POA Acting Director, Financial Planning and Policy Corporate Services Department
<b>SIGNATURE:</b>	

**RECOMMENDATION(S)**

- (a) That the General Manager of Corporate Services be authorized to amend the Lead Water Service Replacement Loan Program (LWSRLP) so that effective May 1, 2019, loan amounts provided under the LWSRLP will be added to the property owner's Alectra Utilities water account to be repaid on a monthly basis over a period of up to 10 years;
- (b) That staff be authorized to offer property owners with a current outstanding loan the option to have the remaining balance transferred to their Alectra water account to be repaid monthly on the same terms when the loan was originally approved;
- (c) That the City Solicitor be authorized to make necessary changes to documents related to the LWSRLP to implement recommendations (a) and (b) of Report FCS19025;
- (d) That Hamilton Water staff report back to the Public Works Committee by Q3 2019 on the feasibility of replacing all known public lead water service lines;

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**SUBJECT: Lead Water Service Replacement Loan Program Amendments  
(FCS19025) (City Wide) - Page 2 of 12**

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- (e) That the Mayor, on behalf of City Council, submit a request to the Minister of Government and Consumer Services, seeking that legislative and regulatory enactments be made as part of implementation of the *Home Inspection Act, 2017*, to prescribe the requirement of testing water services to identify the presence of lead water service lines;
- (f) That the subject matter respecting “the feasibility of a grant program for residents for any lead pipe watermain replacement” be identified as complete and removed from the Audit, Finance and Administration Committee Outstanding Business List.

**EXECUTIVE SUMMARY**

The Drinking Water Systems Regulation (O.Reg.170/03), 2007, administered by the Ministry of the Environment, Conservation and Parks (MECP), requires all municipalities in Ontario to test for lead in their distribution system as well as the lead levels out of customers’ faucets. Lead can be released when drinking water comes in contact with lead pipes, lead-based plumbing fixtures and lead solder. The objective of the City’s Lead Reduction Program is to improve the quality of water by reducing the lead concentration at the tap to below the allowable limit of 10 µg/L ((micrograms per litre, equal to parts per billion or ppb), as defined in the Ontario Drinking Water Quality Standards (ODWQS).

The City’s Lead Water Service Replacement Loan Program (LWSRLP) was approved by Council in October 2008 as an ongoing program following its inception as a pilot program in October 2007 (refer to Report FCS07087(a) / PW07121(a)). The purpose of the LWSRLP is to provide homeowners with the continued opportunity to access funding, through an interest-bearing loan from the City, to assist homeowners to reduce their potential risk of exposure to lead in tap water that could be coming from their private lead water service line. City staff has been working toward a goal of replacing the City’s service stub (located on City property) in conjunction with the property owner replacing the service extension (located on private property), subject to the availability of funds.

The LWSRLP enables eligible residential property owners that meet the program requirements to borrow from the City up to a maximum of \$2,500, to assist in repaying the cost of private lead water service replacements. The annual payments that become due are added to the homeowner’s tax roll and are to be repaid to the City over a period of up to 10 years. The interest charged on an annual basis is based on the City’s ten-year cost to borrow and the rate is maintained for the entire period of the loan. The interest rate has been reviewed annually and reset, as required, at the start of each calendar year based on the City’s ten-year cost to borrow.

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**SUBJECT: Lead Water Service Replacement Loan Program Amendments  
(FCS19025) (City Wide) - Page 3 of 12**

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Transferring the loan to the tax roll enables homeowners who want to replace their lead water service line with an option to repay the cost over a number of years. As part of the loan agreement, the property owner consents to the City collecting the loan payments through the property tax bill for administrative ease. Despite such collection, the loan does not have the same priority lien status as property taxes. Risk has been somewhat mitigated by the relatively small amount of the loans (maximum of \$2,500), the payment of funds by the City only occurs once the pipe replacement work has been completed and the requirement that the borrowers meet eligibility criteria, which includes that the property owners be current on all property taxes.

