



## City of Hamilton

# AUDIT, FINANCE AND ADMINISTRATION COMMITTEE REVISED

**Meeting #:** 20-009

**Date:** October 22, 2020

**Time:** 9:30 a.m.

**Location:** Due to the COVID-19 and the Closure of City Hall

All electronic meetings can be viewed at:

City's Website:

<https://www.hamilton.ca/council-committee/council-committee-meetings/meetings-and-agendas>

City's YouTube Channel:

<https://www.youtube.com/user/InsideCityofHamilton> or Cable 14

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

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### 1. APPROVAL OF AGENDA

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

### 2. DECLARATIONS OF INTEREST

### 3. APPROVAL OF MINUTES OF PREVIOUS MEETING

3.1. October 8, 2020

### 4. COMMUNICATIONS

- \*4.1. Correspondence from June Roberts, respecting an Extension of Benefits for City of Hamilton Retirees who turn 65 in 2021.

Recommendation: Be received.

- \*4.1.a. Additional Correspondence from June Roberts, respecting an Extension of Benefits for City of Hamilton Retirees who turn 65 in 2021.

Recommendation: Be received.

## **5. DELEGATION REQUESTS**

- \*5.1. Kenneth Ukrainec, on behalf of Network Sewer and Watermain Ltd., respecting the Fair Wage Policy and Fair Wage Schedule Complaints Annual Report (FCS20084) (For today's meeting)
- \*5.2. Jason Snyder, GardaWorld, respecting the City's decision to exclude Garda Canada Security Corp from being able to bid on work for the City (For today's meeting)
  - \*5.2.a. Staff Supporting Documentation respecting Jason Snyder, GardaWorld, respecting the City's decision to exclude Garda Canada Security Corp from being able to bid on work for the City

## **6. CONSENT ITEMS**

- 6.1. Upgrade of 911 System to the Next Generation 9-1-1 (NG9-1-1) Messaging Services Delivery (FCS20082 / HSC20045) (City Wide)
- 6.2. Fair Wage Policy and Fair Wage Schedule Complaints Annual Report (FCS20084) (City Wide)

## **7. PUBLIC HEARINGS / WRITTEN DELEGATIONS / VIRTUAL DELEGATIONS**

- 7.1. Kevin Rachman, SmartCentres REIT, respecting an Extension to Development Charges Credit (approved October 8, 2020)
  - \*7.1.a. Staff Supporting Documentation regarding Kevin Rachman, SmartCentres REIT, respecting an Extension to Development Charges Credit
- \*7.2. Kenneth Ukrainec, on behalf of Network Sewer and Watermain Ltd., respecting the Fair Wage Policy and Fair Wage Schedule Complaints Annual Report (FCS20084)
- \*7.3. Jason Snyder, GardaWorld, respecting the City's decision to exclude Garda Canada Security Corp from being able to bid on work for the City

## **8. STAFF PRESENTATIONS**

- 8.1. Fraud and Waste Annual Report (AUD20007) (City Wide)

## **9. DISCUSSION ITEMS**

- 9.1. 2019 Reserve Report (FCS20068) (City Wide)
- 9.2. Governance Review Sub-Committee Report 20-002 - October 13, 2020

**10. MOTIONS**

10.1. Advisory Committee for Immigrants and Refugees Membership

**11. NOTICES OF MOTION**

**12. GENERAL INFORMATION / OTHER BUSINESS**

**13. PRIVATE AND CONFIDENTIAL**

**14. ADJOURNMENT**







## AUDIT, FINANCE AND ADMINISTRATION COMMITTEE MINUTES 20-008

9:30 a.m.  
October 8, 2020  
Council Chambers  
Hamilton City Hall

**Present:** Councillors B. Clark (Vice-Chair), M. Wilson, C. Collins, L. Ferguson, B. Johnson, M. Pearson, and A. VanderBeek

**Absent:** J. Partridge - Personal

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

#### 1. CONSENT ITEMS (Item 6)

**(Ferguson/Collins)**

That Consent Items 6.1 through 6.3, be received as presented:

- (i) **2020 Second Quarter Request for Tenders and Proposals Report (FCS20033(a)) (City Wide) (Item 6.1)**
- (ii) **2020 Second Quarter Emergency and Non-competitive Procurements Report (FCS20034(a)) (City Wide) (Item 6.2)**
- (iii) **Second Quarter Non-compliance with the Procurement Policy Report (FCS20035(a)) (City Wide) (Item 6.3)**

**Result: Motion CARRIED by a vote of 7 to 0, as follows:**

YES - Ward 3 - Ward 1 Councillor Maureen Wilson  
 NOT PRESENT - Ward 15 Councillor Judi Partridge  
 YES - Ward 13 Councillor Arlene VanderBeek  
 YES - Ward 12 Councillor Lloyd Ferguson  
 YES - Ward 11 Councillor Brenda Johnson  
 YES - Ward 10 Councillor Maria Pearson  
 YES - Ward 9 Councillor Brad Clark  
 YES - Ward 5 Councillor Chad Collins

#### 2. Procurement Sub-Committee Report 20-002 – October 1, 2020 (Item 9.1)

**(Ferguson/Collins)**

- (a) **Commercial Relationship Between City of Hamilton and Garda Canada Security Corporation also known as GardaWorld Canada Security Corporation also known as GardaWorld Corporation (LS20025) / (FCS20083) (City Wide) (Item 13.1)**

- (i) That the direction provided to staff in Closed Session respecting Report LS0025 / FCS20083, the Commercial Relationship Between City of Hamilton and Garda Canada Security Corporation also known as GardaWorld Canada Security Corporation also known as GardaWorld Corporation, be approved;
- (ii) That the contents of Report LS0025 / FCS20083, respecting the Commercial Relationship Between City of Hamilton and Garda Canada Security Corporation also known as GardaWorld Canada Security Corporation also known as GardaWorld Corporation, remain confidential; and,
- (iii) That Confidential Appendix “A” to Procurement Sub-Committee Report 20-002, remain confidential.

**Result: Motion CARRIED by a vote of 7 to 0, as follows:**

YES - Ward 3 - Ward 1 Councillor Maureen Wilson  
NOT PRESENT - Ward 15 Councillor Judi Partridge  
YES - Ward 13 Councillor Arlene VanderBeek  
YES - Ward 12 Councillor Lloyd Ferguson  
YES - Ward 11 Councillor Brenda Johnson  
YES - Ward 10 Councillor Maria Pearson  
YES - Ward 9 Councillor Brad Clark  
YES - Ward 5 Councillor Chad Collins

**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 1)**

The Committee Clerk advised of the following changes to the agenda:

**9. DISCUSSION ITEMS**

9.1 Procurement Sub-Committee Report 20-002 – October 1, 2020

**13. PRIVATE AND CONFIDENTIAL**

13.1 Confidential Appendix “A” to Procurement Sub-Committee Report 20-002 – October 1, 2020

**(Pearson/Johnson)**

That the agenda for the October 8, 2020 Audit, Finance and Administration Committee meeting be approved, as amended.

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

YES - Ward 3 - Ward 1 Councillor Maureen Wilson  
NOT PRESENT - Ward 15 Councillor Judi Partridge  
YES - Ward 13 Councillor Arlene VanderBeek

YES - Ward 12 Councillor Lloyd Ferguson  
YES - Ward 11 Councillor Brenda Johnson  
YES - Ward 10 Councillor Maria Pearson  
YES - Ward 9 Councillor Brad Clark  
NOT PRESENT - Ward 5 Councillor Chad Collins

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)**

**(i) September 24, 2020 (Item 3.1)**

**(VanderBeek/Ferguson)**

That the Minutes of the September 24, 2020 meeting of the Audit, Finance and Administration Committee be approved, as presented.

**Result: Motion CARRIED by a vote of 7 to 0, as follows:**

YES - Ward 3 - Ward 1 Councillor Maureen Wilson  
NOT PRESENT - Ward 15 Councillor Judi Partridge  
YES - Ward 13 Councillor Arlene VanderBeek  
YES - Ward 12 Councillor Lloyd Ferguson  
YES - Ward 11 Councillor Brenda Johnson  
YES - Ward 10 Councillor Maria Pearson  
YES - Ward 9 Councillor Brad Clark  
YES - Ward 5 Councillor Chad Collins

**(d) COMMUNICATIONS (Item 4)**

**(i) Correspondence from MPAC, respecting Municipal Levy Letter (Item 4.1)**

**(Collins/Ferguson)**

That the Correspondence from MPAC, respecting Municipal Levy Letter, be received.

**Result: Motion CARRIED by a vote of 7 to 0, as follows:**

YES - Ward 3 - Ward 1 Councillor Maureen Wilson  
NOT PRESENT - Ward 15 Councillor Judi Partridge  
YES - Ward 13 Councillor Arlene VanderBeek  
YES - Ward 12 Councillor Lloyd Ferguson  
YES - Ward 11 Councillor Brenda Johnson  
YES - Ward 10 Councillor Maria Pearson  
YES - Ward 9 Councillor Brad Clark  
YES - Ward 5 Councillor Chad Collins

**(e) DELEGATION REQUEST (Item 5)**

**(i) Kevin Rachman, SmartCentres REIT, respecting an Extension to Development Charges Credit (Item 5.1)**

**(Pearson/Johnson)**

That the Delegation Request from Kevin Rachman, SmartCentres REIT, respecting an Extension to Development Charges Credit, be approved for a future meeting.

**Result: Motion CARRIED by a vote of 7 to 0, as follows:**

YES - Ward 3 - Ward 1 Councillor Maureen Wilson  
NOT PRESENT - Ward 15 Councillor Judi Partridge  
YES - Ward 13 Councillor Arlene VanderBeek  
YES - Ward 12 Councillor Lloyd Ferguson  
YES - Ward 11 Councillor Brenda Johnson  
YES - Ward 10 Councillor Maria Pearson  
YES - Ward 9 Councillor Brad Clark  
YES - Ward 5 Councillor Chad Collins

**(f) ADJOURNMENT (Item 14)**

**(Johnson/Pearson)**

That, there being no further business, the Audit, Finance and Administration Committee, be adjourned at 9:39 a.m.

**Result: Motion CARRIED by a vote of 7 to 0, as follows:**

YES - Ward 3 - Ward 1 Councillor Maureen Wilson  
NOT PRESENT - Ward 15 Councillor Judi Partridge  
YES - Ward 13 Councillor Arlene VanderBeek  
YES - Ward 12 Councillor Lloyd Ferguson  
YES - Ward 11 Councillor Brenda Johnson  
YES - Ward 10 Councillor Maria Pearson  
YES - Ward 9 Councillor Brad Clark  
YES - Ward 5 Councillor Chad Collins

Respectfully submitted,

Councillor Clark, Vice-Chair  
Audit, Finance and Administration  
Committee

Angela McRae  
Legislative Coordinator  
Office of the City Clerk

From: june rob <>

Sent: October 13, 2020 3:34 PM

To: Pauls, Esther <Esther.Pauls@hamilton.ca>; Office of the Mayor <mayor@hamilton.ca>; MROO Membership Updates <>

Subject: Extension of Benefits for City of Hamilton Retirees who turn 65 in 2021

Dear Councillor Esther Pauls and Mayor Fred:

My name is June Roberts, **Personal Information** Ward 7 Resident and past City of Hamilton Employee 2017 for 41.5 years with the Public Works and Waste Depts.

I just left you a message, but think it would be better to write my concerns to you, so you can bring it forward to the HR Committee.

Due to Covid 19, City of Hamilton Retirees were not able to use their medical benefits due to dentists, dental hygienists, doctors, chiropractors etc. being closed. The City of Hamilton still had to pay Manulife benefits on our behalf knowing that we were unable to get appointments due to everything being closed due to covid.

When a retiree turns 65, there is no more benefits, unlike other organizations. I will be 65 years old in June of 2021 and am asking that you look into extending the benefits that our City paid for the retirees for the last 7 mos. And we were unable to us them.

Today I have spoken to Manulife about this and they said to bring it forward to benefits dept. for the City. I have just spoken to Manjeep in Benefits and she said there was no request for this.


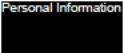
I would now request for you, on behalf of the retirees and myself that an additional 7 mos be added on to our benefits, especially dental. I was finally able to see my dentist last week. I am still unable to get an appoint with my doctor during this pandemic.

Please let me know whether you think you can help or what my next steps should be.

Thanks

June Roberts



**From:**   
**To:** [McRae, Angela](#)  
**Subject:** RE: Extension of Benefits for City of Hamilton Retirees who turn 65 in 2021  
**Date:** October 16, 2020 11:49:43 AM  
**Attachments:** 

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Dear Angela, thanks for the reply.

Please mention that the City should apply for a rebate from Manulife for all the premiums they have paid and employees and retirees were not able to use during the Covid pandemic lock down. When I spoke to Manulife about giving a rebate to the City, the gal I spoke to said the City didn't ask for one.

That is one way to help with our budget. Let Mayor Fred know this.

June Roberts, Retired Public Works employee for 41.5 years...

Sent from [Mail](#) for Windows 10

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## Request to Speak to Committee of Council

Submitted on Friday, October 16, 2020 - 4:53 pm

==Committee Requested==

**Committee:** Audit, Finance & Administration Committee

==Requestor Information==

**Name of Individual:** Kenneth Ukrainec

**Name of Organization:** Network Sewer and Watermain Ltd.

**Contact Number: Office:**

**Email Address:**

**Mailing Address:**

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

- A Fair Wage Policy audit was completed by KPMG on Network Sewer and Watermain Ltd. ("Network"), on 5 separate occasions the audit has produced a different final figure.

- For detailed reasons that will be submitted in writing, Network believes that the final figure amounts found by the audit are within a de minimis range that should not be penalized for non-compliance with the Fair Wage Policy. In the alternative, if the City of Hamilton continues to determine that Network's audit falls within a non-compliance standard requiring penalty, then Network requests that the penalty be reduced in a manner that accords with the minor scope of the alleged accounting discrepancies.

- In addition to the above, Network previously attempted to dispute the final figures provided by the audit and was not provided procedural fairness pursuant to Fair Wage Policy clause 12.

- As discussed previously, Network will provide a brief written submission to the Clerk of Hamilton. Network requests that this written submission be provided to the Audit, Finance and Administration Committee prior to Network's 5 minute oral delegation.

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

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

Hamilton City Hall  
Audit, Finance and Administration Committee  
71 Main Street West  
Hamilton, Ontario  
L8P 4Y5

October 20, 2020

**RE: Fair Wage Complaint # (FW26-2017)**

Mr. Chair and members of the Audit, Finance & Administration Committee,

Network Sewer and Watermain Ltd. appreciates your time in considering this delegation, and requests that you kindly consider the two attached appendices regarding the audit for Fair Wage Complaint # (FW26-2017).

I intend to provide a 5 minute oral delegation following your review of this written submission, upon which time I will welcome your questions. Please note if the council elects to permit Network a proper appeal pursuant to Section 12 of the Fair Wage Policy, then I will forego my 5 minute oral delegation.

Many thanks for your consideration,

Kenneth Ukrainec  
Counsel  
Network Sewer & Watermain Ltd.  
LSO # 78516L  
Cell #

## APPENDIX “A” - TIMELINE

- ❖ **March 29, 2017 to December 2, 2017**  
Work on site for contract *C15-56-16 (HSW) – Upper Sherman Road Reconstruction*, commenced March 19, 2017, completed December 2, 2017.
- ❖ **February 21, 2018**
  - Network formally notified of audit.
- ❖ **February 22, 2018 to August 20, 2019**
  - Preliminary considerations and then audit commences.
- ❖ **August 21, 2019**
  - Letter from City informing Network that final conclusion of the audit resulted in \$20,247.95 of unpaid wages.
- ❖ **August 30, 2019**
  - Letter from Networks counsel in response to August 21, 2019 letter, specifically stating that
    - The audit miscalculated wages by failing to properly classify students; and
    - The audit significantly miscalculated overtime, as it did not take note of the Employment Standards Act exception for road workers, pursuant to O Reg 285/01.
- ❖ **January 29, 2020**
  - Letter from City informing that revised audit now determines Network only owes \$593.60.
- ❖ **February 5, 2020**
  - Letter from Network counsel in response to January 29, 2020 letter.
- ❖ **February 27, 2020**
  - Meeting between Network and relevant City officials. Parties discuss disputed calculations, and Network makes clear that certain staff members changed job titles during project, resulting in differing wage rates which the City’s auditor should have considered.
- ❖ **March 18, 2020**
  - Network provides the City with the relevant date for each employee’s changed job title.
- ❖ **July 13, 2020**
  - Email from city informing that revised audit now determines Network only owes \$349.62.
- ❖ **July 22, 2020**
  - The City requests a response from Network in regard to the revised audit figure, Network’s counsel provides a letter in opposition, stating the following:
    - Network’s alleged miscalculations were clearly inadvertent and modest enough so as to be within a de minimis range, thereby Network requests to pay the employees and have the City waive any further penalties; and
    - In the event that the City does not wish to waive further penalties, then Network requests a meeting with the City’s Manager of Procurement.

## **APPENDIX "A" - TIMELINE**

### **❖ August 12, 2020**

- The City's Manager of Procurement sends an email to Network, instructing that Network's July 22, 2020 letter was unilaterally elevated to a higher level of appeal, and the GM of Corporate Services and the GM of Public Works have unilaterally determined that the audit was correct and that Network is in a state of non-compliance. The letter did not provide specific details.

### **❖ August 20, 2020**

- City sends out letter discussing actions moving forward, specifically stating (underlining added for emphasis):
  - *"the City will be requesting payment from Network for the minimum cost of the investigation in the amount of \$5000.00 (plus applicable tax)."*

### **❖ September 9 to October 7, 2020**

- Letters back and forth between parties confirming whether payments have been made to date.
- All payment acknowledgement forms submitted to City, City responses in return, forms resolved.

### **❖ October 7, 2020**

- City provides invoice for audit, amounting to \$9,197.26.

## **APPENDIX “B” - DELEGATION SUBMISSIONS**

### **1. Section 12 Fair Wage Policy: Procedural Fairness**

- 1.1. In the final decision made by the City of Hamilton (“City”) in its June 2020 email, Network Sewer and Watermain Ltd. (“Network”) was not provided with procedural fairness, pursuant to Section 12 of the Fair Wage Policy (“FWP”).
- 1.2. Specifically, counsel for Network requested a meeting with the Manager of Procurement in accordance with Section 12.1. Instead of attending said meeting, Network received an email from the Manager of Procurement, stating that she unilaterally elevated Network’s appeal to the GM of Corporate Services and the GM of Public Works. The particulars of the elevated decision were not provided to Network, though the revised final audit figure was confirmed.
- 1.3. **For ease of reference, the August 12, 2020 letter is hereby attached as “Exhibit A”.**
- 1.4. This lack of procedural fairness has limited the transparency that Network should have been provided in the appeals process. At this time Network requests, pursuant to Section 12 of the FWP, that it be granted a proper meeting with the City to address the remaining issues at hand, including those discussed in this letter. If the council decides such a meeting should be granted to Network, then I will forego my oral delegation at this time.

### **2. Audit Requiring Further Revision, Diminished Reliability**

- 2.1. The multiple revisions to the audit have only occurred because Network has successfully challenged the audit’s significant miscalculations, which has led to a more than 99% reduction to the final audit figure. In addition to the continual revisions over the past 2.5 years, Network has once again found the most recent figure provided by the City to be in error.
- 2.2. Specifically, the total hourly wages for “Mr. DF” in the weeks prior to his holiday payments appear overvalued by the City’s auditor in TAB 3. When manually applying Mr. DF’s weekly totals for the 4 week period prior to the 2 holidays in question (TAB 1), then the total figures result in a lower combined total of \$341.40, not the \$520.66 prescribed by the City’s auditor in TAB 3. When taking into account the relevant overpayments to “Mr. DF”, this number is reduced to a significantly lower outstanding total of \$87.74. It is relevant to note that Network has recently paid “Mr. DF” the previously calculated \$267.00, as per the City’s direction provided on October 3, 2020.
- 2.3. Due to the constantly changing revisions, Network is justified in questioning the reliability of the audit’s final figures. The fact that this audit continues to require revisions seriously undermines the credibility of any of the numbers provided.
- 2.4. If the City believes that the TAB 3 calculations provided by the City’s auditor are correct, then it should only be fair for Network to be provided with some type of reasoning to justify this conclusion.

### **3. Grossly Disproportionate and Inequitable Penalties**

- 3.1. When considering the alleged minor accounting discrepancies, which Network continues to dispute, it is submitted that the penalties being imposed in these circumstances be considered grossly disproportionate and inequitable.

## APPENDIX “B” - DELEGATION SUBMISSIONS

- 3.2. In determining whether the penalties imposed are grossly disproportionate and inequitable, Network submits that the counsel consider Network’s overall intent to comply with the FWP, the scale of the alleged infraction, and the audit’s diminished reliability.
- 3.3. Intent
- 3.3.1. Network submits that the councillors should consider Network’s intent to comply with the FWP when determining whether Network should be subject to penalty.
- 3.3.2. To date, the City’s auditor has been proven to have miscalculated Network’s final amount owing on three separate occasions, and Network continues to dispute the most recent final figure. If anything, the continual accounting errors shown by the City’s auditor go to show how minor accounting discrepancies can arise, despite a party’s best efforts and proper intentions. As a result, in this instance it is unreasonable to penalize Network.
- 3.3.3. As an additional consideration, the councillors should contrast the alleged minor accounting discrepancies with Network’s overall intention to pay its employees at a rate well above the standards set by the FWP. As can be seen in the audit, Network has exceeded the FWP wage rate standards by more than \$46,000.00 during the project in question. If Network was at all intent on avoiding compliance with the FWP, then they would not have consistently volunteered to exceed the FWP’s standards by such a significant margin.
- 3.4. Scale
1. According to Network’s most recent calculations, the audit’s final figure accounts for approximately 0.039% of the total wages paid to employees over the course of the project. This minor figure should be considered modest enough so as to be de minimis in nature, and thereby should not result in Network being subject to the significant penalty commonly imposed with by the FWP.
- 3.5. Consistently Unreliable Audit
2. As described in paragraph 2 above, the audit’s final figures have suffered continual and ongoing miscalculations. As a result, it is very reasonable for Network to call into question how any future revised figures provided from this audit can be relied upon when considering whether to impose a penalty on Network.

#### **4. Audit Cost Raised Without Explanation**

- 4.1. The City provided a letter to Network on August 20, 2020, which states the following (underlining added for emphasis):

*“... the City will be requesting payment from Network for the minimum cost of the investigation in the amount of \$5,000.00 (plus applicable tax).”*

- 4.2. **For ease of reference, the August 20, 2020 letter is hereby attached as “Exhibit B”.**
- 4.3. To date, Network has not been provided with an explanation as to why the invoice provided by the City on October 7, 2020 is for \$9,197.26, almost double the cost declared only a month and a half prior. Additionally, Network takes issue with the possibility that they are being charged for the audit’s revised results. It is important to note that the revised audits only occurred because

## **APPENDIX "B" - DELEGATION SUBMISSIONS**

Network successfully disputed the significant miscalculations. Network hereby submits that this unexplained increase be deemed inequitable.

- 4.4. Upon recent review of the Audit, Finance and Administration Committee Agenda for October 22, 2020, Network has noted on page 15 that the City is only requesting the minimum \$5000.00. As a result, Network is seeking clarification on the City's position.

### **5. Conclusion**

- 5.1. In consideration of the circumstances prescribed above, Network requests that the City declare the following:
  - 5.1.1. Network should only be subject to pay for the alleged outstanding amounts owed to the employees in question; and
  - 5.1.2. That any further penalty typically imposed pursuant to the FWP be waived for Network in this instance.



**EXHIBIT "A"**

**Gabriela Medeiros**

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**From:** Iacoe, Tina <Tina.Iacoe@hamilton.ca>  
**Sent:** Wednesday, August 12, 2020 3:31 PM  
**To:** Don Medeiros  
**Cc:** Gabriela Medeiros; Sandra Sousa; Vasquez, Patricia; Male, Rick; McKinnon, Dan; Zegarac, Mike  
**Subject:** RE: City of Hamilton FW26-2017 (C15-56-16 Upper Sherman Road Reconstruction)  
**Attachments:** Network Sewer and Watermain - Fair Wage Audit

Good afternoon Don.

I am in receipt of your lawyer's letter to Patricia Vasquez regarding the City's most recent correspondence on the Fair Wage Audit of Contract C15-56-16.

As per the Fair Wage Policy, I have escalated your request for an appeal on this compliant to the applicable General Managers. Both Mike Zegarac, GM of Corporate Service's and Dan McKinnon, GM of Public Works, have made the final decision regarding the outcome of this Fair Wage complaint process and both agree with the findings of the City's auditor. Therefore Network Water and Sewer has been found to be non-compliant with the City's Fair Wage Policy.

For your information, staff are required to present an annual report to the Audit, Finance and Administration Committee of Council regarding complaints investigated and resulting audits performed pursuant to the Fair Wage Policy and Fair Wage Schedule. It is my expectation that this report will be brought to Committee during the fourth quarter of 2020. Should you choose delegate to the Committee regarding this compliant and your appeal, I would recommend that you contact the City Clerk's office for assistance to do so.

Patricia will be in touch with Network should we need anything further to close out this file. Thank you.

Tina Iacoe CPPO, CPPB  
Manager of Procurement  
City of Hamilton  
9<sup>th</sup> Floor, 120 King Street West  
Hamilton, ON L8P 4V2  
905-546-2424, ext 2796

**EXHIBIT "B"**

**Gabriela Medeiros**

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**From:** Vasquez, Patricia <Patricia.Vasquez@hamilton.ca>  
**Sent:** Thursday, August 20, 2020 11:32 AM  
**To:** Don Medeiros  
**Subject:** FW 26-2017 (Upper Sherman Road Reconstruction)  
**Attachments:** Non-Compliance Letter - Network.pdf

**Importance:** High

Good afternoon,

Please refer to the attached letter which outlines the non-compliance and actions moving forward regarding the Fair Wage review on Contract C15-56-16 – Upper Sherman Road Reconstruction.

Please contact me if you have any questions.

Regards,

**Patricia Vasquez**  
**Senior Procurement Specialist**  
Corporate Services Department  
Procurement Section  
City of Hamilton

120 King Street West, Suite 900  
Hamilton, Ontario L8P 4V2  
Tel: (905) 546-2424 Ext. 5972  
Email: [Patricia.Vasquez@hamilton.ca](mailto:Patricia.Vasquez@hamilton.ca)



Patricia Vasquez  
 Senior Procurement Specialist  
 City of Hamilton  
 Procurement Section  
 Financial Services Division  
 Phone: (905) 546-2424, Ext. 5972  
 Email: [Patricia.Vasquez@hamilton.ca](mailto:Patricia.Vasquez@hamilton.ca)

August 20, 2020

Network Sewer and Watermain Ltd.  
 510 Collier MacMillan Drive  
 Cambridge, ON N1R 6R5  
 Attn: Don Medeiros, President

Sent by email: [DMedeiros@nswltd.ca](mailto:DMedeiros@nswltd.ca)

**Subject: Fair Wage Complaint No. FW 26-2017**  
**Contract No. C15-56-16**  
**Upper Sherman Road Reconstruction**

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Dear Mr. Medeiros,

Upon completion of the audit on Network Sewer and Watermain Ltd. ("Network"), Network has been deemed to be non-compliant with the City of Hamilton's Fair Wage Policy and Schedule per the following:

- Employees received a compensation package less than the Total Hourly Compensation as set out in the Fair Wage Schedule while working on contract C15-56-16, as noted in the audit results.

In accordance with the Fair Wage Policy Section 10 - Consequences of Non-compliance, the City is proceeding as follows:

1. Per 10.1, (a), the City is requesting completed and signed 'Receipt of Payment Acknowledgement' forms by each employee listed in the audit results and proof of payment (i.e. copy of issued cheques) to be provided by **September 3, 2020**. The completed forms and proof of payment must be directly emailed to [patricia.vasquez@hamilton.ca](mailto:patricia.vasquez@hamilton.ca).
2. Per 10.1, (c), the City will be requesting payment from Network for the minimum cost of the investigation in the amount of \$5,000.00 (plus applicable tax). The City will be issuing an invoice for this cost to be mailed to Network.

If the above requested actions are not completed, the City reserves the right to exercise item 10.2 or 10.3 as per Section 10 - Consequences of Non-compliance.

If you have any questions or concerns regarding any of the above, please contact me via email at [Patricia.Vasquez@hamilton.ca](mailto:Patricia.Vasquez@hamilton.ca).

Sincerely,

**Patricia Vasquez,**  
 Senior Procurement Specialist

Encl. Receipt of Payment Acknowledgement Form

### Receipt of Payment Acknowledgement Form

I, \_\_\_\_\_(Individual's Name), confirm that I have received the following payment(s) from Network Sewer and Watermain Ltd., which represent(s) the shortfall in payment(s) previously received while working on the City of Hamilton **Contract No. C15-56-16 for the Upper Sherman Road Reconstruction.**

Regular Pay:                 \$  
Over Time Pay:             \$ \_\_\_\_\_  
Total received:            \$

Signed: \_\_\_\_\_  
(Individual's Signature)

Dated : \_\_\_\_\_

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

Submitted on Monday, October 19, 2020 - 9:34 am

==Committee Requested==

**Committee:** General Issues Committee

==Requestor Information==

**Name of Individual:** Jason Snyder (Branch Manager, Hamilton)

**Name of Organization:** GardaWorld

**Contact Number:**

**Email Address:** [jason.snyder@garda.com](mailto:jason.snyder@garda.com)

**Mailing Address:**

GardaWorld

54 Centennial Parkway North,

Hamilton, Ontario

L8E 1H6

**Reason(s) for delegation request:** The city has decided to exclude Garda Canada Security Corp from being able to bid on work for the city for the second time. The first time we spoke with council on 18 September 2019 who wisely agreed we should not be excluded from the cities bidding process however the city has again decided to exclude us.

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

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





## **Garda Canada Security Corp Request to Delegate to Audit, Finance and Administration Committee meeting, October 22, 2020**

- Staff wish to provide Audit, Finance and Administration Committee (AF&A) information regarding a delegation request by Garda Canada Security Corp. (“Garda”) and a brief update to the Request for Proposals procurement process for C3-04-20 Parking Enforcement Services.
- Report LS20025 / FCS20083 was an in-camera report presented and approved at the Procurement Sub-Committee meeting of October 1, 2020. The Procurement Sub-Committee Report was then brought forward to AF&A at its meeting of October 8, 2020, and the recommendations in the October 8, 2020 AF&A Report were ratified by Council at its meeting of October 14, 2020.
- Report LS20025 / FCS20083 and the recommendations (in-camera and in public) from both the Procurement Sub-Committee and AF&A can be found in eSCRIBE:
  - Procurement Sub-Committee meeting #20-002; October 1, 2020
    - 13. Private and Confidential, 13.1 Commercial Relationship Between City of Hamilton and Garda Canada Security Corporation also known as GardaWorld Canada Security Corporation also known as GardaWorld Corporation (LS20025) / (FCS20083) (City Wide)
  - AF&A meeting #20-008; October 8, 2020
    - 9.1 Discussion Item, Procurement Sub-Committee Report 20-002 – October 1, 2020
    - 13. Private and Confidential, 13.1 Appendix “A” to Procurement Sub-Committee Report 20-002
- Staff carried out the in-camera direction given by AF&A and on October 20, 2020 the Manager of Procurement advised Garda of the outcome.
- For Committee’s information, prior to submitting reports such as LS20025 / FCS20083 to Committee for consideration, the Manager of Procurement forwards a letter to the proponent giving advance notice of the Report, providing the basis of the Report and the applicable Committee and meeting information. The letter also advises the proponent that, should the proponent choose, they may speak to the committee regarding the report.
- The letter regarding LS20025 / FCS20083 was sent to the proponent on September 14, 2020 via email and courier; both were confirmed received.
- No communication was received by Procurement, Clerks or Legal staff in response to Procurement’s letter of September 14, 2020. No delegation request was made by the proponent to the Procurement Sub-Committee on October 1, 2020.
- As of October 22, 2020, staff have continued to review the compliant bids received for the Request for Proposals procurement process for C3-04-20 Parking Enforcement Services.





## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	October 22, 2020
<b>SUBJECT/REPORT NO:</b>	Upgrade of 911 System to the Next Generation 9-1-1 (NG9-1-1) Messaging Services Delivery (FCS20082 / HSC20045) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Fred Snelling (905) 546-2424 Ext. 6059
<b>SUBMITTED BY:</b>  <b>SIGNATURE:</b>	Mike Zegarac General Manager, Finance and Corporate Services
<b>SUBMITTED BY:</b>  <b>SIGNATURE:</b>	Paul Johnson General Manager, Healthy and Safe Communities

### COUNCIL DIRECTION

N/A

### EXECUTIVE SUMMARY

On June 1<sup>st</sup>, 2017, in order to create a safer environment for Canadians by enabling access to enhanced and innovative 9-1-1 services, the Canadian Radio-television and Telecommunications Commission (CRTC) mandated all telephone companies to update their networks to provide Next-Generation 9-1-1 voice and text messaging services to all Canadians. The deadline for transition to NG911 is March of 2024. At that point the legacy system E911 will be decommissioned by CRTC.

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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: Upgrade of 911 System to the Next Generation 9-1-1 (NG9-1-1) Messaging Services Delivery (NG9-1-1) (FCS20082 / HSC2045) (City Wide) - Page 2 of 5**

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The City of Hamilton's Information Technology Division, in conjunction with the Hamilton Police Service, Hamilton Fire Department, Hamilton Paramedic Service will lead the technical components of this initiative. A Steering Committee and a Working Committee will be established with representation from the Hamilton Police Services, Hamilton Paramedic Service, Hamilton Fire Department, City Information Technology Division (IT) and the Finance and Procurement Divisions, of the Corporate Services Department to work collaboratively to deliver this project.

The Information Technology Division will be putting forward a new multi-year capital project through the 2021 Capital Budget process, estimated at \$6 million. This will cover hardware and software costs, implementation, training, as well as an external Project Manager with the appropriate subject matter expertise.

Some of the benefits of NG9-1-1 include:

- True system interoperability, allowing the ability to communicate with any PSAP in Canada – PSAP to PSAP;
- this migration to NG will meet public expectations of a 911 system as society becomes more technologically advanced, 911 needs to keep up.
- Data sharing between Public Safety Answering Points (PSAP) (Emergency Dispatch Offices);
- Data sharing with trusted 3<sup>rd</sup> party entities;
- Improved redundancy and reliability (virtual PSAPs);
- Improved response times;
- improved location services - NG9-1-1 will drastically change how a 911 comes in from a location standpoint, relying on GPS and corresponding GIS models;
- Enhanced disaster response;

With NG9-1-1 services, Canadians could eventually stream video from an emergency incident, send photos of accident damage or a fleeing suspect, and send personal medical information, including accessibility needs, which could greatly aid emergency responders.

The CRTC has stated that “NG9-1-1- is the mandatory replacement of the current Enhanced 911 infrastructure and systems across Canada.” Our current 911 system is antiquated and will no longer be supported.

## **INFORMATION**

In Over 98% of locations North America, dialling "9-1-1" from any telephone will link the caller to an emergency dispatch office—called a Public Safety Answering Point (PSAP) by the telecommunications industry—which can send emergency responders from Fire,

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**SUBJECT: Upgrade of 911 System to the Next Generation 9-1-1 (NG9-1-1) Messaging Services Delivery (NG9-1-1) (FCS20082 / HSC2045) (City Wide) - Page 3 of 5**

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Police and/or Emergency Medical Services, to the caller's location. T911, text with 9-1-1 is an emergency texting service available for deaf, deafened, hard of hearing and speech impaired (DHHSI) customers. T911 service is currently available only to subscribers from the DHHSI community.

Access to emergency services (911), which was launched in Canada in 1974, is critical to the health and safety of residents of our community. An effective emergency 9-1-1 system is an important part of ensuring that you have access to a world-class communications system.

On June 1<sup>st</sup>, 2017, in order to create a safer environment for Canadians by enabling access to enhanced and innovative 9-1-1 services, the Canadian Radio-television and Telecommunications Commission (CRTC) mandated all telephone companies update their networks to provide Next-Generation 9-1-1 voice and text messaging services to all Canadians. Telephone Service Providers must be ready for Voice NG9-1-1 on March 30, 2021, they must be RTT ready by March 30 of 2022. Coordinated PSAP launch of NG9-1-1 will commence in April of 2021 and continue to February of 2024. ALL PSAPS must be migrated over to the NG9-1-1 network before March 30, 2024.

The current E9-1-1 (Enhanced 9-1-1) system has reached end of life and no longer meets today's technology needs nor the public expectation of a 911 system. NG9-1-1 services will provide Canadians with access to new and innovative emergency services and capabilities. These services are enabled by the prevalence of mobile devices and the evolution of telecommunications networks. The CRTC wants to ensure that Canada's 9-1-1 system takes advantage of these technological advancements to improve public safety.

The provision of 9-1-1 services throughout Canada is complex and requires coordination between various parties, including telephone and mobile wireless companies, provincial, territorial, and municipal governments, emergency call centres and emergency responders such as fire, police and paramedics. The CRTC is recommending that Public Safety Canada take a leadership role in establishing a national coordination body, including emergency call centres and emergency responders, to assist with the transition to NG9-1-1. All these organizations have a role to play to ensure the safety of Canadians.

The incumbent telephone companies will be responsible for the construction, operation, and maintenance of the NG9-1-1 networks, with CRTC oversight.

The "Agreement" is more properly the 'Public Emergency Reporting Service Agreement' (PERS), signed by the region in 1993 and provides the municipality with 911 service including Automatic Location and Number Identification (ANI & ANI). The PERS

**SUBJECT: Upgrade of 911 System to the Next Generation 9-1-1 (NG9-1-1) Messaging Services Delivery (NG9-1-1) (FCS20082 / HSC2045) (City Wide) - Page 4 of 5**

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agreement obligates the municipality to provide a 24-7 communication centre which is the first point of reception of 911 calls (also known as a PSAP). This agreement also obligates the municipality to validate all geographical data including street names, addresses and border service the 911 service area.

The City entered into an Agreement with Bell Canada in 1993 for 9-1-1 services. This contract is still in effect with a continuous 5-year renewal term and staff will be working entering into a new Agreement for the Next Generation 9-1-1 system.

### **BENEFITS OF NEXT GENERATION 9-1-1**

With NG9-1-1 services, Canadians could eventually stream video from an emergency incident, send photos of accident damage or a fleeing suspect, and send personal medical information, including accessibility needs, which could greatly aid emergency responders.

- True system interoperability
- Data sharing between PSAPs
- Improved redundancy and reliability (virtual PSAPs)
- Improved response times
- Enhanced disaster recovery

This is a mandatory migration. One of the largest benefits of NG9-1-1 is improved location services for citizens dialing 9-1-1. PSAPs will no longer be able to take 911 calls after March of 2024 without the required NG9-1-1 technology to deal with 911s in the new format. Every PSAP within Canada will be required to update and replace their systems in order to have compatibility to receive 911 calls and transfer them accordingly

### **CITY ADDRESSING ISSUES**

In consultation with Bell Canada and the City's Planning and Economic Development staff, the City must ensure all addresses are unique and not duplicated. Growth Management will be issuing a report to the Planning Subcommittee (PED20175 – October 20, 2020) with recommendations to resolve this issue. Bell Canada will only enter into a NG9-1-1 agreement if this issue is resolved, as mandated by the CRTC.

### **CONSULTATION**

- Hamilton Police Services – report prepared in consultation with Hamilton Police Services. A similar report has been presented to the Hamilton Police Services Board at the October 15, 2020 meeting.

**SUBJECT: Upgrade of 911 System to the Next Generation 9-1-1 (NG9-1-1)  
Messaging Services Delivery (NG9-1-1) (FCS20082 / HSC2045) (City  
Wide) - Page 5 of 5**

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- Hamilton Fire Department
- Hamilton Paramedic Service
- Hamilton Finance Division
- Planning and Economic Development Department

FS/sn







## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	October 22, 2020
<b>SUBJECT/REPORT NO:</b>	Fair Wage Policy and Fair Wage Schedule Complaints Annual Report (FCS20084) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Patricia Vasquez (905) 546-2424 Ext. 5972
<b>SUBMITTED BY:</b>	Rick Male Director, Financial Services and Taxation & Corporate Controller Corporate Services Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

Section 4.4 of the Fair Wage Policy and Fair Wage Schedule, approved by Council on June 12, 2019, requires the Manager of Procurement co-ordinate the preparation of an annual report for the appropriate Standing Committee of Council regarding complaints investigated and resulting audits performed pursuant to the Fair Wage Policy and Fair Wage Schedule.

### INFORMATION

This report provides an update on the status of active and completed Fair Wage complaint investigations between January 1, 2019, to June 30, 2020.

The complaints referenced in this report were governed under the requirements of the Fair Wage Policy and Schedule approved by Council on March 9, 2016. The requirements of the Policy at that time affected construction contracts over \$500,000 and required all contractors and sub-contractors providing construction and construction maintenance work to provide wages and benefits to their employees in accordance with the Policy.

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**SUBJECT: Fair Wage Policy and Fair Wage Schedule Complaints Annual Report  
(FCS20084) (City Wide) - Page 2 of 2**

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In 2019, one ongoing investigation was initiated in 2017 for which the audit process has been completed:

- FW26-2017 - complaint was investigated and the audit found the contractor to be non-compliant with the requirements of the Fair Wage Policy and Schedule. The audit determined that the amounts paid to employees (required vacation pay, hourly wage and/or employer paid benefits) did not meet the requirements of the Fair Wage Policy and Schedule. The contractor is required to pay their employees the shortfall amounts as well as the audit costs associated with the investigation of the complaint. At the time of this Report, the City continues to wait for confirmation from the contractor that the employees received the shortfall amount owed to them.

Also, in 2019, the City received two new complaints which are still currently under investigation:

- FW29-2019 - complaint is still under investigation as of June 30, 2020.
- FW31-2019 – complaint is still under investigation as of June 30, 2020.

The three complaints, and associated audit results have been summarized and provided in Appendix 'A' to Report FCS20084.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report FCS20084 – Fair Wage Policy and Fair Wage Schedule Complaints - January 1, 2019 – June 30, 2020

PV/dw

**Fair Wage Policy and Fair Wage Schedule Complaints Annual Report**  
**January 1, 2019 – June 30, 2020**

Complaint investigated and found non-compliant with the requirements of the Fair Wage Policy:

Fair Wage Complaint Number	Contract Number and Title	Contract Award Amount	Contractor	Complaint Against	Audit Fee to be Collected from the Contractor (excludes HST)	Value of Fair Wage Shortfall	Sanctions Imposed (if any)
FW26-2017	C15-56-16 (HSW) – Upper Sherman Road Reconstruction	\$3,990,560.04	Network Sewer and Watermain Ltd.	Contractor: Network Sewer and Watermain Ltd.	\$5,000.00	\$349.62	

Complaints under investigation as of June 30, 2020:

Fair Wage Complaint Number	Contract Number and Title	Contract Award Amount	Contractor	Complaint Against
FW29-2019	C13-13-17– Tender for Demolition of Existing and Construction of New Gage Park Tropical Greenhouse	\$4,664,830.00	Newman Bros. Limited	Subcontractor: Ark Tech Electrical Contractors
FW31-2019	C13-15-17 - Prequalified Contractors Required for the Construction of a new Hamilton Police Services Investigative Services Division Facility (ISD Facility)	\$20,935,017.00	Magil Construction Ontario Inc.	Subcontractor: Accel Electrical Contractors Ltd.



## Request to Speak to Committee of Council

Submitted on Tuesday, September 29, 2020 - 11:02 am

==Committee Requested==

**Committee:** Audit, Finance & Administration Committee

==Requestor Information==

**Name of Individual:** Kevin Rachman

**Name of Organization:** SmartCentres REIT

**Contact Number:**

**Email Address:** [krachman@smartcentres.com](mailto:krachman@smartcentres.com)

**Mailing Address:**

3200 Highway 7

Vaughan ON

L4K 5Z5

**Reason(s) for delegation request:** Seeking extension to Development Charges credit.

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

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





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**Presentation to City of Hamilton  
Audit, Finance & Administration Committee**

Thursday, October 22, 2020 9:30 a.m.

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**Mountain Plaza Mall – Hamilton  
Development Charge Credits – SmartCentres REIT**

Kevin Rachman, Senior Director Development

# Mountain Plaza Mall - 2009



Aerial of Enclosed Shopping Centre Prior to Redevelopment (2009)



# Summary of Request

SmartCentres REIT is committed to the continued redevelopment and modernization of **Mountain Plaza Mall**.

SmartCentres REIT is requesting a **5-year extension to the remaining Development Charge Credits**, accrued as a result of the demolition of portions of the original enclosed mall.

