



## City of Hamilton

# GENERAL ISSUES COMMITTEE ADDENDUM

**Meeting #:** 19-012  
**Date:** June 19, 2019  
**Time:** 9:30 a.m.  
**Location:** Council Chambers, Hamilton City Hall  
71 Main Street West

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

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- \*12.1 Modifications to the Guidelines and Criteria for the Barton/Kenilworth Tax Increment Grant Program; 19
- the Barton/Kenilworth Commercial Corridor Building Improvement Grant Program; the Barton/Kenilworth Commercial Planning and Building Fee Rebate Program; the Commercial Corridor Housing Loan and Grant Program; and, the Hamilton Tax Increment Grant Program
- \*12.2 Extension of the Lincoln M. Alexander Parkway and Red Hill Valley Parkway Enhanced Enforcement Initiative 21

**14. PRIVATE AND CONFIDENTIAL**

- \*14.4 Ontario Nurses' Association (ONA) (Macassa/Wentworth Lodges) - Ratification of Collective Agreement (HUR19018) (City Wide)
- Pursuant to Section 8.1, Sub-section (d) of the City's Procedural By-law 18-270, and Section 239(2), Sub-section (d) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to labour relations or employee negotiations.

## 6.6

**Form: Request to Speak to Committee of Council**  
Submitted on Wednesday, June 12, 2019 - 10:04 am

==Committee Requested==

**Committee:** General Issues Committee

==Requestor Information==

**Name of Individual:** Michael Gallardo

**Name of Organization:** Merit Ontario

**Contact Number:** 416-818-9292

**Email Address:** [mgallardo@meritontario.com](mailto:mgallardo@meritontario.com)

**Mailing Address:**

11 Kodiak Crescent

Toronto, ON M3J3E5

**Reason(s) for delegation request:** Delegation on fair and open tendering for the City of Hamilton on June 19 at the General Issues Committee Meeting

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

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

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

Submitted on Friday, June 14, 2019 - 7:55 am

==Committee Requested==

**Committee:** General Issues Committee

==Requestor Information==

**Name of Individual:** Kim Wright

**Name of Organization:** Carpenters' Union of Ontario

**Contact Number:** 416-4508560

**Email Address:** [kim@wrightstrategies.ca](mailto:kim@wrightstrategies.ca)

**Mailing Address:**

5503 - 1 Bloor Street East

Toronto, ON M4W 0A8

**Reason(s) for delegation request:** Item 10.2 Bill 66, Restoring Ontario's Competitiveness Act, Schedule 9: Non-Construction Employer Update (HUR19015/LS19024/FCS19056) (City Wide) has an impact on the Carpenters' Union.

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

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



CARPENTERS' UNION &  
CITY OF HAMILTON:  
BUILDING COMMUNITIES  
TOGETHER



# History

Collective Agreement 2005

Collaborative Relationship

Solutions Focused

Variances to the Agreement  
Where Appropriate

## Cost Savings??

“The savings to the City if it were deemed a non-construction employer appears to be a maximum of 1.7% of the total construction costs in the ICI sector (\$219 million) or a total of \$3.74 million. **This is assuming that all the savings are passed onto the City in the form of lower bid prices.**”

*– 2008 City of Toronto Analysis*

## Cost Savings??

“However, it is unclear how much increased competition the City will receive on its construction tenders as a result of becoming a non-construction employer and consequently it is not possible to determine with any certainty what, if any, savings will result.”

– *2019 City of Toronto Analysis*



# Values vs Cost

Any Potential Savings Offset By Loss Of:

- Equity Programming
- Social Infrastructure Investments
- Training & Apprenticeships Opportunities
- Workplace Safety
- Tax Revenue
- Pensions
- Community Benefits
- Control of Job Sites

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

Submitted on Friday, June 14, 2019 - 7:59 am

==Committee Requested==

**Committee:** General Issues Committee

==Requestor Information==

**Name of Individual:** Matt Creary

**Name of Organization:** Carpenters' Union Local 18

**Contact Number:** (905) 522-0752 xt 222 office

**Email Address:** [matt@local18.ca](mailto:matt@local18.ca)

**Mailing Address:**

1342 Stone Church East Hamilton, ON L8W 2C8

**Reason(s) for delegation request:** Item 10.2 Bill 66, Restoring Ontario's Competitiveness Act, Schedule 9: Non-Construction Employer Update (HUR19015/LS19024/FCS19056) (City Wide) has an impact on the Carpenters' Union.