Currently, there are an estimated 20,000 homes with private lead water pipes in Hamilton down from estimates provided in 2007 ranging from 25,000 to 30,000 homes. Financial assistance programs offered by municipalities seek to provide an incentive for property owners to replace private (from the property line into the home) water service lines constructed of lead, a common material which was in use up to the mid 1950's. As of December 31, 2018, over 2,000 loans have been issued since the pilot LWSRLP began in October 2007 representing a total outlay of approximately \$3,150,843 with a current outstanding loan balance of approximately \$ 1,911,690.

The City had relied on lead service line replacement as its main option to reduce the amount of lead in tap water as required by the *Safe Drinking Water Act*. Based on the current private lead service replacement rate by residents, it may take decades to remove all the lead water lines in Hamilton.

Lead service line replacement alone will not protect residents from lead exposure from lead-based fixtures and lead solder. Based on a comprehensive review of the occurrence of lead measured at the tap, the number of lead services remaining in the system, the cost associated with Lead Service Line replacement and the experience of other municipalities with similar water quality conditions, a phosphate-based treatment approach was recommended as the Corrosion Control Program (CCP) for the City of Hamilton.

Corrosion control with a phosphate-based inhibitor offers a solution to protect Hamilton Water customers from all contact sources of lead (pipes, fixtures and solder) in drinking water. A protective barrier is created inside the pipes that reduce the release of metals, such as lead and copper from household plumbing. This is important for those who cannot afford to replace the private portion of their lead service line and those with newer homes that do not have lead supply pipes but have lead-brass fixtures and lead solder in their internal plumbing. The construction cost to implement the CCP at the Woodward Water Treatment Plant was approximately \$5 M and the annual operating cost is over \$300 K commencing in November 2018.

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**SUBJECT: Lead Water Service Replacement Loan Program Amendments  
(FCS19025) (City Wide) - Page 4 of 12**

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Despite the implementation of the CCP, the City continues to work with homeowners to replace lead water service lines with the LWSRLP and the Capital infrastructure replacement work. In September 2018, staff was directed to report back on the feasibility of a grant program for residents to replace lead water service lines. In order to assess the feasibility and / or need for a grant program, staff reviewed a number of Ontario municipalities who have considered or adopted financial assistance programs for homeowners to replace lead water service lines.

Adding a grant component to the existing LWSRLP is not recommended for a number of reasons (refer to the Analysis and Rationale for Recommendation Section for a fuller elaboration of below):

- Increases in public financial assistance for specific works, such as lead water service line replacement, have often resulted in the average cost for such work to rise to the maximum amount available with no net benefit to homeowner, negating increased incentive to replace private lead water service line;
- The proposed grant program lacks an identifiable funding source and, if adopted even at a modest grant amount, would be financially unsustainable. The LWSRLP was created as an interest-bearing loan program that over time would become essentially self-financing, i.e. loan repayments + loan interest = loan pay-outs within a given period;
- Relative to other identified municipal programs, Hamilton's LWSRLP has proven to be very effective in providing financial assistance to enable the replacement of 2,000 private lead water lines since 2007, which otherwise may have previously not been replaced due to the costs being perceived as prohibitive. Over 20% of all lead service line replacements have occurred with the support of the LWSRLP; and
- It is unclear that there is a contractor base in Hamilton to support a sharp increase in lead service line replacements as currently a small number of contractors complete this work. Brantford has cited a lack of contractors in restraining the number of services that can be replaced in a given year.

The LWSRLP remains an effective financial assistance program with continued strong uptake, however, staff has reviewed the Program to further enhance it. There has been some demonstrated interest on the part of loan recipients for greater flexibility with the repayment terms offered by the LWSRLP. Under the existing Program, the loan recipient's tax roll account will be invoiced on the owner's June Property Tax Instalment for the annual lead loan payment that becomes due (10% Principal + One year's Interest). The current annual repayment lacks flexibility and is largely a manual process administered primarily by the City's Taxation division.

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**SUBJECT: Lead Water Service Replacement Loan Program Amendments  
(FCS19025) (City Wide) - Page 5 of 12**

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Staff has had discussions with the City of Brantford that has, within the past year, launched a lead service line replacement loan program whereby the principal loan amount and interest are applied to the property owner's water and wastewater account. Under Brantford's plan, the loan with interest is repaid by property owners with their bi-monthly water bill and the owner has the option of choosing a five or ten-year loan amortization period.