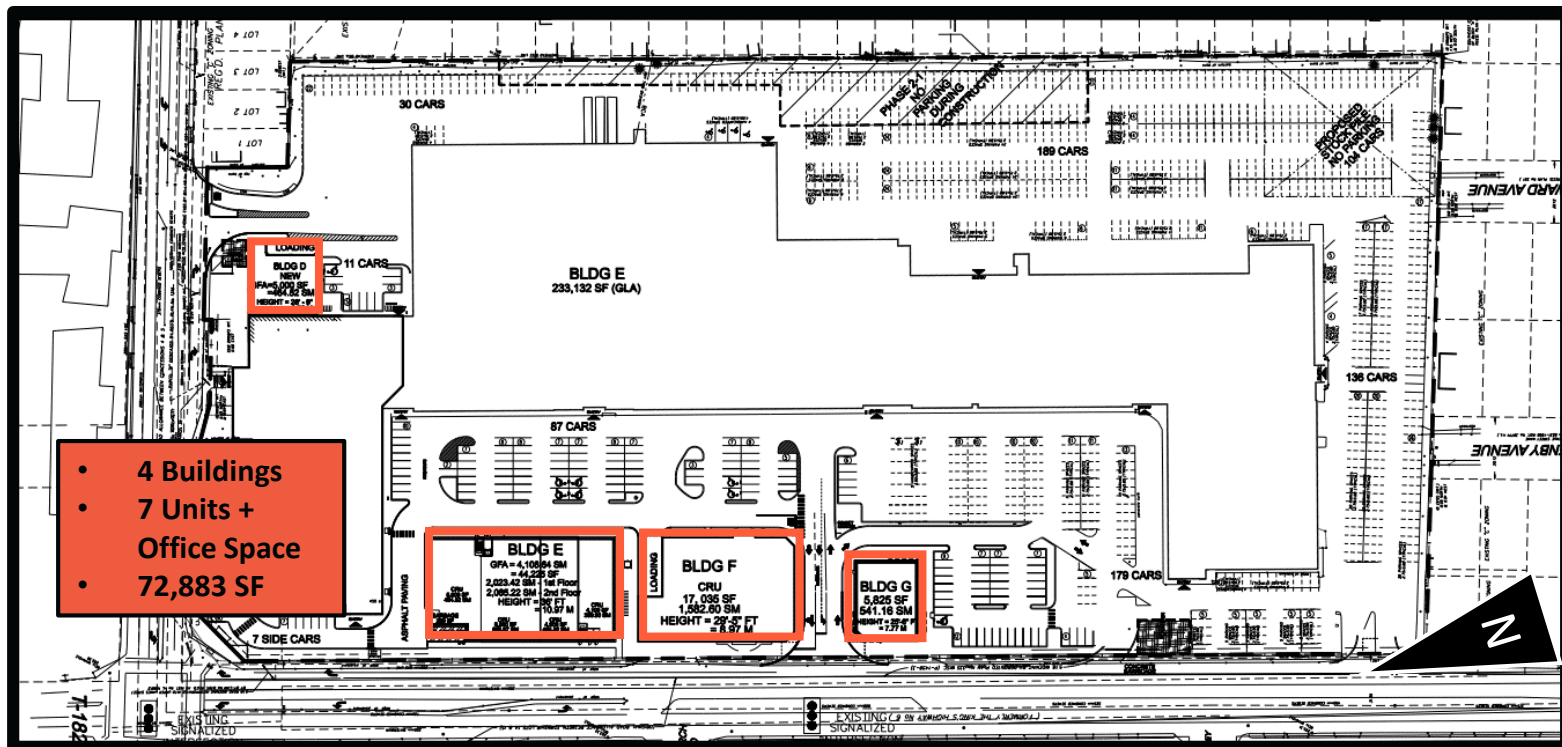


Mountain Plaza Mall 2020

# Redevelopment: Phase 1

## 2009 – Retail Building Construction

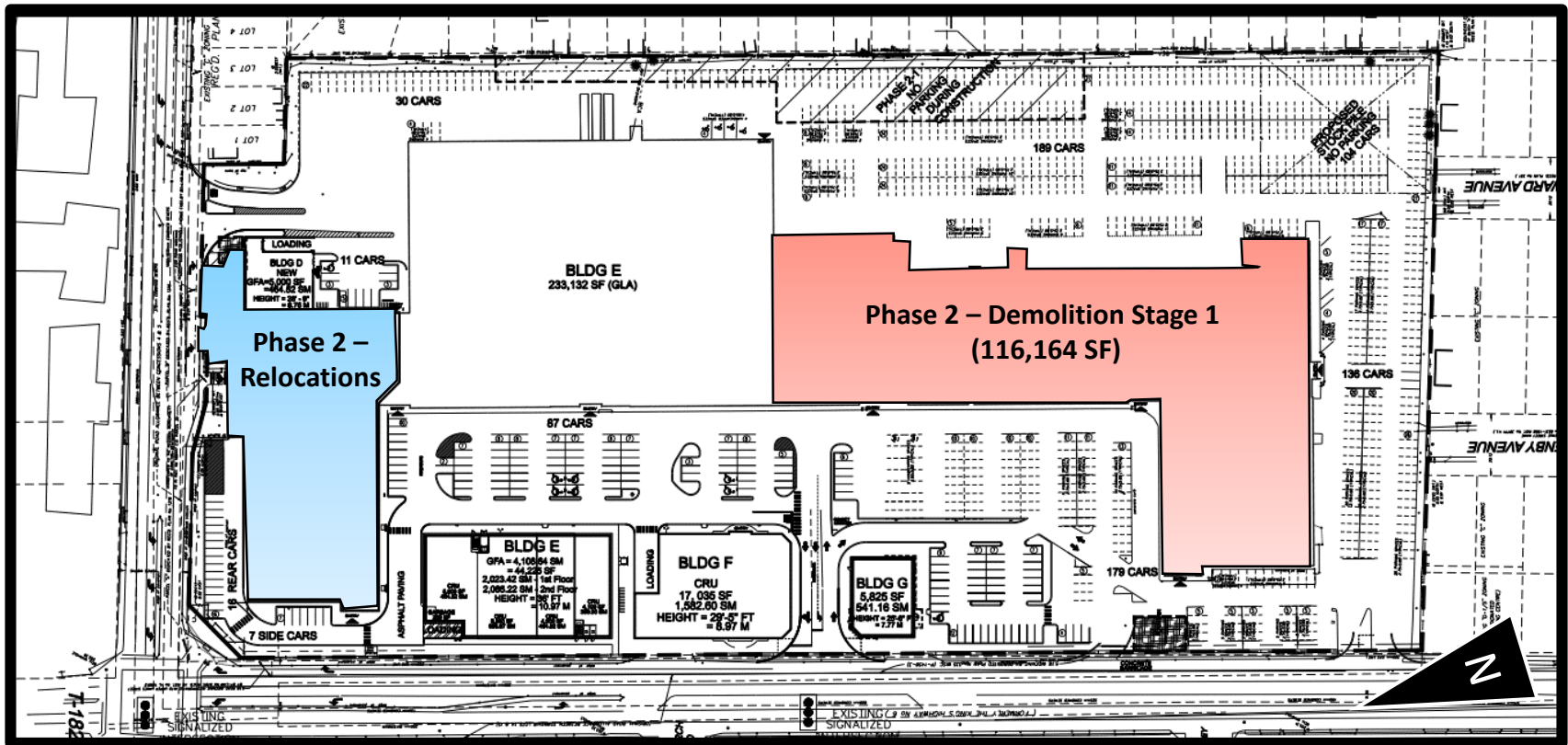
- 4 buildings, containing a total of 7 retail units and some 2<sup>nd</sup> Floor office space (totaling 72,883 SF /6,771 m<sup>2</sup> GLA) were constructed
- Construction along the Upper James frontage allowed for the entire enclosed shopping centre to remain open throughout the build
- Development Charge Credits from the upcoming demolition were used for these buildings



# Redevelopment: Phase 2

## 2010 – Relocations and Stage 1 Demolition

- Various retail tenants relocated to the northern area of the original enclosed mall (in blue)
- Stage 1 of demolition included the south portion of the shopping centre (in red)

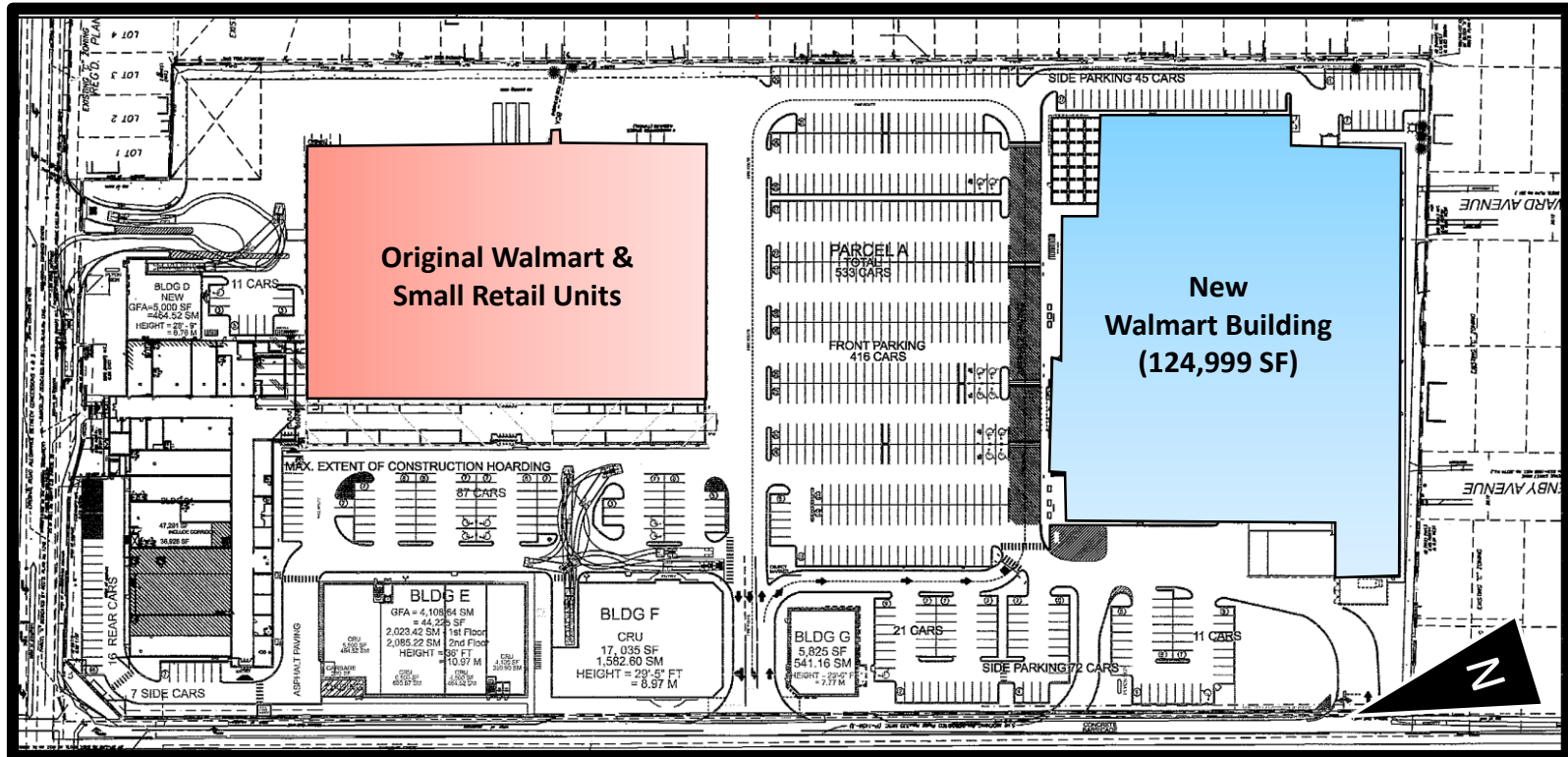




# Redevelopment: Phase 3

## 2010 – New Walmart Building Construction

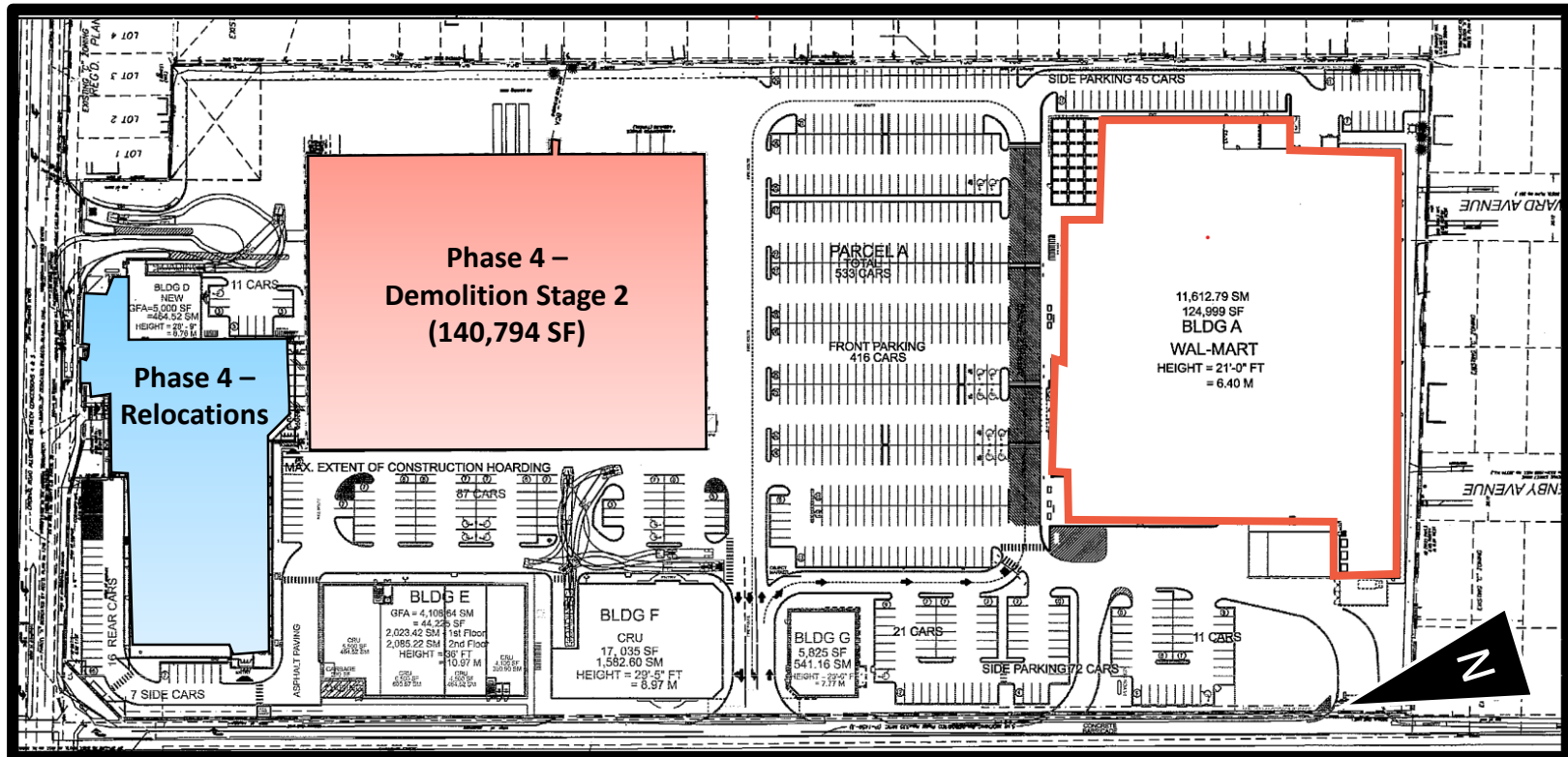
- New stand-alone Walmart building constructed along the southernmost property line
- Original Walmart remained operational within the enclosed mall throughout construction



# Redevelopment: Phase 4

## 2011 - Demolition of Original Walmart & Adjacent Small Retail Units

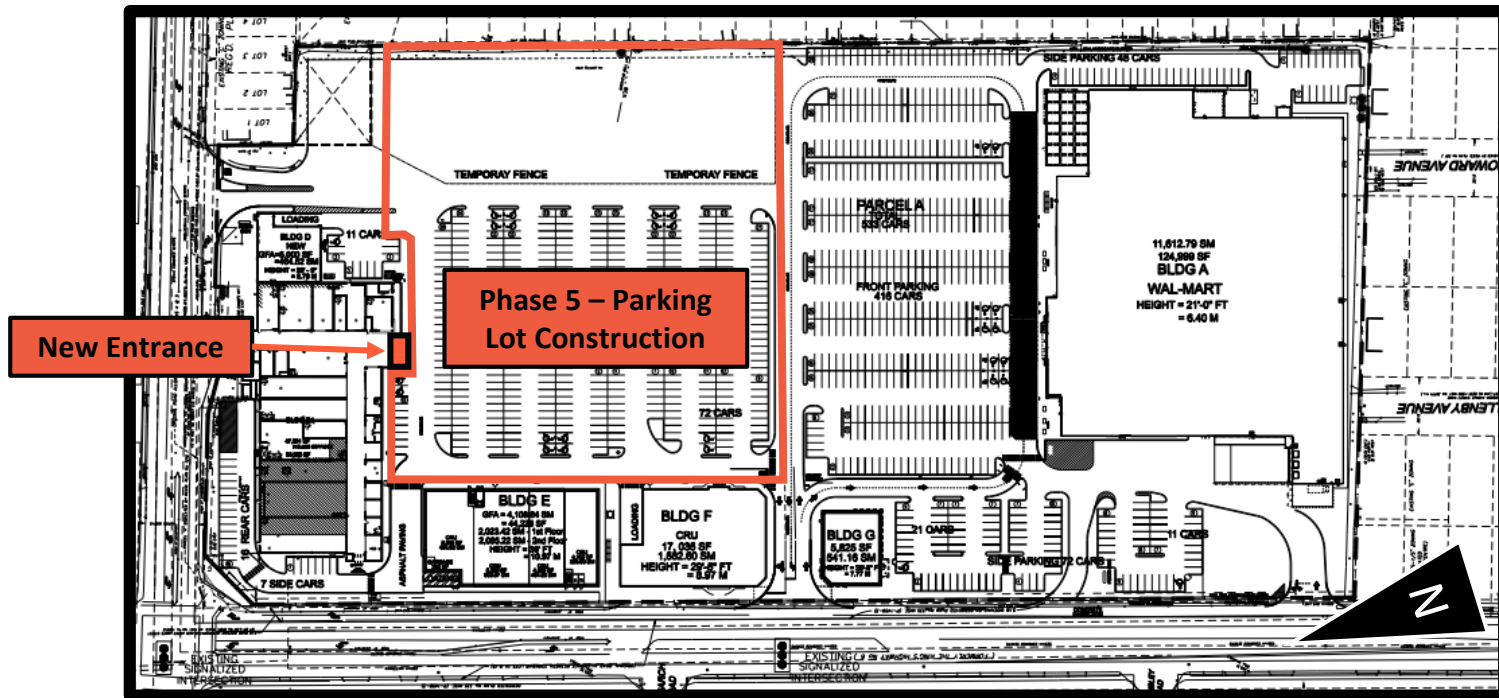
- Walmart was moved to its new building
- Various businesses within the adjacent small retail units were relocated
- Stage 2 of demolition included the original Walmart and a series of small retail units



# Redevelopment: Phase 5

## 2011/2012 – Parking Lot and New Entrance Construction

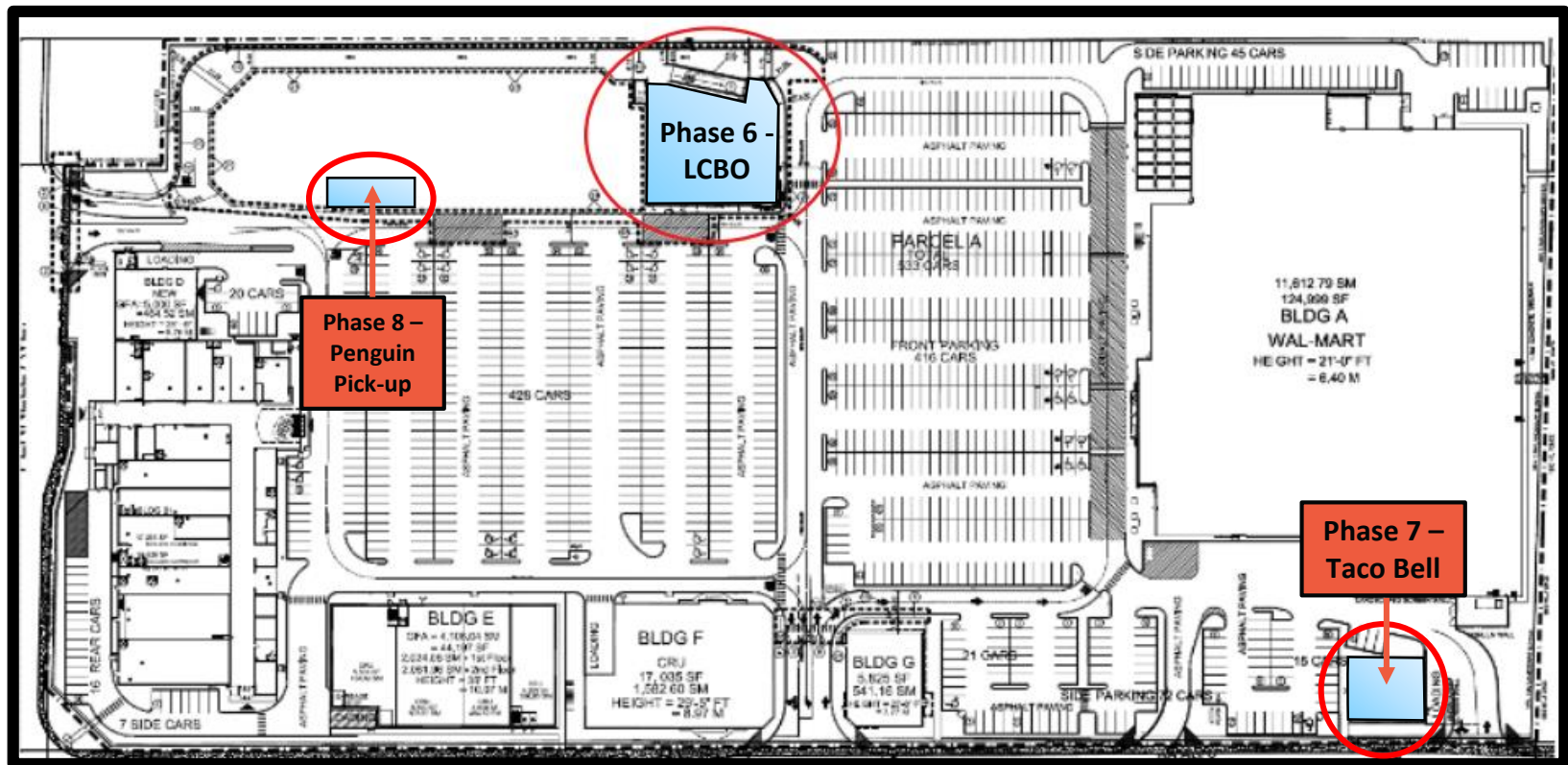
- Parking lot constructed in multiple phases to facilitate customer access to all stores and ensure all tenants remained open throughout
- New entrance to enclosed mall was constructed with direct access to the new parking lot



# Redevelopment: Phases 6, 7 & 8

## 2013-2017 – Construction of Additional Buildings

- 2013 – LCBO (Building C6) 11,994 SF/1,114m<sup>2</sup>
- 2017 – Taco Bell with drive-thru (Building K) 2,190 SF/202m<sup>2</sup>
- 2017 – Penguin Pick-up (Building C7) 293 SF/27m<sup>2</sup>





# Building & Demolition Permit Totals

## BUILDING & DEMOLITION PERMIT LIST

PERMIT TYPE	BUILDING	PERMIT DATE	PERMIT #	PHASE	SQ.M.	SQ.FT.
Building	<b>Building E (Multi-unit)</b>	Apr. 14, 2009	08-276885	1	(4,168.00)	(44,863.99)
Building	<b>Building F (Shopper's)</b>	Mar. 31, 2009	08-276387	1	(1,581.02)	(17,017.96)
Building	<b>Building G (CIBC)</b>	Mar. 10, 2009	09-181866	1	(541.25)	(5,825.97)
Building	<b>Building D (Beer Store)</b>	Apr. 14, 2009	09-182310	1	(465.74)	(5,013.18)
Demolition	<b>Enclosed - South</b>	Apr. 8, 2009	09-181866	2	10,792.00	116,164.12
Building	<b>Building A (Walmart)</b>	Nov. 24, 2009	09-191857	3	(11,612.41)	(124,994.94)
Demolition	<b>Enclosed - Walmart</b>	Jan. 12, 2010	09-201602	4	13,080.16	140,793.67
Building	<b>Building C6 (LCBO)</b>	Apr. 10, 2012	12-104533	6	(1,114.20)	(11,993.15)
<b><u>DEVELOPMENT CHARGE CREDITS EXTENDED IN 2017</u></b>					<b>4,389.54</b>	<b>47,248.61</b>
Building	<b>Building K (Taco Bell)</b>	Mar. 31, 2017	17-100989	7	202.00	2,174.31
Building	<b>Building C7 (Penguin Pick-Up)</b>	Apr. 11, 2017	16-123541	7	27.21	292.91
<b><u>DEVELOPMENT CHARGE CREDITS REQUESTED FOR EXTENSION IN 2020</u></b>					<b>4,160.33</b>	<b>44,781.21</b>





# Redevelopment Planning

## 2017-Present – Completing Mountain Plaza Redevelopment

- SmartCentres has actively engaged with potential tenants, since before the time of its previous extension request in 2017
- The intervening time has seen a significant shift in the retail landscape with the rise of e-commerce (online retail), ultimately impacting potential new tenancies
- COVID-related closures have further impacted the willingness/ability of retailers to open new locations, as they diligently focus on their *bricks & mortar* stores
- This redefined retail economy has necessitated a ‘rethink’ to SmartCentres’ approach to further stages of the redevelopment of Mountain Plaza Mall
- SmartCentres continues to work diligently to identify the highest and best use for the unbuilt and vacant parcels, as well as the remaining section of the enclosed mall
- The modernization of this prominent community destination remains our objective, however additional time is required to develop a plan that will prove to be viable for our company and welcomed by Hamilton Council and Staff



# Summary of Request

*SmartCentres REIT is requesting a 5-year extension of the remaining Development Charge Credits accrued through the demolition and redevelopment of Mountain Plaza Mall.*



## Projected Timeline for Further Redevelopment

- 2021 - Engage with Staff in a Pre-Application Conference (PAC)
- 2021-2022 - Phase 1 Applications & Consultation with Staff
- 2023 - Phase 1 Council Approval
- 2023-2025 - Phase 1 Building Permit & Construction
- 2025-2026 - Phase 2 Applications & Consultation with Staff\*

\* It is expected that any remaining Development Charge Credits would be enveloped in this application



**THANK YOU**



## Mountain Plaza Mall, 651 – 677 Upper James Street Development Charges Demolition Credit Extension Delegation to Audit, Finance & Administration Committee

### **Development Charges (DC) Demolition Credits**

The City has a five-year limit on DC demolition credits. This five-year limit serves a couple of purposes. First, it recognizes that when preparing the DC Background Study, the City must assess the available capacity within the system (in particular, water, wastewater and stormwater) and make existing capacity available to new development. If the redevelopment of a demolished property doesn't occur within five years, its capacity will have been absorbed back into the system for the purposes of calculations in the DC Background Study. The five-year limit on DC demolition credits has been contained in the DC By-laws since 2004.

### **Development Charges (DC) Demolition Credit Extensions**

Precedent exists for extending DC demolition credits to a maximum of 10 years for a large-scale mall redevelopment through the approval of Report FCS16084 which extended the DC demolition credits for the Centre on Barton redevelopment and through the approval of Report FCS17008 which extended the DC demolition credits for Mountain Plaza Mall.

If approved by Council, the request at AF&A on October 22, 2020 by Mountain Plaza Mall would set precedent for a DC demolition credit extension to exist for more than 10 years after the related demolition permit.

### **Education DCs**

The City is responsible for collecting Education DCs on behalf of the School Boards. The City does not have the authority to extend credits for Education DCs.

### **Development History**

2009-2010	Demolition of former enclosed mall occurred for a combined total of 256,957.79 square feet demolished
2009-2012	Building Permits issued for six of the seven planned buildings utilizing 209,709.17 square feet of the DC demolition credits from the available 256,957.79 square feet
January 12, 2015	The unused DC demolition credits of 47,248.61 square feet expired
April 22, 2015	A five-year extension is requested on the expired DC demolition credits in anticipation of constructing the final seventh building
June 8, 2015	Council approves a two-year extension of the demolition credits (to January 12, 2017) through Report FCS15041

December 12, 2016	A request to extend the remaining demolition credits by an additional three years is received
March 8, 2017	Council approves a final three-year extension of the remaining 47,248.61 square feet (non-industrial class) demolition credits, to January 12, 2020, through Report FCS17008
2017	2,467.22 square feet of available demolition credits are utilized through two building permits (Taco Bell & Penguin Pick-up)
January 12, 2020	Expiry of remaining 44,781.40 square feet of non-industrial DC demolition credits

### Value of unused Demolition Credits

As at January 12, 2020 there were 44,781.40 square feet of unused DC demolition credits which expired.

The value of those credits as of October 2020 is \$840,099.06 (44,781.40 square feet x \$18.76 per square foot).

If Council chooses to extend the DC demolition credits, the cost needs to be covered from other sources since the capacity would have been absorbed back into the calculation of DCs through the latest DC Background Study. Since an extension outside of the five-years contained in the DC by-law means that the DC reserves would not receive collections that would otherwise have been collected, the DC reserves need to be made whole through other funding source. Historically, the related service reserves and a tax reserve have provided the funding source for such extensions.

Service	Value	Sample funding source
Water Services	\$106,579.73	Reserve 108015 (Water)
Wastewater Services	\$212,263.84	Reserve 108005 (Sanitary)
Storm Services**	\$ -	Reserve 108010 (Storm)
Tax Services	\$521,255.50	Reserve 110046 (Tax Stabilization)
<b>Total</b>	<b>\$840,099.06</b>	

*\*\* Note that since the development was a non-residential development in the City's Combined Sewer System there is no storm component applicable under DC by-law 19-142*

### Property Taxes

The estimated municipal property taxes on the vacant land awaiting development totals \$13.5 K annually in 2020 dollars.

The estimated municipal property taxes if the vacant land had been developed into 45 K square feet of retail space is \$266.4 K annually in 2020 dollars. The increase in annual municipal property taxes would have been estimated at \$252.9 K in 2020 dollars.



## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	October 22, 2020
<b>SUBJECT/REPORT NO:</b>	Fraud and Waste Annual Report (AUD20007) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Charles Brown CPA, CA, CPA (Illinois) (905) 546-2424 Ext. 4469  Brigitte Minard CPA, CA, CIA, CGAP (905) 546-2424 Ext. 3107  Cindy Purnomo Stuive (905) 546-2424 Ext. 2257
<b>SUBMITTED BY:</b>	Charles Brown CPA, CA, CPA (Illinois) City Auditor Office of the City Auditor
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

By-law 19-181 (Whistleblower By-law), Section 19 – Responsibility of the City Auditor requires reporting to Council semi-annually, in the aggregate, on the number, nature and outcome of disclosures of serious wrongdoing made under this By-law.

On June 27, 2018, Council directed the City Auditor to implement a Fraud and Waste Hotline with intake performed by an independent third party as part of a three-year pilot project. The City's Fraud and Waste Hotline launched in July 2019.

This report is the Annual Report of Fraud and Waste activity and includes the reporting period of January 1, 2019 to June 30, 2020, meeting the 2019 year-end reporting requirement for whistleblower disclosures and the 2020 mid-year reporting requirement for whistleblower disclosures.

---

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.

## **INFORMATION**

This Information Report contains a summary of Fraud, Waste and Whistleblower reports for the period January 1, 2019 to June 30, 2020 including the Fraud and Waste Hotline's activity in the first 12 months since its launch in July 2019. This report does not represent an overall picture of fraud, waste or other wrongdoing at the City of Hamilton as there may be items that were not reported to the Office of the City Auditor or items that remain undetected.

## **HISTORICAL BACKGROUND**

On June 27, 2018, Council directed the City Auditor to implement a Fraud and Waste Hotline with intake performed by an independent third party as part of a three-year pilot project. The City's Fraud and Waste Hotline launched in July 2019.

## **INFORMATION REPORT SUMMARY**

Due to the launch of the City of Hamilton's Fraud and Waste hotline the level of fraud and waste activity reported has substantially increased from previous years. The total volume of reports received and assessed was 99 between January 1, 2019 to June 30, 2020. Since the hotline launch, in the first 12 months of operation (July 2019 to June 2020), 85 reports were received from all sources. Previously, the highest volume of reports in a 12-month period (calendar year) received was 12 (in 2018).

A detailed report containing the types of reports received, investigations opened, and report examples can be found in Appendix "A" to Report AUD20007.

An infographic summarizing the activity can be found in Appendix "B" to Report AUD200007.

Since the Fraud and Waste Hotline launch, there has been an increased level of awareness by employees and management to report fraud, waste and whistleblower matters to the Office of the City Auditor. The Office of the City Auditor would like to acknowledge the reports submitted by employees and management, along with the assistance provided to complete assessments and investigations. Reporting these matters so they can be assessed and investigated increases the City of Hamilton's transparency and accountability.

The Office of the City Auditor would like to thank members of the public that submitted reports and for providing additional information as requested by the Office of the City Auditor.



**FUTURE REPORTING**

The City of Hamilton's Whistleblower By-law (19-181) has a semi-annual reporting requirement. Information about the number, nature and volume of whistleblower disclosures for the first six months of 2020 are included in this report. The next status report for whistleblower disclosures for the final six months of 2020 (July to December) will be issued in early 2021.

The next Fraud and Waste Annual Report will cover the 12-month period July 2020 to June 2021 and is planned to be issued in the second half of 2021.

**HOW TO SUBMIT A REPORT**

The Fraud and Waste Hotline is available for the public, employees, and vendors that do business with the City of Hamilton.



The Fraud and Waste Hotline accepts reports through the following methods:

- **Online:** [www.hamilton.ca/fraud](http://www.hamilton.ca/fraud) A "Submit Report" button links to the third-party vendor page
- **Email:** [cityofhamilton@integritycounts.ca](mailto:cityofhamilton@integritycounts.ca)
- **Phone:** 1-888-390-0393
- **Mail:** PO Box 91880, West Vancouver, BC V7V 4S4
- **Fax:** 1-604-926-5668

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If any reports are received directly by the Office of the City Auditor by telephone, email, fax, mail, or the web-based suggestions form ([www.hamilton.ca/audit](http://www.hamilton.ca/audit)) these complaints will be entered directly into the Hotline case management system and assessed similar to any other report.

## **APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report AUD20007 - Fraud and Waste Annual Report

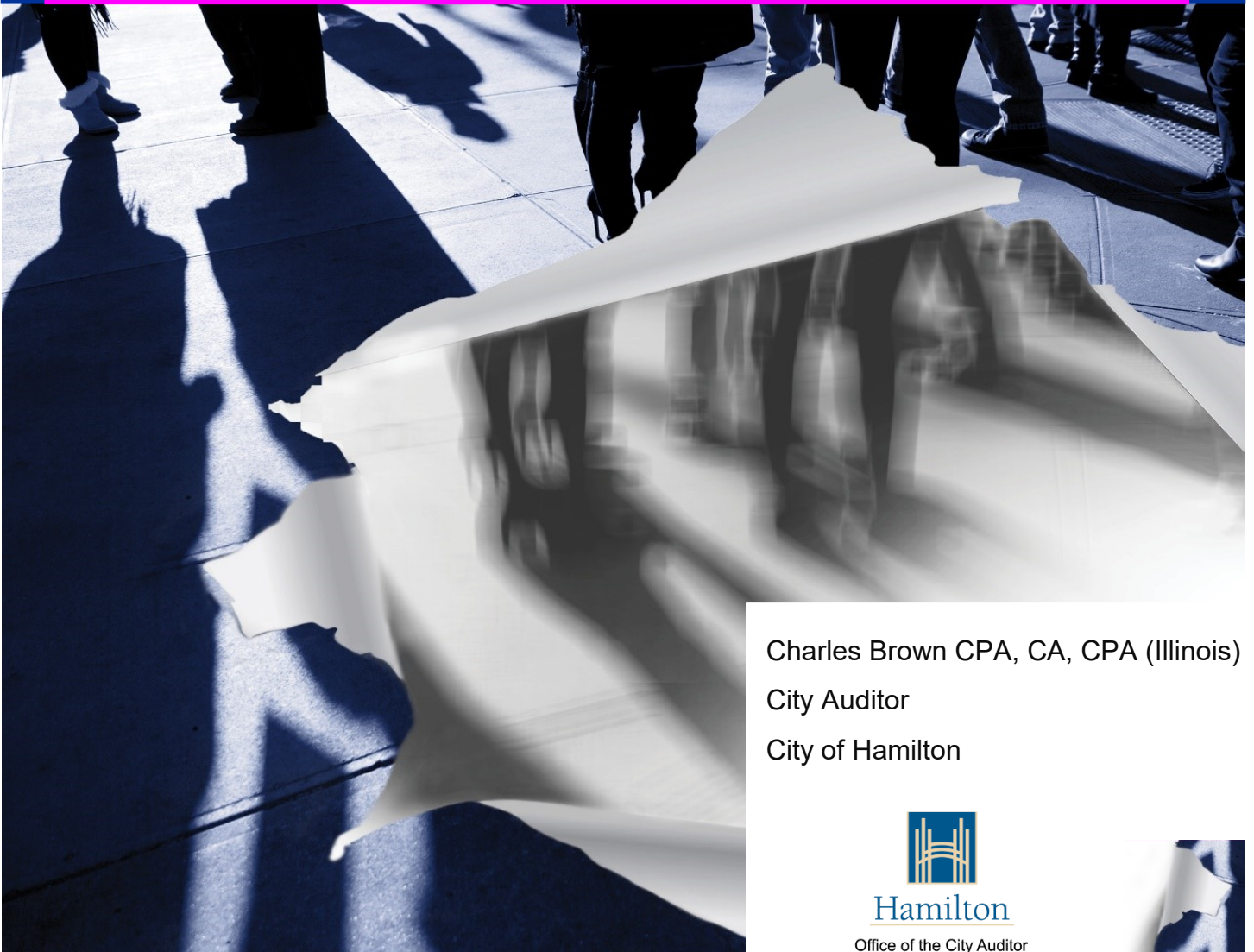
Appendix “B” to Report AUD20007 – Fraud and Waste Annual Report Infographic

Appendix “C” to Report AUD20007 – Fraud and Waste Annual Report Presentation

City of Hamilton  
Office of the City Auditor

# FRAUD AND WASTE ANNUAL REPORT

January 1, 2019 to June 30, 2020



Charles Brown CPA, CA, CPA (Illinois)  
City Auditor  
City of Hamilton



Hamilton

Office of the City Auditor

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The Fraud and Waste Hotline empowers all City of Hamilton employees and members of the public to enable the City of Hamilton to operate with a high level of honesty and integrity.

The Fraud and Waste Hotline and the work of the Office of the City Auditor aligns to the City of Hamilton Strategic Plan Priorities by supporting City Services.

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## About the Fraud and Waste Hotline

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The Fraud and Waste Hotline provides City of Hamilton employees, contractors, vendors, and members of the public a convenient, confidential, and anonymous way to report suspicion or proof of wrongdoing. Wrongdoing is defined as any activity that could be illegal, dishonest, wasteful, or violates a City of Hamilton policy.



**Fraud** encompasses any array of irregularities and illegal acts characterized by intentional deception.



**Waste** involves taxpayers not receiving reasonable value for money in connection with any government funded activities, due to mismanagement or an inappropriate or careless act or omission by those with control over or access to government resources.



**Whistleblower** By-law No. 19-181 is intended to help uncover serious wrongdoing at the City, by bringing it to the attention of management and the City Auditor or their designate, and to ensure it is addressed appropriately, including by means of an investigation where required.

The Fraud and Waste Hotline enables the City of Hamilton to operate with a high level of honesty and integrity. The Fraud and Waste Hotline is managed by the Office of the City Auditor (OCA), an independent and objective office accountable to Council.

The Office of the City Auditor reviews and assesses every Hotline report to ensure it was made in good faith and if necessary, launch an investigation. The Office of the City Auditor conducts an objective and impartial assessment of each report, regardless of the alleged wrongdoer's position, title, length of service, or relationship with the City.

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## Alignment to the 2016-2025 Strategic Plan

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### **Community Engagement and 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.

### **Our People and Performance**

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

---

## Introduction

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This is the Fraud and Waste Annual Report on fraud, waste and whistleblower matters at the City of Hamilton and includes information about the activities of the Fraud and Waste Hotline. It highlights the reports that have been communicated to the Office of the City Auditor in the 18-month period January 2019 to June 2020. It does not represent an overall picture of fraud, waste, or other wrongdoing across the City of Hamilton.

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## Fraud and Waste Hotline Program

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**Pilot launched  
July 2019**

The Fraud and Waste Hotline was established to help protect City of Hamilton assets and reduce losses. Since its pilot launch in July 2019, the cumulative total of actual and potential losses investigated is approximately \$202,000. Additionally, the Fraud and Waste Hotline provides the following benefits that cannot be quantified:

- Deterring fraud, waste, and wrongdoing,
- Strengthening internal controls and mitigation of risks,
- Improving policies and standard operating procedures,
- Better value in service delivery through increasing operational efficiencies,
- Using hotline report data to identify trends, manage risks, make results-oriented recommendations to management, and inform future audits for the Office of the City Auditor work plan.

**No dedicated Fraud and Waste team**

The Office of the City Auditor operates the Fraud and Waste program in addition to their other audit, risk assessment, and consulting project assignments. The Office of the City Auditor are a team of professionals who collectively possess the expertise to assess a broad range of reports and conduct investigative work into allegations ranging from simple to complex. When required, the Office of the City Auditor engages outside experts to assist on complex investigations or specialty work due to the small size of the team. Investigation costs are recovered from the home department, per the Fraud Policy and Protocol.

**Independent oversight**

The Office of the City Auditor also provides independent oversight of management-led investigations by reviewing the adequacy of work performed and evaluating mitigation plans to protect City of Hamilton assets, reduce the risk of future losses, and prevent and deter future fraud, waste, or wrongdoing.



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## Anonymity of the Fraud and Waste Hotline

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Fraud and Waste Hotline intake is independently operated by a third party, Whistleblower Security Inc. Whistleblower Security Inc. provides IntegrityCounts, a Certified Ethics Reporting System, which is a confidential way to report important information and ethical misconduct. Providing any personal information, such as your name, is optional. For any person willing to identify themselves, their information will remain confidential and will not be disclosed unless, the City Auditor is compelled to do so by law.

The Office of the City Auditor may have questions or require additional information about a reported incident and will communicate using the Fraud and Waste Hotline anonymous messaging system.

All participants in a fraud and waste investigation are required to keep the investigation details and results confidential.

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## Role of the City Auditor

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The City of Hamilton has appointed the City Auditor as an Auditor General under the Municipal Act. This position has the responsibility to assist City Council in holding itself and its administrators accountable for stewardship over public funds and value for money in City operations. This responsibility is fulfilled by completing audits, operating the Fraud and Waste Hotline and conducting investigations as required.

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## Report Sources

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Reports in good faith are made in one of the following ways:



**Online** at [integritycounts.ca/org/cityofhamilton](https://integritycounts.ca/org/cityofhamilton)



**Email** to [cityofhamilton@integritycounts.ca](mailto:cityofhamilton@integritycounts.ca)



**Phone** 1-888-390-0393



**Mail** to PO Box 91880, West Vancouver, BC V7V 4S4



**Fax** to 1-604-926-5668

## Overview

99 Reports from  
January 1, 2019 to  
June 30, 2020

20 Reports Directly  
Received by the  
Office of City Auditor (Proxy)  
since Hotline launch

8 Proxy Reports Sent by  
Management, Finance, HR

45% of Reporters  
Self-Identified as an Employee

55% of Reporters were  
non-Employees

31 Investigations Launched  
by Office of the City Auditor

**\$202K**  
Loss or Waste Substantiated  
Fraud - \$100K  
Waste - \$45K  
Unable to Determine Most  
Appropriate Category - \$57K

## Number of Reports Since Hotline Launch

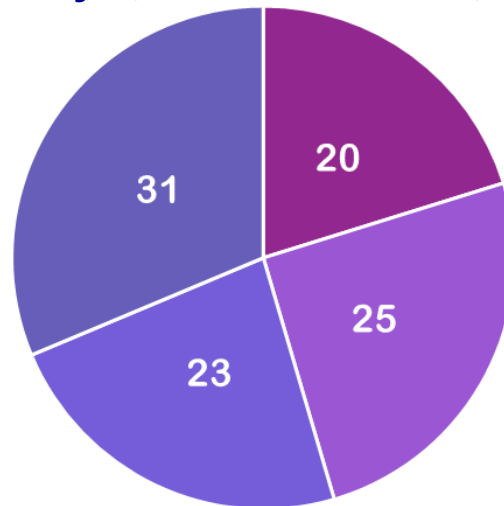
85

### Number of Reports by Source



### Report Types

January 1, 2019 to June 30, 2020



- No Response Required / Not Enough Information / Out of Jurisdiction (20)
- Referral - No Action Required (25)
- Referral - Response Required (23)
- Investigations Launched (31)

### Investigation Type



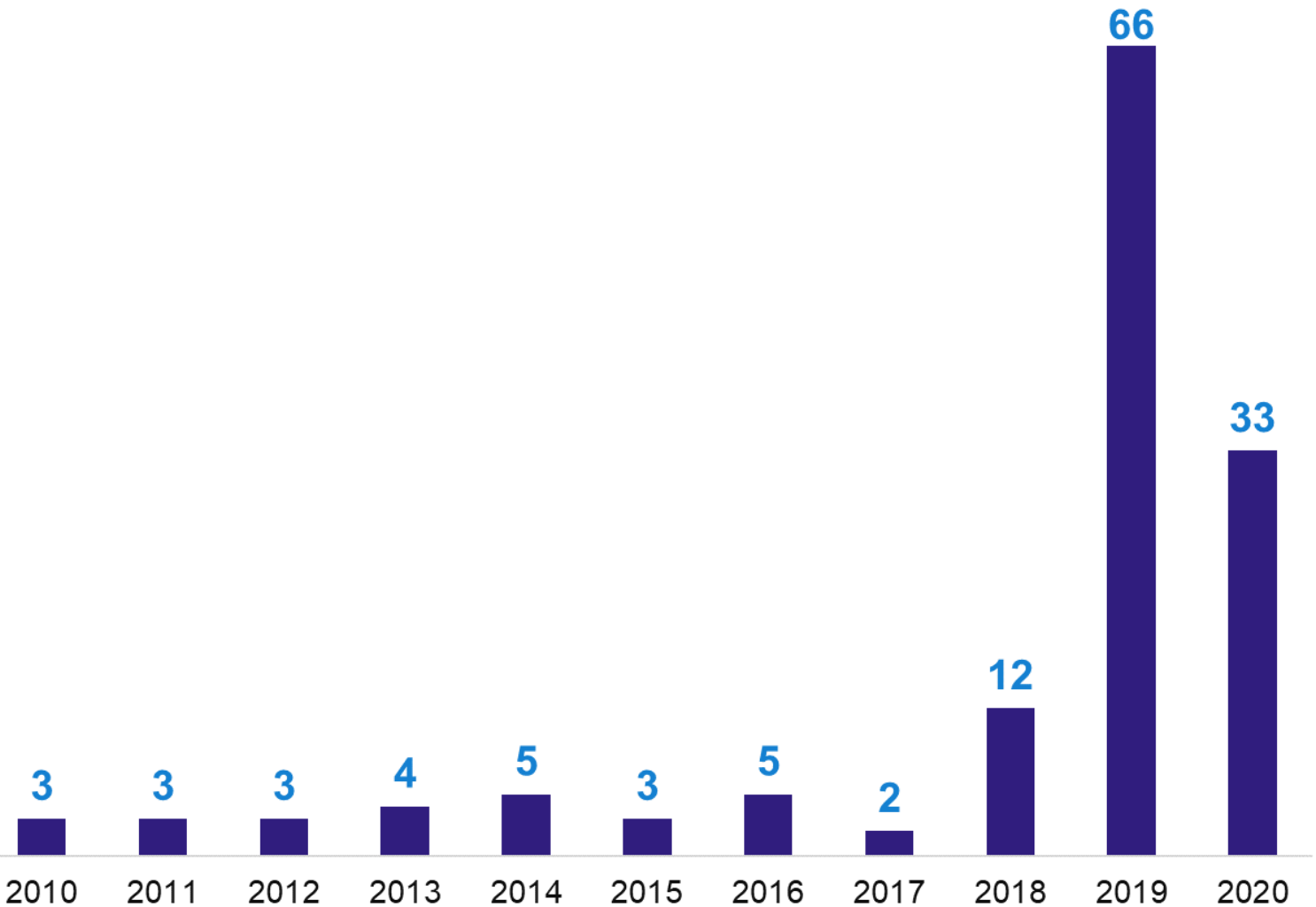


## Historical Volume

This chart depicts the number of fraud, waste, and whistleblower reports from 2010 to June 2020. Between 2018 to 2019, the Office of the City Auditor saw a large increase in reports since the Fraud and Waste Hotline launched in July 2019. This trend continued into the first half of 2020.

### Fraud, Waste, and Whistleblower Report Volume

January 1, 2010 to June 30, 2020



In the first half of 2019, 14 reports were received by the Office of the City Auditor. After the Fraud and Waste Hotline launched in July 2019, there were 52 reports submitted to the Office of the City Auditor using the Fraud and Waste Hotline, for a total of 66 reports in 2019. In the first half of 2020, 33 reports were received. There were a total of 85 reports received in the first 12 months of the Fraud and Waste Hotline being operational.

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## Work Volume

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A total of 99 reports were assessed by the Office of the City Auditor between January 1, 2019 and June 30, 2020.

There are no staff dedicated solely to the Fraud and Waste Hotline Pilot Program. Existing staff were used to complete assessments and investigations, with some limited usage of external specialty expertise for investigations that required additional support.

In total, about 2,750 hours were spent on Fraud and Waste Hotline administration, assessment, investigations and reporting during this 18-month period. This is approximately equivalent to 1.2 frontline audit FTEs annually (excluding management's time spent on hotline matters). Another way of looking at the resource requirements, the effort is similar to having completed 3 audits of average scope and complexity. There are a total of 5 frontline employees in the OCA.

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## Reports

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From January 2019 to June 2020, a total of 99 reports were received and assessed. 85 of these reports were received and assessed by the Office of the City Auditor in the first 12 months of the Fraud and Waste Hotline being launched, from July 2019 to June 2020.