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

**Will you be submitting a formal presentation?** No

**Form: Request to Speak to Committee of Council**  
Submitted on Wednesday, June 5, 2019 - 11:24 am

==Committee Requested==

**Committee:** General Issues Committee

==Requestor Information==

**Name of Individual:** Hon. Justin Page

**Name of Organization:** Order of Canada Association

**Contact Number:**

**Email Address:**

**Mailing Address:**

**Reason(s) for delegation request:** Request to participate in City of Hamilton newly installed directional/advertising boxes for the Order of Canada Recipients

**Will you be requesting funds from the City? Yes**

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

6.10

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

Submitted on Monday, June 17, 2019 - 10:37 pm

==Committee Requested==

**Committee:** General Issues Committee

==Requestor Information==

**Name of Individual:** Don McLean

**Name of Organization:** Hamilton 350 Committee

**Contact Number:**

**Email Address:**

**Mailing Address:**

**Reason(s) for delegation request:** To address item 10.4 of the June 19 GIC agenda re Imperial Oil pipeline

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

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



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	June 19, 2019
<b>SUBJECT/REPORT NO:</b>	Audit and Accountability Fund - Expression of Interest (FCS19059) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	John Savoia (905) 546-2424 Ext. 7298 Tom Hewitson (905) 546-2424 Ext. 4159
<b>SUBMITTED BY:</b>	Mike Zegarac General Manager, Finance and Corporate Services Corporate Services Department
<b>SIGNATURE:</b>	

## RECOMMENDATIONS

- (a) That the Audit and Accountability Fund Expression of Interest (EOI) attached as Appendix "A" to Report FCS19059 be approved and submitted to the Minister of Municipal Affairs and Housing by June 30, 2019 for the intention of conducting an expenditure review of the City's use of consultants and contractors to find efficiencies.
- (b) That Council direct staff to single source a third-party consultant to complete this review should the City be successful in obtaining funds from the Ministry of Municipal Affairs and Housing.

## EXECUTIVE SUMMARY

Council, at its June 12, 2019 meeting, directed staff to provide options for potential application to the Audit and Accountability Fund (Fund), that fall within the criteria of the program guidelines, with an associated cost of up to \$250,000.

The Province announced on May 21, 2019 the creation of the \$7.35 M Fund for large urban municipalities and school boards in Ontario "to help municipalities become more efficient and modernize service delivery while protecting front line jobs." The Fund is a conditional grant program available to 39 large urban municipalities and 10 school boards across the province.

**SUBJECT: Audit and Accountability Fund - Expression of Interest (FCS19059) (City Wide) - Page 2 of 4**

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To be eligible for this funding, the Province expects a review of municipal expenditures to find efficiencies. The Province has outlined three forms a review project could take including:

- A line-by-line review of the municipality's entire budget;
- A review of service delivery and modernization opportunities;
- A review of administrative processes to reduce costs.

Given the parameters / options of the program, staff is recommending that the City explore an Expression of Interest under "a review of service delivery and modernization opportunities" stream specifically, a third-party review of the City's use of external consultants and contractors. The Review will examine feasible and innovative service delivery options where external consultants and contractors are utilized extensively. The Review will focus on the overall service performance in relation to approved service standards. If approved for the one-time funding, the outcome of the Review will be to identify sustainable long-term service delivery efficiencies and associated cost savings.

The reporting requirement of this Fund is extremely short with a final report by the third-party to be posted publicly by November 30, 2019 and therefore, the City would need to single source a third-party consultant to complete this work to meet the provincial timelines.

**Alternatives for Consideration – N/A**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** Should the City receive funding from the Fund, the proposed third-party review will not require City funding. The outcome of the Review will be to identify sustainable long-term service delivery efficiencies and associated cost savings.

**Staffing:** The Review will be conducted by a third-party consultant with the assistance of City staff, where required. It is not expected to dedicate staff for this purpose.

**Legal:** None anticipated.

**HISTORICAL BACKGROUND**

On May 21, 2019, the Premier announced the creation of the Audit and Accountability Fund (Fund) for the 39 large urban municipalities and 10 school boards in Ontario. The City received a follow up letter on May 29 from Laurie LeBlanc, Deputy Minister in Municipal Affairs and Housing with the program eligibility and requirements for next steps.