Report FCS19025 seeks approval to amend the LWSRLP so that effective May 1, 2019, loan amounts provided under the LWSRLP will be added to the property owner's Alectra Utilities (Alectra) water account to be repaid on a monthly basis over a period of up to 10 years. Monthly repayments should improve the ability of customers to develop and manage personal budgets through smaller, more affordable repayment amounts. A further benefit will be that more frequent payments on the interest-bearing loan will result in lower total interest being paid over the term of the loan. For a maximum loan repaid monthly versus annual payments, the cumulative interest savings would amount to approximately \$150. The revised LWSRLP will offer the property owner the option of choosing an amortization period of up to 10 years.

As interest savings would be available with monthly loan repayments, as well as, reduce the related administrative burden on City staff, recommendation (d) of Report FCS19025 seeks direction to staff to offer property owners with a current outstanding loan the option to have the remaining balance transferred to their Alectra water account to be repaid monthly on the same terms when the loan was originally approved.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The loans under the LWSRLP are funded from the Waterworks reserve with the net outstanding Program balance reflected in a long-term receivable balance sheet account. With the loans being interest-bearing, the opportunity costs related to investment returns of water reserve funds is essentially offset. The goal of the LWSRLP is to provide financial assistance to property owners, through an interest-bearing loan, repayable to the City over a period of up to 10 years. The interest rate charged is based on the City's 10-year cost to borrow plus 0.25% for loan administration. The rate is reviewed annually and reset each January with the rate held constant for the term of each loan. The Program has generally reached the point that it is essentially self-financing, i.e. loan repayments + loan interest = loan pay-outs within the year.

However, should the demand increase significantly under the LWSRLP in any given year, there may be years where the net balance increases to the aforementioned receivable account. For example, in 2018 total repayments amounted to \$307 K with new loans payable of \$490 K resulting in the receivable increasing by \$182 K at year-end.

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**SUBJECT: Lead Water Service Replacement Loan Program Amendments  
(FCS19025) (City Wide) - Page 6 of 12**

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**Staffing:** The existing workload associated with the LWSRLP loan collection will be shifted from Corporate Services Finance and Administration staff to Alectra at no additional expense to the City. With increased loan activity, City staff has been stretched to support the LWSRLP and with the recommended shift of the collection aspect to Alectra, City staff will be able to manage the loan application intakes and loan disbursements more efficiently.

**Legal:** As part of the loan program, the property owner agrees to have the loan amount, including interest, added to the property owner's Alectra water account for repayment to the City with monthly payments for a term of up to 120 months.

**HISTORICAL BACKGROUND**

Based on best available information, it is estimated that the City of Hamilton has approximately 20,000 households with potential lead exposure associated with water services. While staff cannot identify the distribution of this figure by geographic boundary, it can be assumed that homes built prior to the mid-1950's may be impacted by some level of risk, assuming the service lines and plumbing have not been replaced to date.

The City's Lead Water Service Replacement Loan Program (LWSRLP) was approved by Council in October 2007 (refer to Report FCS07087(a) / PW07121(a)). The purpose of the LWSRLP is to provide homeowners with the continued opportunity to access funding, through an interest-bearing loan from the City, for the purpose of assisting homeowners to reduce their risk of exposure to lead in tap water that could be coming from their private lead water service line. City staff have been working towards a goal to replace the City's service stub (located on City property) in conjunction with the property owner replacing the service extension (located on private property), subject to the availability of funds.

Since the inception of the LWSRLP in the fall of 2007 to December 31, 2018, 2,000 loans have been issued with a total loan value of approximately \$3.15 M.

The LWSRLP enables eligible residential property owners that meet the program requirements to borrow a loan amount to assist in repaying the cost of private lead water service line replacements. The annual loan amount that becomes due added to the homeowner's tax roll and is required to be repaid to the City over a period of up to 10 years. Currently, each household is eligible for a maximum loan of \$2,500. The interest charged on an annual basis is based on the City's ten-year cost to borrow and the rate is maintained for the entire period of the loan. The interest rate has been reviewed annually and reset, as required, at the start of each calendar year based on the City's ten-year cost to borrow.