Of the 85 reports received, 65 reports were received via the third party hotline operation. Another 20 reports were received directly by the Office of the City Auditor and were entered as a proxy into the case management system that is provided as part of the IntegrityCounts service contract. Of the 20 proxy reports received directly by the OCA, 11 were made by employees, with 8 of the 11 received from Management, Finance, HR and Procurement.

For reports received regarding Ontario Works (OW) social assistance matters, these were referred to OW for assessment and investigation. The investigations were handled by OW, not the OCA and those investigations are excluded from the scope of this report. This will be re-evaluated for the next Fraud and Waste Annual report.

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## Employee Reports

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39 of these 85 reports were reported by City of Hamilton employees (46%). This is consistent with the overall percentage of employee reports (45%) for the 18-month period included in this report for the 99 reports received from January 2019 to June 2020.

27 of the 39 employee reports were made anonymously (69%). The remaining 12 reports were employees that identified themselves. Many of these 12 reports (8 of 12) where the employee identified themselves were employees working in HR, Finance and Management where they had an awareness of the Fraud Policy and Protocol and their responsibility to report matters to the Office of the City Auditor.

The Office of the City Auditor continues to encourage employees and management to submit reports and thanks all those that submitted reports for this reporting period, and for their cooperation during report assessments and investigations.

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## Reports from the Public

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All reports received from the public were assessed and investigated as appropriate. The Office of the City Auditor continues to encourage members of the public to submit reports and thanks all those that submitted reports for this reporting period and for providing additional information as requested.

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## Anonymous Reports

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When a report is made anonymously, it automatically does not qualify as a whistleblower disclosure per the Whistleblower By-law, although may meet the definition of serious wrongdoing. The vast majority of the reports the Office of the City Auditor received do not qualify as a whistleblower matter due to the anonymity of the employee. Therefore the majority of employee reports made would not be able to qualify as a whistleblower disclosure. 49 of the 99 reports received were anonymous. Since the Hotline launch, 48 of 85 reports received were anonymous.

It should be noted that anonymous reports are able to be effectively assessed and investigated if the Reporter provides a sufficient level of information. The OCA is able to communicate with an anonymous reporter in the case management system if the Reporter has chosen to enable this feature. Based on the first twelve months operation of the Fraud and Waste Hotline, City of Hamilton employees appear to prefer making anonymous reports to the Hotline. While anonymity is not necessarily a constraint to the Office of the City Auditor investigations, the ability to dialogue with a Reporter through the IntegrityCounts online messaging system has proven effective in assisting with investigations.

## Whistleblower Disclosure

By-law 19-181 (Whistleblower By-law), Section 19 - Responsibility of the City Auditor requires reporting to Council semi-annually, in the aggregate, on the number, nature and outcome of disclosures of serious wrongdoing made under this By-law. Previously, there was a quarterly reporting requirement. Q3 2019 activity was reported to Council in January 2020. Reporting of Q4 2019 activity was delayed due to high Hotline volume and COVID-19 response.

There were two Whistleblower disclosures in Q4 (October to December) 2019. One was a qualifying disclosure and the other is pending assessment as it is related to the outcome of other reports and assessment is in progress. There were zero Whistleblower disclosures in Q1 (January to March) 2020 and Q2 (April to June) 2020.



### 2019 Reports Involving Whistleblower

2

Q1 to Q3

(Previously Reported)

2

Q4

### 2020 Reports Involving Whistleblower

0

Q1

0

Q2

## Report Categories

A wide variety of reports were received by the Office of the City Auditor for the 18-months covered in this reporting period. The top most common report categories were the following:

### Top Report Categories



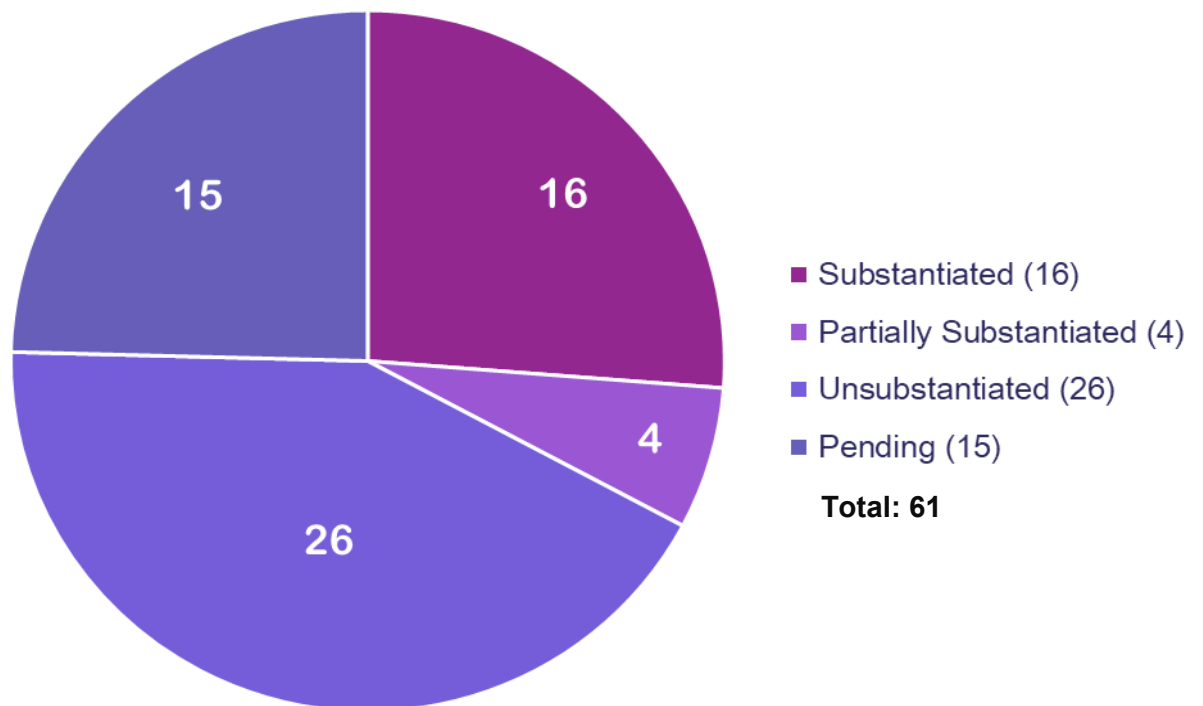
Other report categories with lower volumes included: Conflict of Interest, Nepotism, Phishing/Identity Theft, Reprisal, Vendor Fraud/Wrongdoing. These categories each had less than five reports received during the reporting period.

**Reprisal reports** are particularly challenging to investigate as they require a high level of time and effort to properly adjudicate. Top of mind for these case types includes determining if action was taken against a Reporter because they made a Whistleblower disclosure.

## Substantiation

One way of summarizing outcomes is to report on the volume of reports that were substantiated, that is the number of reports where the allegation(s) were found to have merit and were able to be proven by reviewing evidence or with findings from interviews.

Of the reports received from January 2019 to June 2020, the following is a summary of substantiated status. A substantiation result is not applicable (N/A) if a report was out of jurisdiction, the assessment result was that no action was to be taken, or if the report was to be referred elsewhere. Of the 8 reports received directly by the OCA from employees working in HR, Finance and Management, the outcomes were as follows: 4 were substantiated, 2 were unsubstantiated and 2 have outcomes pending.



Typically, a result is "pending" if the report is still in process of being assessed and/or investigated.

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## Loss or Waste Substantiated

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It is difficult to measure or substantiate a precise cost of fraud and waste. Incidents sometimes remain undetected for long periods of time. It is also challenging at times to determine the time period that a fraud or waste was occurring, which makes it hard to quantify losses.

As at September 22, 2020, the amount of confirmed loss or waste substantiated by the Office of the City Auditor was \$202,000. Of this this amount, \$100,000 was fraud, \$45,000 was waste, and \$57,000 was unable to be determined which category was most appropriate.



# 202K

\$100K - Fraud

\$45K - Waste

\$57K - Unable to Determine Most  
Appropriate category

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## Disciplinary Action

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The Office of the City Auditor is not responsible for disciplinary actions (including terminations). Investigation results are shared with Management and Human Resources. The Office of the City Auditor is informed of terminations and disciplinary actions, and this information is tracked and compiled for reporting purposes.

As at September 22, 2020, the following disciplinary actions related to investigations had been confirmed by the Office of the City Auditor:

- 5 Terminations,
- 3 Disciplinary Actions,
- 2 Other (includes employee retirement).

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## Recoveries and Impact

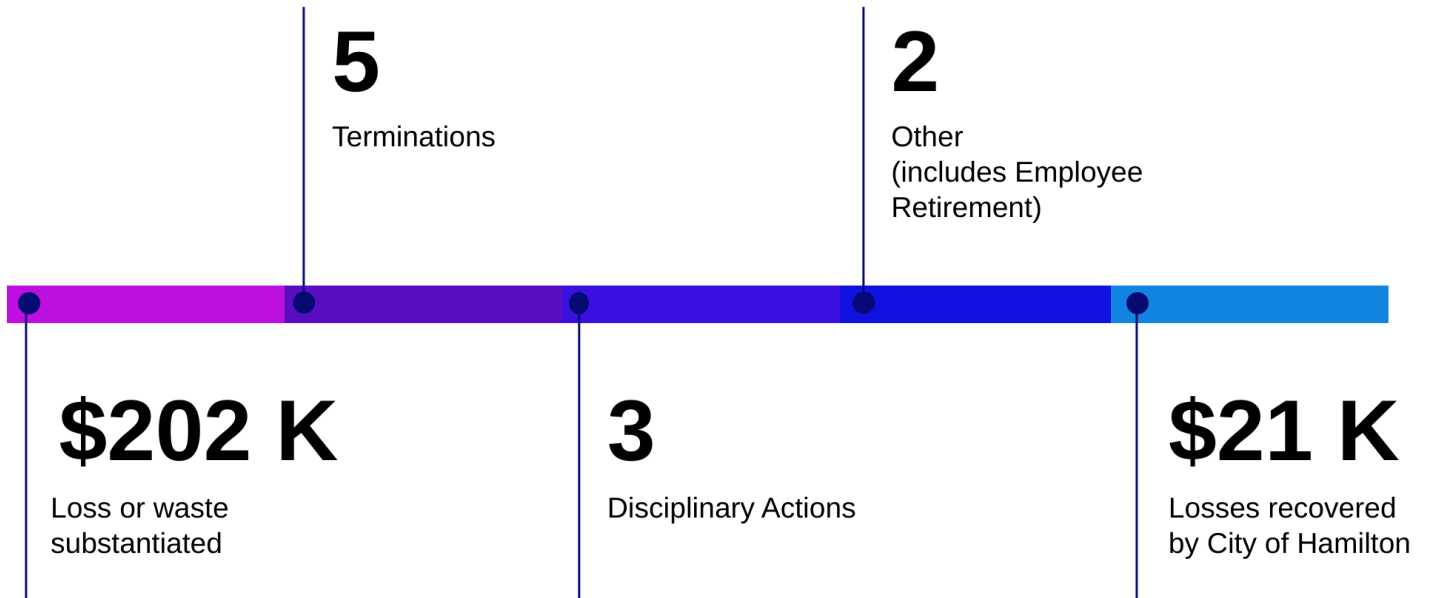
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As at September 22, 2020, \$21,000 of losses had been recovered by the City of Hamilton. There is an additional potential recovery of \$55,000 pending resolution with a service provider.

The impact of fraud and waste to an organization goes well beyond financial impact. There are also non-financial impacts such as impact to reputation, impact to other staff working in an affected area. The level of effort to investigate allegations of fraud and waste are quite high.

Sometimes there is a time lag for the completion of an investigation and calculating the losses. As there are 15 open reports at report issuance, there may be additional losses and recoveries that will be reported in the next Fraud and Waste Annual Report.

## Report Outcomes - As at September 22, 2020



### Report Examples - Introduction

To provide more information about the type of reports that the Office of the City Auditor receives and assesses, several report examples are provided in pages 15-22 of this annual report.

The reports included here provide examples of:

- fraud,
- waste/mismanagement; and,
- combined fraud and waste/mismanagement reports.

All items qualifying as a "Serious Matter" per the "City Auditor Reporting of Serious Matters to Council Policy" for the reporting period have been previously reported to Council. There were two items that qualified under this Policy, since it was approved by Council.



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## Report Examples

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### Missing Cash and Fare Media

A customer care representative handling cash and various forms of saleable fare media (e.g. bus tickets, taxi scrips, etc.) was found to have misappropriated and/or failed to account for approximately \$4,000 in cash and fare media stock over the course of several months. A report was issued to management outlining the weaknesses in the internal controls respecting fraud prevention and detection, and recommendations were made, all of which were actioned by management.

Human Resources and management handled this matter in accordance with the disciplinary process, and it is our understanding that partial restitution of the amounts was made by the employee.

### Conflict of Interest and Waste

A Manager was found to have received an estimated \$10,000 to \$15,000 worth of complimentary leadership coaching with a vendor the City does significant business with, and during the receipt of this coaching a conflict of interest situation developed. The Manager became dependent on this vendor for coaching sessions while being the primary procurer and approver of contracts and payments to them. Over the past four years, the City has done about \$400,000 worth of business with this vendor, none of which was procured using a competitive procurement method. In addition to the personal benefit received by this Manager from the vendor, payments were found to have been made to the vendor in advance of services being performed.

Issues were also found with another vendor that this same Manager had dealings with, where an unnecessary contract amendment worth close to \$40,000 was made on an initial contract of \$68,000 and paid to the vendor. This was despite the fact that the additional services secured with the amendment could have been covered or obtained under the original contract. The Manager no longer works for the City.

### Misappropriation

An employee who processed cash receipts misappropriated funds over a four-year period. The investigation undertaken by the Office of the City Auditor revealed that the total amount stolen was estimated to be \$21,000. Although the City obtained restitution for the full amount, the employee was terminated, and the matter was referred to the Hamilton Police Service. The Office of the City Auditor also performed a review of the financial controls and related monitoring associated with this service area.

Management accepted the 11 recommendations made by the Office of the City Auditor and has started implementing the revised controls to minimize the risk of further misappropriation.

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## Report Examples

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### **Theft from Safe**

A department notified the OCA of a theft of cash at one of their locations. In response, an unannounced Cash Handling Compliance Spot Audit was conducted at this site. The OCA identified several issues including: inadequate segregation of duties, insufficient management review, and a safe combination that was not changed periodically. A safe combination was written on a sticky note in a location close to the safe.

Management provided a response and mitigation plan for these issues, and compliance may be reassessed in the future.

### **Payroll Phishing Incident**

An individual, impersonating a new City employee, sent an email to another City employee requesting a change to their payroll direct deposit banking information. The individual was successful in diverting the new employee's pay cheque to their own bank account. The amount stolen surpassed \$4,000. Human Resources, in conjunction with IT and Legal Services, took immediate measures to suspend further payments and implement safeguards. The Office of the City Auditor referred this incident to the Hamilton Police Service.

The OCA also carried out an audit of controls related to the risk of fraud and the ability to make changes within several payroll processes and the vendor payment process to identify gaps that may increase the City's risk exposure. The Office of the City Auditor brought forward several recommendations to help strengthen safeguards and increase process efficiencies.

### **Discarded and Missing Inventory**

Management alerted the Office of the City Auditor about the discarding of potentially reusable and valuable inventory such as signs and copper wire at a Public Works location. In addition, there were discrepancies between inventory actually on hand (which was significantly less) and what was showing in the inventory tracking system.

The OCA confirmed to management that there was a missing inventory discrepancy of \$52,000, and further, that about \$5,000 in valuable wire inventory had been discarded in a dumpster. The Office of the City Auditor initiated an audit of inventory processes at the request of management and made 33 recommendations which are being reported to Audit, Finance, and Administration Committee in a separate report.

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## Report Examples

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### Long Term Disability Overpayment

Human Resources informed the Office of the City Auditor that a now former City of Hamilton employee was erroneously being paid both full salary and Long Term Disability (LTD) benefits at the same time for over a year. The overpayment was about \$55,000 and the employee accepted these payments without saying anything to the City.

The employee was terminated, however, the amount of overpayment has not been recovered. The Office of the City Auditor chose to investigate this matter further to determine the exact circumstances and the City's risk exposure to similar incidents related to LTD. The City's LTD administrator has been making recovery efforts of these funds using a collection agency since March 2020.

On the part of the administration, OCA found that there was a process breakdown that resulted in the above occurring, and a failure on the part of the City to detect the administrator's error. Oversight procedures were not reliable and have since been strengthened.

### Recruitment Irregularities

A Director participated in the recruitment process in which their child was a candidate in the competition. The Director recused themselves from the final panel interview of their child but nevertheless participated in the panel interviews for all the other candidates. This Director also had access to the complete set of interview questions. This was for a high-profile recruitment process that typically attracts many candidates in each recruitment cycle.

While the allegation that the child received advance knowledge of the panel questions was not substantiated, OCA took issue with the appropriateness of the Director failing to recuse themselves from the entire process. It was not consistent with City policies and procedures relating to Nepotism and the Code of Conduct and does not meet the public's expectations for accountability and transparency in recruitment.

Several recommendations were made to the service area and HR regarding improved administration of the recruitment process so as to ensure it is adequately controlled to maintain the integrity and transparency of the process.

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## Report Examples

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### Seniors Tax Rebate Program

The City of Hamilton offers a \$198 property tax credit for seniors (65+) if the program qualifications are met. A report was received from a member of the public that this program was not correctly applying the income splitting provisions for seniors that began to be permitted by the Canada Revenue Agency in 2007.

The concern raised by the Reporter was that the City was not properly considering income nor asking for sufficient information when performing the income calculations. The method that the City has been using since 2007 to calculate income does not adequately consider the split pension amounts. As a result, there is high risk of the City double counting split pension income. This would result in unfair denial of a rebate because the applicant's income would erroneously exceed the program's low income threshold.

OCA confirmed that the City's process of applications would indeed be erroneous in such situations of split income and likely led to unwarranted denial of the tax rebate. How many persons were affected is unknown because applications over the years have not been saved. It is the Office of the City Auditor's expectation that management will continue to work to resolve this matter, as outlined in their management responses to the OCA.

### Shed Built and Subsequently Torn Down

An anonymous report alleged that a City Maintenance Supervisor authorized the construction of an accessory structure (i.e. work shed) without first obtaining the required Building Permit.

The Office of the City Auditor confirmed that such a structure was built without a building permit. The Building Division received a report about this structure and issued an order to either obtain a building permit, detach the structure from the main building, or tear it down. Subsequently, the structure was demolished. The net cost to the City of building such a structure, only to demolish it less than a year later, totaled approximately \$1,800. City funds appear to have been wasted.

An assessment and investigation was completed and a Management Memo was issued. This case was closed.

---

## Report Examples

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### **Inappropriate Employer Paid Parking**

An employee was alleged to be receiving employer-provided parking even though they did not meet the trip requirements or qualify for an exemption outlined in the Employer-Provided Parking Policy. This parking benefit is valued at approximately \$1,200 annually.

The Office of the City Auditor investigated the issue and substantiated the allegation that trip requirements were not met. Management provided an explanation that the employee should nevertheless continue to receive parking as it was verbally discussed as part of their compensation package and intended to be provided at General Manager's discretion; however, the OCA was unable to initially locate an offer letter or business case to support this, as required by the Policy.

After further discussions and communications with Management, they subsequently provided a business case to support the GM discretion decision that was made. This case has been closed and the sufficiency of business cases across the organization will be reviewed during a Follow Up Audit for Employer Paid Parking.

### **Cancelled Parking Tickets**

The OCA received a report from HR and Management in Parking Enforcement of an employee that was allegedly cancelling Parking Penalty Notices (PPN) for their own vehicle.

Labour Relations and Management conducted the investigation and it was found that the employee had cancelled several PPN's for their own vehicle and their partner's vehicle.

Management reviewed 24 months worth of data and this was found to be an isolated incident. Total value of this incident was \$565.

HR and Management handled this matter via the disciplinary process. Management has put additional process controls in place to prevent this from occurring in the future.

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## Other Report Examples

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Although the Office of the City Auditor may find some reports not to be substantiated, there are reports that show significant control weaknesses. Some unsubstantiated examples are also provided for insight into the varying outcomes that can occur when cases are assessed and investigated.

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### Electric Vehicle Charging

A report was received that a City of Hamilton employee was allegedly using a non-publicly accessible electric vehicle (EV) charging station owned by the City to charge their personal vehicle while also claiming mileage expenses for traveling on City business.

OCA was unable to substantiate whether specific individuals were charging their vehicles at City facilities while claiming mileage. However, it does appear that employees may do so without violating current City policy. Accordingly, we recommended management take action to review existing policies and develop a new policy that resolves this matter.

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### Market Rate Units

The Office of the City Auditor received several reports of employees of CityHousing Hamilton renting market rate units and allegations were made that they had by-passed a waiting list and received preferential treatment. The OCA gathered information and conducted an analysis of the rental requirements for market rent units. Some of the City's social housing market rate units are rented by employees and use of a legally mandated waitlist applies to rent geared-to-income units, not market rate units. Additionally, there is no legislation governing the renting of market rate units.

Although we found no evidence of preferential treatment, there is an opportunity for a policy and/or process to be created to ensure there are adequate controls over market rate unit allocation to ensure there is no conflict of interest or unfairness in the process.

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## Other Report Examples

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### Unsubstantiated Privacy Breach

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A report was received that a City of Hamilton employee had allegedly utilized their knowledge and position to access and obtain information about a neighbour that had filed a complaint relating to a Municipal By-law matter. The OCA reviewed information and evidence relevant to this report and found that this particular report was unsubstantiated.

However, OCA did identify that persons could potentially access information that is not related to the performance of their duties. Accordingly, the OCA made a recommendation to management that the issue be resolved.

.....

### Theft of Equipment

A theft of valuable equipment was alleged to have occurred at one of the City's Public Works sites. The Office of the City Auditor was given specific information about time and location of the theft so that video surveillance tapes could be accessed and reviewed. However, the OCA found that the surveillance information was only retained for a month and had been destroyed.

Subsequently, the OCA found that the inventory was not missing and could be satisfactorily accounted for, but nevertheless made recommendations to management to improve security and video surveillance.

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### Time Theft Allegation

A report was made that alleged two employees at a City-operated facility were not physically present to perform cleaning duties and were "stealing time". The OCA investigated the matter and the allegations of waste and time theft were unsubstantiated. The OCA also conducted two unannounced site inspections and found that the location appeared clean and cleaning staff were present.

Some opportunities for process improvements were noted during the OCA's investigation and recommendations were made to and accepted by management in this service area.

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## Other Report Examples

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### Vehicle Usage

Reports were submitted to the hotline regarding employee personal usage of City vehicles. The OCA assessed each report and conducted investigative work as appropriate, including GPS data. Allegations were not substantiated, however inconsistent practices in monitoring were evident. Follow up with management was performed as necessary.

There was a significant standard operating procedure update made by Management in Q4 2019 which should improve practices.

### Reprisal Allegation #1

It was reported to the Office of the City Auditor that an employee that had previously made a report to the OCA in a prior year that they felt they were being reprimed against. The OCA reviewed the matter, the previously reported matter was not a whistleblower disclosure and the current report was being handled by Human Resources via the grievance and arbitration process.

Given that the report was already being addressed via another process, the OCA determined that it should not be reviewed further.

### Reprisal Allegation #2

It was reported to the Office of the City Auditor, that an employee that had previously made a qualifying whistleblower disclosure, felt that they were being reprimed against. The OCA reviewed the matter. It was determined that the matter was best investigated by Human Resources (HR). Human Resources conducted the investigations and kept the OCA informed throughout the investigation.

The Office of the City Auditor reviewed the investigation summary provided by HR. It was found that the reprisal allegation was unsubstantiated, and therefore the case was closed by the OCA.



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## Conclusion

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The Fraud and Waste Hotline has been operational since July 2019 as a 3-year pilot. During the first year of the pilot period, July 2019 to June 2020, the volume of reports received by the Office of the City Auditor exceeded the initial expectations, with 85 reports received. It was forecasted that 50 to 70 reports would likely be received, based on the experiences of other Canadian cities that operate similar fraud and waste hotlines.

Overall, the first twelve months of the Fraud and Waste Hotline operation have been successful, by and large, with a high volume of reports assessed and investigations launched as appropriate.

An evaluation of the Fraud and Waste Hotline and its accomplishments will be performed at the end of the pilot. The next Fraud and Waste Annual Report will provide an update on the reports received by the OCA between July 2020 and June 2021.

Without a Fraud and Waste Hotline in place, it is likely that many of these reports would not have been received by the Office of the City Auditor and wrongdoing involving City resources may have continued. Generally speaking, it indicates Hamiltonians and employees alike share the commitment in protecting the City of Hamilton's revenue, property, information and other assets and resources from fraud, waste and other wrongdoing.

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## Office of the City Auditor

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### **SPEAK UP - Reporting Fraud and Waste**

**Online:** [hamilton.ca/fraud](http://hamilton.ca/fraud)

**Phone:** 1-888-390-0393

**Mail:** PO Box 91880, West Vancouver, BC V7V 4S4

**Email:** [cityofhamilton@integritycounts.ca](mailto:cityofhamilton@integritycounts.ca)

**Fax:** 1-604-926-5668

Copies of our audit reports are available at:  
[hamilton.ca/audit](http://hamilton.ca/audit)

Alternate report formats available upon request



# FRAUD AND WASTE ANNUAL REPORT

## January 1, 2019 to June 30, 2020

### Total Reports

# 99

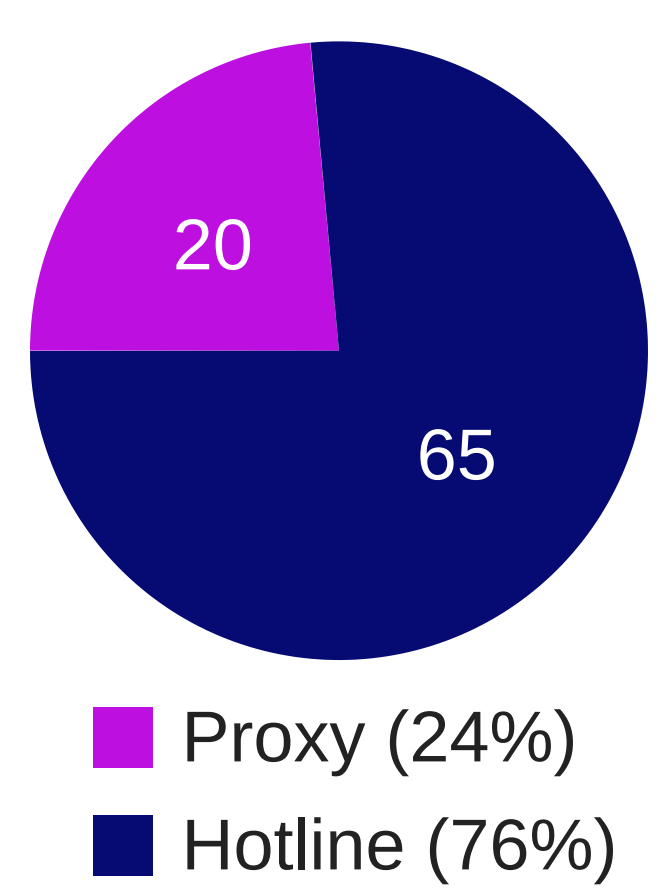
### Reports Since Hotline Launch

# 85

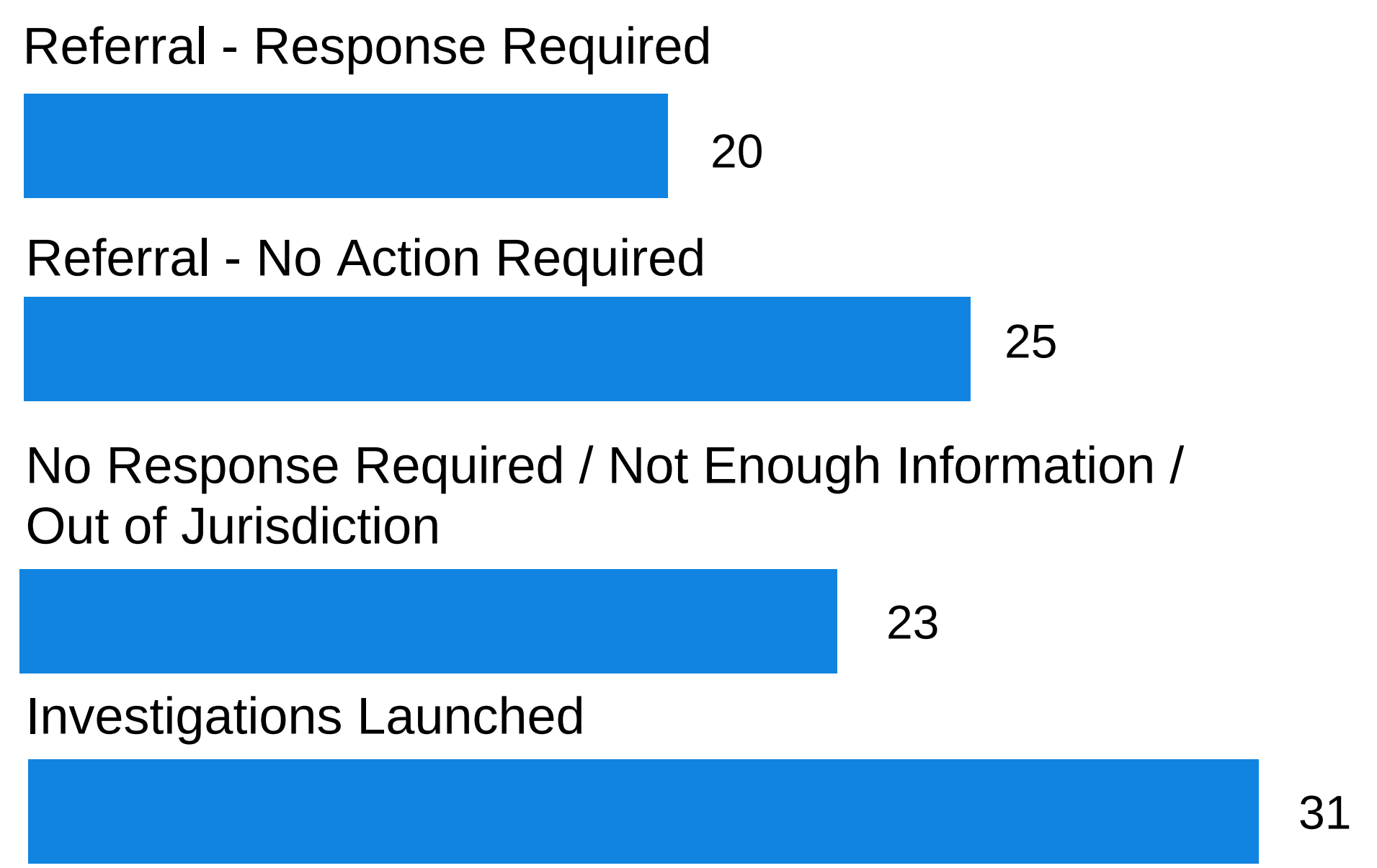
### Number of Reports by Source



### Reports Directly Received by Office of the City Auditor (Proxy)



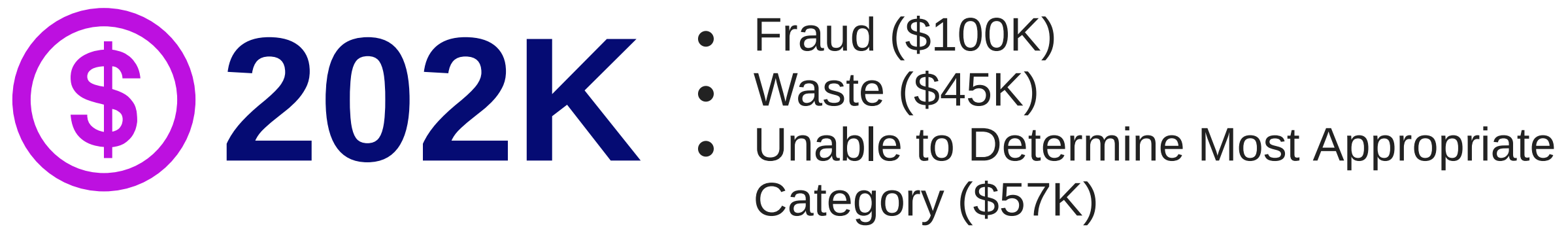
### Report Type



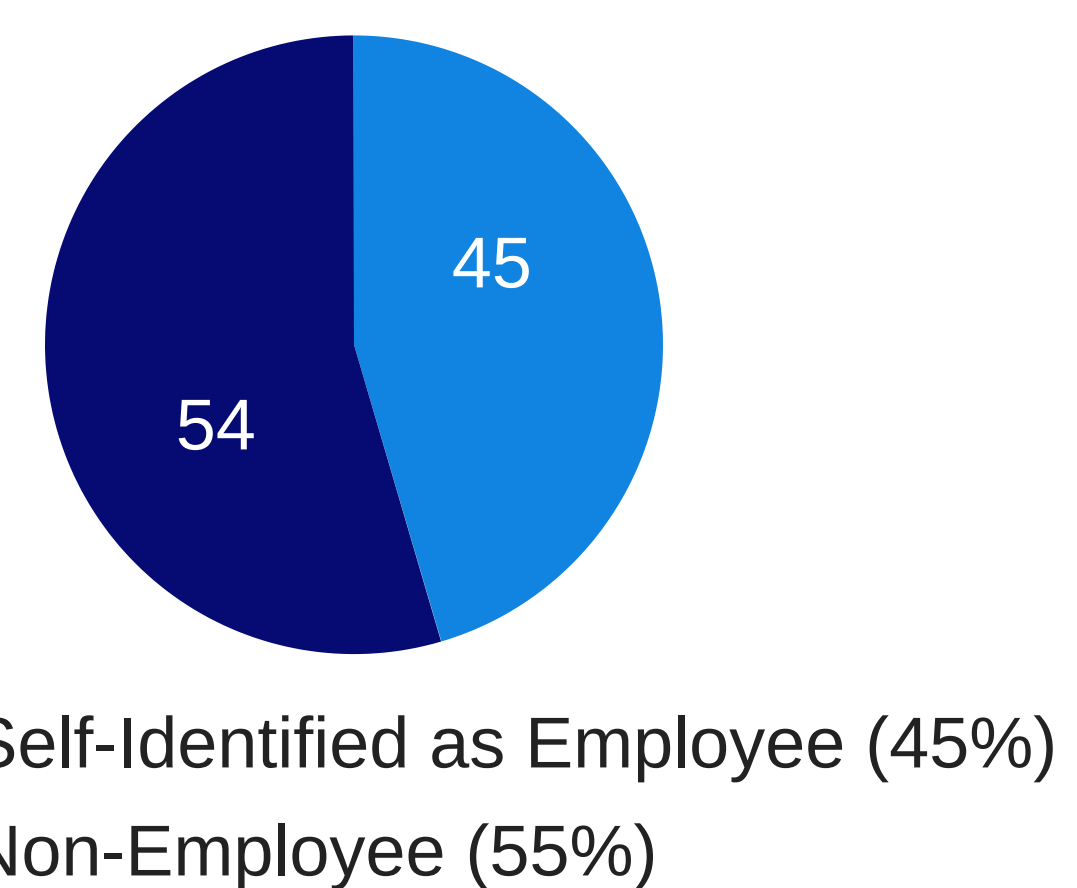
### Top Report Categories

Employee Time Theft/Misconduct	12
Social Services Fraud/Wrongdoing	12
Theft/Misappropriation	12
Out of Jurisdiction	11
Service Complaint/Concern	10
Multiple Categories Applicable	7
Improper Financial Reporting/Budgeting	6
Misuse of City Resources	6
Waste/Mismanagement	6
Employee Benefits Fraud	5
Other Various Categories	12
<b>Total Reports</b>	<b>99</b>

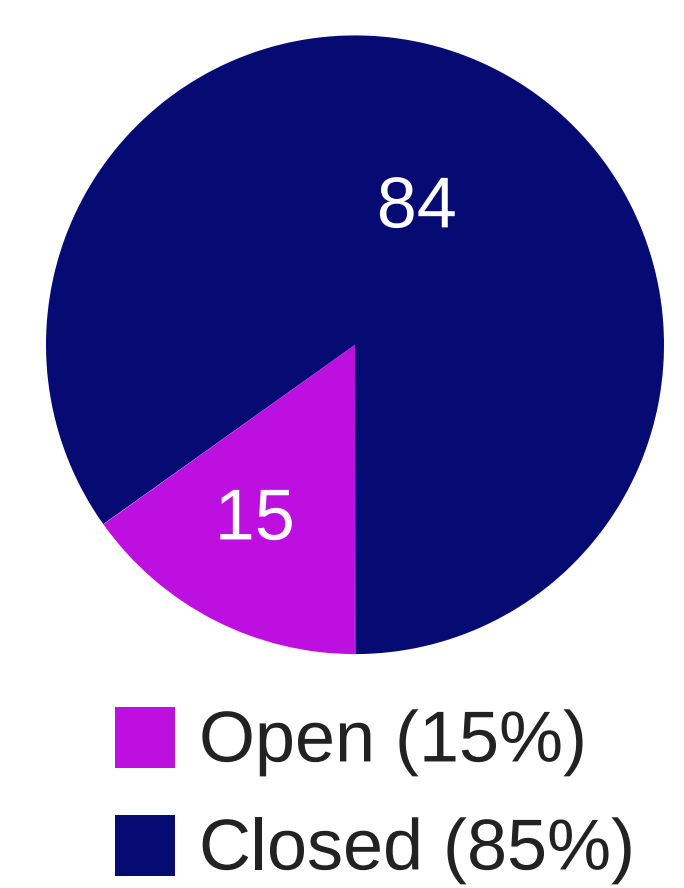
### Loss and Waste Substantiated



### Employee Reports



### Report Status



### Investigation Type







# FRAUD AND WASTE ANNUAL REPORT

January 1, 2019 to June 30, 2020

## What is a Fraud and Waste Hotline?

The general public, City staff, and those doing business with the City can report **suspected fraud, waste or wrongdoing involving City resources**.

Confidential and anonymous service

Independently operated by a third party

Accessible by phone or online

Available 24 hours a day 7 days a week

# Alignment to the 2016-2025 Strategic Plan

## **Community Engagement and 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.

## **Our People and Performance**

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

**The Fraud and Waste Hotline empowers all City of Hamilton Employees and the Public to enable the City of Hamilton to operate with a high level of honesty and integrity.**

## 2019-2020 Statistics

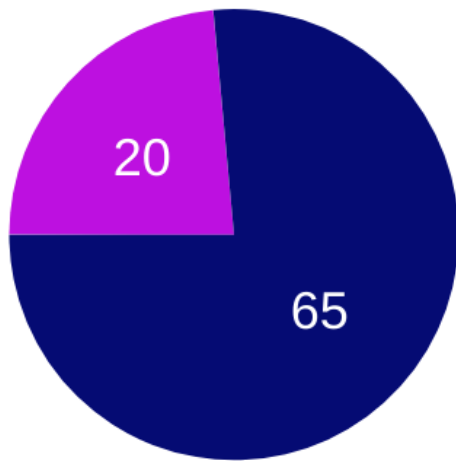
- 99 reports were received January 1, 2019 to June 30, 2020
- The Hotline launched in July 2019, 85 reports were received during the first 12 months of operation
- Previously, the all-time high for reports in a calendar year was 12 reports





# Statistics

- Of these 85 reports, 20 were made directly to the OCA, remainder were made using the Hotline service provider



■ Proxy (24%)  
■ Hotline (76%)

Proxy Reports from  
Management, Finance,  
Human Resources - 8

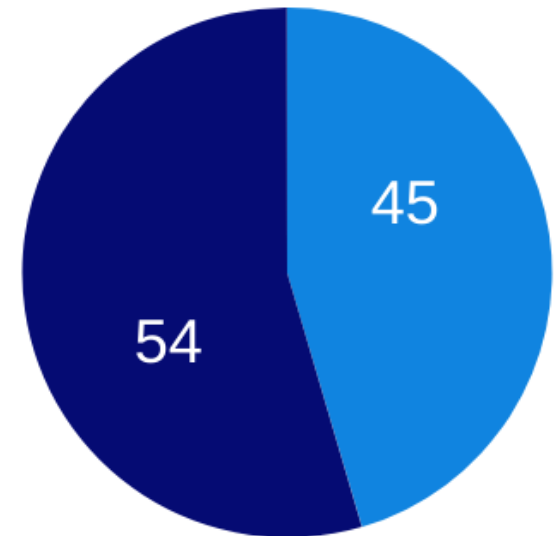


# Top Report Categories



# Statistics

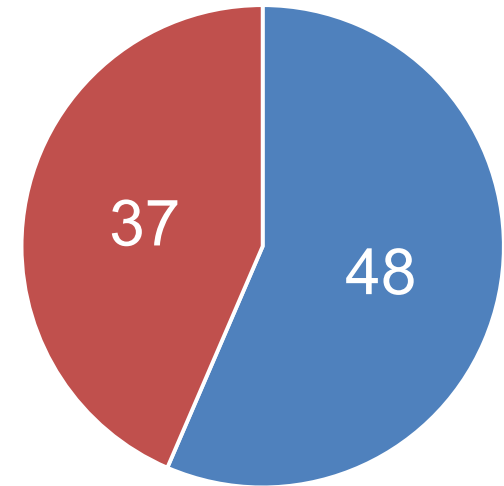
- 45% (45 of 99) of reports made by self-identified employees
- 55% (54 of 99) of reports made by non-employees



■ Self-identified as Employee (45%)  
■ Non-Employee (55%)

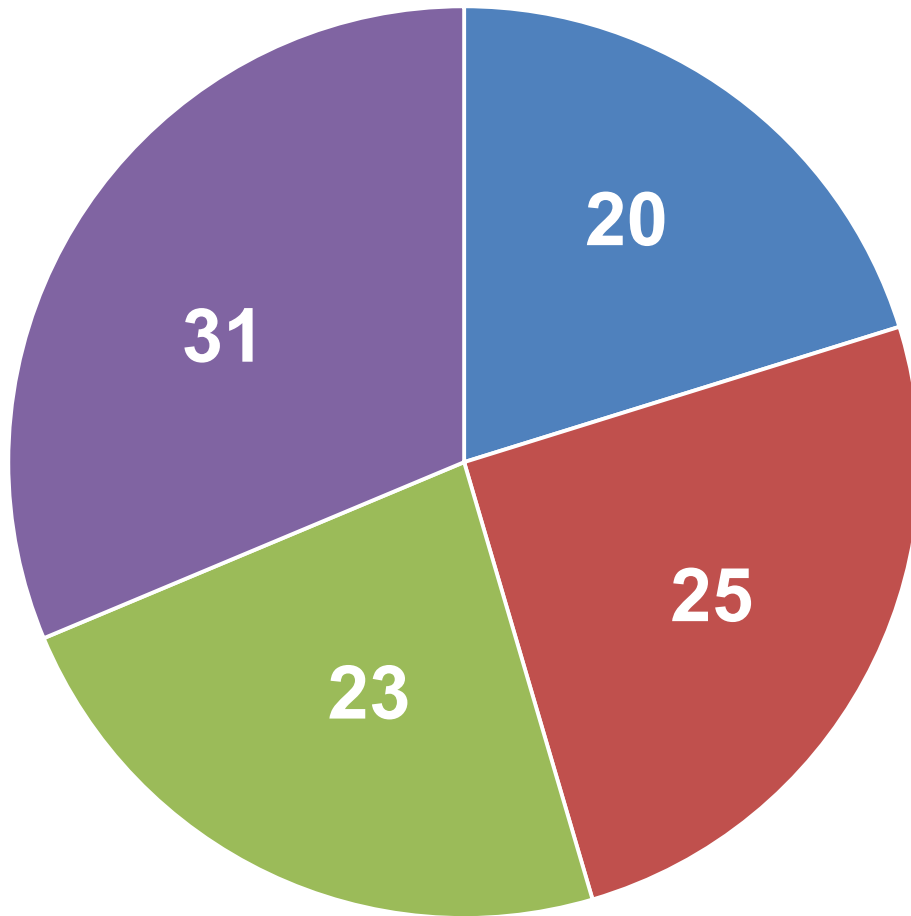
# Statistics

- 48 of 85 (56%) reports made anonymously since Hotline launch (July 2019 - June 2020)
- Reporters are choosing to utilize the anonymous option provided by the Hotline



■ Anonymous (56%)  
■ Self-Identified (44%)

# What We Did With The Reports



- No Response Required / Not Enough Information / Out of Jurisdiction (20)
- Referral - No Action Required (25)
- Referral - Response Required (23)
- Investigations Launched (31)

# What types of investigations were undertaken



Fraud – **8**



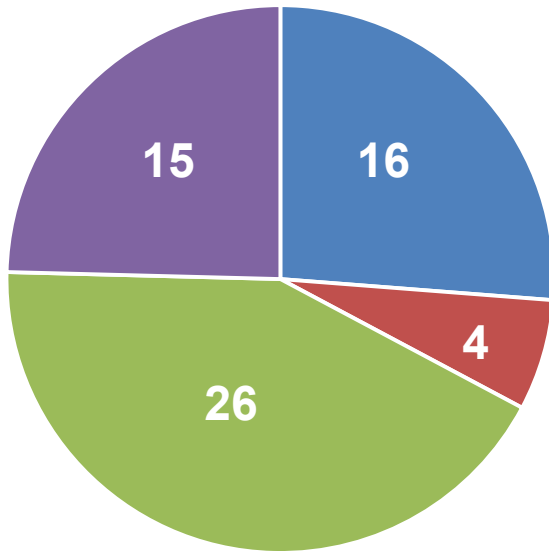
Waste/Mismanagement – **15**



Combined

Fraud and Waste/Mismanagement – **8**

# Outcomes



- Substantiated (16)
  - Partially Substantiated (4)
  - Unsubstantiated (26)
  - Pending (15)
- Total: 61

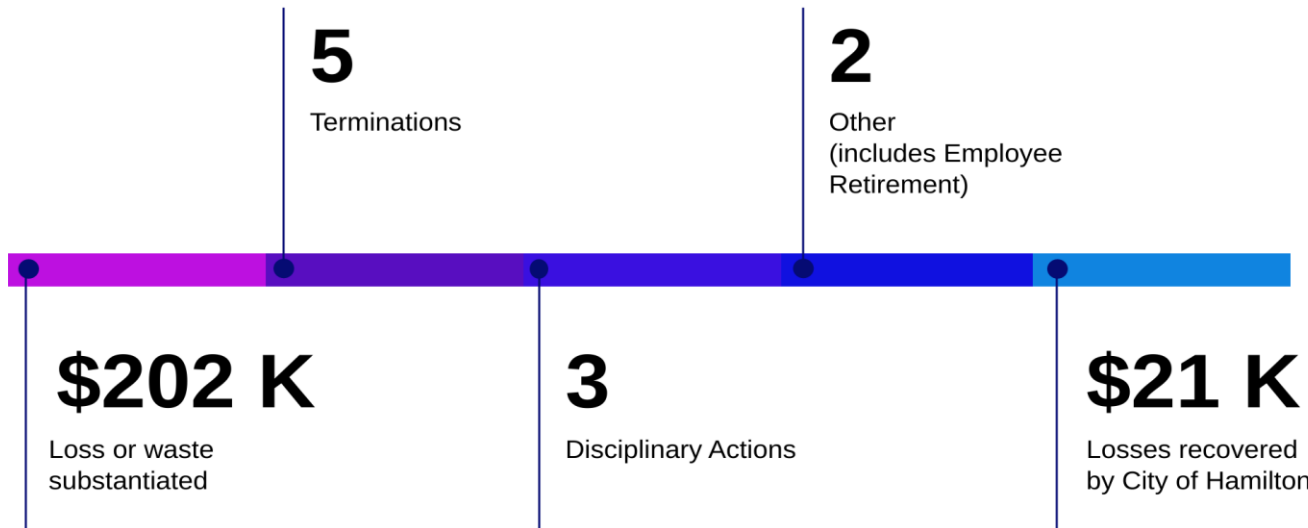
## Loss or Waste Substantiated

**\$ 202K**

Fraud - \$100K

Waste - \$45K

Unable to Determine Most Appropriate Category - \$57K



As at September 22, 2020

# Report Examples

## Conflict of Interest and Waste

- \$10K-\$15K (estimated) complimentary leadership coaching received by a Manager from a vendor City conducts significant business
- \$40K (approx.) contract amendment could be covered or obtained under original contract initial payment (\$68K)

## Discarded and Missing Inventory

- \$52K missing inventory discrepancy
- \$5K (approx.) wire inventory discarded in dumpster

## Long Term Disability (LTD) Overpayment

- \$55K (approx.) LTD overpayment to a former City of Hamilton employee

## Misappropriation

- \$21K (estimated) misappropriated over 4 years

## Missing Cash and Fare Media

- \$4K (approx.) misappropriated and/or failed to account for cash and fare media stock (e.g. bus tickets, taxi scrips)

## Payroll Phishing Incident

- Over \$4K stolen from individual impersonating a new employee

## Seniors Tax Rebate Program

- \$198 property tax credit for seniors not properly applying split income provisions for seniors since 2007



## Closing Remarks: City Auditor Reflections

**The Fraud and Waste Hotline provides benefits that cannot always be quantified:**

- Deters fraud, waste, and wrongdoing
- Strengthens internal controls and mitigation of risks
- Improves policies and standard operating procedures
- Hotline report data can be used to identify trends and inform future audits for the Office of the City Auditor work plan
- Demonstrates the City's commitment to accountability and transparency



confidential  
anonymous

# SPEAK UP

Report any wrongdoing

Use the Fraud and Waste Hotline

[www.hamilton.ca/Fraud](http://www.hamilton.ca/Fraud)  
Call Toll Free 24/7 1-888-390-0393

# How to Report



## Online

[hamilton.ca/fraud](http://hamilton.ca/fraud)  
[integritycounts.ca/org/cityofhamilton](http://integritycounts.ca/org/cityofhamilton)



## Email

[cityofhamilton@integritycounts.ca](mailto:cityofhamilton@integritycounts.ca)



## Phone

1-888-390-0393



## Mail

PO Box 91880, West Vancouver, BC V7V 4S4



## Fax

1-604-926-5668

# Thank you

For submitting reports and  
cooperating during report  
assessments and  
investigations



**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>	October 22, 2020
<b>SUBJECT/REPORT NO:</b>	2019 Reserve Report (FCS20068) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Marcin Zukowski (905) 546-2424 Ext. 2162
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

### RECOMMENDATION(S)

- (a) That the 2019 Reserve Report and the 2019 Reserves Detail Report, with 2018 Comparative figures and 2020-2022 Projections, attached as Appendix "A" to Report FCS20068, be received;
- (b) That COVID-19 Reserve #108006 be established with previously approved initial funding of \$1,144,000.