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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: Audit and Accountability Fund - Expression of Interest (FCS19059) (City Wide) - Page 3 of 4**

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The Fund is a conditional grant program under which large urban municipalities can apply to undertake expenditure reviews with the goal of finding efficiencies. For a municipality to be eligible for funding under the Fund, the proposed review project must:

1. Review municipal expenditures to find efficiencies. The review project could take a number of forms including:
  - A line-by-line review of the municipality's entire budget;
  - A review of service delivery and modernization opportunities;
  - A review of administrative processes to reduce costs.
2. Result in a final report by the independent third-party reviewer that provides specific and actionable recommendations for cost savings and improved efficiencies.
3. Be completed by November 30, 2019. Municipal applicants will be required to post publicly the independent third-party report that outlines the analysis, findings and actionable recommendations by November 30, 2019.

It is expected that most review projects will be less than \$250,000. However, projects will be reviewed on a case-by-case basis and funding amounts may depend on the available appropriation. Only third-party service provider fees will be eligible. Municipal administrative costs, such as staff time, are not eligible. The Fund will not cover review projects where:

- The object of the review project is to identify opportunities for revenue generation or reductions in front line services.
- The review does not result in a formal report prepared by a third party.
- The object of the review extends beyond municipal accountability.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

City of Hamilton's Procurement Policy By-law, Section 4.11 – Policy for Negotiations (Single Source) Policy 11 provides for the recommending of a single source vendor for the supply of a particular Goods and/or Service because it is more cost effective or beneficial for the City.

**RELEVANT CONSULTATION**

N/A

**SUBJECT: Audit and Accountability Fund - Expression of Interest (FCS19059) (City Wide) - Page 4 of 4**

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

Expressions of Interest to the Fund must be submitted by June 30, 2019. They will be reviewed and approved by the Ministry of Municipal Affairs and Housing as they are received. City staff have reviewed the three review options to access this provincial fund.

City staff already complete a line-by-line review of the operational budget on an annual basis as part of the budget development process. This review includes a detailed analysis of all expenditure lines. This annual review has enabled the City to hold the line on a variety of discretionary costs which has resulted in operational budget increases at or below inflation over the last number of years while introducing service improvements such as transit expansion.

As such, staff are recommending that the City apply for the “review of service delivery and modernization opportunities” stream specifically a third-party review of the City’s use of external consultants and contractors.

The Review will examine feasible and innovative service delivery options where external consultants and contractors are utilized extensively. The Review will focus on the overall service performance in relation to approved service standards. If approved for the one-time funding, the outcome of the Review will be to identify sustainable long-term service delivery efficiencies and associated cost savings.

The reporting requirement of this Fund is extremely short with a final report by the third-party to be posted publicly by November 30, 2019 and therefore, the City would need to single source a third-party consultant to complete this work to meet the provincial timelines.

**ALTERNATIVES FOR CONSIDERATION**

N/A

**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” to Report FCS19059 – Audit and Accountability Fund Expression of Interest

JS/TH/dt

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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.



# Audit and Accountability Fund: Expression of Interest

To apply to the Audit and Accountability Fund:

- 1.) Complete all required fields of this Expression of Interest.
- 2.) Ensure that the completed Expression of Interest has been attested to by the appropriate municipal staff.
- 3.) Include an outline of your project timeline and costs (procurement documents, a project charter, a project work plan, or any other document as appropriate).
- 4.) Email this Expression of Interest and any additional supporting materials to [municipal.programs@ontario.ca](mailto:municipal.programs@ontario.ca) by **June 30, 2019**.

## Attestation

I have reviewed this expression of interest and the supporting material and can verify that it is accurate to the best of my knowledge and understanding.

Signature

Date (DD/MM/YYYY)

Legal Name of Municipality City of Hamilton	
Name of Signatory Mike Zegarac	Position Title General Manager Finance&Corporate Servs

## Applicant Information

Mailing Address 71 Main Street West, Hamilton Ontario L8P 4Y5	
Name of Primary Contact Tom Hewitson	Position Title Manager, Current Budgets & Fiscal Plan'g
Email Address Tom.Hewitson@hamilton.ca	Telephone Number 905-546-2424 x. 4159

- I acknowledge that it is a program requirement that the proposed third-party review project result in a publicly posted report by November 30, 2019.

What is the anticipated cost of your proposed third-party review project? **Note:** only the cost of a third-party service provider should be included. Attach a document to support the timeline and costs of your project. It is estimated that the proposed review will be less than \$250,000.

Have you included a resolution of council demonstrating support for the proposed third-party review project? **Note:** this is not a program eligibility requirement.

- Yes (If yes, please attach a copy to this Expression of Interest form)
- No

## Review Project Description

### 1.) Provide a brief description of your proposed third-party review project.

City departments engage external consultants and contractors to undertake a variety of projects. Proposed third-party Review will analyze financial and performance related data on the City's use of external consultants and contractors. The Review will examine feasible and innovative service delivery options where external consultants and contractors are utilized extensively. The Review will focus on the overall service performance in relation to approved service standards.