Transferring the loan to the tax roll enables homeowners who want to replace their private portion lead water service with an option to repay the cost over a number of years. As part of the loan agreement, the property owner consents to the City collecting the loan payments through the property tax bill for administrative ease. Despite such collection, the loan does not have the same priority lien status as property taxes.

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**SUBJECT: Lead Water Service Replacement Loan Program Amendments  
(FCS19025) (City Wide) - Page 7 of 12**

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Risk has been somewhat mitigated by the relatively small amount of the loans (maximum of \$2,500), the payment of funds by the City only after the lead pipe has been replaced and the requirement that borrowers meet the eligibility criteria, which includes that the property owners be current on all property taxes.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

None identified.

**RELEVANT CONSULTATION**

City Manager's Office – Legal Services Division has been consulted in the preparation of Report FCS19025.

Corporate Services – Hamilton Water Finance and Administration Section has provided input into Report FCS19025.

Public Works – Hamilton Water Division has been consulted and supports the recommendations in Report FCS19025.

Alectra Utilities has been consulted and advised of implementation requirements that arise from the adoption of recommendations of Report FCS19025 and have indicated they can support the City with these initiatives.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)**

In September 2018, staff was directed to report back on a feasibility of a grant program for residents to replace private lead water service lines. To assess the feasibility and / or need for a grant program, staff reviewed several Ontario municipalities who have considered or adopted financial assistance programs for homeowners to replace lead water service lines.

**City of London**

In early 2007, London was identified as having high lead concentration samples in testing conducted by the Ministry of Environment, Conservation and Parks (MECP). It was believed that water chemistry of London's water supply may have caused corrosion in lead pipes resulting in elevated lead readings. In August 2007, London launched its Lead Service Extension Replacement Program providing interest-bearing loans to homeowners to replace private lead service lines over a 10-year period with property tax payments.

In 2016, London reported having reduced the number of private lead water lines to approximately 4,350 from an estimate of 9,000 in 2006. However, the loan program has had very limited uptake with a total of 70 loans issued from 2007 to 2018 suggesting affordability may not have been an issue. Noteworthy is that London's loan program does not include a maximum loan amount. Staff concluded that by not providing a maximum loan

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**SUBJECT: Lead Water Service Replacement Loan Program Amendments  
(FCS19025) (City Wide) - Page 8 of 12**

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amount, that contractors would be more inclined to offer better pricing knowing that other contractors would not be targeting a maximum loan amount.

In addition, to lead service replacements, London's Corrosion Control Plan further seeks to reduce the amount of lead released into the water supply by adjusting the pH of London's drinking water.

**City of Brantford**

In 2008, Brantford launched a grant program offering \$1 K to homeowners to replace private lead water services lines. At that time, Brantford estimated there were approximately 3,200 private lead lines. Between 2008 and 2016, 687 grants were approved, however, falling below the annual average of 200 lead line replacements the City targeted to achieve. The grant program's limited impact on reducing lead service lines was a result of property owners citing the high replacement cost inclusive of restoration costs relative to the available \$1 K financial assistance and a lack of contractor availability to complete line replacement work which in turn may have applied upward pressure on pricing.

In lieu of adopting a corrosion control program consisting of a chemical inhibitor to prevent the leaching of lead, Brantford has chosen to enhance its lead service replacement program by providing additional public financial assistance for homeowners to replace private lead services. As of July 2018, Brantford has added an interest-bearing loan program offering up to \$3 K to replace private lead water service lines that would be combined with the existing grant of \$1 K. At that time, the average cost for a private lead service replacement was estimated to be \$1.8 K. In 2018, 79 grants / loans were approved but only 59 lead service line replacements were completed due to a lack of contractor resources. Brantford staff has advised that the average financial assistance provided has increased to approximately \$3.6 K from since the loan component was added. This observed correlation of cost aligning to the amount of public financial assistance suggests that the additional assistance being offered may result in no net benefit to homeowners negating the intended increased incentive to replace private lead water service lines.