### EXECUTIVE SUMMARY

The purpose of Report FCS20068 is to present Council with a detailed summary of the status of the City of Hamilton's reserves as of December 31, 2019 in comparison to the 2018 year-end balance, as well as, projections for the years 2020-2022. The 2020-2022 forecast is based on budgeted transfers to and from the reserves, as well as, other known requirements including anticipated income and investment activities.

The response to the COVID-19 pandemic will result in significant financial pressures for the remainder of 2020, as well as, the next several years. Recommendation (b) of Report FCS20068 will formally establish the COVID-19 reserve that the General Manager, Finance and Corporate Services, was authorized to transfer \$1,144,000 into through Recommendation (c) of Report FCS20040(a), "Financial Implications of COVID-19 Response". This reserve will also hold the necessary funds related to the Safe Restart Agreement as required to carry over to the 2021 fiscal year and offset ongoing COVID-19 financial pressures beyond 2020.

**SUBJECT: 2019 Reserve Report (FCS20068) (City Wide) – Page 2 of 11**

The City's reserve position continues to ensure that the City remains in a strong net creditor financial position, as demonstrated by the City's "AA+" (stable) Credit Rating, which provides the financial flexibility to address capital infrastructure needs and limit the impact of unexpected events.

Table 1 summarizes the overall reserve positions as at December 31, 2018 and 2019 and projected balances for December 31, 2020, 2021 and 2022.

Reserves, Obligatory Reserves and Reserve Funds-Future Fund at December 31, 2019, totalled \$996.8 M representing a \$50.7 M, or 5.4%, increase over the 2018 balance of \$946.1 M. A significant portion of this increase is the result of 2019 Development Charge (DC) collections exceeding DC Capital financing by \$58.9 M, as well as, a \$13.4 M increase in the Parkland Dedication Reserve. The overall increase was partially offset by draws on Rate Supported Reserves of \$31.1 M. The balance of the changes is detailed in Appendix "A" to Report FCS20068.

The overall reserve balance for 2020 is forecasted to decrease by \$57.5 M, or 5.8%, from \$996.8 M in 2019 to \$939.3 M in 2020 based on current commitments. The decrease is primarily driven by Rate Supported Reserves in the amount of \$61.5 M for wastewater treatment plant upgrades, as well as, \$2.7 M in Tax Supported Reserves for the Waste Management Recycling Program.

**TABLE 1**  
**Overall Reserve Position**

	Balance Dec 31, 2018 \$	Balance Dec 31, 2019 \$	Forecast Dec 31, 2020 \$	Forecast Dec 31, 2021 \$	Forecast Dec 31, 2022 \$
Tax Supported Reserves	405,063,307	390,768,941	385,309,605	400,771,482	426,746,538
Rate Supported Reserves	255,316,835	221,743,518	160,210,366	110,939,203	111,939,101
<b>Total Non Obligatory</b>	<b>660,380,143</b>	<b>612,512,459</b>	<b>545,519,971</b>	<b>511,710,685</b>	<b>538,685,639</b>
Obligatory Reserves	237,055,288	331,278,863	336,634,951	361,924,279	416,491,017
<b>Sub-total before Future Fund</b>	<b>897,435,431</b>	<b>943,791,322</b>	<b>882,154,922</b>	<b>873,634,965</b>	<b>955,176,657</b>
Hamilton Future Fund Reserves	48,634,530	52,963,110	57,099,064	60,589,610	66,524,164
<b>Total Reserves</b>	<b>946,069,961</b>	<b>996,754,432</b>	<b>939,253,986</b>	<b>934,224,575</b>	<b>1,021,700,821</b>

\*Note: Anomalies due to rounding

Forecasts do not include the potential impact of: (1) Bill 108 "More Homes, More Choice Act" (refer to Report FCS19057(b) / LS19023(b) for further details); and (2) Bill 197, the *Covid-19 Economic Recovery Act, 2020* (refer to Report LS20020).

**SUBJECT: 2019 Reserve Report (FCS20068) (City Wide) – Page 3 of 11**

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The reserve forecasts are estimated based on current commitments and do not reflect pressures from the COVID-19 pandemic response. Revenue sources for reserves have been updated to the extent that they can be reasonably predicted but may further be impacted as the socio-economic impacts of COVID-19 become known. Financial impacts on reserve balances as a result of COVID-19 will be addressed in the 2021 budget process.

**Alternatives for Consideration – Not Applicable****FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: N/A

Staffing: N/A

Legal: N/A

**HISTORICAL BACKGROUND****Importance of Reserves**

Prudent fiscal management of reserves is imperative. Reserves provide flexibility against uncertainties which inevitably arise in today's changing municipal environment. Over the years, the use of the City's reserves has met several financial objectives, such as to moderate tax and rate increases, to fund or expand the City's capital program and to limit long-term debt. The appropriate use of reserves reduces financial risk to tax and rate payers in the future. Further, maintaining reserves at adequate levels will provide the City of Hamilton with financial flexibility while forming a cornerstone of its financial integrity.

**Capital Markets and Credit Rating**

Responsible fiscal management translates into an ability to borrow in financial markets at attractive interest rates. Credit rating agencies consider reserve policies, along with other financial policies including short-term financial planning and long-term financial planning (i.e. operating and capital budgets), when determining the credit rating of a local government.

On October 18, 2019, S&P's Global Rating Services (S&P) affirmed its "AA+" (stable) credit rating for the City of Hamilton for long-term issuer credit and senior unsecured debt. The high rating is due to the City's exceptional liquidity, very strong economy and very predictable and well-balanced institutional framework. In S&P's report, they viewed Hamilton's solid management, as well as, the City's operating surplus, modest deficit after capital spending, large internal liquidity levels and low debt burden as contributing factors to its rating. At the writing of Report FCS20068, S&P Global Rating Services was conducting its review of the City of Hamilton's credit rating for 2020 with the target release date of October 14, 2020.

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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 Reserve Report (FCS20068) (City Wide) – Page 4 of 11**

## Debt Indicators

As at December 31, 2019, the City had total debt outstanding of \$401 M (excluding Mortgages and Lease Purchase Agreements). Total approved debt for the City is \$819 M, which includes previously approved debt not yet issued. This number is expected to increase with forecasts showing potential approved debt outstanding of \$1,192 M in 2022. The amount of actual debt outstanding may be less because of timing in debenture issuance, delay in project closings or project deferrals. The increase in debt over the next three years is attributable to substantial investment in the City's Water, Wastewater and Storm Infrastructure, Social Housing Infrastructure, West Harbor Initiatives, Transit Infrastructure, as well as, significant Development Charge supported debt to fund both Rate and Tax related growth infrastructure needs.

The annual debt payments are planned for and recovered through the property tax levy (tax supported debt), rate user fees (rate supported debt) or DC reserves (DC supported debt) depending on the nature of the debt. Staff monitors and reports on both Council approved and legislative thresholds through the annual budgeting process and anytime new debt is being considered for approval.

Selected financial indicators related to potential outstanding debt forecasts can be found in Table 2.

**TABLE 2**

	<u>Selected Financial Indicators</u>				
	Fiscal Year End December 31				
	<u>2018</u>	<u>2019</u>	<u>2020(f)</u>	<u>2021(f)</u>	<u>2022(f)</u>
Approved Debt Outstanding (excluding Mortgages and Lease Purchase Agreements) (\$M's)	429	401	819	1053	1192
Debt per Capita (\$)	750.94	692.48	1,395.51	1,770.70	1,984.65
Debt Per Capita Year Over Year (% Change)	13%	-8%	102%	27%	12%
Debt to Reserve Balance	45%	40%	87%	113%	117%

\*Note: Anomalies due to rounding

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The 2019 Reserve Report (Report FCS20068) is prepared in accordance with City of Hamilton Reserve Policy – Administration of Financial Reserves and Reserve Funds, as well as, relevant legislation and agreements (i.e. the *Municipal Act*, *Development Charges Act*, *Building Code Act* and Federal Gas Tax Fund).

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

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**SUBJECT: 2019 Reserve Report (FCS20068) (City Wide) – Page 5 of 11**

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**RELEVANT CONSULTATION**

Staff from all City Departments, the Hamilton Police Service and the Hamilton Public Library have reviewed and provided information for the preparation of the 2019 Reserve Report and the 2019 Reserves Detail Report, which is attached as Appendix “A” to Report FCS20068.

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

## 2019 Actual Activities

The overall reserve position increased by \$50.7 M, or 5.4%, from \$946.1 M in 2018 to \$996.8 M in 2019. The increase is due to a year-over-year increase in Obligatory Reserves of \$94.2 M, which was largely attributed to a \$58.9 M increase in 2019 Development Charge collections over capital financing requirements, as well as, a \$13.4 M increase in the Parkland Dedication Reserve. The increase was partially offset by a \$31.4 M decrease in Rate Supported Reserves and a \$14.3 M decrease in Tax Supported Reserves. Table 3 provides a summary of activity by reserve group.

Recommendation (b) to Report FCS20068 seeks approval to establish a COVID-19 Reserve for the purpose of funding infrastructure requirements for physical distancing, managing cash flow implications of lost revenues and providing emergency relief funding for programs experiencing deficits over the next few years. The COVID-19 Reserve will hold carry over emergency grant funding related to the Safe Restart Agreement.

**SUBJECT: 2019 Reserve Report (FCS20068) (City Wide) – Page 6 of 11**

**TABLE 3**  
**OVERALL RESERVE POSITION**  
**2019 ACTIVITY BY RESERVE GROUP (\$Millions)**

	<b>Tax Supported Reserves</b>	<b>Rate Supported Reserves</b>	<b>Obligatory Reserves</b>	<b>Future Fund Reserves</b>	<b>Total Reserves</b>
<b>Balance - January 1, 2019</b>	<b>\$405.1</b>	<b>\$255.3</b>	<b>\$237.1</b>	<b>\$48.6</b>	<b>\$946.1</b>
Add: Interest Earned	13.4	5.5	6.5	1.2	26.6
Provisions for Reserve	49.2	0.5	0.0	0.0	49.7
Program / Capital Surpluses	25.1	10.3	2.3	0.0	37.7
Repayments of Internal Debt	8.0	0.5	0.9	8.4	17.8
Collections / Recoveries	7.2	0.0	115.4	0.0	122.6
Gas Tax Revenue	0.0	0.0	69.2	0.0	69.2
Special Levy-Ward Infrastructure Investment	13.8	0.0	0.0	0.0	13.8
Fees / Donations/ Sales	2.9	0.0	15.4	0.0	18.3
Other Revenue	3.6	0.5	0.0	0.0	4.1
<b>Sub-Total</b>	<b>123.2</b>	<b>17.3</b>	<b>209.7</b>	<b>9.6</b>	<b>359.8</b>
Less: Capital Program Funding	33.6	44.7	39.9	0.0	118.2
Capital Financing	0.0	0.0	50.4	0.0	50.4
Vehicle and Equipment Funding	35.4	0.0	0.0	0.0	35.4
Borrowing to be Repaid	1.6	0.0	9.7	0.0	11.3
To Operating Fund	0.1	0.0	10.9	0.0	11.0
Program Phase-ins/Pilot /Grants	7.4	0.0	0.0	0.0	7.4
Property Purchases	16.4	1.6	0.0	0.0	18.0
Inter Reserve Transfers	7.4	2.7	0.0	0.0	10.1
Other Expenditures	35.9	1.9	4.2	5.3	47.3
<b>Sub-Total</b>	<b>137.8</b>	<b>50.9</b>	<b>115.1</b>	<b>5.3</b>	<b>309.1</b>
<b>Balance - December 31, 2019</b>	<b>\$390.8</b>	<b>\$221.7</b>	<b>\$331.3</b>	<b>\$53.0</b>	<b>\$996.8</b>

\*Note: Anomalies due to rounding

### Reserve Balances

Over the last five years, the reserve balances have increased from \$887 M in 2015 to a balance of \$944 M as at December 31, 2019 (excludes Future Fund Reserves). The increase is primarily the result of increases in reserve provisions and overall collections, including Development Charges and Federal Gas Tax, offset by reductions in capital program funding and capital financing charges.

Staff is forecasting a decrease in reserve balances of \$70.2 M (excludes Future Fund Reserves) over 2020 and 2021, primarily due to completion of the Woodward Wastewater Treatment and Biosolids project, funding of Federal Gas Tax projects and clearing parkland dedication liabilities.

By 2022, Obligatory Reserve balances are expected to increase by \$85.2 M mainly due to an anticipated increase in collections versus capital spending. Revenue collections have not been adjusted for changes in the growth forecast due to COVID-19. Staff are working with other municipalities to closely monitor the financial impact of COVID-19 on future development.

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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.

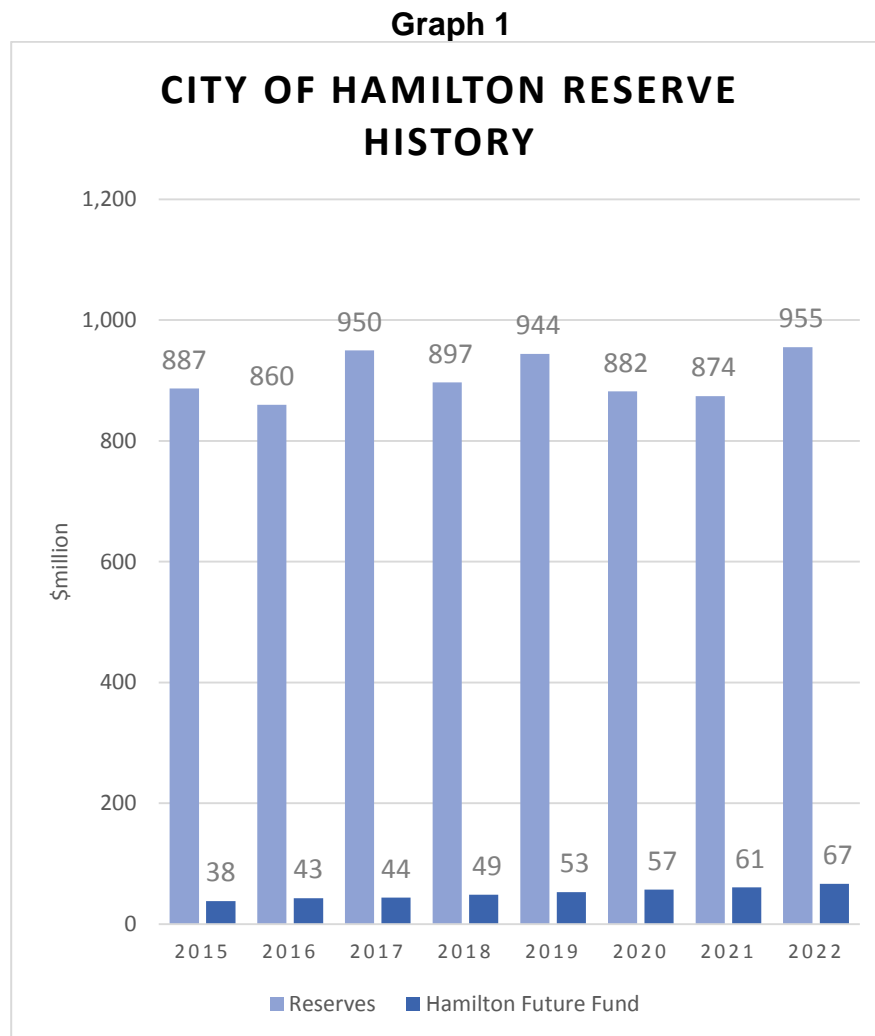
OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: 2019 Reserve Report (FCS20068) (City Wide) – Page 7 of 11**

The DC reserves classified under Obligatory Reserves are a function of development activity and capital infrastructure construction. Where capital infrastructure is required in advance of the development, debt issuances will be closely monitored to ensure sustainability of the DC reserves. Soft services (i.e. recreation, library, parking) have more flexibility and can often come online after a significant amount of the development and related collections have been completed. Therefore, soft services typically require fewer debt issuances.

Tax Supported Reserves are forecasted to increase by \$36.0 M by 2022, as a result of additional funding through the Investing in Canada Infrastructure Program (ICIP), Transit Stream which provided alternative funding for transit vehicle replacement that would have previously been funded through Tax Supported Capital Reserves.

Graph 1 shows a five-year reserve history and 2020-2022 reserve projections for the City of Hamilton.



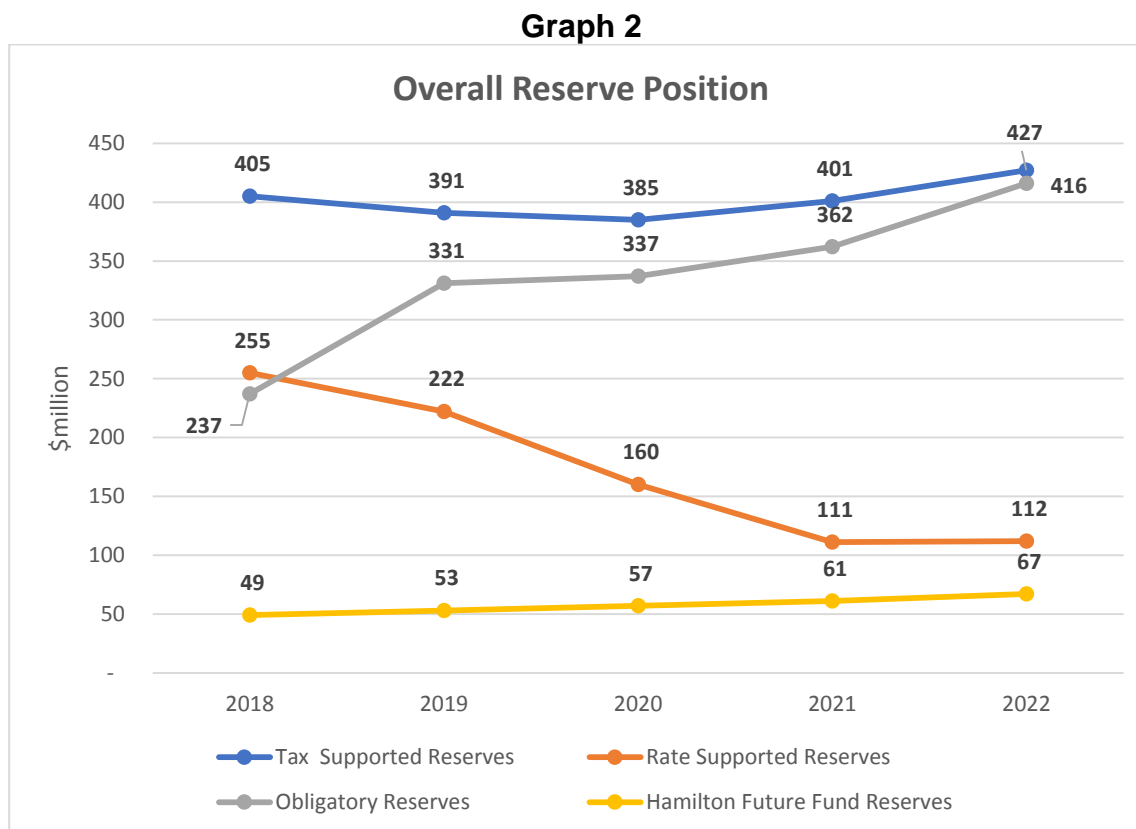
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**SUBJECT: 2019 Reserve Report (FCS20068) (City Wide) – Page 8 of 11**

Graph 2 shows reserve history for 2018 and 2019 and reserve projections for 2020 to 2022 by reserve group.



### Sustainability of Reserves

The 2019 Reserves Detail Report, attached as Appendix “A” to Report FCS20068, indicates whether the reserves are sustainable. The criteria used to determine sustainability is as follows:

- If the annual contributions are sufficient to offset future requirements over the three-year forecast 2020-2022;
- If there are committed contributions to the reserve; and
- If there is a financial plan in place to ensure target levels are met and maintained.

The following list shows the reserves which are forecast to be non-sustainable as of July 2020:

100033 - Hamilton Paramedic Service – Equipment Replacement  
 110021 - Hamilton Fire Department – Vehicle Replacement  
 108020 - Unallocated Capital Levy  
 112035 - Sick Leave Liability – General  
 110046 - Tax Stabilization

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**SUBJECT: 2019 Reserve Report (FCS20068) (City Wide) – Page 9 of 11**

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110041 - Social Housing Stabilization  
110044 - Ontario Works Stabilization  
112203 - Red Light Camera Project  
112205 - Winter Control  
112270 - Waste Management Recycling  
999998 - Developer Recoveries

The sustainability of reserves continues to be assessed. There may be different approaches to addressing reserve sustainability depending on the nature and purpose of the reserve.

#### Outstanding Liabilities

The City provides certain employee benefits that require funding in future years, which are currently estimated at \$369.7 M as at December 31, 2019. The City has established reserves to provide for some of these liabilities while other amounts, such as accrued vacation, have been recorded as liabilities. The amounts in the reserves to provide for the liabilities total \$92.2 M, or 24.2%, of the total liability thus leaving net employee-related unfunded liabilities to be recovered in the future from either reserves or the operating fund at \$280.4 M.

Currently, there is no Public Sector Accounting Board (PSAB) requirement to provide funding for the net unfunded liability portion of these employee benefits either from reserves or taxation. These unfunded liabilities can be funded as they occur in future years, either from the operating budget or from dedicated reserves. A financing strategy requires approval by Council either through a report or through the Budget process. Corporate Services staff will continue to monitor these liabilities to ensure a funding source is available as they come due.

The City owns and operates one open landfill and maintains 12 closed landfills. The open Glanbrook site is estimated to reach capacity and close in 2055. The estimated liability for future costs associated with the operational site and post-closure care of the closed sites is estimated at \$70.2 M net of provisions in the reserves. This liability amount is primarily comprised of two factors: resetting the post period monitoring of closed landfills to 50 years and the addition of internal staff costs being added to the landfill liability calculation. It is important to note that this is an estimated amount and will be funded on an as-needed basis as future landfill liabilities come due.

Including the landfill site, total liabilities to be recovered in the future, are estimated at \$350.7 M. Table 4 summarizes the estimated future liabilities by category.

**TABLE 4**  
**ESTIMATE OF OUTSTANDING LIABILITIES (\$000's)**

<b>Employee Benefits and Future Obligations:</b>	<b>2019(\$)</b>	<b>2018(\$)</b>
Sick Leave Benefit Plan	58,789	57,470
Long-Term Disability Plan	33,431	27,869
Worker's Safety and Insurance Board Liabilities (WSIB)	97,787	93,436
Retirement Benefits	153,571	151,311
Vacation Benefits	26,806	26,906
Pension Benefit Plans	(2,196)	9,917
	<b>368,188</b>	<b>366,909</b>
Net Unamortized Actuarial Gain	1,513	5,762
Valuation Allowance	2,994	506
	<b>372,695</b>	<b>373,177</b>
<b>Less:</b>		
Provisions in Reserves and Balance Sheet	(92,253)	(90,418)
<b>Employee Related Liabilities to be Recovered in the Future</b>	<b>280,442</b>	<b>282,759</b>
<b>Waste Management Facilities Liabilities:</b>		
Open and Closed Landfill Sites	71,420	71,559
<b>Less:</b>		
Provisions in Reserves	(1,189)	(1,134)
<b>Waste Management Liabilities to be Recovered in the Future</b>	<b>70,231</b>	<b>70,425</b>
<b>Total Liabilities to be Recovered in the Future</b>	<b>350,673</b>	<b>353,184</b>

### Outstanding Internal Loans

Internal borrowing from Reserves reduces reliance on external debenture borrowings which, in turn, reflects favourably on the City's Credit Rating. It also provides Council with an alternative financial tool in dealing with Capital budget pressures.

Borrowing from a reserve is permitted only if the analysis of the reserve's funds indicates excess funds are available and the use of these funds will not impact the reserves current operations. As at December 31, 2019, the total principal outstanding for internal loans from reserves was \$28.6 M with annual repayments of \$5.1 M and maturities ranging from 2020 to 2032. Loans of \$1.2 M related to energy efficiency were added in 2019. Appendix "B" to Report FCS20068 provides a detailed summary of all outstanding internal loans from reserves.

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**SUBJECT: 2019 Reserve Report (FCS20068) (City Wide) – Page 11 of 11**

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**COVID-19 Reserve**

At the direction of Council, staff undertook a review of all approved capital projects across the organization to identify projects that could be delayed in an effort to offset the anticipated negative budget variance for 2020. As a result of that review, staff recommended the closure of nine capital projects, that were either completed or cancelled and to direct the remaining Capital Levy funds of \$1,144,000 towards the establishment of a COVID-19 Reserve, which was approved through Report FCS20040(a).

**ALTERNATIVES FOR CONSIDERATION**

N/A

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN****Economic Prosperity and Growth**

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

**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.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report FCS20068 – 2019 Reserves Detail Report with 2018 Comparative Figures and 2020-2022 Projections

Appendix “B” to Report FCS20068 – Internal Loan from Reserves Summary

MZ/dt







Hamilton

# 2019 Reserves - Detail Report

With 2018 Comparative figures  
and 2020-2022 Projections

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***City of Hamilton  
71 Main St. West  
Hamilton, Ontario  
L8P 4Y5***



**CITY OF HAMILTON  
2019 RESERVE REPORT**

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# RESERVES' SUMMARY

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***2019 Reserve Report***  
***With 2020 - 2022***







**City of Hamilton  
 2019 Reserve Report  
 Reserve Balances**

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>TAX SUPPORTED RESERVES</u></b>						
<b><u>VEHICLE &amp; EQUIPMENT RESERVES</u></b>						
<b><u>Equipment Replacement Reserves</u></b>						
100031- Hamilton Fire Department - Equipment Replacement Reserve	609,020	974,284	507,774	532,339	794,899	Yes
100032- Corporate Trunked Radio Communication System	5,337,606	858,607	1,023,602	1,323,297	1,659,639	Yes
100033- Hamilton Paramedic Service - Equipment Replacement Reserve	1,281,669	955,569	1,229,067	1,716,597	-2,267,254	No
100034- Small Equipment Environmental Services	574,183	615,006	664,817	705,658	742,381	Yes
108023- Information Technology Capital Reserve	194,851	477,545	741,404	1,011,331	1,287,467	Yes
110005- Hamilton Beach Rescue	393,219	403,229	410,009	436,789	463,569	Yes
110015- Computer Replacement Program	8,690,053	6,011,836	3,277,742	1,911,842	471,288	Yes
110035- Survey Equipment Replacement	247,539	193,106	222,835	253,247	284,360	Yes
110040- Equipment Replacement - Operations	156,076	232,601	259,688	287,397	315,745	Yes
<b>Sub-total Equipment Replacement Reserves</b>	<b>17,484,216</b>	<b>10,721,782</b>	<b>8,336,937</b>	<b>8,178,498</b>	<b>3,752,093</b>	
<b><u>Vehicle Replacement Reserves</u></b>						
110020- Vehicle Replacement - Police	148,646	1,285,565	1,315,133	1,345,381	1,437,015	Yes
110021- Hamilton Fire Department - Vehicle Replacement Reserve	8,821,519	2,415,278	-1,115,656	-1,636,061	47,650	No
110022- Hamilton Paramedic Service - Vehicle Replacement Reserve	1,767,965	2,038,360	1,828,240	1,482,835	1,601,775	Yes
110023- Vehicle Replacement - DARTS	3,919,849	4,019,632	2,695,983	2,757,991	2,821,424	Yes
110025- Vehicle Replacement - Central Garage	9,359,253	10,928,933	12,532,917	14,409,832	16,369,979	Yes
110030- Vehicle Replacement - Transit	14,910,907	15,599,694	22,325,311	23,710,482	29,695,159	Yes
<b>Sub-total Vehicle Replacement Reserves</b>	<b>38,928,139</b>	<b>36,287,461</b>	<b>39,581,928</b>	<b>42,070,459</b>	<b>51,973,002</b>	
<b>VEHICLE &amp; EQUIPMENT RESERVES</b>	<b>56,412,355</b>	<b>47,009,243</b>	<b>47,918,865</b>	<b>50,248,957</b>	<b>55,725,095</b>	
<b><u>CAPITAL RESERVES-TAX SUPPORTED</u></b>						
<b><u>Capital Reserves</u></b>						
108020- Unallocated Capital Levy	39,400,203	35,617,075	34,113,198	35,695,252	36,962,033	No
108050- Parkland Acquisition Reserve	9,888,631	6,352,277	5,992,629	7,647,709	7,823,606	Yes
<b>Sub-total Capital Reserves</b>	<b>49,288,834</b>	<b>41,969,352</b>	<b>40,105,827</b>	<b>43,342,961</b>	<b>44,785,639</b>	
<b><u>Former Municipalities-Capital Reserves</u></b>						
108030- Capital Projects - Ancaster	73,325	75,192	11,170	11,423	11,682	One-Time
108031- Capital Projects - Dundas	0	0	0	0	0	One-Time
108032- Capital Projects - Flamborough	1,876	353,429	787,289	805,397	823,921	One-Time
108033- Capital Projects - Glanbrook	3,771	3,867	3,956	4,047	4,140	One-Time
108034- Capital Projects -Stoney Creek	1,007,348	586,712	600,206	614,011	628,133	One-Time
108035- Capital Projects - Hamilton	66,704	68,402	69,975	71,584	73,230	One-Time
117036- S.C. Compensation Royalties (Terrapure Landfill)	1,209,992	1,224,376	1,541,116	1,866,152	2,198,664	Yes
<b>Sub-total Former Municipalities-Capital Reserves</b>	<b>2,363,017</b>	<b>2,311,978</b>	<b>3,013,712</b>	<b>3,372,614</b>	<b>3,739,770</b>	

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	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>Councillor's Infrastructure Program</u></b>						
108051- Ward 1 Special Capital Re-investment	491,283	1,805,913	3,148,766	4,688,285	6,263,213	Yes
108052- Ward 2 Special Capital Re-investment	1,617,939	831,008	2,092,514	3,584,722	5,111,251	Yes
108053- Ward 3 Special Capital Re-investment	317,742	774,463	-1,697,571	-515,136	669,049	Yes
108054- Ward 4 Special Capital Re-investment	163,485	600,000	362,951	893,392	1,031,433	Yes
108055- Ward 5 Special Capital Re-investment	121,590	1,765,311	2,644,378	3,305,961	4,539,085	Yes
108056- Ward 6 Special Capital Re-investment	679,628	386,888	-846,004	-1,090,408	298,197	Yes
108057- Ward 7 Special Capital Re-investment	1,144,941	2,449,242	2,423,291	4,291,731	6,203,145	Yes
108058- Ward 8 Special Capital Re-investment	117,038	1,992,609	2,975,904	3,141,088	3,815,821	Yes
108059- Ward 9 Special Capital Re-investment	0	22,957	39,583	60,132	81,153	Yes
108064- Ward 14 Special Capital Re-investment	0	864,176	1,923,112	3,006,404	4,114,612	Yes
108070- Ward 10 Special Capital Re-investment	0	18,213	30,405	42,877	55,636	Yes
<b>Sub-total Councillor's Infrastructure Program</b>	<b>4,653,646</b>	<b>11,510,780</b>	<b>13,097,329</b>	<b>21,409,048</b>	<b>32,182,595</b>	
<b>CAPITAL RESERVES-TAX SUPPORTED</b>	<b>56,305,497</b>	<b>55,792,110</b>	<b>56,216,868</b>	<b>68,124,623</b>	<b>80,708,004</b>	
<b><u>EMPLOYEE RELATED RESERVES</u></b>						
<b><u>Pension/Retirement Reserves</u></b>						
112065- Pension Deficiency Reserve	3,258,357	3,341,301	6,602,656	6,754,517	6,909,871	Yes
<b>Sub-total Pension/Retirement Reserves</b>	<b>3,258,357</b>	<b>3,341,301</b>	<b>6,602,656</b>	<b>6,754,517</b>	<b>6,909,871</b>	
<b><u>Benefits' Reserves</u></b>						
112015- Long Term Disability Reserve	15,813,696	15,611,873	14,718,626	15,057,154	15,403,469	Yes
112020- Unreported Claims Reserve	3,608,576	3,700,357	3,785,465	3,872,531	3,961,599	Yes
112025- Claims Fluctuation Reserve-Health/Dental	21,428,878	22,414,446	25,109,806	25,687,332	26,278,141	Yes
112026- Claims Fluctuations - Health/Dental (Police)	6,165,647	6,346,628	6,543,209	6,693,703	6,847,658	Yes
<b>Sub-total Benefits' Reserves</b>	<b>47,016,798</b>	<b>48,073,304</b>	<b>50,157,106</b>	<b>51,310,720</b>	<b>52,490,867</b>	
<b><u>Sick Leave Reserves</u></b>						
112030- Sick Leave Liability - Police	6,405,326	6,568,378	6,719,451	6,873,998	7,032,100	Yes
112035- Sick Leave Liability - General	1,663,854	3,017,825	2,383,231	1,835,191	1,274,546	No
<b>Sub-total Sick Leave Reserves</b>	<b>8,069,180</b>	<b>9,586,203</b>	<b>9,102,682</b>	<b>8,709,189</b>	<b>8,306,646</b>	
<b><u>Workplace Health &amp; Safety Reserves</u></b>						
112040- Workplace Safety & Insurance Board	40,651,896	41,109,809	41,461,886	41,810,191	42,154,401	Yes
<b>Sub-total Workplace Health &amp; Safety Reserves</b>	<b>40,651,896</b>	<b>41,109,809</b>	<b>41,461,886</b>	<b>41,810,191</b>	<b>42,154,401</b>	
<b>EMPLOYEE RELATED RESERVES</b>	<b>98,996,230</b>	<b>102,110,617</b>	<b>107,324,330</b>	<b>108,584,617</b>	<b>109,861,785</b>	
<b><u>STABILIZATION RESERVES</u></b>						
110043- Commodity (Fuel) Stabilization Reserve	896,476	0	0	0	0	Closed
110046- Tax Stabilization Reserve	23,214,522	20,760,048	15,235,461	14,402,163	14,703,068	No
110048- Grants & Subsidy Reserve	971,346	996,072	1,018,982	0	0	One-Time
<b>STABILIZATION RESERVES</b>	<b>25,082,343</b>	<b>21,756,120</b>	<b>16,254,443</b>	<b>14,402,163</b>	<b>14,703,068</b>	
<b><u>OPERATING RESERVES</u></b>						
112243- Enterprise Fund Reserve	-568,550	-222,440	402,347	1,041,505	1,689,294	One-Time

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	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>Working Fund Reserves</u></b>						
112206- Election Expense Reserve	-24,828	238,031	723,968	1,221,082	212,379	Yes
112212- Volunteer Committee Reserve	200,600	192,234	171,368	175,309	179,341	Yes
112230- City Enrichment Fund	126,651	101,594	103,931	106,321	108,766	Yes
112300- Investment Stabilization Reserve	40,389,614	39,908,737	44,477,327	48,038,345	51,681,266	Yes
112400- Working Fund-General	25,350,561	22,676,987	23,198,558	23,732,125	24,277,964	Yes
<b>Sub-total Working Fund Reserves</b>	<b>66,042,599</b>	<b>63,117,583</b>	<b>68,675,152</b>	<b>73,273,182</b>	<b>76,459,716</b>	
<b>OPERATING RESERVES</b>	<b>65,474,050</b>	<b>62,895,143</b>	<b>69,077,499</b>	<b>74,314,687</b>	<b>78,149,010</b>	
<b><u>PROGRAM SPECIFIC RESERVES</u></b>						
<b><u>Healthy and Safe Communities</u></b>						
<b><u>Housing Reserves</u></b>						
102045- Emergency Repair Program-HHERP	170,865	174,601	390,496	318,557	255,079	One-Time
110041- Social Housing Stabilization Reserve	1,626,302	1,547,384	1,311,781	1,341,952	1,372,817	No
110052- Revolving Loan Fund Reserve-Ontario Renovates Program	280,074	420,660	480,910	542,546	175,712	Yes
112009- Municipal Down Payment Assistance Program	375,532	385,091	0	0	0	One-Time
112239- Federal Housing Initiatives	367,887	13,176	13,479	13,789	14,106	One-Time
112244- Social Housing Transition Reserve	110,715	113,533	65,569	0	0	One-Time
112248- Social Housing Capital Reserve	898,894	0	0	0	0	Closed
112252- Supplement/Housing Allowance Reserve	461,680	473,432	484,321	495,460	506,856	One-Time
112254- Revolving Home Ownership Reserve	637,492	1,055,072	725,314	438,546	448,633	Yes
112256- Affordable Housing Property Reserve	0	0	2,933,350	3,000,817	3,069,836	Yes
<b>Sub-total Housing Reserves</b>	<b>4,929,441</b>	<b>4,182,949</b>	<b>6,405,220</b>	<b>6,151,667</b>	<b>5,843,039</b>	
<b><u>Lodges</u></b>						
110042- Lodges Infrastructure Reserve	198,792	968,124	988,368	1,011,101	1,792,981	Yes
<b>Sub-total Lodges</b>	<b>198,792</b>	<b>968,124</b>	<b>988,368</b>	<b>1,011,101</b>	<b>1,792,981</b>	
<b><u>Recreation Reserves</u></b>						
108038- Four Pad Arena Capital Reserve	728,576	665,603	701,142	737,498	774,690	Yes
110049- Four Pad Stabilization Reserve	289,225	296,587	303,409	310,387	317,526	Yes
<b>Sub-total Recreation Reserves</b>	<b>1,017,801</b>	<b>962,190</b>	<b>1,004,551</b>	<b>1,047,885</b>	<b>1,092,217</b>	
<b><u>Social Services</u></b>						
110044- Ontario Works Stabilization Reserve	1,258,575	1,290,613	1,320,297	1,351,247	1,382,326	No
112214- Social Services Initiative Fund	17,263	17,702	18,110	0	0	One-Time
112218- Early Years System Reserve	3,295,158	688,677	704,517	720,721	737,297	One-Time
<b>Sub-total Social Services</b>	<b>4,570,997</b>	<b>1,996,993</b>	<b>2,042,923</b>	<b>2,071,967</b>	<b>2,119,623</b>	
<b>Sub-total Healthy and Safe Communities</b>	<b>10,717,030</b>	<b>8,110,256</b>	<b>10,441,062</b>	<b>10,282,621</b>	<b>10,847,859</b>	
<b><u>Public Health</u></b>						
112207- Upwind & Downwind Conference	28,800	29,533	30,212	30,907	31,618	Yes
112219- Public Health Services Reserves	271,285	278,191	3,392	3,470	3,550	One-Time
<b>Sub-total Public Health</b>	<b>300,085</b>	<b>307,724</b>	<b>33,605</b>	<b>34,377</b>	<b>35,168</b>	

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	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>Library Reserves</u></b>						
106005- Reserve For Mobile Equipment	539,383	583,559	627,326	672,100	717,903	Yes
106006- Library Collections	1,011,193	994,204	886,081	881,173	926,728	Yes
106007- Library General Development	916,690	1,674,491	1,015,069	1,088,991	1,164,613	Yes
106008- Library Major Capital Projects	1,829,814	1,412,282	417,080	233,476	247,949	Yes
106009- Summer Reading Program	507,913	522,688	474,020	484,922	496,075	Yes
106011- Redeployment & Training Fund	394,982	405,037	234,306	239,695	245,208	Yes
106012- Youth Programming Reserve	82,908	70,550	72,173	73,833	75,531	Yes
106013- Accessibility, Renewal and Health & Safety Reserve	974,122	1,018,624	162,047	130,199	36,469	Yes
106014- Library-Computer Reserve Fund	642,308	436,836	554,102	687,215	914,424	Yes
106015- Library Donations Reserve	23,779	27,282	32,967	43,840	54,963	Yes
106110- Special Gift Fund	1,900,425	1,888,259	1,903,259	1,953,259	2,008,259	One- Time
106130- K McLaren Memorial Fund	42,095	43,706	34,506	35,406	36,406	One- Time
106152- Waterdown Library Fund	48,701	49,941	51,090	52,265	53,467	One- Time
<b>Sub-total Library Reserves</b>	<b>8,914,313</b>	<b>9,127,459</b>	<b>6,464,026</b>	<b>6,576,374</b>	<b>6,977,995</b>	
<b><u>Planning &amp; Development Reserves</u></b>						
<b><u>Airport Reserves</u></b>						
108043- Airport Capital Reserve	789,980	588,497	723,412	861,537	1,002,839	Yes
112217- Airport Joint Marketing Reserve Fund	380,664	284,370	441,418	451,680	462,178	Yes
<b>Sub-total Airport Reserves</b>	<b>1,170,644</b>	<b>872,867</b>	<b>1,164,830</b>	<b>1,313,217</b>	<b>1,465,017</b>	
<b><u>Culture Reserve</u></b>						
104080- Reserve For Various Museums	326,701	359,194	382,628	406,601	431,125	Yes
108044- Public Art Reserve	1,177,480	1,379,905	1,022,175	323,474	-1,870	Yes
108049- Downtown Public Art	56,576	52,581	3,215	3,289	3,365	Yes
<b>Sub-total Culture Reserve</b>	<b>1,560,757</b>	<b>1,791,680</b>	<b>1,408,018</b>	<b>733,364</b>	<b>432,620</b>	
<b><u>Development Related Reserves</u></b>						
100045- Services for New Subdivisions	3,784,357	3,880,690	3,969,946	4,061,255	4,154,664	Yes
108042- Red Hill Business Park Reserve	6,827,671	2,423,998	899,473	920,161	941,325	One-Time
110060- Shovel Ready Industrial Land Reserve	4,326,134	3,532,440	3,006,786	3,075,942	3,146,689	One-Time
110086- Development Fees Stabilization	8,333,308	9,728,525	9,952,281	10,181,183	10,415,350	Yes
117012- Developer Deposits - Roads (SC)	962,675	987,181	0	0	0	One- Time
<b>Sub-total Development Related Reserves</b>	<b>24,234,146</b>	<b>20,552,834</b>	<b>17,828,486</b>	<b>18,238,541</b>	<b>18,658,028</b>	
<b><u>Downtown/BIA's/Heritage Reserves</u></b>						
100005- Revolving Fund-Historic Properties	438,418	449,578	459,918	470,496	481,317	Yes
102047- Community Heritage Program Reserve	129,565	97,450	69,346	40,596	41,530	One-Time
102048- Main Street Program Reserve	1,248,817	1,280,607	1,310,061	480,417	245,747	Yes
102049- Hamilton Community Heritage Fund	102,467	100,884	42,514	33,377	24,030	Yes
108036- Downtown Hamilton Capital Program	1,169,400	1,419,168	1,097,784	1,021,883	944,236	Yes
112006- LACAC Publications Reserve	0	0	0	0	0	CLOSED
112229- Commercial Property Improvement Grant (C.P.I.G.) Reserve	318,705	326,818	253,415	178,324	101,505	Yes