### 2.) Provide a summary of the objectives of your proposed third-party review project.

Proposed Review will evaluate the reliance on external consultants and contractors, assess knowledge transfer to City staff, identify service delivery alternatives and efficiency opportunities.

### 3.) Provide a summary of expected outcomes of your proposed third-party review project.

A focus of the Review will be to identify sustainable long-term service delivery efficiencies and associated cost savings.

# CITY OF HAMILTON NOTICE OF MOTION

General Issues Committee: June 19, 2019

**MOVED BY COUNCILLOR N. NANN.....**

**Modifications to the Guidelines and Criteria for the Barton/Kenilworth Tax Increment Grant Program; the Barton/Kenilworth Commercial Corridor Building Improvement Grant Program; the Barton/Kenilworth Commercial Planning and Building Fee Rebate Program; the Commercial Corridor Housing Loan and Grant Program; and, the Hamilton Tax Increment Grant Program**

WHEREAS, the City of Hamilton’s Strategic Plan recognizes and supports the need for affordable housing units as one of the City’s top priorities;

WHEREAS, the City’s financial incentive programs delivered through the Economic Development Division, which include: the Barton/Kenilworth Tax Increment Grant Program; the Barton/Kenilworth Commercial Corridor Building Improvement Grant Program; the Barton/Kenilworth Commercial Planning and Building Fee Rebate Program; the Commercial Corridor Housing Loan and Grant Program; and, the Hamilton Tax Increment Grant Program, were created to provide an economic catalyst for developing, redeveloping or renovating residential/commercial lands and buildings within Downtown Hamilton; Community Downtowns; the Mount Hope/Airport Gateway; Business Improvement Areas and “Commercial Corridors”, including the Barton and Kenilworth Commercial Corridors; and, the properties that front onto Barton Street between James Street North and Victoria Avenue North, as identified in the Downtown and Community Renewal Community Improvement Project Area;

WHEREAS, these incentive programs have contributed to the creation of approximately 700 new residential dwelling units and 134 renovated dwelling units since 2002;

WHEREAS, these incentives require that all residential units meet current property standards, fire code standards, and proper zoning as well as building code requirements; thereby, creating safe and legal residential dwelling units;

WHEREAS, these incentive programs continue to provide an important means by which the City is helping to increase housing supply in Hamilton;

WHEREAS, there is community concern that there is the potential that the property improvements supported by these incentive programs could potentially contribute to the displacement of vulnerable tenants;

## THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to make any necessary modifications to the guidelines and criteria for the Barton/Kenilworth Tax Increment Grant Program; the Barton/Kenilworth Commercial Corridor Building Improvement Grant Program; the Barton/Kenilworth Commercial Planning and Building Fee Rebate Program; the Commercial Corridor Housing Loan and Grant Program; and, the Hamilton Tax Increment Grant Program to ensure that:
  - (i) Any property improvements funded by these incentive programs do not result in the permanent displacement of an existing tenant, as a result of the improvement;
  - (ii) Tenants are provided full and comprehensive information, verified by, and in consultation with Housing Services staff, regarding their legal rights if any property improvements that are funded by these incentive programs have the potential to disrupt or impact the tenants; and,
  - (iii) The explicit value and nature of the City's financial contribution to any property improvement is disclosed to the Landlord and Tenant Board in any matter involving an application for an above-guideline rent increase.

# CITY OF HAMILTON NOTICE OF MOTION

General Issues Committee: June 19, 2019

**MOVED BY COUNCILLOR C. COLLINS.....**

**Extension of the Lincoln M. Alexander Parkway and Red Hill Valley Parkway  
Enhanced Enforcement Initiative**

WHEREAS, the enhanced enforcement initiative undertaken by the Hamilton Police Service and outlined in Report PW19014a, has shown a positive impact on managing compliance to the posted speed limit along the Lincoln M. Alexander Parkway and Red Hill Valley Parkway; and,

WHEREAS, Transportation Operations and Maintenance, in consultation with the Hamilton Police Service, recommends the extension of the initiative as a proactive measure to improve roadway safety along the parkways;

THEREFORE, BE IT RESOLVED:

That the Lincoln M. Alexander Parkway and Red Hill Valley Parkway Enhanced Enforcement Initiative be extended for a period of 28 weeks; effective immediately until the December 31, 2019, to be funded in the amount of \$285,000 from the Red Light Camera Reserve #112203, with a zero net levy impact.