**City of Toronto**

In 2005, Toronto launched a five-year, \$250 M lead public service replacement program with homeowners responsible to replace the private portion at their own cost. By 2010, it became apparent, that fewer than 50% of homeowners were changing the private portion of the line when the City replaced the public portion. Recognizing that replacing the private lead lines would take several decades to accomplish, Toronto implemented a corrosion control program in December 2014, adding phosphate to the water at its four treatment plants. In 2015, it was estimated that approximately 34,000 residential properties in Toronto have private-side lead water service pipes. In November 2015, an interest-bearing loan program that would have provided up to \$2.5 K over five years to be repaid on property taxes was not approved by Council. Toronto's targeted testing of tap water lead in 2017 indicated

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**SUBJECT: Lead Water Service Replacement Loan Program Amendments  
(FCS19025) (City Wide) - Page 9 of 12**

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significantly lower lead levels, a result of its Corrosion Control Plan implemented from 2009 to 2017.

**Hamilton Lead Replacement Program**

Adding a grant component to the existing LWSRLP is not recommended for several reasons:

- Increases in public financial assistance for specific works such as lead water replacement, have resulted in the average cost for such work to rise to the maximum amount available with no net benefit to homeowner negating increased incentive to replace private lead water service line. In 2018, 98% of LWSRLP loans provided reflect a total invoice cost for residents of \$2,500 equivalent to the maximum loan amount provided. When the maximum loan amount was increased from \$2,000 three years ago, there was an almost immediate cost increase for the line replacement work.
- The proposed grant program lacks an identifiable funding source and if adopted even at a modest grant amount, would be financially unsustainable. The LWSRLP was created as an interest-bearing loan program that over time would become essentially self-financing, i.e. loan repayments + loan interest = loan pay-outs within a given period;
- Relative to other identified municipal programs, Hamilton's LWSRLP has proven to be very effective in providing financial assistance to enable the replacement of 2,000 private lead water lines since 2007, which otherwise may have previously not been replaced due to the costs being perceived as prohibitive. Over 20% of all lead service line replacements have occurred with the support of the LWSRLP; and
- It is unclear that there is a contractor base in Hamilton to support a sharp increase in lead service line replacements as currently a small number of contractors complete this work. Brantford has cited a lack of contractors in restraining the number of services that can be replaced in a given year.

Additionally, over the past decade, Hamilton has experienced a robust level of redevelopment of older homes that would result in sub-standard services (including lead water service lines) being abandoned with new services being required for rebuilt structures. A review of service disconnection activity (often associated with demolitions) in 2018 reflected a total of 100 service disconnections with approximately 50% of the total requiring the water line to be abandoned / replaced. The water line abandonments were associated with much older homes that likely had lead service lines.

Beyond direct financial incentives, there are other measures for the City to help encourage private lead water line replacements. Oftentimes, property owners / occupants of homes are unaware of the existence of a lead water service line to the property. Hamilton Water (HW) is reviewing opportunities to enhance its Water Service Validation process whereby when a HW staff or contractor resource is attending a homeowner's basement for water

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**SUBJECT: Lead Water Service Replacement Loan Program Amendments  
(FCS19025) (City Wide) - Page 10 of 12**

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meter work or inspections, the property's water service can be inspected to validate the presence of a lead service line. This presents an outreach opportunity to communicate with the property owner about the presence of the lead water service line, potential health impacts and mitigating measures including line replacement with information regarding the LWSRLP. There may be additional inspection opportunities such as when installations of back water valves occur.

Another avenue by which the presence of private lead water service may become known is through home inspections that typically occur during real estate transactions. However, home inspections being historically unregulated may not necessarily test the water service pipe to determine if it is lead. Ontario is moving towards regulating home inspections with the passage of the *Home Inspection Act, 2017* that has not yet been proclaimed in force. The Ministry of Government and Consumer Services is developing the associated Regulations. Recommendation (e) to Report FCS19025 seeks Council's support for the City to formally submit to the Minister of Government and Consumer Services supporting testing to identify lead water service lines be included in the Regulations being developed for the implementation of the *Home Inspection Act, 2017*.

Hamilton has maintained a long-standing commitment to replace public lead services where the property owner has replaced the private lead service line. To shorten or eliminate the partial replacement timeframe, some water utilities identify a roster of contractors for residents to utilize for private lead service line replacements who in turn, as a roster contractor may proceed to replace the public portion of the line (assuming it is lead) at the same time. HW is going to review this concept for possible adoption in Hamilton.