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	\$	\$	\$	\$	\$	
<b>Sub-total Downtown/BIA's/Heritage Reserves</b>	<b>3,407,371</b>	<b>3,674,505</b>	<b>3,233,038</b>	<b>2,225,093</b>	<b>1,838,365</b>	
<b><u>Economic Development</u></b>						
112221- Economic Development Investment Reserve	1,443,270	1,428,718	1,167,160	839,980	859,300	Yes
112231- Conventions/Sports Events Reserve	442,948	595,357	692,499	744,335	751,845	Yes
<b>Sub-total Economic Development</b>	<b>1,886,218</b>	<b>2,024,075</b>	<b>1,859,659</b>	<b>1,584,315</b>	<b>1,611,145</b>	
<b><u>Planning-Other Reserves</u></b>						
100035- Property Purchases	8,715,160	9,504,988	10,318,578	10,660,609	11,010,506	Yes
100051- OPA 28 Fee Reserve	-2,734,445	-2,686,904	-2,255,123	-1,823,342	-1,391,561	One- Time
108021- Parking Capital Reserve	5,648,095	7,423,710	7,755,457	7,355,427	8,578,758	Yes
115085- HMPS Cash in Lieu of Parking Reserve	640,200	656,497	671,596	687,043	702,845	Yes
<b>Sub-total Planning-Other Reserves</b>	<b>12,269,010</b>	<b>14,898,291</b>	<b>16,490,508</b>	<b>16,879,737</b>	<b>18,900,548</b>	
<b>Sub-total Planning &amp; Development Reserves</b>	<b>44,528,146</b>	<b>43,814,252</b>	<b>41,984,539</b>	<b>40,974,267</b>	<b>42,905,723</b>	
<b><u>H.E.F. Reserves</u></b>						
100025- H.E.F. - Capital Projects	494,256	1,001,433	1,372,415	1,632,929	1,899,434	Yes
102025- First Ontario Concert Hall Reserve	393,220	503,866	616,605	630,787	645,295	Yes
<b>Sub-total H.E.F. Reserves</b>	<b>887,477</b>	<b>1,505,299</b>	<b>1,989,020</b>	<b>2,263,716</b>	<b>2,544,729</b>	
<b><u>Police Reserves</u></b>						
104055- Tax Stabilization-Police	1,405,921	1,801,517	1,873,297	1,916,383	1,960,460	Yes
104056- ISD (Investigative Services Division) Capital Reserve	152,797	0	0	0	0	Closed
110065- Police Capital Expenditures	489,387	1,183,569	426,879	436,697	446,741	Yes
112029- Provision for Vacation Liability	1,537,937	1,577,086	1,613,359	1,650,466	1,688,427	Yes
112225- Police Rewards	200,316	205,415	179,795	183,930	188,160	Yes
<b>Sub-total Police Reserves</b>	<b>3,786,358</b>	<b>4,767,587</b>	<b>4,093,330</b>	<b>4,187,476</b>	<b>4,283,788</b>	
<b><u>Farmers Market</u></b>						
104006- Hamilton Farmers Market Reserve	75,687	120,717	72,364	77,063	66,697	Yes
<b>Sub-total Farmers Market</b>	<b>75,687</b>	<b>120,717</b>	<b>72,364</b>	<b>77,063</b>	<b>66,697</b>	
<b><u>Public Works Reserves</u></b>						
<b><u>Cemeteries' Reserves</u></b>						
104105- Cemetery Niche Reserve	149,632	157,783	154,171	150,267	150,425	Yes
<b>Sub-total Cemeteries' Reserves</b>	<b>149,632</b>	<b>157,783</b>	<b>154,171</b>	<b>150,267</b>	<b>150,425</b>	
<b><u>Facilities</u></b>						
108012- Tim Hortons Field Capital Reserve	29,872	53,347	77,333	101,870	126,972	Yes
108039- General Facility Capital Reserve	114,395	117,307	120,005	122,765	125,589	Yes
108046- RCMP Lease-Capital Replacement	1,123,001	1,206,986	1,291,694	1,378,350	1,467,000	Yes
108048- YMCA & Turner Library Capital Renewal Reserve	433,783	501,516	569,086	638,210	708,924	Yes
112209- 47 Guise St Reserve	169,689	183,509	197,339	211,487	225,960	Yes
<b>Sub-total Facilities</b>	<b>1,870,740</b>	<b>2,062,664</b>	<b>2,255,456</b>	<b>2,452,682</b>	<b>2,654,444</b>	

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	\$	\$	\$	\$	\$	
<b><u>Greenspace/Parks Reserves</u></b>						
108037- Hamilton Beach Park Reserve	208,432	55,993	257,673	265,403	273,365	Yes
112201- General Park, Marina and Waterfront Reserve	828,158	899,111	201,787	64,818	177,574	Yes
112202- Leash Free Park Reserve	169,683	134,949	96,611	57,391	17,269	Yes
112224- Waterpark Operations Reserve	1,464,294	1,771,860	1,379,552	1,234,269	1,085,645	Yes
<b>Sub-total Greenspace/Parks Reserves</b>	<b>2,670,566</b>	<b>2,861,913</b>	<b>1,935,623</b>	<b>1,621,881</b>	<b>1,553,853</b>	
<b><u>Public Works-Other Reserves</u></b>						
108041- Roads, Bridges & Traffic Capital Reserve	1,800,179	2,043,451	2,090,450	2,138,530	2,187,716	One-Time
112203- Red Light Camera Project	6,083,035	6,539,993	4,107,275	1,905,383	792,885	No
112205- Winter Control	3,312,999	3,397,334	3,475,473	3,555,409	3,637,183	No
112272- Energy Conservation Initiative Reserve	4,730,017	5,339,681	4,075,237	3,998,077	3,869,449	Yes
<b>Sub-total Public Works-Other Reserves</b>	<b>15,926,230</b>	<b>17,320,459</b>	<b>13,748,435</b>	<b>11,597,399</b>	<b>10,487,233</b>	
<b><u>Transit Reserves</u></b>						
108019- Transit Shelter Capital Reserve	176,547	181,041	185,205	0	0	One-Time
108025- Transit Capital Reserve	279,978	270,210	378,725	492,035	604,502	Yes
108045- Federal Public Transit Funds	61,098	62,653	13,514	13,822	14,140	One-Time
108047- Rapid Transit Capital Reserve	3,183,015	2,961,358	520,949	532,931	545,188	One-Time
<b>Sub-total Transit Reserves</b>	<b>3,700,637</b>	<b>3,475,262</b>	<b>1,098,393</b>	<b>1,038,789</b>	<b>1,163,831</b>	
<b><u>Waste Management Reserves</u></b>						
110062- Closed Landfill Reserve	1,133,552	1,189,207	1,221,066	1,249,151	1,277,881	Yes
112270- Waste Management Recycling	4,858,399	3,027,803	271,311	-228,199	-233,448	No
112271- WM Facilities-Replace/Upgrade Reserve	3,273,981	3,357,322	2,755,200	2,818,570	2,883,397	Yes
<b>Sub-total Waste Management Reserves</b>	<b>9,265,932</b>	<b>7,574,332</b>	<b>4,247,577</b>	<b>3,839,522</b>	<b>3,927,830</b>	
<b>Sub-total Public Works Reserves</b>	<b>33,583,737</b>	<b>33,452,413</b>	<b>23,439,655</b>	<b>20,700,540</b>	<b>19,937,617</b>	
<b>PROGRAM SPECIFIC RESERVES</b>	<b>102,792,833</b>	<b>101,205,707</b>	<b>88,517,600</b>	<b>85,096,434</b>	<b>87,599,576</b>	
<b>TOTAL TAX SUPPORTED RESERVES</b>	<b>405,063,307</b>	<b>390,768,941</b>	<b>385,309,605</b>	<b>400,771,482</b>	<b>426,746,538</b>	
<b><u>RATE SUPPORTED RESERVES</u></b>						
<b><u>Capital/Working Fund Reserves</u></b>						
108005- Sanitary Sewer Capital	94,427,316	82,110,809	59,514,955	50,269,836	47,914,101	Yes
108006- Wastewater Improvement Subsidy	112,706,155	93,886,900	48,047,589	1,736,872	0	One-Time
108010- Storm Sewer Capital	15,273,755	12,165,341	12,339,584	12,629,463	12,926,010	Yes
108015- Waterworks Capital	27,694,511	28,887,549	36,154,742	42,701,366	48,061,846	Yes
<b>Sub-total Capital/Working Fund Reserves</b>	<b>250,101,737</b>	<b>217,050,599</b>	<b>156,056,870</b>	<b>107,337,537</b>	<b>108,901,957</b>	
<b><u>Equipment Replacement Reserves</u></b>						
110010- Meter Replacement	5,215,099	4,692,919	4,153,496	3,601,666	3,037,144	One-Time
<b>Sub-total Equipment Replacement Reserves</b>	<b>5,215,099</b>	<b>4,692,919</b>	<b>4,153,496</b>	<b>3,601,666</b>	<b>3,037,144</b>	
<b>TOTAL RATE SUPPORTED RESERVES</b>	<b>255,316,835</b>	<b>221,743,518</b>	<b>160,210,366</b>	<b>110,939,203</b>	<b>111,939,101</b>	

**City of Hamilton  
2019 Reserve Report  
Reserve Balances**

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>OBLIGATORY RESERVES</u></b>						
<b><u>Planning &amp; Development Reserves</u></b>						
104050- Building Permit Fees Revolving Fund	20,699,920	23,493,441	24,271,715	23,737,989	22,954,063	Yes
104051- Main Street Revitalization Reserve	509,877	91,593	0	0	0	One Time
<b>Sub-total Planning &amp; Development Reserves</b>	<b>21,209,797</b>	<b>23,585,034</b>	<b>24,271,715</b>	<b>23,737,989</b>	<b>22,954,063</b>	
<b><u>Gas Tax Reserves</u></b>						
112204- Transit Gas Tax Reserve	17,332,309	9,698,954	18,969,907	20,480,385	22,388,439	Yes
112213- Federal Gas Tax Reserve	27,604,375	54,845,843	11,241,525	11,641,626	12,051,329	Yes
<b>Sub-total Gas Tax Reserves</b>	<b>44,936,684</b>	<b>64,544,797</b>	<b>30,211,432</b>	<b>32,122,011</b>	<b>34,439,768</b>	
<b><u>Parkland Dedication Reserves</u></b>						
104090- 5% Parkland Dedication Reserve	42,763,240	56,154,083	41,281,689	38,345,795	47,266,949	Yes
<b>Sub-total Parkland Dedication Reserves</b>	<b>42,763,240</b>	<b>56,154,083</b>	<b>41,281,689</b>	<b>38,345,795</b>	<b>47,266,949</b>	
<b><u>Development Charge Reserves</u></b>						
999999- Development Charges Reserve	135,835,367	194,494,814	247,885,841	274,225,804	317,804,062	Yes
<b>Sub-total Development Charge Reserves</b>	<b>135,835,367</b>	<b>194,494,814</b>	<b>247,885,841</b>	<b>274,225,804</b>	<b>317,804,062</b>	
<b><u>Subdividers' Contributions</u></b>						
999998- Developer Recoveries	-7,689,800	-7,499,865	-7,015,726	-6,507,320	-5,973,825	No
<b>Sub-total Subdividers' Contributions</b>	<b>-7,689,800</b>	<b>-7,499,865</b>	<b>-7,015,726</b>	<b>-6,507,320</b>	<b>-5,973,825</b>	
<b>TOTAL OBLIGATORY RESERVES</b>	<b>237,055,288</b>	<b>331,278,863</b>	<b>336,634,951</b>	<b>361,924,279</b>	<b>416,491,017</b>	
<b><u>HAMILTON FUTURE FUND RESERVES</u></b>						
112246- Hamilton Future Fund A	45,405,684	50,815,416	55,508,873	59,569,745	66,087,742	Yes
112247- Hamilton Future Fund B	3,228,845	2,147,694	1,590,191	1,019,865	436,422	Yes
<b>TOTAL HAMILTON FUTURE FUND RESERVES</b>	<b>48,634,530</b>	<b>52,963,110</b>	<b>57,099,064</b>	<b>60,589,610</b>	<b>66,524,164</b>	





# TAX SUPPORTED RESERVES

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***2019 Reserve Report With  
2020 - 2022 Projections***





# VEHICLE & EQUIPMENT REPLACEMENT RESERVES

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***2019 Reserve Report With  
2020 - 2022 Projections***





**City of Hamilton  
2019 Reserve Report  
Reserve Balances**

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>VEHICLE &amp; EQUIPMENT RESERVES</u></b>						
<b><u>Equipment Replacement Reserves</u></b>						
100031- Hamilton Fire Department - Equipment Replacement Reserve	609,020	974,284	507,774	532,339	794,899	Yes
100032- Corporate Trunked Radio Communication System	5,337,606	858,607	1,023,602	1,323,297	1,659,639	Yes
100033- Hamilton Paramedic Service - Equipment Replacement Reserve	1,281,669	955,569	1,229,067	1,716,597	-2,267,254	No
100034- Small Equipment Environmental Services	574,183	615,006	664,817	705,658	742,381	Yes
108023- Information Technology Capital Reserve	194,851	477,545	741,404	1,011,331	1,287,467	Yes
110005- Hamilton Beach Rescue	393,219	403,229	410,009	436,789	463,569	Yes
110015- Computer Replacement Program	8,690,053	6,011,836	3,277,742	1,911,842	471,288	Yes
110035- Survey Equipment Replacement	247,539	193,106	222,835	253,247	284,360	Yes
110040- Equipment Replacement - Operations	156,076	232,601	259,688	287,397	315,745	Yes
<b>Sub-total Equipment Replacement Reserves</b>	<b>17,484,216</b>	<b>10,721,782</b>	<b>8,336,937</b>	<b>8,178,498</b>	<b>3,752,093</b>	
<b><u>Vehicle Replacement Reserves</u></b>						
110020- Vehicle Replacement - Police	148,646	1,285,565	1,315,133	1,345,381	1,437,015	Yes
110021- Hamilton Fire Department - Vehicle Replacement Reserve	8,821,519	2,415,278	-1,115,656	-1,636,061	47,650	No
110022- Hamilton Paramedic Service - Vehicle Replacement Reserve	1,767,965	2,038,360	1,828,240	1,482,835	1,601,775	Yes
110023- Vehicle Replacement - DARTS	3,919,849	4,019,632	2,695,983	2,757,991	2,821,424	Yes
110025- Vehicle Replacement - Central Garage	9,359,253	10,928,933	12,532,917	14,409,832	16,369,979	Yes
110030- Vehicle Replacement - Transit	14,910,907	15,599,694	22,325,311	23,710,482	29,695,159	Yes
<b>Sub-total Vehicle Replacement Reserves</b>	<b>38,928,139</b>	<b>36,287,461</b>	<b>39,581,928</b>	<b>42,070,459</b>	<b>51,973,002</b>	
<b>VEHICLE &amp; EQUIPMENT RESERVES</b>	<b>56,412,355</b>	<b>47,009,243</b>	<b>47,918,865</b>	<b>50,248,957</b>	<b>55,725,095</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 100031- Hamilton Fire Department - Equipment Replacement Reserve  
**Reserve Number:** 100031  
**Date Established:** 2001  
**Source of Funds:** Contributions from operating budget  
**Purpose:** To fund various fire protective equipment based on life cycle replacement schedules  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

			Projected	Projected	Projected	
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>		<b>386,486</b>	<b>609,020</b>	<b>974,284</b>	<b>507,774</b>	<b>532,339</b>
<b>Add</b>						
Interest Earned		18,761	25,826	16,850	11,825	15,090
Provision for Future Replacement	Operating Budget	675,000	980,000	980,000	1,080,000	1,180,000
Sale of Equipment		2,522	0	0	0	0
		<b>696,283</b>	<b>1,005,826</b>	<b>996,850</b>	<b>1,091,825</b>	<b>1,195,090</b>
<b>Less</b>						
Equipment Purchases	Capital Budget	473,750	640,562	1,463,360	1,067,260	932,530
		<b>473,750</b>	<b>640,562</b>	<b>1,463,360</b>	<b>1,067,260</b>	<b>932,530</b>
<b>Ending Balance</b>		<b>609,020</b>	<b>974,284</b>	<b>507,774</b>	<b>532,339</b>	<b>794,899</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 100032- Corporate Trunked Radio Communication System  
**Reserve Number:** 100032  
**Date Established:** 2001  
**Source of Funds:** Contributions from operating budget.  
**Purpose:** To fund corporate trunked radio communication system including system upgrades, replacement, and cell tower sites minor capital needs.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>5,015,868</b>	<b>5,337,606</b>	<b>858,607</b>	<b>1,023,602</b>	<b>1,323,297</b>
<b>Add</b>					
Interest Earned	135,928	122,259	21,399	26,683	33,914
Provision for Future Replacement	1,494,810	0	0	0	0
Transfers from Current	0	1,494,810	1,494,810	1,494,810	1,494,810
	<b>1,630,738</b>	<b>1,617,069</b>	<b>1,516,209</b>	<b>1,521,493</b>	<b>1,528,724</b>
<b>Less</b>					
Debt Repayment	1,308,999	0	0	0	0
Transfer to Capital	0	4,816,283	100,000	0	0
Trunk Radio Debt Repayment	0	1,279,785	1,251,214	1,221,798	1,192,382
	<b>1,308,999</b>	<b>6,096,068</b>	<b>1,351,214</b>	<b>1,221,798</b>	<b>1,192,382</b>
<b>Ending Balance</b>	<b>5,337,606</b>	<b>858,607</b>	<b>1,023,602</b>	<b>1,323,297</b>	<b>1,659,639</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 100033- Hamilton Paramedic Service - Equipment Replacement Reserve  
**Reserve Number:** 100033  
**Date Established:** 2004  
**Source of Funds:** Contributions from operating budget.  
**Purpose:** To fund life-cycle sustainment/replacement of durable Paramedic Service equipment including ruggedized operational computers, patient carriage equipment, defibrillators, and simulation and training devices  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** No

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>947,275</b>	<b>1,281,669</b>	<b>955,569</b>	<b>1,229,067</b>	<b>1,716,597</b>
<b>Add</b>					
Interest Earned	21,453	17,643	24,838	33,490	-6,261
Provision For Future Replacement	559,430	629,359	629,360	708,030	796,530
Equipment Sales	0	418	0	0	0
	<b>580,883</b>	<b>647,420</b>	<b>654,198</b>	<b>741,520</b>	<b>790,269</b>
<b>Less</b>					
Equipment Purchases	246,489	973,520	380,700	253,990	4,774,120
	<b>246,489</b>	<b>973,520</b>	<b>380,700</b>	<b>253,990</b>	<b>4,774,120</b>
<b>Ending Balance</b>	<b>1,281,669</b>	<b>955,569</b>	<b>1,229,067</b>	<b>1,716,597</b>	<b>-2,267,254</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 100034- Small Equipment Environmental Services  
**Reserve Number:** 100034  
**Date Established:** 2006  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** To fund the replacement of small equipment such as lawn mowers, which have exceeded their life cycle and are no longer economically feasible to maintain in service.  
**Target Balance:** \$600K  
**Comments:** This reserve was segregated from the Fleet Central garage reserve-110025 in 2006 based on the Implementation of the TMC Fleet Operational Review.  
**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>530,045</b>	<b>574,183</b>	<b>615,006</b>	<b>664,817</b>	<b>705,658</b>
<b>Add</b>						
Interest Earned		13,879	15,563	14,551	15,581	16,463
Provision For Replacement	Operating Budget	105,260	105,260	105,260	105,260	105,260
Sale of Equipment		0	0	5,000	0	0
		<b>119,139</b>	<b>120,823</b>	<b>124,811</b>	<b>120,841</b>	<b>121,723</b>
<b>Less</b>						
Equipment Purchase	Capital Budget	75,000	80,000	75,000	80,000	85,000
		<b>75,000</b>	<b>80,000</b>	<b>75,000</b>	<b>80,000</b>	<b>85,000</b>
<b>Ending Balance</b>		<b>574,183</b>	<b>615,006</b>	<b>664,817</b>	<b>705,658</b>	<b>742,381</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108023- Information Technology Capital Reserve  
**Reserve Number:** 108023  
**Date Established:** Sept 10, 2008 FCS08079  
**Source of Funds:** Contribution from Operating fund  
**Purpose:** This reserve is utilized to fund capital programs supported by the Information Technology Division of Corporate Services.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>		<b>273,307</b>	<b>194,851</b>	<b>477,545</b>	<b>741,404</b>	<b>1,011,331</b>
<b>Add</b>						
Interest Earned		3,804	7,828	13,859	19,927	26,136
Provision for Replacement	Operating Budget	250,000	250,000	250,000	250,000	250,000
Project Closings	Closing Report	7,740	24,866	0	0	0
		<b>261,544</b>	<b>282,694</b>	<b>263,859</b>	<b>269,927</b>	<b>276,136</b>
<b>Less</b>						
Capital Program	Capital Budget	340,000	0	0	0	0
		<b>340,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>194,851</b>	<b>477,545</b>	<b>741,404</b>	<b>1,011,331</b>	<b>1,287,467</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110005- Hamilton Beach Rescue  
**Reserve Number:** 110005  
**Date Established:** 1988  
**Source of Funds:** Contribution from Current Budget -Grant  
**Purpose:** This reserve was established in 1988 to smooth the impacts of capital funding requests from the Hamilton Beach Rescue Unit.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>292,792</b>	<b>393,219</b>	<b>403,229</b>	<b>410,009</b>	<b>436,789</b>
<b>Add</b>					
Interest Earned	6,824	10,010	10,010	10,010	10,010
Capital Grant	66,770	67,770	66,770	66,770	66,770
Unused Capital Funds	68,833	0	0	0	0
	<b>142,427</b>	<b>77,780</b>	<b>76,780</b>	<b>76,780</b>	<b>76,780</b>
<b>Less</b>					
Capital Requirements	42,000	67,770	70,000	50,000	50,000
	<b>42,000</b>	<b>67,770</b>	<b>70,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Ending Balance</b>	<b>393,219</b>	<b>403,229</b>	<b>410,009</b>	<b>436,789</b>	<b>463,569</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110015- Computer Replacement Program

**Reserve Number:** 110015

**Date Established:** 2002

**Source of Funds:** Contributions from Operating Fund (Lease Payments)

**Purpose:** This reserve was established to provide funds for the replacement of computer workstations. This will eliminate fluctuations in Operating Budgets as equipment is replaced. Contributions to the reserve are based on the life expectancy and cost of equipment.

**Target Balance:** To Be Reviewed

**Comments:** "On February 22,2012 Council approved the following changes to the lifecycle replacement period through report FCS11022(a):  
  
A 5 year replacement lifecycle for standard computers (from 3 years) and a 4 year replacement lifecycle for high capacity computers and the lifecycle for ruggedized mobile computers be established at 4 years for a 12 month trial period"

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>8,214,914</b>	<b>8,690,053</b>	<b>6,011,836</b>	<b>3,277,742</b>	<b>1,911,842</b>
<b>Add</b>						
Interest Earned		207,215	217,419	105,616	59,002	27,094
Lease Payments	Operating Budget	2,056,773	2,495,317	2,000,000	3,560,000	3,666,800
Lease Payments/Servers	Operating Budget	668,528	578,019	641,540	660,786	680,610
Project Closing	Closing Report	425	0	0	0	0
		<b>2,932,940</b>	<b>3,290,755</b>	<b>2,747,156</b>	<b>4,279,788</b>	<b>4,374,504</b>
<b>Less</b>						
Equipment Purchases	Operating Budget	2,457,801	2,585,775	1,315,250	1,354,708	1,395,349
Server Equipment Purchases		0	700,000	700,000	721,000	742,630
Software Purchases		0	2,437,948	3,466,000	3,569,980	3,677,079
Retro Strategy		0	245,249	0	0	0
		<b>2,457,801</b>	<b>5,968,972</b>	<b>5,481,250</b>	<b>5,645,688</b>	<b>5,815,058</b>
<b>Ending Balance</b>		<b>8,690,053</b>	<b>6,011,836</b>	<b>3,277,742</b>	<b>1,911,842</b>	<b>471,288</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110035- Survey Equipment Replacement  
**Reserve Number:** 110035  
**Date Established:** 1999  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** This reserve was established to provide funds for the replacement of survey equipment every 10 years.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	217,064	247,539	193,106	222,835	253,247
<b>Add</b>					
Interest Earned	5,475	6,566	4,729	5,413	6,112
Provision For Replacement	25,000	29,000	25,000	25,000	25,000
	<b>30,475</b>	<b>35,566</b>	<b>29,729</b>	<b>30,413</b>	<b>31,112</b>
<b>Less</b>					
Survey Equipment Purchases	0	90,000	0	0	0
	<b>0</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>247,539</b>	<b>193,106</b>	<b>222,835</b>	<b>253,247</b>	<b>284,360</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110040- Equipment Replacement - Operations  
**Reserve Number:** 110040  
**Date Established:** 1974  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** To fund the replacement of small equipment such as concrete saws, generators, mowers which have exceeded their life cycle and are no longer economically feasible to maintain in service.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>130,922</b>	<b>156,076</b>	<b>232,601</b>	<b>259,688</b>	<b>287,397</b>
<b>Add</b>						
Interest Earned		3,664	5,035	5,597	6,220	6,857
Provision for Equipment Replacement	Operating Budget	71,490	71,490	71,490	71,490	71,490
		<b>75,154</b>	<b>76,525</b>	<b>77,087</b>	<b>77,710</b>	<b>78,347</b>
<b>Less</b>						
Equipment Purchases	Capital Budget	50,000	0	0	0	0
Equipment Purchases	Operating Budget	0	0	50,000	50,000	50,000
		<b>50,000</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Ending Balance</b>		<b>156,076</b>	<b>232,601</b>	<b>259,688</b>	<b>287,397</b>	<b>315,745</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110020- Vehicle Replacement - Police

**Reserve Number:** 110020

**Date Established:** 1974

**Source of Funds:** Contributions to this reserve are through provisions in the annual operating budget, as well as sale of used vehicles.

**Purpose:** The reserve was established to fund the lifecycle replacement of the Service's fleet of vehicles and related equipment. The projections of contributions to and withdrawals from this reserve fund are made with the objective of mitigating the impact on the annual operating budget.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>		<b>1,263,370</b>	<b>148,646</b>	<b>1,285,565</b>	<b>1,315,133</b>	<b>1,345,381</b>
<b>Add</b>						
Interest Income		68,206	44,121	29,568	30,248	31,634
Provision for Future Replacement	Police Budget	1,652,100	2,246,970	2,432,632	2,064,200	2,064,200
Sale of Vehicles		0	0	0	0	60,000
From Police - Tax Stabilization Reserve	PSB 19-072	0	350,000	0	0	0
		<b>1,720,306</b>	<b>2,641,091</b>	<b>2,462,200</b>	<b>2,094,448</b>	<b>2,155,834</b>
<b>Less</b>						
Vehicle Purchases	Police Budget	2,835,031	1,504,172	1,640,000	1,546,000	1,546,000
Vehicle Upfitting	Police Budget	0	0	518,200	518,200	518,200
Traffic Unit	PSB 20-008	0	0	274,432	0	0
		<b>2,835,031</b>	<b>1,504,172</b>	<b>2,432,632</b>	<b>2,064,200</b>	<b>2,064,200</b>
<b>Ending Balance</b>		<b>148,646</b>	<b>1,285,565</b>	<b>1,315,133</b>	<b>1,345,381</b>	<b>1,437,015</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110021- Hamilton Fire Department - Vehicle Replacement Reserve  
**Reserve Number:** 110021  
**Date Established:** 2001  
**Source of Funds:** Contributions from operating budget  
**Purpose:** To fund replacement and overhaul of fire apparatus based on long term life cycle renewal program  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** No

		<b>Projected</b>	<b>Projected</b>	<b>Projected</b>		
		<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
<b>Beginning Balance</b>		<b>6,213,259</b>	<b>8,821,519</b>	<b>2,415,278</b>	<b>-1,115,656</b>	<b>-1,636,061</b>
<b>Add</b>						
Interest Earned		207,462	114,438	14,776	-31,285	-18,059
Provision for Future Replacement	Operating Budget	2,420,000	2,560,000	2,553,530	2,808,880	3,089,770
Vehicle Sales		23,746	0	0	0	0
2018 Operating Budget Surplus from Tax Stabilization	FCS18057(b)	0	725,345	0	0	0
		<b>2,651,208</b>	<b>3,399,783</b>	<b>2,568,306</b>	<b>2,777,595</b>	<b>3,071,711</b>
<b>Less</b>						
Vehicle Purchases	Capital Budget	42,947	9,806,024	6,099,240	3,298,000	1,388,000
		<b>42,947</b>	<b>9,806,024</b>	<b>6,099,240</b>	<b>3,298,000</b>	<b>1,388,000</b>
<b>Ending Balance</b>		<b>8,821,519</b>	<b>2,415,278</b>	<b>-1,115,656</b>	<b>-1,636,061</b>	<b>47,650</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110022- Hamilton Paramedic Service - Vehicle Replacement Reserve  
**Reserve Number:** 110022  
**Date Established:** 2001  
**Source of Funds:** Contributions from operating budget  
**Purpose:** To fund the life-cycle replacement, conversion and fit-up of Paramedic Service operational vehicles including Ambulances, Emergency Response Vehicles and specialized Emergency Support Vehicles  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>1,619,217</b>	<b>1,767,965</b>	<b>2,038,360</b>	<b>1,828,240</b>	<b>1,482,835</b>
<b>Add</b>						
Interest Earned		32,079	34,787	43,960	37,644	35,070
Provision for Future Replacement	Operating Budget	1,094,270	1,177,679	1,247,350	1,278,530	1,310,500
Vehicle Sales		9,387	2,716	0	0	0
		<b>1,135,736</b>	<b>1,215,182</b>	<b>1,291,310</b>	<b>1,316,174</b>	<b>1,345,570</b>
<b>Less</b>						
Vehicle Purchases	Capital Budget	986,988	0	0	0	0
Equipment Purchases		0	944,787	1,501,430	1,661,580	1,226,630
		<b>986,988</b>	<b>944,787</b>	<b>1,501,430</b>	<b>1,661,580</b>	<b>1,226,630</b>
<b>Ending Balance</b>		<b>1,767,965</b>	<b>2,038,360</b>	<b>1,828,240</b>	<b>1,482,835</b>	<b>1,601,775</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110023- Vehicle Replacement - DARTS  
**Reserve Number:** 110023  
**Date Established:** 1999  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** This reserve was established to provide funds for the replacement or mechanical overhaul of ATS vehicles.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	6,603,289	3,919,849	4,019,632	2,695,983	2,757,991
<b>Add</b>					
Interest Earned	166,560	99,783	76,352	62,008	63,434
	<b>166,560</b>	<b>99,783</b>	<b>76,352</b>	<b>62,008</b>	<b>63,434</b>
<b>Less</b>					
DARTS Operating Shortfall	2,850,000	0	0	0	0
Equipment Purchases	0	0	1,400,000	0	0
	<b>2,850,000</b>	<b>0</b>	<b>1,400,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>3,919,849</b>	<b>4,019,632</b>	<b>2,695,983</b>	<b>2,757,991</b>	<b>2,821,424</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110025- Vehicle Replacement - Central Garage

**Reserve Number:** 110025

**Date Established:** 2001

**Source of Funds:** Provision for reserve contribution from the City Operating Budget.  
Net revenues received from the sale of vehicles.  
Investment income earned on the reserve's balance as per policies and procedures.

**Purpose:** To ensure the long-term viability of the City's central fleet assets excluding Transit, Police, Fire and Paramedics.

**Target Balance:** 100% (\$11M 2018) of the City's annual central garage vehicle fleet replacement value

**Comments:** Policy updated as part of FCS18080

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>		<b>8,839,989</b>	<b>9,359,253</b>	<b>10,928,933</b>	<b>12,532,917</b>	<b>14,409,832</b>
<b>Add</b>						
Interest Earned		255,444	301,860	266,744	306,319	349,943
Provision for Future Replacement	Operating Budget	7,709,215	8,948,218	9,650,424	9,650,424	9,650,424
Sale of Vehicles (8% of purchases)		309,266	546,639	618,070	616,812	668,080
Vehicle Transfers		12,000	0	0	0	0
Inflationary Increase at 3%		0	0	0	253,314	260,914
Insurance Recovery		0	104,030	0	0	0
		<b>8,285,925</b>	<b>9,900,747</b>	<b>10,535,238</b>	<b>10,826,869</b>	<b>10,929,361</b>
<b>Less</b>						
Equipment Purchases	Capital Budget	6,331,718	7,407,139	7,389,864	7,389,864	7,389,864
Street Sweeper Rebuild Program	Capital Budget	699,242	316,655	750,000	750,000	750,000
Shop Equipment Replacement	Capital Budget	95,681	2,035	168,000	168,000	168,000
Fund Fleet Acquisition Team	Capital Budget	0	605,238	623,390	642,090	661,350
Fund Fleet Acquisition Team	Operating Budget	640,020	0	0	0	0
		<b>7,766,661</b>	<b>8,331,067</b>	<b>8,931,254</b>	<b>8,949,954</b>	<b>8,969,214</b>
<b>Ending Balance</b>		<b>9,359,253</b>	<b>10,928,933</b>	<b>12,532,917</b>	<b>14,409,832</b>	<b>16,369,979</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110030- Vehicle Replacement - Transit  
**Reserve Number:** 110030  
**Date Established:** 1995  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** This reserve was established to provide a source of funding for the replacement of revenue producing vehicles and equipment for HSR.  
**Target Balance:** To Be Reviewed  
**Comments:** This reserve will continue to maintain annual replacement program due to \$3,000,000 in Federal GasTax Funding.  
**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>13,657,767</b>	<b>14,910,907</b>	<b>15,599,694</b>	<b>22,325,311</b>	<b>23,710,482</b>
<b>Add</b>						
Interest Earned		380,289	498,764	539,765	643,691	740,427
Provision for Future Replacement-Buses	Operating Budget	7,386,240	8,306,240	8,922,360	9,550,810	10,580,980
Annual Contribution Increase/Decrease	Operating Budget	0	450,000	450,000	0	0
Increase Contribution to Reserve - Inflation	Operating Budget	0	166,120	178,450	207,470	229,800
Increase Contribution to Reserve - Fleet Expansion	Operating Budget	920,000	0	0	822,700	908,970
From Non-Transit Operating		700,000	700,000	0	700,000	700,000
Sale of Scrap/Vehicles		0	0	59,500	59,500	59,500
From Fed Gas Tax		0	0	3,000,000	0	0
		<b>9,386,529</b>	<b>10,121,124</b>	<b>13,150,075</b>	<b>11,984,171</b>	<b>13,219,677</b>
<b>Less</b>						
Vehicle Replacement Capital Costs	Capital Budget	7,792,330	0	0	0	0
Battery/ Hoist Replacement	Capital Budget	70,091	0	210,000	0	0
Non-Revenue Vehicle Purchases		0	255,133	162,500	69,000	85,000
Repayment of FCM Loan	Operating Budget	270,969	0	0	0	0
Repayment of FCM Loan (ending in 2020)		0	270,970	270,957	0	0
Equipment Purchases		0	8,906,235	5,540,970	10,209,960	6,909,970
Active Transportation Funding		0	0	240,030	320,040	240,030
		<b>8,133,390</b>	<b>9,432,338</b>	<b>6,424,457</b>	<b>10,599,000</b>	<b>7,235,000</b>
<b>Ending Balance</b>		<b>14,910,907</b>	<b>15,599,694</b>	<b>22,325,311</b>	<b>23,710,482</b>	<b>29,695,159</b>

# CAPITAL RESERVES TAX- SUPPORTED

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***2019 Reserve Report With  
2020 - 2022 Projections***





**City of Hamilton  
2019 Reserve Report  
Reserve Balances**

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>CAPITAL RESERVES-TAX SUPPORTED</u></b>						
<b><u>Capital Reserves</u></b>						
108020- Unallocated Capital Levy	39,400,203	35,617,075	34,113,198	35,695,252	36,962,033	No
108050- Parkland Acquisition Reserve	9,888,631	6,352,277	5,992,629	7,647,709	7,823,606	Yes
<b>Sub-total Capital Reserves</b>	<b>49,288,834</b>	<b>41,969,352</b>	<b>40,105,827</b>	<b>43,342,961</b>	<b>44,785,639</b>	
<b><u>Former Municipalities-Capital Reserves</u></b>						
108030- Capital Projects - Ancaster	73,325	75,192	11,170	11,423	11,682	One-Time
108031- Capital Projects - Dundas	0	0	0	0	0	One-Time
108032- Capital Projects - Flamborough	1,876	353,429	787,289	805,397	823,921	One-Time
108033- Capital Projects - Glanbrook	3,771	3,867	3,956	4,047	4,140	One-Time
108034- Capital Projects -Stoney Creek	1,007,348	586,712	600,206	614,011	628,133	One-Time
108035- Capital Projects - Hamilton	66,704	68,402	69,975	71,584	73,230	One-Time
117036- S.C. Compensation Royalties (Terrapure Landfill)	1,209,992	1,224,376	1,541,116	1,866,152	2,198,664	Yes
<b>Sub-total Former Municipalities-Capital Reserves</b>	<b>2,363,017</b>	<b>2,311,978</b>	<b>3,013,712</b>	<b>3,372,614</b>	<b>3,739,770</b>	
<b><u>Councillor's Infrastructure Program</u></b>						
108051- Ward 1 Special Capital Re-investment	491,283	1,805,913	3,148,766	4,688,285	6,263,213	Yes
108052- Ward 2 Special Capital Re-investment	1,617,939	831,008	2,092,514	3,584,722	5,111,251	Yes
108053- Ward 3 Special Capital Re-investment	317,742	774,463	-1,697,571	-515,136	669,049	Yes
108054- Ward 4 Special Capital Re-investment	163,485	600,000	362,951	893,392	1,031,433	Yes
108055- Ward 5 Special Capital Re-investment	121,590	1,765,311	2,644,378	3,305,961	4,539,085	Yes
108056- Ward 6 Special Capital Re-investment	679,628	386,888	-846,004	-1,090,408	298,197	Yes
108057- Ward 7 Special Capital Re-investment	1,144,941	2,449,242	2,423,291	4,291,731	6,203,145	Yes
108058- Ward 8 Special Capital Re-investment	117,038	1,992,609	2,975,904	3,141,088	3,815,821	Yes
108059- Ward 9 Special Capital Re-investment	0	22,957	39,583	60,132	81,153	Yes
108064- Ward 14 Special Capital Re-investment	0	864,176	1,923,112	3,006,404	4,114,612	Yes
108070- Ward 10 Special Capital Re-investment	0	18,213	30,405	42,877	55,636	Yes
<b>Sub-total Councillor's Infrastructure Program</b>	<b>4,653,646</b>	<b>11,510,780</b>	<b>13,097,329</b>	<b>21,409,048</b>	<b>32,182,595</b>	
<b>CAPITAL RESERVES-TAX SUPPORTED</b>	<b>56,305,497</b>	<b>55,792,110</b>	<b>56,216,868</b>	<b>68,124,623</b>	<b>80,708,004</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108020- Unallocated Capital Levy  
**Reserve Number:** 108020  
**Date Established:** 1976  
**Source of Funds:** Deferred Capital Financing. Repayment of Capital Advances.  
**Purpose:** This reserve is being utilized to fund capital programs supported by the General Levy Tax Base.  
**Target Balance:** 10% of the five year average Tax Supported Capital Budget for expenditures. (\$26 million)  
**Comments:**  
**Sustainable:** No

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>25,827,530</b>	<b>39,400,203</b>	<b>35,617,075</b>	<b>34,113,198</b>	<b>35,695,252</b>
<b>Add</b>						
Interest Earned		804,996	831,184	792,781	793,670	826,059
External Debt Surplus - Deferred Capital Financing	GIC 16-033	5,199,891	5,094,583	3,527,626	2,000,000	2,000,000
HRPI Dividend Payment		51,529	53,485	56,270	56,270	56,270
Debt Repayments		898,264	796,917	732,452	732,114	384,452
2017 Operating Budget Surplus from Tax Stabilization	FCS17060(b)	11,586,334	0	0	0	0
From 108024 Reserve Closure	FCS18064	13,873	0	0	0	0
Home For Holidays 2019 Program		0	1,358,402	0	0	0
Surplus From Closings		104,502	1,449,585	-688,006	0	0
Operating Budget Surplus from Tax Stabilization		0	5,085,049	0	0	0
		<b>18,659,389</b>	<b>14,669,205</b>	<b>4,421,123</b>	<b>3,582,054</b>	<b>3,266,781</b>
<b>Less</b>						
Capital Requests		0	5,000,000	5,005,000	2,000,000	2,000,000
Main St W. Road Resurfacing	Council Feb 28/18	475,000	0	0	0	0
Ancaster Tennis Bubble	(PW17089(a))	60,000	0	0	0	0
Ancaster Fire Station No. 20	PW16002	407,805	0	0	0	0
Transfer to First Ontario Concert Hall Reserve "Make Good" Payment		100,000	0	0	0	0
HCA Capital Project Funding	FCS17099	1,850,000	0	0	0	0
Parkland Dedication Fees 148 George St	PED 17-020	11,440	0	0	0	0
Waterdown Seniors Rec Centre	2018 Capital Budget	220,000	0	0	0	0
Paramedic Vehicle Purchase	2018 Capital Budget	250,000	0	0	0	0
Emergency Shoreline Measures	PW 18-006	1,515,000	0	0	0	0
PED Vehicle Purchase	FCS18009(a)	47,471	0	0	0	0
Dundas Lawn Bowling Club Improvements	PW18-01	150,000	0	0	0	0
Surplus Allocated to Future Capital Budgets	Tax and Rate Operating Budget Variance	0	2,500,000	0	0	0
Binbrook Memorial Hall Sewer Connection	Motion March 27/19	0	400,000	0	0	0
Confidential Expense	Confidential	0	3,620,000	0	0	0
Confidential Settlement	Confidential	0	1,669,000	0	0	0
Ancaster Arts Centre	PW19072	0	2,738,333	-1,100,000	0	0
Aviary Bus Case Review	19-017	0	25,000	0	0	0
Corporate Trunk Radio	FCS18068(a)	0	500,000	0	0	0
Mount Hope Community Gateway Project	Motion Aug 2019	0	100,000	0	0	0
Valley Park Lifecycle Renewal	Motion March 22/19	0	1,900,000	0	0	0



**City of Hamilton**  
**2019 Reserve Report**

Emerald Ash Borer	Capital Tax Budget	0	0	2,000,000	0	0
Property and Liability Insurance Renewal	LS20010	0	0	20,000	0	0
		<b>5,086,716</b>	<b>18,452,333</b>	<b>5,925,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>Ending Balance</b>		<b>39,400,203</b>	<b>35,617,075</b>	<b>34,113,198</b>	<b>35,695,252</b>	<b>36,962,033</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108022- Council Strategic Projects  
**Reserve Number:** 108022  
**Date Established:** Dec 12,2007 BSC 07-01  
**Source of Funds:** Contribution From the Capital Fund  
**Purpose:** To Fund projects initiated through Council Strategic planning sessions.  
**Target Balance:** CLOSED  
**Comments:** CLOSED as part of FCS18064  
**Sustainable:** CLOSED

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	254,030	0	0	0	0
<b>Add</b>					
Interest Earned					
Project Closings					
	<u>254,030</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Less</b>					
Reserve Closure to 108050	254,030	0	0	0	0
	<u>254,030</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Ending Balance</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108024- Investing in Ontario Subsidy Reserve  
**Reserve Number:** 108024  
**Date Established:** Dec 10, 2008 COW 08-037  
**Source of Funds:** Provincial Subsidy received under the Investing in Ontario Act.  
**Purpose:** Funds may be used for any type of capital work. Municipalities will be required to report on how funds were used.  
**Target Balance:** CLOSED  
**Comments:** CLOSED as part of FCS18064  
**Sustainable:** CLOSED

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	646,873	0	0	0	0
<b>Add</b>					
Interest Earned	0	0	0	0	0
	<b>646,873</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Less</b>					
First Ontario Centre Vertical Transportation	537,000	0	0	0	0
Corporate KRONOS	96,000	0	0	0	0
Reserve Closure to 108020	13,873	0	0	0	0
	<b>646,873</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108050- Parkland Acquisition Reserve  
**Reserve Number:** 108050  
**Date Established:** Oct 9th, 2013, FCS13061  
**Source of Funds:** Annual Capital Budget contributions  
**Purpose:** Assist with the purchase of Parkland when opportunities arise.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	<b>9,391,310</b>	<b>9,888,631</b>	<b>6,352,277</b>	<b>5,992,629</b>	<b>7,647,709</b>
<b>Add</b>					
Interest Earned	243,292	253,502	140,352	155,080	175,897
Contribution to Parkland Reserve	0	1,500,000	1,500,000	1,500,000	0
From 108022 Reserve Closure	254,030	0	0	0	0
	<b>497,322</b>	<b>1,753,502</b>	<b>1,640,352</b>	<b>1,655,080</b>	<b>175,897</b>
<b>Less</b>					
Stadium Precinct- Lloyd Street	0	0	1,000,000	0	0
Vincent Massey School	0	0	1,000,000	0	0
50 Albright Rd Acquisition (BR)	0	-187,894	0	0	0
Adjustment	0	5,378	0	0	0
RE1905	0	1,772,372	0	0	0
RE1300	0	3,700,000	0	0	0
	<b>0</b>	<b>5,289,856</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>9,888,631</b>	<b>6,352,277</b>	<b>5,992,629</b>	<b>7,647,709</b>	<b>7,823,606</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108030- Capital Projects - Ancaster  
**Reserve Number:** 108030  
**Date Established:** November 27, 2001  
**Source of Funds:** Combining Former Town of Ancaster Capital and Non Specific Reserves  
**Purpose:** This reserve was established by combining capital reserves and reserves that could not be tied to specific municipal assets or services and used to finance capital projects related to programs which are area rated i.e. Parks, Fire in the Former Town of Ancaster.  
**Target Balance:** N/A - One-Time Funding  
**Comments:**  
**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	520,598	73,325	75,192	11,170	11,423
<b>Add</b>					
Interest Earned	2,727	1,867	978	253	259
	<u>2,727</u>	<u>1,867</u>	<u>978</u>	<u>253</u>	<u>259</u>
<b>Less</b>					
Ancaster Memorial Arts & Culture	450,000	0	0	0	0
Commitments	0	0	65,000	0	0
	<u>450,000</u>	<u>0</u>	<u>65,000</u>	<u>0</u>	<u>0</u>
<b>Ending Balance</b>	<u>73,325</u>	<u>75,192</u>	<u>11,170</u>	<u>11,423</u>	<u>11,682</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108031- Capital Projects - Dundas  
**Reserve Number:** 108031  
**Date Established:** November 27, 2001  
**Source of Funds:** Combining Former Town of Dundas Capital and Non Specific Reserves  
**Purpose:** This reserve was established by combining capital reserves and reserves that could not be tied to specific municipal assets or services and used to finance capital projects related to programs which are area rated i.e. Parks, Fire in the Former Town of Dundas.  
**Target Balance:** N/A - One-Time Funding  
**Comments:**  
**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	-33,694	0	0	0	0
<b>Add</b>					
Interest Earned	2,613	0	0	0	0
Mobile Lease Agreements-Executed	31,081	0	0	0	0
	<b>33,694</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108032- Capital Projects - Flamborough

**Reserve Number:** 108032

**Date Established:** November 27, 2001

**Source of Funds:** Combining Former Town of Flamborough Capital and Non Specific Reserves

**Purpose:** This reserve was established by combining capital reserves and reserves that could not be tied to specific municipal assets or services and used to finance capital projects related to programs which are area rated i.e. Parks, Fire in the Former Town of Flamborough.

**Target Balance:** N/A - One-Time Funding

**Comments:**

**Sustainable:** One-Time

		<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>		<b>55,368</b>	<b>1,876</b>	<b>353,429</b>	<b>787,289</b>	<b>805,397</b>
<b>Add</b>						
Interest Earned		1,249	5,191	7,784	18,108	18,524
2017 Slot Surplus from Tax Stabilization	FCS17060(b)	272,000	0	0	0	0
Slot Surplus from Tax Stabilization	Tax Operating BVR	0	346,362	456,076	0	0
		<b>273,249</b>	<b>351,553</b>	<b>463,860</b>	<b>18,108</b>	<b>18,524</b>
<b>Less</b>						
Beverly Recreation Centre/School	2017 Capital Budget	0	0	30,000	0	0
WiFi at Waterdown Memorial Park	GIC 18-011 Item 10.5	13,741	0	0	0	0
Waterdown Memorial Parking Lot	Council June 13/18	313,000	0	0	0	0
		<b>326,741</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>1,876</b>	<b>353,429</b>	<b>787,289</b>	<b>805,397</b>	<b>823,921</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108033- Capital Projects - Glanbrook  
**Reserve Number:** 108033  
**Date Established:** November 27, 2001  
**Source of Funds:** Combining Former Township of Glanbrook Capital and Non Specific Reserves  
**Purpose:** This reserve was established by combining capital reserves and reserves that could not be tied to specific municipal assets or services and used to finance capital projects related to programs which are area rated i.e. Parks, Fire in the Former Township of Glanbrook.  
**Target Balance:** N/A - One-Time Funding  
**Comments:**  
**Sustainable:** One-Time

			Projected	Projected	Projected
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>	3,679	3,771	3,867	3,956	4,047
<b>Add</b>					
Interest Earned	93	96	89	91	93
	<u>93</u>	<u>96</u>	<u>89</u>	<u>91</u>	<u>93</u>
<b>Ending Balance</b>	<u>3,771</u>	<u>3,867</u>	<u>3,956</u>	<u>4,047</u>	<u>4,140</u>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108034- Capital Projects -Stoney Creek  
**Reserve Number:** 108034  
**Date Established:** November 27, 2001  
**Source of Funds:** Combining Former City of Stoney Creek Capital and Non Specific Reserves  
**Purpose:** This reserve was established by combining capital reserves and reserves that could not be tied to specific municipal assets or services and used to finance capital projects related to programs which are area rated i.e. Parks, Fire in the Former City of Stoney Creek.  
**Target Balance:** N/A - One-Time Funding  
**Comments:**  
**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	-1,000	1,007,348	586,712	600,206	614,011
<b>Add</b>					
Interest Earned	16,643	19,364	13,494	13,805	14,122
Closing project	0	60,000	0	0	0
Net Proceeds for Sale of 2874, 2880 and 2900 King St E	991,706	0	0	0	0
	<b>1,008,348</b>	<b>79,364</b>	<b>13,494</b>	<b>13,805</b>	<b>14,122</b>
<b>Less</b>					
Battlefield Barn Restoration	0	500,000	0	0	0
	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>1,007,348</b>	<b>586,712</b>	<b>600,206</b>	<b>614,011</b>	<b>628,133</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108035- Capital Projects - Hamilton

**Reserve Number:** 108035

**Date Established:** November 27, 2001

**Source of Funds:** Combining Former City of Hamilton Capital and Non Specific Reserves

**Purpose:** This reserve was established by combining capital reserves and reserves that could not be tied to specific municipal assets or services and used to finance capital projects related to programs which are area rated i.e. Parks, Fire in the Former City of Hamilton.