A proactive approach that has been adopted or even mandated in many US jurisdictions to accelerate private lead water service line replacements is for the utility to systematically replace all known public lead service lines within a target time frame (for example 10 years) and in turn, advise adjacent property owners where their lines are lead and assist those homeowners to replace their side of the lead service line at the same time the City's side is being replaced. Beyond financial assistance programs, the assistance provided may include tendered pricing from the City contractor replacing the public service lines to replace private service lines and project management by the City to replace the public and private portions of the lead service line. The City's average cost to replace the public portion of a lead service line at approximately \$5 K is double the cost for the average private lead water service line. Recommendation (d) to Report FCS19025 seeks to have Hamilton Water staff report back to the Public Works Committee by Q3 2019 on the feasibility of replacing all known public lead water service.

The LWSRLP remains an effective financial assistance program with continued strong uptake, however, staff has reviewed the Program to further enhance it. There has been some demonstrated interest on the part of loan recipients for greater flexibility with the repayment terms offered by the LWSRLP. Under the existing Program, a loan recipient's tax roll account will be invoiced on the owner's June Property Tax Instalment for the outstanding lead loan repayments (10% Principal + One year's Interest). The current annual

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**SUBJECT: Lead Water Service Replacement Loan Program Amendments  
(FCS19025) (City Wide) - Page 11 of 12**

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repayment lacks flexibility and is largely a manual process administered primarily by the City's Taxation division.

Staff has had discussions with the City of Brantford that has, within the past year, launched a lead service line replacement loan program whereby the principal loan amount and interest are applied to the property owner's water and wastewater account. Under Brantford's plan, the loan with interest is repaid by property owners with their bi-monthly water bill and the owner has the option of choosing a five or ten-year loan amortization period.

Report FCS19025 seeks approval to amend the LWSRLP so that effective May 1, 2019, loan amounts provided under the LWSRLP will be added to the property owner's Alectra water account to be repaid on a monthly basis over a period of up to 10 years. Monthly repayments should improve the ability of customers to develop and manage budgets through smaller, more affordable repayment amounts. More frequent payments on the interest-bearing loan will result in lower total interest being paid over the term of the loan. For a maximum loan repaid monthly versus annual payments, the cumulative interest savings will amount to approximately \$150. The revised LWSRLP will offer the property owner the option of choosing a loan amortization period of up to 10 years.

Utilizing the water bill for loan repayments by Hamilton residents has successfully occurred in the past during the Universal Metering Program whereby approximately 35,000 residences were required to have a water meter installed between 2002-2004. Property owners were given the option to repay the related meter installation fee over five years on their bi-monthly water bills then issued by Hamilton Hydro.

With the current LWSRLP, once a loan is issued, the administration of collecting the loan repayments lies with Taxation and Hamilton Water's Finance and Administration Section. These administrative efforts would shift to Alectra under the recommended revised LWSRLP. The loans would be administered in a like manner as a water arrears deferred payment arrangement. As such, there would no additional costs charged to the City from Alectra to administer the collection of future loans.

**ALTERNATIVES FOR CONSIDERATION**

N/A

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**SUBJECT: Lead Water Service Replacement Loan Program Amendments  
(FCS19025) (City Wide) - Page 12 of 12**

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**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Healthy and Safe Communities**

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

**Clean and Green**

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

**APPENDICES AND SCHEDULES ATTACHED**

N/A

JS/dt

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## DEVELOPMENT CHARGES STAKEHOLDERS SUB-COMMITTEE

### REPORT 19-003

Monday, March 25, 2019

9:30 a.m.

Council Chambers

Hamilton City Hall

71 Main Street West

**Present:** Councillors B. Clark (Chair), J.P. Danko (Vice-Chair), M. Wilson, J. Farr, M. Pearson, B. Johnson, and W. Stewart

**Absent:** Councillor T. Whitehead – City Business  
Councillor C. Collins - Personal  
S. Mammel, J. Summers, B. Caramento, Y. Rozenszajn

### THE DEVELOPMENT CHARGES STAKEHOLDERS SUB-COMMITTEE PRESENTS REPORT 19-003 AND RESPECTFULLY RECOMMENDS:

**1. Development Charges By-law Policy – 2019 Development Charges Academic Comparators (FCS18062(b\d)) (City Wide) (Item 7.1)**

That Report FCS18062(d) respecting Development Charges By-law Policy – 2019 Development Charges Academic Comparators, be received.

**2. 2019 Background Study for GO Transit Development Charges By-law Amendment (FCS19020) (City Wide) (Item 7.2)**

- (a) That Report FCS19020 be recognized as a Development Charge Background Study under Section 10 of the *Development Charges Act*, 1997, as amended for the purpose of providing background for amending policy of the existing GO Transit Development Charge By-law 11-174, as amended;
- (b) That the Development Charges Stakeholder Sub-Committee approval of Report FCS19020 be considered the Public Release of the DC Background Study as required by Section 10(4) of the *Development Charges Act*, 1997, as amended; and,

- (c) That the item respecting amendments to the GO Transit Development Charges By-law be identified as complete and removed from the Outstanding Business List.

**3. 2019 Development Charges – Background Study (Item 10.1)**

That the 2019 Development Charges – Background Study, be received.

**FOR INFORMATION:**

**(a) APPROVAL OF THE AGENDA (Item 2)**

The Committee Clerk advised of the following changes to the agenda:

**1. ADDED CORRESPONDENCE**

- 5.1 Added Correspondence from David Zietsma, Vice President, External Relations and Enrolment, Redeemer University College, respecting Development Charges Exemptions for Academic Institutions.
- 5.2 Added Correspondence from Thomas H. Ferns, General Counsel and Corporate Secretary, Mohawk College, respecting Development Charges Exemptions for Academic Institutions
- 5.3 Added Correspondence from Patrick Deane, President and Vice Chancellor, McMaster University, respecting Development Charges Exemptions for Academic Institutions

The agenda of the March 25, 2019 meeting was approved, as amended.

**(b) DECLARATIONS OF INTEREST (Item 3)**

Councillor Wilson declared an interest with Item 10.1's Affordable Housing section as she has a relative who works in that sector.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)**

**(i) February 19, 2019 (Item 4.1)**

The Minutes of the February 19, 2019 meeting, were approved.

**(d) CORRESPONDENCE (Item 5)**

- (i) David Zietsma, Vice President, External Relations and Enrolment, Redeemer University College, respecting Development Charges Exemptions for Academic Institutions (Added Item 5.1)**

The correspondence from David Zietsma, Vice President, External Relations and Enrolment, Redeemer University College, respecting Development Charges Exemptions for Academic Institutions, was received.

- (ii) Thomas H. Ferns, General Counsel and Corporate Secretary, Mohawk College, respecting Development Charges Exemptions for Academic Institutions (Added Item 5.2)**

The correspondence from Thomas H. Ferns, General Counsel and Corporate Secretary, Mohawk College, respecting Development Charges Exemptions for Academic Institutions, was received.

- (iii) Patrick Deane, President and Vice Chancellor, McMaster University, respecting Development Charges Exemptions for Academic Institutions (Added Item 5.3)**

The correspondence from Patrick Deane, President and Vice Chancellor, McMaster University, respecting Development Charges Exemptions for Academic Institutions, was received.

**(e) DISCUSSION ITEMS (Item 10)**

- (i) 2019 Development Charges Background Study (Item 10.1)**

Gary Scandlan of Watson & Associates Economists Limited, addressed Committee with the aid of a PowerPoint presentation. A copy of the presentation is available for viewing on the City's website.

The presentation from Gary Scandlan of Watson & Associates Economists Limited respecting the 2019 Development Charges Background Study, was received.

For further disposition of this matter, refer to Item 3.

**Development Charges  
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**(f) ADJOURNMENT (Item 15)**

There being no further business, the Development Charges Stakeholders Sub-Committee, was adjourned at 10:58 a.m.

Respectfully submitted,

Councillor B. Clark, Chair  
Development Charges  
Stakeholders Sub-Committee

Lisa Chamberlain  
Legislative Coordinator  
Office of the City Clerk