**Target Balance:** N/A - One-Time Funding

**Comments:**

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	65,063	66,704	68,402	69,975	71,584
<b>Add</b>					
Interest Earned	1,641	1,698	1,573	1,609	1,646
	<u>1,641</u>	<u>1,698</u>	<u>1,573</u>	<u>1,609</u>	<u>1,646</u>
<b>Ending Balance</b>	<u>66,704</u>	<u>68,402</u>	<u>69,975</u>	<u>71,584</u>	<u>73,230</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 117036- S.C. Compensation Royalties (Terrapure Landfill)  
**Reserve Number:** 117036  
**Date Established:** 1996  
**Source of Funds:** Royalty Fee of \$1.00 per tonne of refuse deposited at the Terrapure (formerly Taro and Newalta) landfill site.  
**Purpose:** To fund projects that benefit the former City of Stoney Creek.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

			Projected	Projected	Projected
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>	<b>-267,149</b>	<b>1,209,992</b>	<b>1,224,376</b>	<b>1,541,116</b>	<b>1,866,152</b>
<b>Add</b>					
Interest Earned	16,230	22,223	31,442	38,738	46,214
Receipts	281,726	286,298	286,298	286,298	286,298
Net Proceeds for Sale of 2874, 2880 and 2900 King St E (Confidential)	1,850,000	0	0	0	0
Closing Project	34,638	105,000	0	0	0
Additional Receipts- Royalty	0	140,863	0	0	0
	<b>2,182,595</b>	<b>554,384</b>	<b>317,740</b>	<b>325,036</b>	<b>332,512</b>
<b>Less</b>					
Community Fireworks at Kingsview Church (Ward 9)	0	5,000	0	0	0
Electric Charging Stations	0	25,000	0	0	0
Traffic Calming (Ward 5)	0	10,000	0	0	0
Valley Park Refurbishment	0	500,000	0	0	0
Community Fireworks at Kingsview Church (Ward 9)	0	0	1,000	0	0
Devil's Punch Bowl Land Acquisition	500,000	0	0	0	0
Annual Audit-Cost Share	6,554	0	0	0	0
Stoney Creek Tennis Club	70,000	0	0	0	0
Tree Planting at Eramosa Karst	20,000	0	0	0	0
Heritage Green Community Fireworks-Canada Day	5,000	0	0	0	0
Service Signs	3,900	0	0	0	0
Skatepark Facility - Recreation study implementation	100,000	0	0	0	0
	<b>705,454</b>	<b>540,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>1,209,992</b>	<b>1,224,376</b>	<b>1,541,116</b>	<b>1,866,152</b>	<b>2,198,664</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108051- Ward 1 Special Capital Re-investment

**Reserve Number:** 108051

**Date Established:** Sept 2011 FCS11068

**Source of Funds:** Tax shift variance resulting from amendments to the area rating methodology constituting an Urban /Rural Model. The Tax shift variance is to be re-invested into the Former City of Hamilton to address its infrastructure deficit.

**Purpose:** To fund infrastructure projects and/or to provide one-time funding of a principally capital nature to address the infrastructure deficit/shortfall in the affected Ward.

**Target Balance:** To Be Reviewed

**Comments:** Council on February 22, 2012 through Report FCS12024 Appendix A approved Special Capital Investment Policy to ensure that the Area Rating Special Capital Re-Investment is managed in a transparent and effective manner.  
Council through FCS19006 approved a new Special Levy Funding split as a result of Ward boundary changes.

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>546,760</b>	<b>491,283</b>	<b>1,805,913</b>	<b>3,148,766</b>	<b>4,688,285</b>
<b>Add</b>						
		0	0	0	0	0
Interest Earned		9,086	38,033	56,331	89,101	124,510
Special Levy	FCS19006	1,678,609	1,550,418	1,550,418	1,550,418	1,550,418
Project Closings	Closing Report	324,828	97,760	404	0	0
Ward Boundary Re-allocation	FCS19006	0	10,869	0	0	0
		<b>2,012,523</b>	<b>1,697,081</b>	<b>1,607,153</b>	<b>1,639,519</b>	<b>1,674,928</b>
<b>Less</b>						
Capital Reinvestment Unallocated Funding	Capital Budget	100,000	100,000	100,000	100,000	100,000
Investment in Infrastructure Improvements		1,317,000	70,450	100,000	0	0
Prince Phillip School	Council March 29/17	300,000	0	0	0	0
Locke Street Library	GIC September 27, 2017 Item 9.2	30,000	0	0	0	0
Water Refilling Station	GIC 18-016 August 13th/18 Item 10.1	96,000	0	0	0	0
Victoria Park Community Gardens	GIC 18-016 August 13th/18 Item 10.1	135,000	10,000	0	0	0
Cootes Paradise Floating Bridge	GIC 18-016 August 13th/18 Item 10.1	45,000	0	0	0	0
Strathcona Cycling Improvements	GIC 18-016 August 13th/18 Item 10.1	45,000	0	0	0	0
Commitments		0	0	14,300	0	0
Churchill Park	PW 19-008 June 12, 2019	0	45,000	0	0	0
Victoria Park Lighting	PW August 14th	0	32,000	0	0	0
Multi-modal connections Feasibility Study	PW December 2	0	125,000	0	0	0
Alexander Park	PW Feb 2020	0	0	50,000	0	0
		<b>2,068,000</b>	<b>382,450</b>	<b>264,300</b>	<b>100,000</b>	<b>100,000</b>
<b>Ending Balance</b>		<b>491,283</b>	<b>1,805,913</b>	<b>3,148,766</b>	<b>4,688,285</b>	<b>6,263,213</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108052- Ward 2 Special Capital Re-investment

**Reserve Number:** 108052

**Date Established:** Sept 2011 FCS11068

**Source of Funds:** Tax shift variance resulting from amendments to the area rating methodology constituting an Urban /Rural Model. The Tax shift variance is to be re-invested into the Former City of Hamilton to address its infrastructure deficit.

**Purpose:** To fund infrastructure projects and/or to provide one-time funding of a principally capital nature to address the infrastructure deficit/shortfall in the affected Ward.

**Target Balance:** To Be Reviewed

**Comments:** Council on February 22, 2012 through Report FCS12024 Appendix A approved Special Capital Investment Policy to ensure that the Area Rating Special Capital Re-Investment is managed in a transparent and effective manner.  
Council through FCS19006 approved a new Special Levy Funding split as a result of Ward boundary changes.

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>1,561,956</b>	<b>1,617,939</b>	<b>831,008</b>	<b>2,092,514</b>	<b>3,584,722</b>
<b>Add</b>						
Interest Earned		31,156	39,518	33,238	64,546	98,867
Special Levy	FCS19006	1,678,609	1,527,662	1,527,662	1,527,662	1,527,662
Closed Projects	Closing Report	551,837	189,450	62,524	0	0
		<b>2,261,602</b>	<b>1,756,630</b>	<b>1,623,424</b>	<b>1,592,208</b>	<b>1,626,529</b>
<b>Less</b>						
Capital Reinvestment Unallocated Funding	Capital Budget	100,000	100,000	100,000	100,000	100,000
Investment in Infrastructure Improvements		1,814,619	479,980	181,918	0	0
Ward Re-Allocation	FCS19006	0	112,989	0	0	0
Funding Adjustments for PY Projects		253,000	0	0	0	0
22 Patrick St Watermain		35,000	0	0	0	0
Bill Simone Hall- Fridge		3,000	0	0	0	0
Robinson Speed Humps	Council Feb 27/ PW Feb 22	0	60,000	0	0	0
Vanier Towers	PW Feb 22/19	0	150,000	0	0	0
226 Rebecca Gazebo	Council May 8	0	5,452	0	0	0
Summers Lane Reconstruction	2019 Capital Budget	0	250,000	0	0	0
Central Corktown Duran Solar	PW April 10th Item 11.1	0	105,000	0	0	0
CHH Carpet	ECSC 19-014 12.1	0	180,290	0	0	0
Clarmont Grafitti Removal	PW April 10th Item 11.1	0	149,850	0	0	0
Eastwood Park Bathroom	PW April 10th Item 11.1	0	100,000	0	0	0
John Rebecca Park	Council May 8	0	350,000	0	0	0
Summer Lane Reconstruction	2019 Capital Budget	0	250,000	0	0	0
Vanier Towers	PW Feb 22	0	150,000	0	0	0
W2 Concrete Planters	PW April 10th Item 11.1	0	100,000	0	0	0
Corktown Park Basketball Court Improvement	REPORT 20-004 JUNE 24, 2020	0	0	80,000	0	0
		<b>2,205,619</b>	<b>2,543,561</b>	<b>361,918</b>	<b>100,000</b>	<b>100,000</b>
<b>Ending Balance</b>		<b>1,617,939</b>	<b>831,008</b>	<b>2,092,514</b>	<b>3,584,722</b>	<b>5,111,251</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108053- Ward 3 Special Capital Re-investment

**Reserve Number:** 108053

**Date Established:** Sept 2011 FCS11068

**Source of Funds:** Tax shift variance resulting from amendments to the area rating methodology constituting an Urban /Rural Model. The Tax shift variance is to be re-invested into the Former City of Hamilton to address its infrastructure deficit.

**Purpose:** To fund infrastructure projects and/or to provide one-time funding of a principally capital nature to address the infrastructure deficit/shortfall in the affected Ward.

**Target Balance:** To Be Reviewed

**Comments:** Council on February 22, 2012 through Report FCS12024 Appendix A approved Special Capital Investment Policy to ensure that the Area Rating Special Capital Re-Investment is managed in a transparent and effective manner. Council through FCS19006 approved a new Special Levy Funding split as a result of Ward boundary changes.

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>3,407,373</b>	<b>317,742</b>	<b>774,463</b>	<b>-1,697,571</b>	<b>-515,136</b>
<b>Add</b>						
Interest Earned		52,481	27,316	0	0	1,750
Closed Projects	Closing Report	17,280	0	5,530	0	0
Special Levy	FCS19006	1,678,609	1,282,435	1,282,435	1,282,435	1,282,435
Ward Re-Allocation	FCS19006	0	102,119	0	0	0
		<b>1,748,370</b>	<b>1,411,870</b>	<b>1,287,965</b>	<b>1,282,435</b>	<b>1,284,185</b>
<b>Less</b>						
Capital Reinvestment Unallocated Funding	Capital Budget	100,000	100,000	100,000	100,000	100,000
Investment in Infrastructure Improvements		2,233,000	52,999	109,999	0	0
Closed Projects	Closing Report	0	47,150	0	0	0
Victoria and Copeland Signage	Council July 13/18 7.10	75,000	0	0	0	0
City Housing- First Place/30 Sanford	Council August 17/18 Motion 8.6	200,000	0	0	0	0
Century Street Parkette	Council August 17/18 Motion 7.9	75,000	0	0	0	0
Cycling Projects	Council August 17/18 Motion 8.1	320,000	0	0	0	0
Royal Oak Affordable Housing	Council August 17/18 8.5	275,000	0	0	0	0
Composting Project	Council July 13/18 7.11	35,000	0	0	0	0
430 Cumberland Playground	Council July 13/18 7.12	75,000	0	0	0	0
Century Parkette Public Art	Council July 13/18 7.12	150,000	0	0	0	0
77 Gage Redevelopment Study	GIC September 5/18 Item 9.1	250,000	0	0	0	0
77 Gage Community Hub	GIC September 5/18 Item 9.1	750,000	0	0	0	0
Children's Museum	Council Motion 8.4- Sept 26/18	300,000	0	0	0	0
Barton Library Pedestrian Signals	PW Dec 2	0	400,000	0	0	0
Gage Park Swings	PW Nov 4	0	50,000	0	0	0
Pedestrian Crossover Cannon & Balsam/Melrose	PW July 10	0	60,000	0	0	0
Speed Bumps	PW Dec 2	0	55,000	0	0	0
Two School Flashing Lights	PW July 10	0	90,000	0	0	0
Zero Plastic Waste Initiative	PW July 10	0	100,000	0	0	0
"Scott Park Precinct Ice Pad & Spray Pad	FCS16089 (17 Cap)	0	0	700,000	0	0
Parkland - Stadium Precinct	CES14022 GIC 14- 009 April 16, 2014	0	0	2,700,000	0	0

**City of Hamilton**  
**2019 Reserve Report**

SoBi Bike Share program

Council May 27th

	0	0	150,000	0	0
	<b>4,838,000</b>	<b>955,149</b>	<b>3,759,999</b>	<b>100,000</b>	<b>100,000</b>
<b>Ending Balance</b>	<b>317,742</b>	<b>774,463</b>	<b>-1,697,571</b>	<b>-515,136</b>	<b>669,049</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108054- Ward 4 Special Capital Re-investment

**Reserve Number:** 108054

**Date Established:** Sept 2011 FCS11068

**Source of Funds:** Tax shift variance resulting from amendments to the area rating methodology constituting an Urban /Rural Model. The Tax shift variance is to be re-invested into the Former City of Hamilton to address its infrastructure deficit.

**Purpose:** To fund infrastructure projects and/or to provide one-time funding of a principally capital nature to address the infrastructure deficit/shortfall in the affected Ward.

**Target Balance:** To Be Reviewed

**Comments:** Council on February 22, 2012 through Report FCS12024 Appendix A approved Special Capital Investment Policy to ensure that the Area Rating Special Capital Re-Investment is managed in a transparent and effective manner. Council through FCS19006 approved a new Special Levy Funding split as a result of Ward boundary changes.

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>-1,123,798</b>	<b>163,485</b>	<b>600,000</b>	<b>362,951</b>	<b>893,392</b>
<b>Add</b>						
Interest Earned		-9,194	20,394	10,948	14,284	21,884
Special Levy	FCS19006	1,678,609	1,605,961	1,605,961	1,605,961	1,605,961
City Motor Hotel Sale		2,461,271	0	0	0	0
Ward Re-Allocation	FCS19006	0	10,196	10,196	10,196	10,196
Closed Projects	Closing Report	0	582,071	372,571	0	0
		<b>4,130,686</b>	<b>2,218,622</b>	<b>1,999,676</b>	<b>1,630,441</b>	<b>1,638,041</b>
<b>Less</b>						
Capital Reinvestment Unallocated Funding	Capital Budget	100,000	100,000	100,000	100,000	100,000
Investment in Infrastructure Improvements		2,498,000	152,107	160,725	0	0
Parkdale Landing Affordable Housing Project		145,125	0	0	0	0
	Council Sept 13					
Closed Projects	Closing Report	278	0	0	0	0
Sidewalks	Council 18-015 July 13/2018	100,000	0	0	0	0
Melvin Road Work	PW April 1, 2019 Item 11.4	0	1,030,000	0	0	0
Normandy to Tragina Road Work	PW April 1, 2019 Item 11.4	0	300,000	0	0	0
Rosedale Playground Updated	PW December	0	200,000	0	0	0
Barton Street to Britannia Avenue	Tax Capital Budget 2020	0	0	550,000	0	0
Dundonald/Erindale/Greendale	Tax Capital Budget 2020	0	0	1,230,000	0	0
Rosedale Basketball Court	PW Committee December 2, 2019 (19-017)	0	0	100,000	0	0
Steel fence - Bartonville Cemetery	PW 20-004 June 17, 2020	0	0	96,000	0	0
Delena/Beland/Dusmuire	Capital Budget 2020	0	0	0	1,000,000	0
Leaside Park Redevelopment	Capital Budget 2020	0	0	0	0	400,000
Scenic - Chateau Crt to Upper Paradise	Capital Budget 2020	0	0	0	0	1,000,000
		<b>2,843,403</b>	<b>1,782,107</b>	<b>2,236,725</b>	<b>1,100,000</b>	<b>1,500,000</b>
<b>Ending Balance</b>		<b>163,485</b>	<b>600,000</b>	<b>362,951</b>	<b>893,392</b>	<b>1,031,433</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108055- Ward 5 Special Capital Re-investment

**Reserve Number:** 108055

**Date Established:** Sept 2011 FCS11068

**Source of Funds:** Tax shift variance resulting from amendments to the area rating methodology constituting an Urban /Rural Model. The Tax shift variance is to be re-invested into the Former City of Hamilton to address its infrastructure deficit.

**Purpose:** To fund infrastructure projects and/or to provide one-time funding of a principally capital nature to address the infrastructure deficit/shortfall in the affected Ward.

**Target Balance:** To Be Reviewed

**Comments:** Council on February 22, 2012 through Report FCS12024 Appendix A approved Special Capital Investment Policy to ensure that the Area Rating Special Capital Re-Investment is managed in a transparent and effective manner. Council through FCS19006 approved a new Special Levy Funding split as a result of Ward boundary changes.

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>378,192</b>	<b>121,590</b>	<b>1,765,311</b>	<b>2,644,378</b>	<b>3,305,961</b>
<b>Add</b>						
Interest Earned		419	27,261	50,135	67,651	89,192
Special Levy	FCS19006	1,678,609	1,468,747	1,480,000	1,480,000	1,480,000
Project Closings	Closing Report	79,403	713,803	0	0	0
		<b>1,758,431</b>	<b>2,209,811</b>	<b>1,530,135</b>	<b>1,547,651</b>	<b>1,569,192</b>
<b>Less</b>						
Capital Reinvestment Unallocated Funding	2020 Tax Capital Budget	0	100,000	100,000	100,000	100,000
Capital Reinvestment Unallocated Funding	Capital Budget	100,000	0	0	0	0
Ward Re-Allocation	FCS19006	0	11,068	11,068	11,068	11,068
Investment in Infrastructure Improvements		370,000	0	0	0	0
Mountable Curbs	PW April 16/18	411,000	0	0	0	0
Davis Creek Neighbourhood Roads	PW April 30/18	430,000	0	0	0	0
Veevers House	PW April 30/18	9,033	0	0	0	0
Red Hill Valley Environmental Monitoring		25,000	0	0	0	0
Commitments		670,000	0	0	0	0
Area Rating Chargebacks	GIC15-04	0	15,022	0	0	0
Father Sean O'Sullivan Memorial Park Pathways and Multi Use Court	PW 19-015	0	160,000	0	0	0
Sidewalks	PW April 1 Item 11.3	0	160,000	0	0	0
Traffic Calming	PW June 17	0	120,000	0	0	0
Beach Boulevard - Woodward to Eastport	2020 Tax Capital Budget	0	0	500,000	0	0
Sidewalk Repairs and Rolled Curb Replacements	PW 20-004, June 1, 2020	0	0	40,000	0	0
Sir Wilfrid Laurier Gymnasium Addition	2020 Tax Capital Budget	0	0	0	775,000	225,000
		<b>2,015,033</b>	<b>566,090</b>	<b>651,068</b>	<b>886,068</b>	<b>336,068</b>
<b>Ending Balance</b>		<b>121,590</b>	<b>1,765,311</b>	<b>2,644,378</b>	<b>3,305,961</b>	<b>4,539,085</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108056- Ward 6 Special Capital Re-investment

**Reserve Number:** 108056

**Date Established:** Sept 2011 FCS11068

**Source of Funds:** Tax shift variance resulting from amendments to the area rating methodology constituting an Urban /Rural Model. The Tax shift variance is to be re-invested into the Former City of Hamilton to address its infrastructure deficit.

**Purpose:** To fund infrastructure projects and/or to provide one-time funding of a principally capital nature to address the infrastructure deficit/shortfall in the affected Ward.

**Target Balance:** To Be Reviewed

**Comments:** Council on February 22, 2012 through Report FCS12024 Appendix A approved Special Capital Investment Policy to ensure that the Area Rating Special Capital Re-Investment is managed in a transparent and effective manner.  
Council through FCS19006 approved a new Special Levy Funding split as a result of Ward boundary changes.

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>1,075,618</b>	<b>679,628</b>	<b>386,888</b>	<b>-846,004</b>	<b>-1,090,408</b>
<b>Add</b>						
Interest Earned		12,352	36,902	-5,220	-22,016	-9,007
Special Levy	FCS19006	1,678,609	1,497,612	1,497,612	1,497,612	1,497,612
Project Closings	Closing Report	343,050	821,177	0	0	0
		<b>2,034,010</b>	<b>2,355,691</b>	<b>1,492,392</b>	<b>1,475,596</b>	<b>1,488,605</b>
<b>Less</b>						
Capital Reinvestment Unallocated Funding	Capital Budget	100,000	100,000	100,000	100,000	100,000
Project Closings	Project Closings	0	0	272,284	0	0
Ward Re-Allocation	FCS19006	0	22,145	0	0	0
Investment in Infrastructure Improvements		2,010,000	2,012,000	0	0	0
Fay Park Redevelopment	PW June 4th/18	50,000	0	0	0	0
East 45th Street and Mohawk Road East	Council May 9th/18	250,000	0	0	0	0
Temporary Speed Humps Trial	Council Sept 26/18	20,000	0	0	0	0
Mohawk Baseball Diamond	PW Nov 4th	0	300,000	0	0	0
Traffic Island Beautification	PW Nov 4th	0	126,317	0	0	0
Area Rating Chargebacks	GIC15-04	0	87,969	0	0	0
Speed Cushions on Rendell Boulevard	PW 23,2020	0	0	13,000	0	0
Trenholme/Solomon	Tax Capital Budget	0	0	2,340,000	0	0
A/R - Carson / Landron	Tax Capital Budget	0	0	0	600,000	0
A/R - East 43rd - Fennell to Queensdale	Tax Capital Budget	0	0	0	1,020,000	0
		<b>2,430,000</b>	<b>2,648,431</b>	<b>2,725,284</b>	<b>1,720,000</b>	<b>100,000</b>
<b>Ending Balance</b>		<b>679,628</b>	<b>386,888</b>	<b>-846,004</b>	<b>-1,090,408</b>	<b>298,197</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108057- Ward 7 Special Capital Re-investment

**Reserve Number:** 108057

**Date Established:** Sept 2011 FCS11068

**Source of Funds:** Tax shift variance resulting from amendments to the area rating methodology constituting an Urban /Rural Model. The Tax shift variance is to be re-invested into the Former City of Hamilton to address its infrastructure deficit.

**Purpose:** To fund infrastructure projects and/or to provide one-time funding of a principally capital nature to address the infrastructure deficit/shortfall in the affected Ward.

**Target Balance:** To Be Reviewed

**Comments:** Council on February 22, 2012 through Report FCS12024 Appendix A approved Special Capital Investment Policy to ensure that the Area Rating Special Capital Re-Investment is managed in a transparent and effective manner. Council through FCS19006 approved a new Special Levy Funding split as a result of Ward boundary changes.

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>4,000,887</b>	<b>1,144,941</b>	<b>2,449,242</b>	<b>2,423,291</b>	<b>4,291,731</b>
<b>Add</b>						
Interest Earned		50,044	61,695	55,397	76,345	119,319
Special Levy	FCS19006	1,678,609	1,892,095	1,892,095	1,892,095	1,892,095
Project Closings	Closing Report	175,400	954,585	221,557	0	0
		<b>1,904,053</b>	<b>2,908,375</b>	<b>2,169,049</b>	<b>1,968,440</b>	<b>2,011,414</b>
<b>Less</b>						
Capital Reinvestment Unallocated Funding	Capital Budget	100,000	100,000	100,000	100,000	100,000
Investment in Infrastructure Improvements		1,900,000	1,045,343	0	0	0
Ward Re-Allocation	FCS19006	0	270,231	0	0	0
Upper Sherman Resurfacing	Council April 11/18	1,370,000	0	0	0	0
Sam Lawrence Park	Email May 1/PW July 12/18	250,000	0	0	0	0
Bruce Park	Council Sept 13/18	140,000	0	0	0	0
Asset Preservation - Bruleville Neighbourhood (North Section)	Capital Budget 2017	1,000,000	0	0	0	0
155 Macassa Feasibility Investigation	GIC July 12	0	50,000	0	0	0
Hill Park Pickleball Court	E&CS Feb 21 Motion 11.3	0	40,000	0	0	0
McQuesten Park	PW November 4th	0	98,500	0	0	0
Eastmount Neighbourhood	Tax Capital Budget 2020	0	0	1,920,000	0	0
Hill Park Pickleball Court	E&CS Feb 21 Motion 11.3	0	0	175,000	0	0
		<b>4,760,000</b>	<b>1,604,074</b>	<b>2,195,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Ending Balance</b>		<b>1,144,941</b>	<b>2,449,242</b>	<b>2,423,291</b>	<b>4,291,731</b>	<b>6,203,145</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108058- Ward 8 Special Capital Re-investment

**Reserve Number:** 108058

**Date Established:** Sept 2011 FCS11068

**Source of Funds:** Tax shift variance resulting from amendments to the area rating methodology constituting an Urban /Rural Model. The Tax shift variance is to be re-invested into the Former City of Hamilton to address its infrastructure deficit.

**Purpose:** To fund infrastructure projects and/or to provide one-time funding of a principally capital nature to address the infrastructure deficit/shortfall in the affected Ward.

**Target Balance:** To Be Reviewed

**Comments:** Council on February 22, 2012 through Report FCS12024 Appendix A approved Special Capital Investment Policy to ensure that the Area Rating Special Capital Re-Investment is managed in a transparent and effective manner. Council through FCS19006 approved a new Special Levy Funding split as a result of Ward boundary changes.

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>378,075</b>	<b>117,038</b>	<b>1,992,609</b>	<b>2,975,904</b>	<b>3,141,088</b>
<b>Add</b>						
Interest Earned		354	32,823	56,448	69,546	79,095
Special Levy	FCS19006	1,678,609	1,445,638	1,445,638	1,445,638	1,445,638
Project Closings	Closing Report	115,000	472,423	182,168	0	0
Ward Re-Allocation	FCS19006	0	274,343	0	0	0
		<b>1,793,963</b>	<b>2,225,227</b>	<b>1,684,254</b>	<b>1,515,184</b>	<b>1,524,733</b>
<b>Less</b>						
Capital Reinvestment Unallocated Funding	Capital Budget	100,000	100,000	100,000	100,000	100,000
Investment in Infrastructure Improvements		1,275,000	159,656	75,959	1,250,000	750,000
Land Acquisition Study	PED16254	250,000	0	0	0	0
William Connell Fieldhouse	PW18086	330,000	0	0	0	0
Commitments		100,000	0	0	0	0
Captain Cornelius Playground	PW June 17, 2019	0	60,000	0	0	0
Rolston Path	PW Sept 30, 2019	0	30,000	0	0	0
Minor Road Repairs	Clr May 13, 2020	0	0	125,000	0	0
Ridgemount Elementary Play Structure	PW Feb 3, 2020	0	0	150,000	0	0
Sidewalk Repairs	Clr May 13, 2020	0	0	250,000	0	0
		<b>2,055,000</b>	<b>349,656</b>	<b>700,959</b>	<b>1,350,000</b>	<b>850,000</b>
<b>Ending Balance</b>		<b>117,038</b>	<b>1,992,609</b>	<b>2,975,904</b>	<b>3,141,088</b>	<b>3,815,821</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108059- Ward 9 Special Capital Re-investment

**Reserve Number:** 108059

**Date Established:** Feb 2019 FCS19006

**Source of Funds:** Tax shift variance resulting from amendments to the area rating methodology constituting an Urban /Rural Model. The Tax shift variance is to be re-invested into the Former City of Hamilton to address its infrastructure deficit.

**Purpose:** To fund infrastructure projects and/or to provide one-time funding of a principally capital nature to address the infrastructure deficit/shortfall in the affected Ward.

**Target Balance:** To Be Reviewed

**Comments:** Council through FCS19006 approved a new Special Levy Funding split as a result of Ward boundary changes. This Reserve was established as a result of a portion of the ward falling within the boundaries of the old City Of Hamilton.

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>0</b>	<b>0</b>	<b>22,957</b>	<b>39,583</b>	<b>60,132</b>
<b>Add</b>						
Interest Earned		0	485	711	1,134	1,606
Special Levy	FCS19006	0	19,415	19,415	19,415	19,415
Ward Re-allocation	FCS19006	0	8,252	0	0	0
Project Closing	Closing Report	0	8,616	0	0	0
		<b>0</b>	<b>36,768</b>	<b>20,126</b>	<b>20,549</b>	<b>21,021</b>
<b>Less</b>						
Area Rating Chargebacks	Operating Budget GIC15-04	0	1,126	0	0	0
Valley Park Beautification	PW July 10 2019	0	4,185	0	0	0
Valley Park Sign and Lighting	PW Nov 4 2019	0	4,500	3,500	0	0
Valley Park Tennis Court Windscreen	ECS Aug 15 2019	0	4,000	0	0	0
		<b>0</b>	<b>13,811</b>	<b>3,500</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>0</b>	<b>22,957</b>	<b>39,583</b>	<b>60,132</b>	<b>81,153</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108064- Ward 14 Special Capital Re-investment

**Reserve Number:** 108064

**Date Established:** Feb 2019 FCS19006

**Source of Funds:** Tax shift variance resulting from amendments to the area rating methodology constituting an Urban /Rural Model. The Tax shift variance is to be re-invested into the Former City of Hamilton to address its infrastructure deficit.

**Purpose:** To fund infrastructure projects and/or to provide one-time funding of a principally capital nature to address the infrastructure deficit/shortfall in the affected Ward.

**Target Balance:** To Be Reviewed

**Comments:** Council through FCS19006 approved a new Special Levy Funding split as a result of Ward boundary changes. This Reserve was established as a result of a portion of the ward falling within the boundaries of the old City Of Hamilton.

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>0</b>	<b>0</b>	<b>864,176</b>	<b>1,923,112</b>	<b>3,006,404</b>
<b>Add</b>						
Interest Earned		0	17,726	31,689	56,045	80,961
Special Levy	FCS19006	0	1,127,247	1,127,247	1,127,247	1,127,247
Ward Re-allocation	FCS19006	0	9,782	0	0	0
Project Closing	Closing Report	0	49,921	0	0	0
		<b>0</b>	<b>1,204,676</b>	<b>1,158,936</b>	<b>1,183,292</b>	<b>1,208,208</b>
<b>Less</b>						
Capital Reinvestment Unallocated Funding	2020 Tax Capital Budget	0	100,000	100,000	100,000	100,000
Gilkson Park	PW November 4 2019	0	120,000	0	0	0
Memorial Cairn Restoration	Council September 26 2019	0	1,500	0	0	0
Mountable Curbs	PW April 16th Motion 7.4	0	54,000	0	0	0
Traffic Study- Mountview/Scenic	PW November 18 2019	0	50,000	0	0	0
Transit Shelter	PW November 18 2019	0	15,000	0	0	0
		<b>0</b>	<b>340,500</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Ending Balance</b>		<b>0</b>	<b>864,176</b>	<b>1,923,112</b>	<b>3,006,404</b>	<b>4,114,612</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108070- Ward 10 Special Capital Re-investment

**Reserve Number:** 108070

**Date Established:** Feb 2019 FCS19006

**Source of Funds:** Tax shift variance resulting from amendments to the area rating methodology constituting an Urban /Rural Model. The Tax shift variance is to be re-invested into the Former City of Hamilton to address its infrastructure deficit.

**Purpose:** To fund infrastructure projects and/or to provide one-time funding of a principally capital nature to address the infrastructure deficit/shortfall in the affected Ward.

**Target Balance:** To Be Reviewed

**Comments:** Council through FCS19006 approved a new Special Levy Funding split as a result of Ward boundary changes. This Reserve was established as a result of a portion of the ward falling within the boundaries of the old City Of Hamilton.

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>0</b>	<b>0</b>	<b>18,213</b>	<b>30,405</b>	<b>42,877</b>
<b>Add</b>						
Interest Earned		0	237	553	833	1,120
Special Levy	FCS19006	0	11,639	11,639	11,639	11,639
Ward Re-allocation	FCS19006	0	872	0	0	0
Project Closing	Closing Report	0	5,584	0	0	0
		<b>0</b>	<b>18,332</b>	<b>12,192</b>	<b>12,472</b>	<b>12,759</b>
<b>Less</b>						
Area Rating Chargebacks	2015 Operating Budget	0	119	0	0	0
		<b>0</b>	<b>119</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>0</b>	<b>18,213</b>	<b>30,405</b>	<b>42,877</b>	<b>55,636</b>





# EMPLOYEE RELATED RESERVES

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***2019 Reserve Report With  
2020 - 2022 Projections***





**City of Hamilton  
2019 Reserve Report  
Reserve Balances**

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>EMPLOYEE RELATED RESERVES</u></b>						
<b><u>Pension/Retirement Reserves</u></b>						
112065- Pension Deficiency Reserve	3,258,357	3,341,301	6,602,656	6,754,517	6,909,871	Yes
<b>Sub-total Pension/Retirement Reserves</b>	<b>3,258,357</b>	<b>3,341,301</b>	<b>6,602,656</b>	<b>6,754,517</b>	<b>6,909,871</b>	
<b><u>Benefits' Reserves</u></b>						
112015- Long Term Disability Reserve	15,813,696	15,611,873	14,718,626	15,057,154	15,403,469	Yes
112020- Unreported Claims Reserve	3,608,576	3,700,357	3,785,465	3,872,531	3,961,599	Yes
112025- Claims Fluctuation Reserve-Health/Dental	21,428,878	22,414,446	25,109,806	25,687,332	26,278,141	Yes
112026- Claims Fluctuations - Health/Dental (Police)	6,165,647	6,346,628	6,543,209	6,693,703	6,847,658	Yes
<b>Sub-total Benefits' Reserves</b>	<b>47,016,798</b>	<b>48,073,304</b>	<b>50,157,106</b>	<b>51,310,720</b>	<b>52,490,867</b>	
<b><u>Sick Leave Reserves</u></b>						
112030- Sick Leave Liability - Police	6,405,326	6,568,378	6,719,451	6,873,998	7,032,100	Yes
112035- Sick Leave Liability - General	1,663,854	3,017,825	2,383,231	1,835,191	1,274,546	No
<b>Sub-total Sick Leave Reserves</b>	<b>8,069,180</b>	<b>9,586,203</b>	<b>9,102,682</b>	<b>8,709,189</b>	<b>8,306,646</b>	
<b><u>Workplace Health &amp; Safety Reserves</u></b>						
112040- Workplace Safety & Insurance Board	40,651,896	41,109,809	41,461,886	41,810,191	42,154,401	Yes
<b>Sub-total Workplace Health &amp; Safety Reserves</b>	<b>40,651,896</b>	<b>41,109,809</b>	<b>41,461,886</b>	<b>41,810,191</b>	<b>42,154,401</b>	
<b>EMPLOYEE RELATED RESERVES</b>	<b>98,996,230</b>	<b>102,110,617</b>	<b>107,324,330</b>	<b>108,584,617</b>	<b>109,861,785</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112065- Pension Deficiency Reserve

**Reserve Number:** 112065

**Date Established:** 1992

**Source of Funds:** From the Operating Fund  
From Other Reserves

**Purpose:** This reserve was established in 1992 to reclassify HWRF Actuarial Deficiency provision which was originally categorized as a liability. The balance of the Uncommitted Pension / Benefits reserve (112060) was transferred to this reserve. The reserve is currently be used to fund both HSR and HWRF pension deficits as approved by FCS12002.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	3,178,191	3,258,357	3,341,301	6,602,656	6,754,517
<b>Add</b>					
Interest Earned	80,166	82,944	113,055	151,861	155,354
From Operating	0	0	3,148,300	0	0
	<b>80,166</b>	<b>82,944</b>	<b>3,261,355</b>	<b>151,861</b>	<b>155,354</b>
<b>Ending Balance</b>	<b>3,258,357</b>	<b>3,341,301</b>	<b>6,602,656</b>	<b>6,754,517</b>	<b>6,909,871</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112015- Long Term Disability Reserve

**Reserve Number:** 112015

**Date Established:** February, 1988

**Source of Funds:** Contributions from the Operating Fund.

**Purpose:** This reserve is for the purpose of maintaining the necessary level of funding for the Disabled Life Reserve as required by the LTD carrier. This fund should hold adequate funds to pay for both previous and current LTD claimants' long term disability claims now and into the future. This fund must also adequately fund the LTD claims fluctuation monies required to smooth benefit rate variances. Sufficient funding of the Long Term Disability IBNR (incurred but not reported) required by the carrier must also be held in this reserve. In addition, payments to LTD claimants as a result of annual vacation payouts, legal fees, settlements and/or severance will also be funded from this reserve.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>16,394,387</b>	<b>15,813,696</b>	<b>15,611,873</b>	<b>14,718,626</b>	<b>15,057,154</b>
<b>Add</b>					
Interest Earned	413,528	402,549	344,835	338,528	346,315
	<b>413,528</b>	<b>402,549</b>	<b>344,835</b>	<b>338,528</b>	<b>346,315</b>
<b>Less</b>					
LTD Deficit	994,219	604,372	1,238,082	0	0
	<b>994,219</b>	<b>604,372</b>	<b>1,238,082</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>15,813,696</b>	<b>15,611,873</b>	<b>14,718,626</b>	<b>15,057,154</b>	<b>15,403,469</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112020- Unreported Claims Reserve

**Reserve Number:** 112020

**Date Established:** January, 1991

**Source of Funds:** Contributions from Operating Fund

**Purpose:** This reserve was established to fund claims made in the current year relating to both Health/dental and Life insurance claims carried out in the previous year. It is customary for some lag time to occur between the date that the actual procedure or claim is undertaken and the date that the payments are made.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	3,519,608	3,608,576	3,700,357	3,785,465	3,872,531
<b>Add</b>					
Interest Earned	88,778	91,859	85,108	87,066	89,068
Program Surplus	191	992	0	0	0
	<b>88,968</b>	<b>92,851</b>	<b>85,108</b>	<b>87,066</b>	<b>89,068</b>
<b>Less</b>					
Program Deficit	0	1,070	0	0	0
	<b>0</b>	<b>1,070</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>3,608,576</b>	<b>3,700,357</b>	<b>3,785,465</b>	<b>3,872,531</b>	<b>3,961,599</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112025- Claims Fluctuation Reserve-Health/Dental  
**Reserve Number:** 112025  
**Date Established:** January, 1991  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** This reserve must adequately fund the Health/dental Claims fluctuation monies required to smooth any health/dental benefit variances that may occur. This reserve will be used to fund any accumulated deficits in claims for any given year. Surpluses and/or deficits are generated when the claims and administration expenses paid versus the amount budgeted for in that year are not equal.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>19,792,623</b>	<b>21,428,878</b>	<b>22,414,446</b>	<b>25,109,806</b>	<b>25,687,332</b>
<b>Add</b>					
Interest Earned	487,306	533,212	540,315	577,526	590,809
Program Administration Recovery	1,108,695	1,178,315	1,291,958	1,291,958	1,291,958
Health/Dental Liability Surplus	1,148,949	452,356	2,155,045	0	0
	<b>2,744,950</b>	<b>2,163,883</b>	<b>3,987,318</b>	<b>1,869,484</b>	<b>1,882,767</b>
<b>Less</b>					
Program Administration	1,108,695	1,178,315	1,291,958	1,291,958	1,291,958
	<b>1,108,695</b>	<b>1,178,315</b>	<b>1,291,958</b>	<b>1,291,958</b>	<b>1,291,958</b>
<b>Ending Balance</b>	<b>21,428,878</b>	<b>22,414,446</b>	<b>25,109,806</b>	<b>25,687,332</b>	<b>26,278,141</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112026- Claims Fluctuations - Health/Dental (Police)

**Reserve Number:** 112026

**Date Established:** January 1991

**Source of Funds:** Contributions from Operating Fund

**Purpose:** This reserve must adequately fund the Health/dental Claims fluctuation monies required to smooth any health/dental benefit variances that may occur. This reserve will be used to fund any accumulated deficits in claims for any given year. Surpluses and/or deficits are generated when the claims and administration expenses paid versus the amount budgeted for in that year are not equal.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>6,201,902</b>	<b>6,165,647</b>	<b>6,346,628</b>	<b>6,543,209</b>	<b>6,693,703</b>
<b>Add</b>					
Interest Earned	156,435	156,951	145,972	150,494	153,955
Health/Dental Liability Surplus	0	24,030	50,609	0	0
	<b>156,435</b>	<b>180,981</b>	<b>196,581</b>	<b>150,494</b>	<b>153,955</b>
<b>Less</b>					
Deficit Recovery	192,690	0	0	0	0
	<b>192,690</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>6,165,647</b>	<b>6,346,628</b>	<b>6,543,209</b>	<b>6,693,703</b>	<b>6,847,658</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112030- Sick Leave Liability - Police

**Reserve Number:** 112030

**Date Established:** Prior to 1986

**Source of Funds:** Contributions to this reserve are made through annual year-end surplus related to sick leave liability of the Service per Board approved resolutions.

**Purpose:** Per the Police Collective Agreement, unused sick leave accumulates in an employee's sick bank and members may be entitled to the cash payment upon the cessation of employment from the Service.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** Yes

			Projected	Projected	Projected
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>	6,247,735	6,405,326	6,568,378	6,719,451	6,873,998
<b>Add</b>					
Interest Earned	157,591	163,052	151,073	154,547	158,102
	<b>157,591</b>	<b>163,052</b>	<b>151,073</b>	<b>154,547</b>	<b>158,102</b>
<b>Ending Balance</b>	<b>6,405,326</b>	<b>6,568,378</b>	<b>6,719,451</b>	<b>6,873,998</b>	<b>7,032,100</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112035- Sick Leave Liability - General  
**Reserve Number:** 112035  
**Date Established:** Prior to 1986  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** Under the old Sick Leave Benefit Plan, unused sick leave was accumulated. Employees who were part of the old plan are entitled to cash payment when they leave the City's employment, for the time accumulated under the old plan.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** No

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>1,707,357</b>	<b>1,663,854</b>	<b>3,017,825</b>	<b>2,383,231</b>	<b>1,835,191</b>
<b>Add</b>					
Interest Earned	32,455	38,102	61,406	47,960	35,355
To Fund Sick Leave Reserve	1,200,000	1,350,000	1,200,000	1,300,000	1,300,000
	<b>1,232,455</b>	<b>1,388,102</b>	<b>1,261,406</b>	<b>1,347,960</b>	<b>1,335,355</b>
<b>Less</b>					
Sick Leave Payments	1,275,958	34,131	1,896,000	1,896,000	1,896,000
	<b>1,275,958</b>	<b>34,131</b>	<b>1,896,000</b>	<b>1,896,000</b>	<b>1,896,000</b>
<b>Ending Balance</b>	<b>1,663,854</b>	<b>3,017,825</b>	<b>2,383,231</b>	<b>1,835,191</b>	<b>1,274,546</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112040- Workplace Safety & Insurance Board

**Reserve Number:** 112040

**Date Established:** February, 1974

**Source of Funds:** Contributions from Operating Fund

**Purpose:** The City has a Schedule 2 agreement with the Workplace Safety & Insurance Board (WSIB) to self insure based on the actual claims which are submitted to the Board by City employees. In order to stabilize the impact of these claims, this reserve was created.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	40,172,106	40,651,896	41,109,809	41,461,886	41,810,191
<b>Add</b>					
Interest Earned	1,007,839	1,029,051	938,779	946,741	954,615
	<b>1,007,839</b>	<b>1,029,051</b>	<b>938,779</b>	<b>946,741</b>	<b>954,615</b>
<b>Less</b>					
WSIB Administration	528,049	571,138	586,702	598,436	610,405
	<b>528,049</b>	<b>571,138</b>	<b>586,702</b>	<b>598,436</b>	<b>610,405</b>
<b>Ending Balance</b>	<b>40,651,896</b>	<b>41,109,809</b>	<b>41,461,886</b>	<b>41,810,191</b>	<b>42,154,401</b>



# STABILIZATION RESERVES

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***2019 Reserve Report With  
2020 - 2022 Projections***





**City of Hamilton**  
**2019 Reserve Report**  
**Reserve Balances**

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>	Reserve <u>Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>STABILIZATION RESERVES</u></b>						
110043- Commodity (Fuel) Stabilization Reserve	896,476	0	0	0	0	Closed
110046- Tax Stabilization Reserve	23,214,522	20,760,048	15,235,461	14,402,163	14,703,068	No
110048- Grants & Subsidy Reserve	971,346	996,072	1,018,982	0	0	One-Time
<b>STABILIZATION RESERVES</b>	<b>25,082,343</b>	<b>21,756,120</b>	<b>16,254,443</b>	<b>14,402,163</b>	<b>14,703,068</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110043- Commodity (Fuel) Stabilization Reserve  
**Reserve Number:** 110043  
**Date Established:** April 27,2011 FCS11032  
**Source of Funds:** Year end Surplus.  
**Purpose:** To provide a contingency towards significant spike in fuel prices.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Closed

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	874,420	896,476	0	0	0
<b>Add</b>					
Interest Earned	22,056	0	0	0	0
	<u>22,056</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Less</b>					
Transfer of Funds to 110046	0	896,476	0	0	0
	<u>0</u>	<u>896,476</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Ending Balance</b>	<u>896,476</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110046- Tax Stabilization Reserve

**Reserve Number:** 110046

**Date Established:** April 1998

**Source of Funds:** Operating Budget Surpluses

**Purpose:** To provide sufficient flexibility and protection for unforeseen events. To offset service cost increases due to fluctuations in the economy.

**Target Balance:** 5% of the previous year's net tax levy(excluding Police and Library) for City purposes. (\$35.8 million based on 2019 Tax Levy)

**Comments:**

**Sustainable:** No

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>35,685,998</b>	<b>23,214,522</b>	<b>20,760,048</b>	<b>15,235,461</b>	<b>14,402,163</b>
<b>Add</b>						
Interest Earned		560,736	410,248	419,179	325,702	330,905
2018 Operating Budget Transfer	2018 Operating Budget	1,000,000	1,000,000	0	0	0
2018 Corporate Budget Surplus	FCS18067(b)	7,199,228	0	0	0	0
Operating Budget Transfer	Operating Budget	0	12,586,657	0	0	0
From 110080 Reserve Closure	FCS18064	531,022	0	0	0	0
From 11043 Reserve Closure	FCS19062	0	896,476	0	0	0
Hamilton Housing Benefits	HSC19002	2,000,000	0	0	0	0
Project Closings	Closing Report	58,883	166,118	0	0	0
		<b>11,349,869</b>	<b>15,059,499</b>	<b>419,179</b>	<b>325,702</b>	<b>330,905</b>
<b>Less</b>						
Bill 139 Resources	18-003 Pg 12 Feb 28	0	50,588	0	0	0
Fraud and Waste Hotline	AUD18007	0	30,200	30,000	30,000	30,000
Hamilton Portable Housing Benefits	HSC19002	0	2,000,000	0	0	0
Illegal Bus Agricultural Ward 11	GIC19-002	0	97,637	26,050	0	0
Little League Championship	F&A Feb7/19 19-002	0	50,000	0	0	0
Red Hill Judicial Review	LS19017	0	7,000,000	0	0	0
Staffing Costs	HUR17002	0	87,995	139,000	139,000	0
Transfer to Farmers Market Reserve	FCS18067(b)	0	39,517	0	0	0
Transfer to Fire Vehicle Replacement Reserve	FCS18067(b)	0	725,345	0	0	0
Transfer to HEF Reserve	FCS18067(b)	0	464,325	0	0	0
West 5th Land Purchase (Confidential)	PED16023	0	356,725	0	0	0
Back fill of admin staff Ward 6	COW April 8 2020	0	0	5,300	0	0
CityLab	GIC Report CM16016 (page 3)	0	0	45,000	0	0
Hamilton Paramedic Services Ambulance - 10 FTEs BC-05	Council GIC March 4 2020 BC05	0	0	400,000	0	0
Liability and Property Insurance coverage	Council 'May 13 2020 LS20010	0	0	1,033,690	0	0
Operating Costs for the 5th Year of the 10-Year Transit Plan	February 24, 2020 Item 6.1	0	0	0	990,000	0
Wesley Day Centre	HSC19040	0	0	113,571	0	0
Wild Waterworks	Council 'May 13 2020 PW20029	0	0	425,000	0	0
Illegal Dumping Surveillance	Planning 16-012 Item 9	111,069	0	0	0	0
Anti-Racism Resource Centre	Motion - Nov 18 2015	100,000	0	0	0	0

## City of Hamilton 2019 Reserve Report

Ancaster Community Centre Sign	PW18007	3,911	0	0	0	0
Option to Purchase 500 Acres of Former US Steel Lands	Council 17-023	50,001	0	0	0	0
Accessible Tax Cab Pilot	PED18082	20,000	0	0	0	0
Hess Village Paid Duty Policing	PED18081	29,972	0	0	0	0
Replacement of Hamilton Conservation Authority Storage Facility	GIC 16-003 Item 7.2	200,000	0	0	0	0
Additional Ambulance Staff	Council 17-011	229,590	0	0	0	0
2017 Farmers Market Surplus to Market Reserve	18-001	71,589	0	0	0	0
Legal Fees		42,143	0	0	0	0
Retention of Emails	CM14001	25,000	0	0	0	0
Graffiti Management Strategy	PW17078	109,053	91,600	0	0	0
Purchase of Municipal Law Enforcement Vehicle	PW17078	26,683	0	0	0	0
GIC19-002	PW Motion Nov 13/17	0	550,000	0	0	0
Gypsy Moth Spray Program	PW Motion Nov 13/17	1,950,000	0	0	0	0
Future Event Funding	Confidential	550,000	0	0	0	0
Future Event Funding	Confidential	444,000	0	0	0	0
Transfer to Unallocated Reserve	FCS17060(b)	6,586,334	0	0	0	0
Transfer to Unallocated Reserve for 2019 and 2020 Capital	FCS17060(b)	5,000,000	0	0	0	0
Transfer to Flambourough Capital Reserve (Slot Revenue)	FCS17060(b)	272,000	0	0	0	0
Transfer to Non Res Roads DC Reserve	FCS17060(b)	8,000,000	0	0	0	0
Transfer to Non Res Roads DC Reserve	FCS18067(b)	0	538,630	0	0	0
Transfer to Unallocated Reserve	FCS18067(b)	0	5,085,049	0	0	0
Transfer to Unallocated Reserve	FCS19055(b)	0	0	3,527,626	0	0
Transfer to Flambourough Capital Reserve (Slot Revenue)	FCS18067(b)	0	346,362	0	0	0
Transfer to Flambourough Capital Reserve (Slot Revenue)	FCS19055(b)	0	0	456,076	0	0
Transfer to HEF Reserve	FCS19055(b)	0	0	-203,999	0	0
Transfer to Farmers Market Reserve	FCS19055(b)	0	0	-53,548	0	0
		<b>23,821,345</b>	<b>17,513,973</b>	<b>5,943,766</b>	<b>1,159,000</b>	<b>30,000</b>
<b>Ending Balance</b>		<b>23,214,522</b>	<b>20,760,048</b>	<b>15,235,461</b>	<b>14,402,163</b>	<b>14,703,068</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110048- Grants & Subsidy Reserve  
**Reserve Number:** 110048  
**Date Established:** 2003  
**Source of Funds:** Grant & Subsidy Adjustments  
**Purpose:** To offset potential subsidy adjustments stemming from year end issues with respect to cash flow & settlements of grants & subsidies resulting from the Provinces completion of their year end of March 31 which differs from the City's year end of December 31.  
**Target Balance:** To Be Reviewed  
**Comments:** Mitigation option to assist with Provincial Funding shortfalls  
**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	947,448	971,346	996,072	1,018,982	0
<b>Add</b>					
Interest Earned	23,898	24,726	22,910	23,437	0
	<b>23,898</b>	<b>24,726</b>	<b>22,910</b>	<b>23,437</b>	<b>0</b>
<b>Less</b>					
Mitigation option to assist with Provincial Funding/COVID shortfalls	0	0	0	1,042,418	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,042,418</b>	<b>0</b>
<b>Ending Balance</b>	<b>971,346</b>	<b>996,072</b>	<b>1,018,982</b>	<b>0</b>	<b>0</b>



# OPERATING RESERVES

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***2019 Reserve Report With  
2020 - 2022 Projections***





**City of Hamilton  
 2019 Reserve Report  
 Reserve Balances**

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>OPERATING RESERVES</u></b>						
112243- Enterprise Fund Reserve	-568,550	-222,440	402,347	1,041,505	1,689,294	One-Time
<b><u>Working Fund Reserves</u></b>						
112206- Election Expense Reserve	-24,828	238,031	723,968	1,221,082	212,379	Yes
112212- Volunteer Committee Reserve	200,600	192,234	171,368	175,309	179,341	Yes
112230- City Enrichment Fund	126,651	101,594	103,931	106,321	108,766	Yes
112300- Investment Stabilization Reserve	40,389,614	39,908,737	44,477,327	48,038,345	51,681,266	Yes
112400- Working Fund-General	25,350,561	22,676,987	23,198,558	23,732,125	24,277,964	Yes
<b>Sub-total Working Fund Reserves</b>	<b>66,042,599</b>	<b>63,117,583</b>	<b>68,675,152</b>	<b>73,273,182</b>	<b>76,459,716</b>	
<b>OPERATING RESERVES</b>	<b>65,474,050</b>	<b>62,895,143</b>	<b>69,077,499</b>	<b>74,314,687</b>	<b>78,149,010</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112243- Enterprise Fund Reserve

**Reserve Number:** 112243

**Date Established:** June, 1999

**Source of Funds:** One-Time Provincial Grant  
Repayment of Efficiency related initiatives

**Purpose:** The Reserve was established to fund one-time costs associated with innovative ventures and alternative service delivery that yield ongoing operating savings. (FIN 99-046). The operating savings are then used to repay the initial investment, thus ensuring funds for future cost saving measures.

**Target Balance:** N/A - One-Time Funding

**Comments:**

**Sustainable:** One-Time

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>-300,656</b>	<b>-568,550</b>	<b>-222,440</b>	<b>402,347</b>	<b>1,041,505</b>
<b>Add</b>						
Interest Earned		-8,377	-9,463	2,045	16,416	31,047
Debt Repayments	PW10099	51,464	51,464	0	0	0
Energy Efficiency Projects- Sackville Repay	PW16074	6,000	6,000	6,000	6,000	0
Repay Call Handling Project	FCS13098	110,000	100,000	100,000	100,000	100,000
Return Project Surplus		2,374	0	0	0	0
Return Project Surplus	Closing Report	0	168,982	0	0	0
Energy Efficiency Projects- FOC Repay	PW16074	0	66,127	66,127	66,127	66,127
Energy Efficiency Projects Repay	PW16074	0	0	381,615	381,615	381,615
Energy Efficiency Lodges Projects Repay	PW16056	0	69,000	69,000	69,000	69,000
		<b>161,461</b>	<b>452,110</b>	<b>624,787</b>	<b>639,158</b>	<b>647,789</b>
<b>Less</b>						
Energy Efficiency Projects- Aquatics Centre	PW16074	0	106,000	0	0	0
Lodges LED Light Upgrades	PW16056	429,355	0	0	0	0
		<b>429,355</b>	<b>106,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>-568,550</b>	<b>-222,440</b>	<b>402,347</b>	<b>1,041,505</b>	<b>1,689,294</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110080- Debenture Issuance Expense  
**Reserve Number:** 110080  
**Date Established:** December, 1982  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** This reserve was established to equalize future debenture issues and related expenses.  
**Target Balance:** CLOSED  
**Comments:** CLOSED as part of FCS18064  
**Sustainable:** CLOSED

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	557,858	0	0	0	0
<b>Add</b>					
Interest Earned	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Less</b>					
Debt Issue & Credit Rating Costs	0	0	0	0	0
Reserve Closure to 110046	557,858	0	0	0	0
	<u>557,858</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Ending Balance</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112206- Election Expense Reserve  
**Reserve Number:** 112206  
**Date Established:** 1985  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** To eliminate the fluctuations of the annual tax operating budget (formerly mill rate) resulting from election expenditures every fourth year.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>980,080</b>	<b>-24,828</b>	<b>238,031</b>	<b>723,968</b>	<b>1,221,082</b>
<b>Add</b>						
Interest Earned		24,721	-632	10,937	22,114	16,297
Annual Contribution	Operating Budget	475,000	475,000	475,000	475,000	475,000
		<b>499,721</b>	<b>474,368</b>	<b>485,937</b>	<b>497,114</b>	<b>491,297</b>
<b>Less</b>						
Election Costs	Operating Budget	1,504,629	211,509	0	0	1,500,000
		<b>1,504,629</b>	<b>211,509</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>
<b>Ending Balance</b>		<b>-24,828</b>	<b>238,031</b>	<b>723,968</b>	<b>1,221,082</b>	<b>212,379</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112212- Volunteer Committee Reserve  
**Reserve Number:** 112212  
**Date Established:** Oct 25,2005 FCS05114  
**Source of Funds:** Unused annual Operating Funds of the individual Volunteer's Committees, subject to an overall Corporate Surplus.  
**Purpose:** To provide a source of funding for Volunteer Committees in excess of their approved annual budget.  
**Target Balance:** The individual Volunteer's Committee Reserve balance is not to exceed double their annual operating budget.  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	178,553	200,600	192,234	171,368	175,309
<b>Add</b>					
Interest Earned	4,453	5,041	4,134	3,941	4,032
Unspent Funds	26,594	31,208	0	0	0
	<b>31,047</b>	<b>36,249</b>	<b>4,134</b>	<b>3,941</b>	<b>4,032</b>
<b>Less</b>					
Payments	9,000	44,615	25,000	0	0
	<b>9,000</b>	<b>44,615</b>	<b>25,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>200,600</b>	<b>192,234</b>	<b>171,368</b>	<b>175,309</b>	<b>179,341</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112230- City Enrichment Fund  
**Reserve Number:** 112230  
**Date Established:** Est. in 1989 2014 FCS14024 changed reserve name  
**Source of Funds:** Year-end Administrative operating budget surplus.  
 Unused funds returned by grant recipients.  
 Uncollected funds where applicant is awarded a grant but fails to collect by stated deadline.  
**Purpose:** To fund extraordinary and unforeseen expenditures, providing one-time funding to grant recipients.  
**Target Balance:** 5% of the annual program budget \$301K (2018 Budget)  
**Comments:** 2014 FCS14024 changed name from Community Partnership Fund to City Enrichment Fund.  
**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>		<b>334,337</b>	<b>126,651</b>	<b>101,594</b>	<b>103,931</b>	<b>106,321</b>
<b>Add</b>						
Interest Earned		7,806	1,610	2,337	2,390	2,445
Grants' Surplus	GRA 18002	82,778	0	0	0	0
Grants' Surplus	GRA19001	0	82,047	0	0	0
		<b>90,584</b>	<b>83,657</b>	<b>2,337</b>	<b>2,390</b>	<b>2,445</b>
<b>Less</b>						
One Time Grant Payment		298,270	108,714	0	0	0
		<b>298,270</b>	<b>108,714</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>126,651</b>	<b>101,594</b>	<b>103,931</b>	<b>106,321</b>	<b>108,766</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112300- Investment Stabilization Reserve  
**Reserve Number:** 112300  
**Date Established:** 2005  
**Source of Funds:** Capital Gains  
**Purpose:** To mitigate the operating budget impact of reducing the interest income allocation to the operating budget in future years.  
**Target Balance:** To Be Reviewed  
**Comments:** This reserve was previously known as the Portfolio Valuation Reserve and the scope of this reserve was changed through Report FCS05068.  
**Sustainable:** Yes

			Projected	Projected	Projected	
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>		<b>58,690,808</b>	<b>40,389,614</b>	<b>39,908,737</b>	<b>44,477,327</b>	<b>48,038,345</b>
<b>Add</b>						
Interest Earned		1,107,117	1,011,143	930,551	1,022,979	1,104,882
Realized from Capital Gains		115,189	3,064,871	0	0	0
Repayment Roads Rehab	2018 Capital Budget	1,640,000	1,640,000	1,640,000	1,640,000	1,640,000
Repayment Ancaster Arts Centre	GIC 18-003	236,500	236,500	236,500	236,500	236,500
Repayment Ancaster Arts Centre	PW19072	0	0	289,446	289,446	289,446
Repayment	Confidential	0	0	372,093	372,093	372,093
		<b>3,098,806</b>	<b>5,952,514</b>	<b>3,468,590</b>	<b>3,561,018</b>	<b>3,642,921</b>
<b>Less</b>						
Ancaster Memorial Arts Centre Area Rating Loan	GIC 18-003	2,000,000	3,738,333	-1,100,000	0	0
Roads Rehab Loan	2018 Capital Budget	19,400,000	0	0	0	0
Land acquisition	Confidential	0	2,695,058	0	0	0
		<b>21,400,000</b>	<b>6,433,391</b>	<b>-1,100,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>40,389,614</b>	<b>39,908,737</b>	<b>44,477,327</b>	<b>48,038,345</b>	<b>51,681,266</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112400- Working Fund-General  
**Reserve Number:** 112400  
**Date Established:** March, 1974  
**Source of Funds:** Recoveries from the operating fund  
 Debt Repayments  
**Purpose:** This reserve was established to provide positive cash balances during times when cash flows are low. The reserve is also used to fund unbudgeted deficits in various programs.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

			Projected	Projected	Projected
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>	31,794,269	25,350,561	22,676,987	23,198,558	23,732,125
<b>Add</b>					
Interest Earned	719,018	596,755	521,571	533,567	545,839
	<b>719,018</b>	<b>596,755</b>	<b>521,571</b>	<b>533,567</b>	<b>545,839</b>
<b>Less</b>					
Land Acquisition	6,250,000	0	0	0	0
Erosion Leachate- Rennie	912,725	0	0	0	0
Project closing	0	3,270,329	0	0	0
	<b>7,162,725</b>	<b>3,270,329</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>25,350,561</b>	<b>22,676,987</b>	<b>23,198,558</b>	<b>23,732,125</b>	<b>24,277,964</b>

# PROGRAM SPECIFIC RESERVES

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***2019 Reserve Report With  
2020 - 2022 Projections***







**City of Hamilton  
2019 Reserve Report  
Reserve Balances**

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>PROGRAM SPECIFIC RESERVES</u></b>						
<b><u>Healthy and Safe Communities</u></b>						
<b><u>Housing Reserves</u></b>						
102045- Emergency Repair Program-HHERP	170,865	174,601	390,496	318,557	255,079	One-Time
110041- Social Housing Stabilization Reserve	1,626,302	1,547,384	1,311,781	1,341,952	1,372,817	No
110052- Revolving Loan Fund Reserve-Ontario Renovates Program	280,074	420,660	480,910	542,546	175,712	Yes
112009- Municipal Down Payment Assistance Program	375,532	385,091	0	0	0	One-Time
112239- Federal Housing Initiatives	367,887	13,176	13,479	13,789	14,106	One-Time
112244- Social Housing Transition Reserve	110,715	113,533	65,569	0	0	One-Time
112248- Social Housing Capital Reserve	898,894	0	0	0	0	Closed
112252- Supplement/Housing Allowance Reserve	461,680	473,432	484,321	495,460	506,856	One-Time
112254- Revolving Home Ownership Reserve	637,492	1,055,072	725,314	438,546	448,633	Yes
112256- Affordable Housing Property Reserve	0	0	2,933,350	3,000,817	3,069,836	Yes
<b>Sub-total Housing Reserves</b>	<b>4,929,441</b>	<b>4,182,949</b>	<b>6,405,220</b>	<b>6,151,667</b>	<b>5,843,039</b>	
<b><u>Lodges</u></b>						
110042- Lodges Infrastructure Reserve	198,792	968,124	988,368	1,011,101	1,792,981	Yes
<b>Sub-total Lodges</b>	<b>198,792</b>	<b>968,124</b>	<b>988,368</b>	<b>1,011,101</b>	<b>1,792,981</b>	
<b><u>Recreation Reserves</u></b>						
108038- Four Pad Arena Capital Reserve	728,576	665,603	701,142	737,498	774,690	Yes
110049- Four Pad Stabilization Reserve	289,225	296,587	303,409	310,387	317,526	Yes
<b>Sub-total Recreation Reserves</b>	<b>1,017,801</b>	<b>962,190</b>	<b>1,004,551</b>	<b>1,047,885</b>	<b>1,092,217</b>	
<b><u>Social Services</u></b>						
110044- Ontario Works Stabilization Reserve	1,258,575	1,290,613	1,320,297	1,351,247	1,382,326	No
112214- Social Services Initiative Fund	17,263	17,702	18,110	0	0	One-Time
112218- Early Years System Reserve	3,295,158	688,677	704,517	720,721	737,297	One-Time
<b>Sub-total Social Services</b>	<b>4,570,997</b>	<b>1,996,993</b>	<b>2,042,923</b>	<b>2,071,967</b>	<b>2,119,623</b>	
<b>Sub-total Healthy and Safe Communities</b>	<b>10,717,030</b>	<b>8,110,256</b>	<b>10,441,062</b>	<b>10,282,621</b>	<b>10,847,859</b>	
<b><u>Public Health</u></b>						
112207- Upwind & Downwind Conference	28,800	29,533	30,212	30,907	31,618	Yes
112219- Public Health Services Reserves	271,285	278,191	3,392	3,470	3,550	One-Time
<b>Sub-total Public Health</b>	<b>300,085</b>	<b>307,724</b>	<b>33,605</b>	<b>34,377</b>	<b>35,168</b>	
<b><u>Library Reserves</u></b>						
106005- Reserve For Mobile Equipment	539,383	583,559	627,326	672,100	717,903	Yes
106006- Library Collections	1,011,193	994,204	886,081	881,173	926,728	Yes
106007- Library General Development	916,690	1,674,491	1,015,069	1,088,991	1,164,613	Yes
106008- Library Major Capital Projects	1,829,814	1,412,282	417,080	233,476	247,949	Yes
106009- Summer Reading Program	507,913	522,688	474,020	484,922	496,075	Yes
106011- Redeployment & Training Fund	394,982	405,037	234,306	239,695	245,208	Yes
106012- Youth Programming Reserve	82,908	70,550	72,173	73,833	75,531	Yes

**City of Hamilton  
2019 Reserve Report  
Reserve Balances**

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
106013- Accessibility, Renewal and Health & Safety Reserve	974,122	1,018,624	162,047	130,199	36,469	Yes
106014- Library-Computer Reserve Fund	642,308	436,836	554,102	687,215	914,424	Yes
106015- Library Donations Reserve	23,779	27,282	32,967	43,840	54,963	Yes
106110- Special Gift Fund	1,900,425	1,888,259	1,903,259	1,953,259	2,008,259	One- Time
106130- K McLaren Memorial Fund	42,095	43,706	34,506	35,406	36,406	One- Time
106152- Waterdown Library Fund	48,701	49,941	51,090	52,265	53,467	One- Time
<b>Sub-total Library Reserves</b>	<b>8,914,313</b>	<b>9,127,459</b>	<b>6,464,026</b>	<b>6,576,374</b>	<b>6,977,995</b>	
<b><u>Planning &amp; Development Reserves</u></b>						
<b><u>Airport Reserves</u></b>						
108043- Airport Capital Reserve	789,980	588,497	723,412	861,537	1,002,839	Yes
112217- Airport Joint Marketing Reserve Fund	380,664	284,370	441,418	451,680	462,178	Yes
<b>Sub-total Airport Reserves</b>	<b>1,170,644</b>	<b>872,867</b>	<b>1,164,830</b>	<b>1,313,217</b>	<b>1,465,017</b>	
<b><u>Culture Reserve</u></b>						
104080- Reserve For Various Museums	326,701	359,194	382,628	406,601	431,125	Yes
108044- Public Art Reserve	1,177,480	1,379,905	1,022,175	323,474	-1,870	Yes
108049- Downtown Public Art	56,576	52,581	3,215	3,289	3,365	Yes
<b>Sub-total Culture Reserve</b>	<b>1,560,757</b>	<b>1,791,680</b>	<b>1,408,018</b>	<b>733,364</b>	<b>432,620</b>	
<b><u>Development Related Reserves</u></b>						
100045- Services for New Subdivisions	3,784,357	3,880,690	3,969,946	4,061,255	4,154,664	Yes
108042- Red Hill Business Park Reserve	6,827,671	2,423,998	899,473	920,161	941,325	One-Time
110060- Shovel Ready Industrial Land Reserve	4,326,134	3,532,440	3,006,786	3,075,942	3,146,689	One-Time
110086- Development Fees Stabilization	8,333,308	9,728,525	9,952,281	10,181,183	10,415,350	Yes
117012- Developer Deposits - Roads (SC)	962,675	987,181	0	0	0	One- Time
<b>Sub-total Development Related Reserves</b>	<b>24,234,146</b>	<b>20,552,834</b>	<b>17,828,486</b>	<b>18,238,541</b>	<b>18,658,028</b>	
<b><u>Downtown/BIA's/Heritage Reserves</u></b>						
100005- Revolving Fund-Historic Properties	438,418	449,578	459,918	470,496	481,317	Yes
102047- Community Heritage Program Reserve	129,565	97,450	69,346	40,596	41,530	One-Time
102048- Main Street Program Reserve	1,248,817	1,280,607	1,310,061	480,417	245,747	Yes
102049- Hamilton Community Heritage Fund	102,467	100,884	42,514	33,377	24,030	Yes
108036- Downtown Hamilton Capital Program	1,169,400	1,419,168	1,097,784	1,021,883	944,236	Yes
112006- LACAC Publications Reserve	0	0	0	0	0	CLOSED
112229- Commercial Property Improvement Grant (C.P.I.G.) Reserve	318,705	326,818	253,415	178,324	101,505	Yes
<b>Sub-total Downtown/BIA's/Heritage Reserves</b>	<b>3,407,371</b>	<b>3,674,505</b>	<b>3,233,038</b>	<b>2,225,093</b>	<b>1,838,365</b>	
<b><u>Economic Development</u></b>						
112221- Economic Development Investment Reserve	1,443,270	1,428,718	1,167,160	839,980	859,300	Yes
112231- Conventions/Sports Events Reserve	442,948	595,357	692,499	744,335	751,845	Yes
<b>Sub-total Economic Development</b>	<b>1,886,218</b>	<b>2,024,075</b>	<b>1,859,659</b>	<b>1,584,315</b>	<b>1,611,145</b>	

**City of Hamilton  
2019 Reserve Report  
Reserve Balances**

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>Planning-Other Reserves</u></b>						
100035- Property Purchases	8,715,160	9,504,988	10,318,578	10,660,609	11,010,506	Yes
100051- OPA 28 Fee Reserve	-2,734,445	-2,686,904	-2,255,123	-1,823,342	-1,391,561	One- Time
108021- Parking Capital Reserve	5,648,095	7,423,710	7,755,457	7,355,427	8,578,758	Yes
115085- HMPS Cash in Lieu of Parking Reserve	640,200	656,497	671,596	687,043	702,845	Yes
<b>Sub-total Planning-Other Reserves</b>	<b>12,269,010</b>	<b>14,898,291</b>	<b>16,490,508</b>	<b>16,879,737</b>	<b>18,900,548</b>	
<b>Sub-total Planning &amp; Development Reserves</b>	<b>44,528,146</b>	<b>43,814,252</b>	<b>41,984,539</b>	<b>40,974,267</b>	<b>42,905,723</b>	
<b><u>H.E.F. Reserves</u></b>						
100025- H.E.F. - Capital Projects	494,256	1,001,433	1,372,415	1,632,929	1,899,434	Yes
102025- First Ontario Concert Hall Reserve	393,220	503,866	616,605	630,787	645,295	Yes
<b>Sub-total H.E.F. Reserves</b>	<b>887,477</b>	<b>1,505,299</b>	<b>1,989,020</b>	<b>2,263,716</b>	<b>2,544,729</b>	
<b><u>Police Reserves</u></b>						
104055- Tax Stabilization-Police	1,405,921	1,801,517	1,873,297	1,916,383	1,960,460	Yes
104056- ISD (Investigative Services Division) Capital Reserve	152,797	0	0	0	0	Closed
110065- Police Capital Expenditures	489,387	1,183,569	426,879	436,697	446,741	Yes
112029- Provision for Vacation Liability	1,537,937	1,577,086	1,613,359	1,650,466	1,688,427	Yes
112225- Police Rewards	200,316	205,415	179,795	183,930	188,160	Yes
<b>Sub-total Police Reserves</b>	<b>3,786,358</b>	<b>4,767,587</b>	<b>4,093,330</b>	<b>4,187,476</b>	<b>4,283,788</b>	
<b><u>Farmers Market</u></b>						
104006- Hamilton Farmers Market Reserve	75,687	120,717	72,364	77,063	66,697	Yes
<b>Sub-total Farmers Market</b>	<b>75,687</b>	<b>120,717</b>	<b>72,364</b>	<b>77,063</b>	<b>66,697</b>	
<b><u>Public Works Reserves</u></b>						
<b><u>Cemeteries' Reserves</u></b>						
104105- Cemetery Niche Reserve	149,632	157,783	154,171	150,267	150,425	Yes
<b>Sub-total Cemeteries' Reserves</b>	<b>149,632</b>	<b>157,783</b>	<b>154,171</b>	<b>150,267</b>	<b>150,425</b>	
<b><u>Facilities</u></b>						
108012- Tim Hortons Field Capital Reserve	29,872	53,347	77,333	101,870	126,972	Yes
108039- General Facility Capital Reserve	114,395	117,307	120,005	122,765	125,589	Yes
108046- RCMP Lease-Capital Replacement	1,123,001	1,206,986	1,291,694	1,378,350	1,467,000	Yes
108048- YMCA & Turner Library Capital Renewal Reserve	433,783	501,516	569,086	638,210	708,924	Yes
112209- 47 Guise St Reserve	169,689	183,509	197,339	211,487	225,960	Yes
<b>Sub-total Facilities</b>	<b>1,870,740</b>	<b>2,062,664</b>	<b>2,255,456</b>	<b>2,452,682</b>	<b>2,654,444</b>	
<b><u>Greenspace/Parks Reserves</u></b>						
108037- Hamilton Beach Park Reserve	208,432	55,993	257,673	265,403	273,365	Yes
112201- General Park, Marina and Waterfront Reserve	828,158	899,111	201,787	64,818	177,574	Yes
112202- Leash Free Park Reserve	169,683	134,949	96,611	57,391	17,269	Yes
112224- Waterpark Operations Reserve	1,464,294	1,771,860	1,379,552	1,234,269	1,085,645	Yes

**City of Hamilton  
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Reserve Balances**

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b>Sub-total Greenspace/Parks Reserves</b>	<b>2,670,566</b>	<b>2,861,913</b>	<b>1,935,623</b>	<b>1,621,881</b>	<b>1,553,853</b>	
<b><u>Public Works-Other Reserves</u></b>						
108041- Roads, Bridges & Traffic Capital Reserve	1,800,179	2,043,451	2,090,450	2,138,530	2,187,716	One-Time
112203- Red Light Camera Project	6,083,035	6,539,993	4,107,275	1,905,383	792,885	No
112205- Winter Control	3,312,999	3,397,334	3,475,473	3,555,409	3,637,183	No
112272- Energy Conservation Initiative Reserve	4,730,017	5,339,681	4,075,237	3,998,077	3,869,449	Yes
<b>Sub-total Public Works-Other Reserves</b>	<b>15,926,230</b>	<b>17,320,459</b>	<b>13,748,435</b>	<b>11,597,399</b>	<b>10,487,233</b>	
<b><u>Transit Reserves</u></b>						
108019- Transit Shelter Capital Reserve	176,547	181,041	185,205	0	0	One-Time
108025- Transit Capital Reserve	279,978	270,210	378,725	492,035	604,502	Yes
108045- Federal Public Transit Funds	61,098	62,653	13,514	13,822	14,140	One-Time
108047- Rapid Transit Capital Reserve	3,183,015	2,961,358	520,949	532,931	545,188	One-Time
<b>Sub-total Transit Reserves</b>	<b>3,700,637</b>	<b>3,475,262</b>	<b>1,098,393</b>	<b>1,038,789</b>	<b>1,163,831</b>	
<b><u>Waste Management Reserves</u></b>						
110062- Closed Landfill Reserve	1,133,552	1,189,207	1,221,066	1,249,151	1,277,881	Yes
112270- Waste Management Recycling	4,858,399	3,027,803	271,311	-228,199	-233,448	No
112271- WM Facilities-Replace/Upgrade Reserve	3,273,981	3,357,322	2,755,200	2,818,570	2,883,397	Yes
<b>Sub-total Waste Management Reserves</b>	<b>9,265,932</b>	<b>7,574,332</b>	<b>4,247,577</b>	<b>3,839,522</b>	<b>3,927,830</b>	
<b>Sub-total Public Works Reserves</b>	<b>33,583,737</b>	<b>33,452,413</b>	<b>23,439,655</b>	<b>20,700,540</b>	<b>19,937,617</b>	
<b>PROGRAM SPECIFIC RESERVES</b>	<b>102,792,833</b>	<b>101,205,707</b>	<b>88,517,600</b>	<b>85,096,434</b>	<b>87,599,576</b>	

# Healthy & Safe Communities

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***2019 Reserve Report With  
2020 - 2022 Projections***





**City of Hamilton  
2019 Reserve Report  
Reserve Balances**

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>Healthy and Safe Communities</u></b>						
<b><u>Housing Reserves</u></b>						
102045- Emergency Repair Program-HHERP	170,865	174,601	390,496	318,557	255,079	One-Time
110041- Social Housing Stabilization Reserve	1,626,302	1,547,384	1,311,781	1,341,952	1,372,817	No
110052- Revolving Loan Fund Reserve-Ontario Renovates Program	280,074	420,660	480,910	542,546	175,712	Yes
112009- Municipal Down Payment Assistance Program	375,532	385,091	0	0	0	One-Time
112239- Federal Housing Initiatives	367,887	13,176	13,479	13,789	14,106	One-Time
112244- Social Housing Transition Reserve	110,715	113,533	65,569	0	0	One-Time
112248- Social Housing Capital Reserve	898,894	0	0	0	0	Closed
112252- Supplement/Housing Allowance Reserve	461,680	473,432	484,321	495,460	506,856	One-Time
112254- Revolving Home Ownership Reserve	637,492	1,055,072	725,314	438,546	448,633	Yes
112256- Affordable Housing Property Reserve	0	0	2,933,350	3,000,817	3,069,836	Yes
<b>Sub-total Housing Reserves</b>	<b>4,929,441</b>	<b>4,182,949</b>	<b>6,405,220</b>	<b>6,151,667</b>	<b>5,843,039</b>	
<b><u>Lodges</u></b>						
110042- Lodges Infrastructure Reserve	198,792	968,124	988,368	1,011,101	1,792,981	Yes
<b>Sub-total Lodges</b>	<b>198,792</b>	<b>968,124</b>	<b>988,368</b>	<b>1,011,101</b>	<b>1,792,981</b>	
<b><u>Recreation Reserves</u></b>						
108038- Four Pad Arena Capital Reserve	728,576	665,603	701,142	737,498	774,690	Yes
110049- Four Pad Stabilization Reserve	289,225	296,587	303,409	310,387	317,526	Yes
<b>Sub-total Recreation Reserves</b>	<b>1,017,801</b>	<b>962,190</b>	<b>1,004,551</b>	<b>1,047,885</b>	<b>1,092,217</b>	
<b><u>Social Services</u></b>						
110044- Ontario Works Stabilization Reserve	1,258,575	1,290,613	1,320,297	1,351,247	1,382,326	No
112214- Social Services Initiative Fund	17,263	17,702	18,110	0	0	One-Time
112218- Early Years System Reserve	3,295,158	688,677	704,517	720,721	737,297	One-Time
<b>Sub-total Social Services</b>	<b>4,570,997</b>	<b>1,996,993</b>	<b>2,042,923</b>	<b>2,071,967</b>	<b>2,119,623</b>	
<b>Sub-total Healthy and Safe Communities</b>	<b>10,717,030</b>	<b>8,110,256</b>	<b>10,441,062</b>	<b>10,282,621</b>	<b>10,847,859</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 102045- Emergency Repair Program-HHERP

**Reserve Number:** 102045

**Date Established:** 2001

**Source of Funds:** From the consolidation of the Hamilton Assistance Rehabilitation Program (HARP)

**Purpose:** Provide emergency funding for repairs for housing located in urban areas.

**Target Balance:** N/A - One-Time Funding

**Comments:** This reserve was initially approved by Council in 2001 for emergency repairs for housing located in urban areas. The program was not implemented and since that time had been gathering interest.

The June 9, 2014 Emergency and Community Services Committee approved (Report CS11017(d)) that funding in this reserve be used for emergency home repairs of up to \$5,000 for Ontario Works and Ontario Disability Support Program (ODSP) homeowners. This program is a component of the City's Ontario Renovates Program and was launched in November 2015.

January 17 2019, Council approved Report HSC19001 to add accessibility modifications for low income homeowners as required in accordance with current community needs, current repair costs, and the funds available for the program to the Emergency Repair Program, as well as increasing the maximum grant amount to \$10,000.

**Sustainable:** One-Time

		<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>		<b>167,135</b>	<b>170,865</b>	<b>174,601</b>	<b>390,496</b>	<b>318,557</b>
<b>Add</b>						
Interest Earned		3,730	3,736	6,425	8,061	6,522
Transfer from Reserve 112009	HSC20003	0	0	289,470	0	0
		<b>3,730</b>	<b>3,736</b>	<b>295,895</b>	<b>8,061</b>	<b>6,522</b>
<b>Less</b>						
Emergency Home Repairs	CS11017(d)/ HSC19001	0	0	80,000	80,000	70,000
		<b>0</b>	<b>0</b>	<b>80,000</b>	<b>80,000</b>	<b>70,000</b>
<b>Ending Balance</b>		<b>170,865</b>	<b>174,601</b>	<b>390,496</b>	<b>318,557</b>	<b>255,079</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110041- Social Housing Stabilization Reserve  
**Reserve Number:** 110041  
**Date Established:** April 22, 2015 FCS14047(b)  
**Source of Funds:** Year end Operating Surpluses in Social Housing Program  
**Purpose:** To provide development charge exemptions for affordable housing.  
**Target Balance:** N/A  
**Comments:** Purpose revised as part of FCS17060(b)  
**Sustainable:** No

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>2,098,822</b>	<b>1,626,302</b>	<b>1,547,384</b>	<b>1,311,781</b>	<b>1,341,952</b>
<b>Add</b>						
Interest Earned		52,940	51,777	32,507	30,171	30,865
		<b>52,940</b>	<b>51,777</b>	<b>32,507</b>	<b>30,171</b>	<b>30,865</b>
<b>Less</b>						
2018 Recover DC Exemptions (Project Id-2051580510)	FCS17060(b)	525,460	0	0	0	0
2020 Recover DC Exemptions (Project Id- 2051580510)	FCS17060(b)	0	0	264,669	0	0
Habitat for Humanity	FCS19084	0	130,695	3,441	0	0
		<b>525,460</b>	<b>130,695</b>	<b>268,110</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>1,626,302</b>	<b>1,547,384</b>	<b>1,311,781</b>	<b>1,341,952</b>	<b>1,372,817</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110052- Revolving Loan Fund Reserve-Ontario Renovates Program

**Reserve Number:** 110052

**Date Established:** May 27th, 2015 - CES15019

**Source of Funds:** Conditional Loan Repayments

**Purpose:** As per the Administration Agreement with the Province, repayments made through the Ontario Renovates Program are to be reinvested into new Ontario Renovates projects unless otherwise directed by the Ministry of Municipal Affairs & Housing. As such, the Ministry has requested the creation and maintenance of a dedicated reserve account, established from repayments from recipients of the Ontario Renovates program who are required to pay back the loan. The funds from this account are to be used to fund future Ontario Renovates projects.

**Target Balance:** N/A

**Comments:** Must be used for the Ontario Renovates Program.

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	271,234	280,074	420,660	480,910	542,546
<b>Add</b>					
Interest Earned	6,864	8,895	10,250	11,636	8,166
Loan Repayments	1,975	131,691	50,000	50,000	0
	<b>8,839</b>	<b>140,586</b>	<b>60,250</b>	<b>61,636</b>	<b>8,166</b>
<b>Less</b>					
To maintain programming with reduced Fed/Prov funding	0	0	0	0	375,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>375,000</b>
<b>Ending Balance</b>	<b>280,074</b>	<b>420,660</b>	<b>480,910</b>	<b>542,546</b>	<b>175,712</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112009- Municipal Down Payment Assistance Program

**Reserve Number:** 112009

**Date Established:** May 24th, 2006 SSC06012

**Source of Funds:** The program is sustainable through repayments which are reinvested into a revolving loan fund to be used to provide down payment assistance for other eligible households.

**Purpose:** To deliver a Municipal Down Payment Assistance Program, identical to the IAH-E Home ownership Component, and administered in accordance with the program guidelines.

**Target Balance:** N/A - One-Time Funding

**Comments:** In August 2018, the reserve was repurposed into a Municipal Down Payment Assistance Program identical to the IAH-E program, and shares the pool of eligible applicants. Assistance is provided in the form of a 20-year forgivable loan in the maximum amount of 10% of the purchase price. If the participant no longer meets the program requirements prior to 20 years, the loan is repaid to the City of Hamilton along with a percentage of the capital gains. These funds are deposited back into the Revolving Loan Fund to provide assistance for other eligible households. With changes in the housing market it is recommended that the General Manager of Healthy and Safe Communities Department be authorized to review and amend the maximum purchase price and maximum household income level or the MDPAP a minimum of every three years. The reserve was not spent in 2018 for the Municipal Down Payment Assistance Program due to housing market conditions relative to the program criteria. Prefer to hold longer to enable down payment assistance for qualifying households purchasing social housing single detached units being sold as part of long term strategic portfolio management.

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	366,293	375,532	385,091	0	0
<b>Add</b>					
Interest Earned	9,239	9,559	4,379	0	0
	<b>9,239</b>	<b>9,559</b>	<b>4,379</b>	<b>0</b>	<b>0</b>
<b>Less</b>					
Trillium Payment	0	0	100,000	0	0
Transfer to reserve 102045	0	0	289,470	0	0
	<b>0</b>	<b>0</b>	<b>389,470</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>375,532</b>	<b>385,091</b>	<b>0</b>	<b>0</b>	<b>0</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112239- Federal Housing Initiatives  
**Reserve Number:** 112239  
**Date Established:** April 25, 2007 FCS07050  
**Source of Funds:** One-time unconditional Federal Affordable Housing Funds that are flowing through the Province of Ontario  
**Purpose:** Initially the Province stated that the funds were to be used for Affordable Housing which includes a broad range of housing and homelessness programming based on local need.  
**Target Balance:** N/A - One-Time Funding

**Comments:** Under Bill C 48, the Federal Government released financial commitments relating to affordable housing and transit to the Provinces. The 2007 provincial Budget, announced the commitment to Ontario municipalities (DOORS). Report (ECS08007) transferred half of the \$6,580,000 to Emergency Capital (112248) and the remainder to be used for housing and homelessness related programs. Report ECS08007 delegated responsibility for approving DOOR funding to the General Manager of Community Services. The funding has been directed to the implementation of the Blueprint for Emergency Shelter Services per Report CS09015(a). Report CS09015(b) will use the funds on an interim basis for Emergency Shelter Services. Report CS13017(a) approved one-time funding in 2014 for the food banks and the YWCA Transitional Housing Program. The remaining balance was held in reserve for 2015 pending decisions regarding the 2015 Community Homelessness Prevention Initiative (CHPI) allocations. At the January 19, 2015 Emergency and Community Services Committee meeting, a recommendation was approved for \$757,950 in one-time transitional funding for 6 programs from April 1, 2015 to March 31, 2016. At the May 25, 2015 Emergency and Community Services Committee meeting, the recommendation was approved to cover the cost of 15 additional temporary beds and mobile case management in the women's shelter system through provincial (CHPI) funding. Cost will be confirmed in the fall of 2015 after completing a Call for Applications for the service. Further, CS13051(b) directed staff to conduct a CFA for mobile case management and temporary emergency shelter services for single women. These were to be funded from Reserve Account 112239 and the Community Homelessness Prevention Initiative. Consistent with the reserve's purpose, remaining funds in this reserve can be used to cover any potential overspending in the CHPI and related Housing Stability Benefit component of CHPI. HSC18050 Rapid Re-Housing Program (Hotel) Housing Allowances was approved and funding for this program is in the amount of \$358K.

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	358,836	367,887	13,176	13,479	13,789
<b>Add</b>					
Interest Earned	9,051	3,289	303	310	317
	<b>9,051</b>	<b>3,289</b>	<b>303</b>	<b>310</b>	<b>317</b>
<b>Less</b>					
Delivery of Rapid Re-Housing	0	358,000	0	0	0
	<b>0</b>	<b>358,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>367,887</b>	<b>13,176</b>	<b>13,479</b>	<b>13,789</b>	<b>14,106</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112244- Social Housing Transition Reserve

**Reserve Number:** 112244

**Date Established:** 2001

**Source of Funds:** Federal Government Contribution

**Purpose:** To cover costs associated with the download of housing to Service Manager. It is to cover equipment purchase, office space, supplies and other administrative costs incurred.

**Target Balance:** N/A - One-Time Funding

**Comments:** In the past, the funds have been used to fund the administration of Social Housing Projects In Difficulty, such as First Place. In April 2013, the Province allocated \$208,425 in unbudgeted funding for housing related costs at the discretion of the municipality. This funding was transferred to this reserve. Council approved the development and purchase of a software program for social housing (CS13033), in collaboration with other Municipal Service Managers. The reserve will be closed after disbursement of funds.

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	107,991	110,715	113,533	65,569	0
<b>Add</b>					
Interest Earned	2,724	2,818	2,036	746	0
	<u>2,724</u>	<u>2,818</u>	<u>2,036</u>	<u>746</u>	<u>0</u>
<b>Less</b>					
Housing Collaborative Initiative	0	0	50,000	66,315	0
	<u>0</u>	<u>0</u>	<u>50,000</u>	<u>66,315</u>	<u>0</u>
<b>Ending Balance</b>	<u>110,715</u>	<u>113,533</u>	<u>65,569</u>	<u>0</u>	<u>0</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112248- Social Housing Capital Reserve

**Reserve Number:** 112248

**Date Established:** 2001

**Source of Funds:** Federal Government Contribution

**Purpose:** Funding from the Federal Government to fund capital needs for social housing.

**Target Balance:** N/A - One-Time Funding

**Comments:** Social housing providers may request a grant when they require funding for emergency capital repairs or in exceptional situations for their social housing stock when there are inadequate financial resources to cover the cost. The reserve may also be accessed for building reviews for social housing stock that is in financial difficulty. A new procedure for accessing this reserve was approved by Council per Report CS10094(a) on March 9, 2011. As this reserve is accessed on an emergency basis and on the approval of Council, in-year expenditures cannot be forecast. Closed as part of CES14052(e).

**Sustainable:** Closed

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>799,520</b>	<b>898,894</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Add</b>						
Interest Earned		21,153	0	0	0	0
		<b>21,153</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Less</b>						
Halam Park	CS13004	-50,000	0	0	0	0
405 York Blvd	CES15022	-28,220	0	0	0	0
Co-ordinated Access System for Social Housing	CES14052(d)	0	700,000	0	0	0
Co-ordinated Access System for Social Housing	CES14052(e)	0	198,894	0	0	0
		<b>-78,220</b>	<b>898,894</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>898,894</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112252- Supplement/Housing Allowance Reserve

**Reserve Number:** 112252

**Date Established:** March 11,2009 CS09023

**Source of Funds:** Federal Funding and the Hamilton Future Fund.

**Purpose:** To provide rent supplement or housing allowances for low income households. This reserve was one time funding for a five year period commencing October 2008 and ending October 2013.

**Target Balance:** N/A - One-Time Funding

**Comments:** From 2013-2018, the rent supplement and housing allowance program will be funded through the federal/provincial investment in Affordable Housing (IAH) Program. The remaining funding in this reserve is being used to increase the number of households receiving rent supplements (OCHAP and Commercial) and housing allowances initially from 450 to 475 households in 2014.

At the June 9, 2014 Emergency and Community Services Committee (Report CS11017(d)), it was approved that the balance of the unallocated funding be utilized to support housing allowances for Housing First initiatives, to transition over housed social housing tenants to move into units more appropriate to their needs, emergency situations where there are spikes in homelessness which require rapid housing response and to cover any pressures to existing rent supplement/housing allowance programs.

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	450,321	461,680	473,432	484,321	495,460
<b>Add</b>					
Interest Earned	11,359	11,752	10,889	11,139	11,396
	<b>11,359</b>	<b>11,752</b>	<b>10,889</b>	<b>11,139</b>	<b>11,396</b>
<b>Ending Balance</b>	<b>461,680</b>	<b>473,432</b>	<b>484,321</b>	<b>495,460</b>	<b>506,856</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112254- Revolving Home Ownership Reserve

**Reserve Number:** 112254

**Date Established:** Sept 16,2009 CS09060(d)

**Source of Funds:** Provincial and Federal governments

**Purpose:** Funds are to be used to offer down payment assistance to qualified first time buyers of residential homes. The criteria is outlined in the Canada Ontario Affordable Housing Program Home Ownership Program and the Investment in Affordable Housing (IAH) Home Ownership Program.

**Target Balance:** \$200,000 Excess funds used for down payment assistance program.

**Comments:** This is a revolving plan and is dependent upon funding from the repayment of existing loans where the property is sold before the 20 year forgiveness window is reached. The reserve funding will be reinvested in down payment assistance opportunities for new applicants to the program. Staff will review the existing program guidelines with a view to adjusting eligibility criteria relating to income thresholds, house price threshold, and whether any geographic targeting is warranted. Launch of program for new applicants is anticipated in 2018.

\$746,000 was spent between January 1, 2018 and March 31, 2019 for another iteration of the Down Payment Assistance Program. Prefer to hold longer to enable down payment assistance for qualifying households purchasing social housing single detached units being sold as part of long term strategic portfolio management.

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>1,024,588</b>	<b>637,492</b>	<b>1,055,072</b>	<b>725,314</b>	<b>438,546</b>
<b>Add</b>					
Interest Earned	21,605	18,188	20,242	13,232	10,087
Repayment of loans by participants	267,929	816,992	250,000	300,000	0
	<b>289,534</b>	<b>835,180</b>	<b>270,242</b>	<b>313,232</b>	<b>10,087</b>
<b>Less</b>					
Down Payment Assistance	676,630	417,600	600,000	600,000	0
	<b>676,630</b>	<b>417,600</b>	<b>600,000</b>	<b>600,000</b>	<b>0</b>
<b>Ending Balance</b>	<b>637,492</b>	<b>1,055,072</b>	<b>725,314</b>	<b>438,546</b>	<b>448,633</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112256- Affordable Housing Property Reserve

**Reserve Number:** 112256

**Date Established:** May 13, 2019 (PED17219)

**Source of Funds:** Net proceeds from sale of properties identified for affordable housing.

**Purpose:** For use exclusively for new affordable housing development purposes, and all costs related to due diligence, and implementing strategies outlined.

**Target Balance:** N/A

**Comments:**

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	0	0	0	2,933,350	3,000,817
<b>Add</b>					
Interest Earned	0	0	33,350	67,467	69,019
Sale of Lands	0	0	5,000,000	2,500,000	0
	<b>0</b>	<b>0</b>	<b>5,033,350</b>	<b>2,567,467</b>	<b>69,019</b>
<b>Less</b>					
Disposition costs	0	0	2,100,000	2,500,000	0
	<b>0</b>	<b>0</b>	<b>2,100,000</b>	<b>2,500,000</b>	<b>0</b>
<b>Ending Balance</b>	<b>0</b>	<b>0</b>	<b>2,933,350</b>	<b>3,000,817</b>	<b>3,069,836</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110042- Lodges Infrastructure Reserve  
**Reserve Number:** 110042  
**Date Established:** April 8, 2015 GIC 15-004  
**Source of Funds:** Annual Contribution from Operating Budget  
**Purpose:** Infrastructure replacement and improvements for both Wentworth and Macassa Lodges.  
**Target Balance:** To be Determined  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	<b>356,163</b>	<b>198,792</b>	<b>968,124</b>	<b>988,368</b>	<b>1,011,101</b>
<b>Add</b>					
Interest Earned	10,256	20,950	22,244	22,732	31,880
From Operating Budget	0	750,000	750,000	750,000	750,000
From Operating Budget	750,000	0	0	0	0
Transfer from ML - Call Bell System (6301551508)	2,374	0	0	0	0
	<b>762,629</b>	<b>770,950</b>	<b>772,244</b>	<b>772,732</b>	<b>781,880</b>
<b>Less</b>					
Wentworth Lodge – Exterior Walls – Batten Repair	470,000	0	0	0	0
Macassa Lodge – Chiller Energy Efficiency Upgrade	166,000	0	0	0	0
Wentworth Lodge – 1989 Wing Roof Replacement	70,000	0	0	0	0
Macassa Lodge - Roof Replacement	70,000	0	0	0	0
Wentworth Lodge – Bed Replacement	34,000	0	0	0	0
ML & WL - Annual Resident Care Equipment Replacement	110,000	0	60,000	155,000	0
WL - Exhaust & Supply (Dish Room/Physio & Salon)	0	0	193,000	0	0
WL - Servery Retrofit (Cabinet&Counter Replacement)	0	0	198,000	0	0
WL - Radiant Heating Panel/Thermostat Controls	0	0	132,000	0	0
ML - Security system	0	0	99,000	0	0
ML - Building components study	0	0	60,000	0	0
ML - Circulation pumps	0	0	10,000	399,000	0
ML & WL - Parking Lot Resurfacing	0	0	0	15,000	0
ML - carpet removal	0	0	0	181,000	0
Capital Closing - 2019	0	1,617	0	0	0
	<b>920,000</b>	<b>1,617</b>	<b>752,000</b>	<b>750,000</b>	<b>0</b>
<b>Ending Balance</b>	<b>198,792</b>	<b>968,124</b>	<b>988,368</b>	<b>1,011,101</b>	<b>1,792,981</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 104060- Golf Course Improvement

**Reserve Number:** 104060

**Date Established:** 1998

**Source of Funds:** Golf Courses' operating budget surpluses.

**Purpose:** This reserve is for the golf course capital improvements. The capital work is centered on the clubhouses, irrigation improvements that would allow the courses to be removed from city water for irrigation and general maintenance to improve the golf courses. The golf business plan's goal is to be self-sustaining with no financial impact on the tax levy.

**Target Balance:** To Be Reviewed

**Comments:** Golf Operating were moved from Public Works to Healthy and Safe Communities(HSC) in 2019. HSC has recommended this Reserve for closure.

**Sustainable:** Closed

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	-47,021	0	0	0	0
<b>Add</b>					
Interest Earned	-1,186				
Provision For Golf Courses	48,207				
	<hr style="border-top: 1px solid black;"/> -47,021	<hr style="border-top: 1px solid black;"/> 0	<hr style="border-top: 1px solid black;"/> 0	<hr style="border-top: 1px solid black;"/> 0	<hr style="border-top: 1px solid black;"/> 0
<b>Ending Balance</b>	<hr style="border-top: 1px solid black;"/> 0	<hr style="border-top: 1px solid black;"/> 0	<hr style="border-top: 1px solid black;"/> 0	<hr style="border-top: 1px solid black;"/> 0	<hr style="border-top: 1px solid black;"/> 0

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108038- Four Pad Arena Capital Reserve  
**Reserve Number:** 108038  
**Date Established:** 2005  
**Source of Funds:** Contributions from Operating Fund.  
**Purpose:** To fund capital repairs at the Four Pad Arena  
**Target Balance:** To Be Reviewed  
**Comments:** Annual contributions were initially set at \$75,000 per year, increased to \$100,000 per year effective in 2009. Further increased to \$125,000 for 2011 and onward per agreement with Hamilton Arena Partners (HAP). Annual contribution amount was reviewed in 2016 by the Facility Management Review Team (FMRT) and was deemed to be sufficient at the time.  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>688,112</b>	<b>728,576</b>	<b>665,603</b>	<b>701,142</b>	<b>737,498</b>
<b>Add</b>					
Interest Earned	17,918	16,543	15,539	16,356	17,192
Provision for Capital Replacement	0	106,280	100,000	100,000	100,000
Provision for Capital Replacement	99,996	0	0	0	0
	<b>117,914</b>	<b>122,823</b>	<b>115,539</b>	<b>116,356</b>	<b>117,192</b>
<b>Less</b>					
Capital Expenditures	77,450	185,796	80,000	80,000	80,000
	<b>77,450</b>	<b>185,796</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
<b>Ending Balance</b>	<b>728,576</b>	<b>665,603</b>	<b>701,142</b>	<b>737,498</b>	<b>774,690</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110049- Four Pad Stabilization Reserve  
**Reserve Number:** 110049  
**Date Established:** 2005  
**Source of Funds:** Annual Surpluses from Quad Pad Operations  
**Purpose:** To Offset future budget shortfalls  
**Target Balance:** \$250,000 plus accumulated interest.  
**Comments:**  
**Sustainable:** Yes

			Projected	Projected	Projected
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>	282,109	289,225	296,587	303,409	310,387
<b>Add</b>					
Interest Earned	7,116	7,362	6,822	6,978	7,139
	<u>7,116</u>	<u>7,362</u>	<u>6,822</u>	<u>6,978</u>	<u>7,139</u>
<b>Ending Balance</b>	<u>289,225</u>	<u>296,587</u>	<u>303,409</u>	<u>310,387</u>	<u>317,526</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110044- Ontario Works Stabilization Reserve  
**Reserve Number:** 110044  
**Date Established:** 2004 (FCS04053)  
**Source of Funds:** Provincial Grant Payments Variances  
**Purpose:** To provide sufficient flexibility and protection against recession driven caseload fluctuations and related additional administrative costs and any subsidy adjustments for prior periods not covered in the annual approved budgets.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** No

			Projected	Projected	Projected
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>	1,227,626	1,258,575	1,290,613	1,320,297	1,351,247
<b>Add</b>					
Interest Earned	30,949	32,038	29,684	30,950	31,079
	<b>30,949</b>	<b>32,038</b>	<b>29,684</b>	<b>30,950</b>	<b>31,079</b>
<b>Ending Balance</b>	<b>1,258,575</b>	<b>1,290,613</b>	<b>1,320,297</b>	<b>1,351,247</b>	<b>1,382,326</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112214- Social Services Initiative Fund  
**Reserve Number:** 112214  
**Date Established:** 2006  
**Source of Funds:** Seed funding from Provincial One-time Grant  
**Purpose:** To fund urgent temporary/finite program requirements (e.g.. Emergency Shelter) and recommendations from Poverty Roundtable.  
**Target Balance:** N/A - One-Time Funding  
**Comments:** Mitigation option to assist with Provincial Funding shortfalls  
**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	16,838	17,263	17,702	18,110	0
<b>Add</b>					
Interest Earned	425	439	407	417	0
	<b>425</b>	<b>439</b>	<b>407</b>	<b>417</b>	<b>0</b>
<b>Less</b>					
Mitigation option to assist with Provincial Funding shortfalls	0	0	0	18,526	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,526</b>	<b>0</b>
<b>Ending Balance</b>	<b>17,263</b>	<b>17,702</b>	<b>18,110</b>	<b>0</b>	<b>0</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112218- Early Years System Reserve

**Reserve Number:** 112218

**Date Established:** July 11th, 2007 (ESC07055)

**Source of Funds:** Provincial Best Start Funding (2005/06)

**Purpose:** The Early Years System Reserve (previously titled the Best Start Initiative Reserve) will support the transition of the early years system from the previous Best Start Initiative to the new Ontario Early Years Child and Family Centre (OEYCFC) system. It will sustain and build upon the momentum developed by the Hamilton Best Start Network, with a specific focus on the priorities established in the Early Years Community Plan and the priorities that will support the new OEYCFC system.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>3,322,586</b>	<b>3,295,158</b>	<b>688,677</b>	<b>704,517</b>	<b>720,721</b>
<b>Add</b>					
Interest Earned	82,239	29,519	15,840	16,204	16,577
	<b>82,239</b>	<b>29,519</b>	<b>15,840</b>	<b>16,204</b>	<b>16,577</b>
<b>Less</b>					
Fund Best Start Initiatives	109,667	0	0	0	0
785 Britannia Ave Purchase	0	2,136,000	0	0	0
Ancaster Arts Centre Children's Space	0	500,000	0	0	0
	<b>109,667</b>	<b>2,636,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>3,295,158</b>	<b>688,677</b>	<b>704,517</b>	<b>720,721</b>	<b>737,297</b>



# Public Health Services

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***2019 Reserve Report With  
2020 - 2022 Projections***





**City of Hamilton**  
**2019 Reserve Report**  
**Reserve Balances**

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>	Reserve <u>Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>Public Health</u></b>						
112207- Upwind & Downwind Conference	28,800	29,533	30,212	30,907	31,618	Yes
112219- Public Health Services Reserves	271,285	278,191	3,392	3,470	3,550	One-Time
<b>Sub-total Public Health</b>	<b>300,085</b>	<b>307,724</b>	<b>33,605</b>	<b>34,377</b>	<b>35,168</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112207- Upwind & Downwind Conference  
**Reserve Number:** 112207  
**Date Established:** Dec 15, 2004  
**Source of Funds:** Surplus funds from the Ministry of Environment, Environment Canada and from sponsorships & registrations.  
**Purpose:** Residual funds from the Upwind/Downwind Conference to be used to offset costs for future conferences.  
**Target Balance:** N/A  
**Comments:** Conference is held every 2 years. The next Conference will be held in the spring of 2020.  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	23,687	28,800	29,533	30,212	30,907
<b>Add</b>					
Interest Earned	597	733	679	695	711
Surplus funds from Conferences	4,516	0	0	0	0
	<u>5,113</u>	<u>733</u>	<u>679</u>	<u>695</u>	<u>711</u>
<b>Ending Balance</b>	<u>28,800</u>	<u>29,533</u>	<u>30,212</u>	<u>30,907</u>	<u>31,618</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112219- Public Health Services Reserves

**Reserve Number:** 112219

**Date Established:** Oct 24, 2007 BOH07051

**Source of Funds:** None

**Purpose:** Previously funded from surpluses of the Enhanced Hepatitis Strain Surveillance System Program. The program ended June 30, 2012. Public Health Services is primarily funded through the Ministry of Health and Long-Term Care at either 75% or 100% up to March 31, 2019. Funding of 70% to April 2021, and 60% thereafter. These annual budgets are capped and any excess expenditure is not subsidized. The availability of reserve funds will ensure PHS is able to provide public health programming if required outside of the traditional funding envelopes while reducing financial risks to taxpayers in the future.

**Target Balance:** One-Time Funding

**Comments:**

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	264,611	271,285	278,191	3,392	3,470
<b>Add</b>					
Interest Earned	6,674	6,906	3,201	78	80
	<b>6,674</b>	<b>6,906</b>	<b>3,201</b>	<b>78</b>	<b>80</b>
<b>Less</b>					
2019-2020 Provincial Budget Funding Shortfall	0	0	278,000	0	0
	<b>0</b>	<b>0</b>	<b>278,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>271,285</b>	<b>278,191</b>	<b>3,392</b>	<b>3,470</b>	<b>3,550</b>



# Library Services

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***2019 Reserve Report With  
2020 - 2022 Projections***







**City of Hamilton  
2019 Reserve Report  
Reserve Balances**

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>	Reserve <u>Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>Library Reserves</u></b>						
106005- Reserve For Mobile Equipment	539,383	583,559	627,326	672,100	717,903	Yes
106006- Library Collections	1,011,193	994,204	886,081	881,173	926,728	Yes
106007- Library General Development	916,690	1,674,491	1,015,069	1,088,991	1,164,613	Yes
106008- Library Major Capital Projects	1,829,814	1,412,282	417,080	233,476	247,949	Yes
106009- Summer Reading Program	507,913	522,688	474,020	484,922	496,075	Yes
106011- Redeployment & Training Fund	394,982	405,037	234,306	239,695	245,208	Yes
106012- Youth Programming Reserve	82,908	70,550	72,173	73,833	75,531	Yes
106013- Accessibility, Renewal and Health & Safety Reserve	974,122	1,018,624	162,047	130,199	36,469	Yes
106014- Library-Computer Reserve Fund	642,308	436,836	554,102	687,215	914,424	Yes
106015- Library Donations Reserve	23,779	27,282	32,967	43,840	54,963	Yes
106110- Special Gift Fund	1,900,425	1,888,259	1,903,259	1,953,259	2,008,259	One- Time
106130- K McLaren Memorial Fund	42,095	43,706	34,506	35,406	36,406	One- Time
106152- Waterdown Library Fund	48,701	49,941	51,090	52,265	53,467	One- Time
<b>Sub-total Library Reserves</b>	<b>8,914,313</b>	<b>9,127,459</b>	<b>6,464,026</b>	<b>6,576,374</b>	<b>6,977,995</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 106005- Reserve For Mobile Equipment  
**Reserve Number:** 106005  
**Date Established:** Nov 21, 2001  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** To Purchase Mobile Equipment including the Bookmobile.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	562,187	539,383	583,559	627,326	672,100
<b>Add</b>					
Interest Earned	13,644	14,176	13,767	14,774	15,803
Provision for Mobile Equipment	30,000	30,000	30,000	30,000	30,000
Repay Energy Retrofit from Savings	14,948	0	0	0	0
	<b>58,592</b>	<b>44,176</b>	<b>43,767</b>	<b>44,774</b>	<b>45,803</b>
<b>Less</b>					
Courier Van	81,396	0	0	0	0
	<b>81,396</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>539,383</b>	<b>583,559</b>	<b>627,326</b>	<b>672,100</b>	<b>717,903</b>

Board Feb 2018

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 106006- Library Collections  
**Reserve Number:** 106006  
**Date Established:** Nov 21, 2001  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** To smooth out the impact of Library collections purchases on the operating budget.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	<b>1,016,570</b>	<b>1,011,193</b>	<b>994,204</b>	<b>886,081</b>	<b>881,173</b>
<b>Add</b>					
Interest Earned	25,399	25,106	21,377	20,092	20,555
RFID Provision	25,000	0	0	0	0
Repay Energy Retrofit from Savings	44,224	0	0	0	0
Provision for Equipment	0	25,000	25,000	25,000	25,000
Capital Closing	0	895	0	0	0
	<b>94,623</b>	<b>51,001</b>	<b>46,377</b>	<b>45,092</b>	<b>45,555</b>
<b>Less</b>					
Library Materials Purchases	100,000	0	0	0	0
Binbrook Materials	0	67,990	0	0	0
Valley Park Materials	0	0	104,500	0	0
Greenville Project	0	0	50,000	0	0
Valley Park Project	0	0	0	50,000	0
	<b>100,000</b>	<b>67,990</b>	<b>154,500</b>	<b>50,000</b>	<b>0</b>
<b>Ending Balance</b>	<b>1,011,193</b>	<b>994,204</b>	<b>886,081</b>	<b>881,173</b>	<b>926,728</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 106007- Library General Development  
**Reserve Number:** 106007  
**Date Established:** Nov 21, 2001  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** To smooth out the impact of General Development costs on the operating budget.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	<b>1,279,883</b>	<b>916,690</b>	<b>1,674,491</b>	<b>1,015,069</b>	<b>1,088,991</b>
<b>Add</b>					
Interest Earned	19,524	23,016	30,578	23,922	25,622
Printer revenue, mobile equipment and grounds provision	160,136	50,000	50,000	50,000	50,000
From Operating Surplus	37,146	706,285	0	0	0
	<b>216,807</b>	<b>779,301</b>	<b>80,578</b>	<b>73,922</b>	<b>75,622</b>
<b>Less</b>					
Greenville Branch Board Sept 2016	200,000	0	0	0	0
Printing Solution Board April 2018	170,000	0	0	0	0
Valley Park Construction Board Sept 2016	0	0	160,000	0	0
Valley Park Construction Board Sept 2016	210,000	0	0	0	0
Binbrook Furniture Board Jan 2016	0	21,500	0	0	0
Logo Brand Implement	0	0	80,000	0	0
Digitize Project Equipment	0	0	100,000	0	0
Greenville Project Board April 2020	0	0	400,000	0	0
	<b>580,000</b>	<b>21,500</b>	<b>740,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>916,690</b>	<b>1,674,491</b>	<b>1,015,069</b>	<b>1,088,991</b>	<b>1,164,613</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 106008- Library Major Capital Projects  
**Reserve Number:** 106008  
**Date Established:** Nov 21, 2001  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** Provision for Library Capital Projects  
**Target Balance:** To Be Reviewed  
**Comments:** A portion of the proceeds from the sale of land were allocated for future capital projects.  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	<b>2,020,044</b>	<b>1,829,814</b>	<b>1,412,282</b>	<b>417,080</b>	<b>233,476</b>
<b>Add</b>					
Interest Earned	50,770	39,750	20,798	7,396	5,473
Provision for Grounds Repair	9,000	9,000	9,000	9,000	9,000
Operating Surplus	0	0	200,000	200,000	0
Capital Closing	0	3,718	0	0	0
	<b>59,770</b>	<b>52,468</b>	<b>229,798</b>	<b>216,396</b>	<b>14,473</b>
<b>Less</b>					
Valley Park Library Expansion	200,000	0	0	0	0
Carlisle Branch Expansion	0	0	200,000	0	0
Carlisle Branch Expansion	50,000	0	0	0	0
New Library Greenville	0	0	150,000	0	0
Binbrook Library Branch	0	470,000	0	0	0
Greenville Project	0	0	100,000	0	0
Valley Park Project	0	0	0	400,000	0
Carlisle Branch Project	0	0	750,000	0	0
Parkdale Landing	0	0	25,000	0	0
	<b>250,000</b>	<b>470,000</b>	<b>1,225,000</b>	<b>400,000</b>	<b>0</b>
<b>Ending Balance</b>	<b>1,829,814</b>	<b>1,412,282</b>	<b>417,080</b>	<b>233,476</b>	<b>247,949</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 106009- Summer Reading Program  
**Reserve Number:** 106009  
**Date Established:** Nov 21, 2001  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** Used as a Working fund for the Summer Reading Program  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	<b>596,707</b>	<b>507,913</b>	<b>522,688</b>	<b>474,020</b>	<b>484,922</b>
<b>Add</b>					
Interest Earned	13,835	12,937	11,332	10,902	11,153
Repay Energy Retrofit from Savings	37,371	0	0	0	0
Capital Closing	0	1,838	0	0	0
	<b>51,206</b>	<b>14,775</b>	<b>11,332</b>	<b>10,902</b>	<b>11,153</b>
<b>Less</b>					
Children's Computer Replacement	140,000	0	0	0	0
Emergent Readers Project	0	0	60,000	0	0
	<b>140,000</b>	<b>0</b>	<b>60,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>507,913</b>	<b>522,688</b>	<b>474,020</b>	<b>484,922</b>	<b>496,075</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 106011- Redeployment & Training Fund  
**Reserve Number:** 106011  
**Date Established:** Nov 21, 2001  
**Source of Funds:** OMERS Contribution Holiday Savings  
**Purpose:** Created to offset employee related restructuring costs due to amalgamation  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	513,932	394,982	405,037	234,306	239,695
<b>Add</b>					
Interest Earned	11,050	10,055	7,269	5,389	5,513
	<b>11,050</b>	<b>10,055</b>	<b>7,269</b>	<b>5,389</b>	<b>5,513</b>
<b>Less</b>					
Staff Scheduling Project Board Apr 2018	65,000	0	0	0	0
Events Management Software Board Apr 2018	65,000	0	0	0	0
RedBook HPL Transition	0	0	178,000	0	0
	<b>130,000</b>	<b>0</b>	<b>178,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>394,982</b>	<b>405,037</b>	<b>234,306</b>	<b>239,695</b>	<b>245,208</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 106012- Youth Programming Reserve  
**Reserve Number:** 106012  
**Date Established:** 2004  
**Source of Funds:** Unexpended year end balances that were received by way of donation or grant for the Youth Program.  
**Purpose:** Fund youth programs subject to the terms specified by the said donation or grant.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	80,868	82,908	70,550	72,173	73,833
<b>Add</b>					
Interest Earned	2,040	2,110	1,623	1,660	1,698
	<b>2,040</b>	<b>2,110</b>	<b>1,623</b>	<b>1,660</b>	<b>1,698</b>
<b>Less</b>					
Youth Services Renewal	0	14,468	0	0	0
	<b>0</b>	<b>14,468</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>82,908</b>	<b>70,550</b>	<b>72,173</b>	<b>73,833</b>	<b>75,531</b>

Board Dec 2015



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 106013- Accessibility, Renewal and Health & Safety Reserve  
**Reserve Number:** 106013  
**Date Established:** November 15, 2006 - HPL Board  
**Source of Funds:** Annual Contribution From The Operating Budget  
**Purpose:** Fund Renovations To Branches Related To Accessibility, Renewal Or Health & Safety Issues.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>890,990</b>	<b>974,122</b>	<b>1,018,624</b>	<b>162,047</b>	<b>130,199</b>
<b>Add</b>					
Interest Earned	22,474	24,320	13,423	3,152	1,270
Provision for AODA	60,658	0	0	0	0
Provision to Reserve for Building Refreshes	0	0	0	15,000	55,000
Capital Enhancement Account Surplus	0	95,182	50,000	50,000	50,000
	<b>83,133</b>	<b>119,502</b>	<b>63,423</b>	<b>68,152</b>	<b>106,270</b>
<b>Less</b>					
Valley Park Construction	0	0	565,000	0	0
Valley Park Project	0	0	60,000	0	0
Valley Park Project	0	0	0	100,000	0
Greensville Project	0	0	95,000	0	0
Greensville Project	0	0	200,000	0	0
Mount Hope Feasibility Study	0	75,000	0	0	0
Mount Hope Construction	0	0	0	0	200,000
	<b>0</b>	<b>75,000</b>	<b>920,000</b>	<b>100,000</b>	<b>200,000</b>
<b>Ending Balance</b>	<b>974,122</b>	<b>1,018,624</b>	<b>162,047</b>	<b>130,199</b>	<b>36,469</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 106014- Library-Computer Reserve Fund  
**Reserve Number:** 106014  
**Date Established:** Dec 8, 2010 Hamilton Public Library Board  
**Source of Funds:** Unused Operating Funds for Computer Purchases. Annual contribution from Operating Budget.  
**Purpose:** To Maximize the Libraries ability to keep up with changes in Technology and Usage by being flexible in the replacement schedule and replacing equipment at the end of its useful life rather than a fixed replacement schedule.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>482,514</b>	<b>642,308</b>	<b>436,836</b>	<b>554,102</b>	<b>687,215</b>
<b>Add</b>					
Interest Earned	12,171	10,563	11,266	14,113	18,209
Provision for Computers	147,624	0	0	0	0
Account Surplus Transfer	0	173,050	145,000	145,000	145,000
New Budgeted Provision	0	0	24,000	24,000	64,000
Capital Closing	0	915	0	0	0
	<b>159,795</b>	<b>184,528</b>	<b>180,266</b>	<b>183,113</b>	<b>227,209</b>
<b>Less</b>					
Digitization-Online Access	0	0	13,000	0	0
Radio Frequency Identification	0	390,000	0	0	0
Greensville Project	0	0	50,000	0	0
Valley Park Project	0	0	0	50,000	0
	<b>0</b>	<b>390,000</b>	<b>63,000</b>	<b>50,000</b>	<b>0</b>
<b>Ending Balance</b>	<b>642,308</b>	<b>436,836</b>	<b>554,102</b>	<b>687,215</b>	<b>914,424</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 106015- Library Donations Reserve  
**Reserve Number:** 106015  
**Date Established:** December 21, 2016 (HPL Board)  
**Source of Funds:** Undesignated donations received annually  
**Purpose:** The establishment of a donations reserve fund will enable the Library to better manage the way it utilizes cash donations.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	21,275	23,779	27,282	32,967	43,840
<b>Add</b>					
Interest Earned	537	605	685	873	1,123
Donations	1,967	2,898	5,000	10,000	10,000
	<u>2,503</u>	<u>3,503</u>	<u>5,685</u>	<u>10,873</u>	<u>11,123</u>
<b>Ending Balance</b>	<u>23,779</u>	<u>27,282</u>	<u>32,967</u>	<u>43,840</u>	<u>54,963</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 106110- Special Gift Fund  
**Reserve Number:** 106110  
**Date Established:** 2017  
**Source of Funds:** Donations  
**Purpose:** Branch Improvements  
**Target Balance:**  
**Comments:** This Reserve was previously classified as a Trust, but did not meet the definition of a Trust under PSAB definition. This Reserve was set up as a result of external audit recommendation.  
**Sustainable:** One- Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>2,271,234</b>	<b>1,900,425</b>	<b>1,888,259</b>	<b>1,903,259</b>	<b>1,953,259</b>
<b>Add</b>					
Interest Earned	99,165	88,721	70,000	75,000	80,000
	<b>99,165</b>	<b>88,721</b>	<b>70,000</b>	<b>75,000</b>	<b>80,000</b>
<b>Less</b>					
HCF Administration Fees	24,895	25,887	25,000	25,000	25,000
Accounting Adjustment - Cost Reporting	445,079	0	0	0	0
Dundas Renovations	0	75,000	0	0	0
Fundraising Strategy	0	0	30,000	0	0
	<b>469,974</b>	<b>100,887</b>	<b>55,000</b>	<b>25,000</b>	<b>25,000</b>
<b>Ending Balance</b>	<b>1,900,425</b>	<b>1,888,259</b>	<b>1,903,259</b>	<b>1,953,259</b>	<b>2,008,259</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 106130- K McLaren Memorial Fund  
**Reserve Number:** 106130  
**Date Established:** 2017  
**Source of Funds:** Donations  
**Purpose:** Staff training and development  
**Target Balance:**  
**Comments:** This Reserve was previously classified as a Trust, but did not meet the definition of a Trust under PSAB definition. This Reserve was set up as a result of external audit recommendation.  
**Sustainable:** One- Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>48,472</b>	<b>42,095</b>	<b>43,706</b>	<b>34,506</b>	<b>35,406</b>
<b>Add</b>					
Interest Earned	2,771	2,367	1,600	1,700	1,800
	<b>2,771</b>	<b>2,367</b>	<b>1,600</b>	<b>1,700</b>	<b>1,800</b>
<b>Less</b>					
HCF Admin Fees	271	756	800	800	800
Accounting Adjustment - Cost Reporting	8,877	0	0	0	0
Staff Development	0	0	10,000	0	0
	<b>9,148</b>	<b>756</b>	<b>10,800</b>	<b>800</b>	<b>800</b>
<b>Ending Balance</b>	<b>42,095</b>	<b>43,706</b>	<b>34,506</b>	<b>35,406</b>	<b>36,406</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 106152- Waterdown Library Fund  
**Reserve Number:** 106152  
**Date Established:** 2017  
**Source of Funds:** Donations  
**Purpose:** Waterdown branch improvements  
**Target Balance:**  
**Comments:** This Reserve was previously classified as a Trust, but did not meet the definition of a Trust under PSAB definition. This Reserve was set up as a result of external audit recommendation.  
**Sustainable:** One- Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	47,503	48,701	49,941	51,090	52,265
<b>Add</b>					
Interest Earned	1,198	1,240	1,149	1,175	1,202
	<u>1,198</u>	<u>1,240</u>	<u>1,149</u>	<u>1,175</u>	<u>1,202</u>
<b>Ending Balance</b>	<u>48,701</u>	<u>49,941</u>	<u>51,090</u>	<u>52,265</u>	<u>53,467</u>

# Planning & Development

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***2019 Reserve Report With  
2020 - 2022 Projections***







**City of Hamilton  
2019 Reserve Report  
Reserve Balances**

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>Planning &amp; Development Reserves</u></b>						
<b><u>Airport Reserves</u></b>						
108043- Airport Capital Reserve	789,980	588,497	723,412	861,537	1,002,839	Yes
112217- Airport Joint Marketing Reserve Fund	380,664	284,370	441,418	451,680	462,178	Yes
<b>Sub-total Airport Reserves</b>	<b>1,170,644</b>	<b>872,867</b>	<b>1,164,830</b>	<b>1,313,217</b>	<b>1,465,017</b>	
<b><u>Culture Reserve</u></b>						
104080- Reserve For Various Museums	326,701	359,194	382,628	406,601	431,125	Yes
108044- Public Art Reserve	1,177,480	1,379,905	1,022,175	323,474	-1,870	Yes
108049- Downtown Public Art	56,576	52,581	3,215	3,289	3,365	Yes
<b>Sub-total Culture Reserve</b>	<b>1,560,757</b>	<b>1,791,680</b>	<b>1,408,018</b>	<b>733,364</b>	<b>432,620</b>	
<b><u>Development Related Reserves</u></b>						
100045- Services for New Subdivisions	3,784,357	3,880,690	3,969,946	4,061,255	4,154,664	Yes
108042- Red Hill Business Park Reserve	6,827,671	2,423,998	899,473	920,161	941,325	One-Time
110060- Shovel Ready Industrial Land Reserve	4,326,134	3,532,440	3,006,786	3,075,942	3,146,689	One-Time
110086- Development Fees Stabilization	8,333,308	9,728,525	9,952,281	10,181,183	10,415,350	Yes
117012- Developer Deposits - Roads (SC)	962,675	987,181	0	0	0	One- Time
<b>Sub-total Development Related Reserves</b>	<b>24,234,146</b>	<b>20,552,834</b>	<b>17,828,486</b>	<b>18,238,541</b>	<b>18,658,028</b>	
<b><u>Downtown/BIA's/Heritage Reserves</u></b>						
100005- Revolving Fund-Historic Properties	438,418	449,578	459,918	470,496	481,317	Yes
102047- Community Heritage Program Reserve	129,565	97,450	69,346	40,596	41,530	One-Time
102048- Main Street Program Reserve	1,248,817	1,280,607	1,310,061	480,417	245,747	Yes
102049- Hamilton Community Heritage Fund	102,467	100,884	42,514	33,377	24,030	Yes
108036- Downtown Hamilton Capital Program	1,169,400	1,419,168	1,097,784	1,021,883	944,236	Yes
112006- LACAC Publications Reserve	0	0	0	0	0	CLOSED
112229- Commercial Property Improvement Grant (C.P.I.G.) Reserve	318,705	326,818	253,415	178,324	101,505	Yes
<b>Sub-total Downtown/BIA's/Heritage Reserves</b>	<b>3,407,371</b>	<b>3,674,505</b>	<b>3,233,038</b>	<b>2,225,093</b>	<b>1,838,365</b>	
<b><u>Economic Development</u></b>						
112221- Economic Development Investment Reserve	1,443,270	1,428,718	1,167,160	839,980	859,300	Yes
112231- Conventions/Sports Events Reserve	442,948	595,357	692,499	744,335	751,845	Yes
<b>Sub-total Economic Development</b>	<b>1,886,218</b>	<b>2,024,075</b>	<b>1,859,659</b>	<b>1,584,315</b>	<b>1,611,145</b>	
<b><u>Planning-Other Reserves</u></b>						
100035- Property Purchases	8,715,160	9,504,988	10,318,578	10,660,609	11,010,506	Yes
100051- OPA 28 Fee Reserve	-2,734,445	-2,686,904	-2,255,123	-1,823,342	-1,391,561	One- Time
108021- Parking Capital Reserve	5,648,095	7,423,710	7,755,457	7,355,427	8,578,758	Yes
115085- HMPS Cash in Lieu of Parking Reserve	640,200	656,497	671,596	687,043	702,845	Yes
<b>Sub-total Planning-Other Reserves</b>	<b>12,269,010</b>	<b>14,898,291</b>	<b>16,490,508</b>	<b>16,879,737</b>	<b>18,900,548</b>	
<b>Sub-total Planning &amp; Development Reserves</b>	<b>44,528,146</b>	<b>43,814,252</b>	<b>41,984,539</b>	<b>40,974,267</b>	<b>42,905,723</b>	



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108043- Airport Capital Reserve

**Reserve Number:** 108043

**Date Established:** Feb 28, 2007 PED07077

**Source of Funds:** City's percentage of revenues collected from the John C. Munro Hamilton International Airport (HIA) as per Section 4.04 of the City of Hamilton/Tradeport Airport Lease Agreement.

**Purpose:** Offset City's share of Airport Capital Costs that are cost shared as required as part of City of Hamilton/Tradeport Airport Lease Agreement.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>443,595</b>	<b>789,980</b>	<b>588,497</b>	<b>723,412</b>	<b>861,537</b>
<b>Add</b>					
Interest Earned	13,425	24,333	14,915	18,020	21,197
Rental Revenue HIA (25% OF Previous Year's Rent)	132,960	104,097	0	105	105
Surplus Money in Lieu of Property Taxes	200,000	0	0	0	0
Rental Revenue HIA (75% OF Previous Year's Rent)	0	312,291	300,000	300,000	300,000
	<b>346,385</b>	<b>440,721</b>	<b>314,915</b>	<b>318,125</b>	<b>321,302</b>
<b>Less</b>					
Forecasted Project Funding	0	0	180,000	180,000	180,000
Zoning	0	235,404	0	0	0
GM1901	0	406,800	0	0	0
	<b>0</b>	<b>642,204</b>	<b>180,000</b>	<b>180,000</b>	<b>180,000</b>
<b>Ending Balance</b>	<b>789,980</b>	<b>588,497</b>	<b>723,412</b>	<b>861,537</b>	<b>1,002,839</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112217- Airport Joint Marketing Reserve Fund  
**Reserve Number:** 112217  
**Date Established:** Feb 28, 2007 PED07077  
**Source of Funds:** City's percentage of revenues collected from the John C. Munro Hamilton International Airport (HIA) as per Section 4.04 of the City of Hamilton/Tradeport Airport Lease Agreement.  
**Purpose:** Offset the City's Share of Marketing Costs related to Airport Promotion.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>239,428</b>	<b>380,664</b>	<b>284,370</b>	<b>441,418</b>	<b>451,680</b>
<b>Add</b>					
Interest Earned	8,275	12,531	8,252	10,154	10,390
Rental Revenue HIA	132,960	148,796	148,796	108	108
	<b>141,235</b>	<b>161,327</b>	<b>157,048</b>	<b>10,262</b>	<b>10,498</b>
<b>Less</b>					
Joint Marketing Initiatives- 2018	0	155,861	0	0	0
Joint Marketing Initiatives- 2019, 2020	0	101,760	0	0	0
	<b>0</b>	<b>257,621</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>380,664</b>	<b>284,370</b>	<b>441,418</b>	<b>451,680</b>	<b>462,178</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 100036- Auchmar Estates - Repairs  
**Reserve Number:** 100036  
**Date Established:** 2003  
**Source of Funds:** Net rental revenues and donations.  
**Purpose:** To fund Auchmar Estate Repairs.  
**Target Balance:** CLOSED  
**Comments:** CLOSED as part of FCS18064  
**Sustainable:** CLOSED

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	9,535	0	0	0	0
<b>Add</b>					
Interest Earned	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Less</b>					
Reserve Closure to 104080 <span style="float: right; margin-right: 20px;">FCS18064</span>	9,535	0	0	0	0
	<u>9,535</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Ending Balance</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 104080- Reserve For Various Museums  
**Reserve Number:** 104080  
**Date Established:** 1996  
**Source of Funds:** Donations  
**Purpose:** Monitor activity for all Museums in one reserve.  
**Target Balance:** To Be Reviewed  
**Comments:** The funds in this reserve represent donations for designated purposes.  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	<b>287,902</b>	<b>326,701</b>	<b>359,194</b>	<b>382,628</b>	<b>406,601</b>
<b>Add</b>					
Interest Earned	7,612	8,594	8,434	8,973	9,524
Museum Revenues/Donations	21,652	23,899	15,000	15,000	15,000
Reserve Closure #100036	9,535	0	0	0	0
	<b>38,799</b>	<b>32,493</b>	<b>23,434</b>	<b>23,973</b>	<b>24,524</b>
<b>Ending Balance</b>	<b>326,701</b>	<b>359,194</b>	<b>382,628</b>	<b>406,601</b>	<b>431,125</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108044- Public Art Reserve  
**Reserve Number:** 108044  
**Date Established:** April 24, 2006 ECS07008  
**Source of Funds:** Budgeted annual contribution from the Operating Budget.  
Initial investment came from existing downtown projects.  
**Purpose:** Budgeted contribution is allocated annually to capital projects for public art expenditures.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>		<b>965,257</b>	<b>1,177,480</b>	<b>1,379,905</b>	<b>1,022,175</b>	<b>323,474</b>
<b>Add</b>						
Interest Earned		28,685	31,425	27,310	15,299	3,656
From Operating	GIC-16-003	171,000	171,000	171,000	171,000	171,000
Project Closings		32,538	0	0	0	0
Project Closings	GIC-Report 16-003, FCS16007	0	0	18,960	0	0
		<b>232,223</b>	<b>202,425</b>	<b>217,270</b>	<b>186,299</b>	<b>174,656</b>
<b>Less</b>						
Waterdown Memorial Park Skating Loop		20,000	0	0	0	0
Kenilworth Avenue N. Pipeline Trail		0	0	0	100,000	0
Binbrook, Ham Public Library		0	0	0	85,000	0
King St. Parkette at Queenston Road		0	0	0	100,000	0
Hamilton the Elec City, Ancaster, William Connell, Dundas Library, Pipline Trail		0	0	575,000	0	0
Hamilton Public Library-Dundas Branch		0	0	0	75,000	0
William Connell Park		0	0	0	150,000	0
New Entrance to Confederaton Park		0	0	0	0	250,000
Andrew Warburn, Vincent Massey Park		0	0	0	250,000	0
Johnson Tew Park Arboretum		0	0	0	0	250,000
Sam Lawrence Park		0	0	0	125,000	0
		<b>20,000</b>	<b>0</b>	<b>575,000</b>	<b>885,000</b>	<b>500,000</b>
<b>Ending Balance</b>		<b>1,177,480</b>	<b>1,379,905</b>	<b>1,022,175</b>	<b>323,474</b>	<b>-1,870</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108049- Downtown Public Art

**Reserve Number:** 108049

**Date Established:** Feb 22, 2012 FCS12015

**Source of Funds:** The new expanded Downtown Hamilton Community Improvement Project Area (CIPA) is exempted dollar for dollar (up to a max of 10% of the calculated Development Charge(DC), with an annual limit of \$250K) from DC's, with the exemption being applied after any and all other credits and exemptions have been applied.

**Purpose:**

**Target Balance:** Reserve Ceiling \$1 million.

**Comments:**

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	<b>828,765</b>	<b>56,576</b>	<b>52,581</b>	<b>3,215</b>	<b>3,289</b>
<b>Add</b>					
Interest Earned	-3,093	-12,692	634	74	76
From Development Charges-Deferral Agreements	167,254	8,697	0	0	0
	<b>164,161</b>	<b>-3,995</b>	<b>634</b>	<b>74</b>	<b>76</b>
<b>Less</b>					
Capital Projects	936,350	0	0	0	0
Summers Lane Reconstruction	0	0	50,000	0	0
	<b>936,350</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>56,576</b>	<b>52,581</b>	<b>3,215</b>	<b>3,289</b>	<b>3,365</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 100045- Services for New Subdivisions  
**Reserve Number:** 100045  
**Date Established:** 1964  
**Source of Funds:** Sale of 1 foot (0.3 metres) reserves.  
**Purpose:** To finance City's share of services in subdivisions for installation of roads, catch basins, curbs and walks, fencing , trees, street lighting.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

			Projected	Projected	Projected
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>	3,691,250	3,784,357	3,880,690	3,969,946	4,061,255
<b>Add</b>					
Interest Earned	93,107	96,333	89,256	91,309	93,409
	<u>93,107</u>	<u>96,333</u>	<u>89,256</u>	<u>91,309</u>	<u>93,409</u>
<b>Ending Balance</b>	<u>3,784,357</u>	<u>3,880,690</u>	<u>3,969,946</u>	<u>4,061,255</u>	<u>4,154,664</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108042- Red Hill Business Park Reserve  
**Reserve Number:** 108042  
**Date Established:** May 24, 2006 FCS06042  
**Source of Funds:** Provincial Contribution of \$20 million in 2006  
Contribution from Development Charges  
**Purpose:** To facilitate servicing and expansion of the Red Hill Business Park. Opens up 690 acres for development.  
**Target Balance:** N/A - One-Time Funding  
**Comments:**  
**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>6,758,048</b>	<b>6,827,671</b>	<b>2,423,998</b>	<b>899,473</b>	<b>920,161</b>
<b>Add</b>					
Interest Earned	169,624	89,789	37,785	20,688	21,164
	<b>169,624</b>	<b>89,789</b>	<b>37,785</b>	<b>20,688</b>	<b>21,164</b>
<b>Less</b>					
1610 and 1622 Rymal Rd East (CONFIDENTIAL) PED18176(a)	0	2,738,750	0	0	0
Land Acquisition Confidential	100,000	0	0	0	0
5743 Twenty Road East (CONFIDENTIAL) PED19093	0	1,330,781	0	0	0
74 Trinity Church Rd (CONFIDENTIAL) TBD	0	407,551	0	0	0
Future Funding of Upper RHVP, Rymal, Dickenson, Dartnall	0	0	1,562,310	0	0
RE1800 3561850124	0	16,380	0	0	0
	<b>100,000</b>	<b>4,493,462</b>	<b>1,562,310</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>6,827,671</b>	<b>2,423,998</b>	<b>899,473</b>	<b>920,161</b>	<b>941,325</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110060- Shovel Ready Industrial Land Reserve

**Reserve Number:** 110060

**Date Established:** October, 1990

**Source of Funds:** Sale of Industrial Lands

**Purpose:** That the goal for the City is to acquire a 10 year supply of industrial land, and that this amount be determined by the City's annual absorption rate based on a 10 year trend.

**Target Balance:** N/A - One-Time Funding

**Comments:** That the initial targeted areas for property acquisition in the short term be focused to the Red Hill Business Park; for use in the development of other industrial parks.

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	4,219,698	4,326,134	3,532,440	3,006,786	3,075,942
<b>Add</b>					
Interest Earned	106,437	106,306	74,346	69,156	70,747
	<b>106,437</b>	<b>106,306</b>	<b>74,346</b>	<b>69,156</b>	<b>70,747</b>
<b>Less</b>					
Fund Shovel Ready Projects	0	900,000	600,000	0	0
	<b>0</b>	<b>900,000</b>	<b>600,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>4,326,134</b>	<b>3,532,440</b>	<b>3,006,786</b>	<b>3,075,942</b>	<b>3,146,689</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110086- Development Fees Stabilization

**Reserve Number:** 110086

**Date Established:** Nov 21, 2001

**Source of Funds:** Annual operating surplus from the Planning Department, Development Engineering Division

**Purpose:** This reserve was established in order to minimize the impact of development fee fluctuations due to changes in economy and construction activity.

**Target Balance:** To Be Reviewed

**Comments:** In the past few years there has been approval via program enhancements items to hire and fund new temporary positions (2 years) from this reserve.

**Sustainable:** Yes

			Projected	Projected	Projected
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>	<b>6,812,948</b>	<b>8,333,308</b>	<b>9,728,525</b>	<b>9,952,281</b>	<b>10,181,183</b>
<b>Add</b>					
Interest Earned	171,848	210,391	223,756	228,902	234,167
Operating Surplus	1,348,512	1,337,695	0	0	0
	<b>1,520,360</b>	<b>1,548,086</b>	<b>223,756</b>	<b>228,902</b>	<b>234,167</b>
<b>Less</b>					
Fund LPAT Outside Consultants	0	152,869	0	0	0
	<b>0</b>	<b>152,869</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>8,333,308</b>	<b>9,728,525</b>	<b>9,952,281</b>	<b>10,181,183</b>	<b>10,415,350</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 117012- Developer Deposits - Roads (SC)  
**Reserve Number:** 117012  
**Date Established:** Unknown  
**Source of Funds:** Deposits from Developers  
**Purpose:** To bring roads up to standard in order to accommodate new development in the former City of Stoney Creek.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** One- Time

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	938,990	962,675	987,181	0	0
<b>Add</b>					
Interest Earned	23,685	24,506	11,223	0	0
	<u>23,685</u>	<u>24,506</u>	<u>11,223</u>	<u>0</u>	<u>0</u>
<b>Less</b>					
Arvin Avenue	0	0	998,404	0	0
	<u>0</u>	<u>0</u>	<u>998,404</u>	<u>0</u>	<u>0</u>
<b>Ending Balance</b>	<u>962,675</u>	<u>987,181</u>	<u>0</u>	<u>0</u>	<u>0</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 100005- Revolving Fund-Historic Properties

**Reserve Number:** 100005

**Date Established:** December 1980

**Source of Funds:** Land Sales. Initially funded from the Sale of "Sandy Place" in the amount of \$100,000 as per items 13/14 of the 1st Report of the Finance Committee approved by Council December 9th, 1990.

**Purpose:** Originally the reserve was set up to acquire Historical Properties in accordance with an agreement dated June 25, 1976 between the Ontario Heritage Foundation and the City of Hamilton. Recently approved Real Estate Management Plan calls for a revolving fund for heritage properties with the primary purpose of maintaining City -owned heritage buildings only during municipal ownership and to provide funding for special requirements established in the protocol for the disposition and conservation management of heritage properties.

**Target Balance:**

**Comments:**

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	427,631	438,418	449,578	459,918	470,496
<b>Add</b>					
Interest Earned	10,786	11,160	10,340	10,578	10,821
	<u>10,786</u>	<u>11,160</u>	<u>10,340</u>	<u>10,578</u>	<u>10,821</u>
<b>Ending Balance</b>	<u>438,418</u>	<u>449,578</u>	<u>459,918</u>	<u>470,496</u>	<u>481,317</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 102047- Community Heritage Program Reserve

**Reserve Number:** 102047

**Date Established:** 2001

**Source of Funds:** Unspent grant monies approved via 2004 & 2005 annual capital budget process. In 2007 additional funding of \$120K was approved for 2007 grant program.

**Purpose:** To act as a source of funding for Hamilton Heritage Conservation grants as per report PED14055 Hamilton Heritage Conservation Grant Program.

**Target Balance:** N/A - One-Time Funding

**Comments:** Hamilton Heritage Conservation grants of up a maximum of \$ 5,000 to be funded from this reserve.

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	138,021	129,565	97,450	69,346	40,596
<b>Add</b>					
Interest Earned	3,380	2,885	1,896	1,250	934
	<b>3,380</b>	<b>2,885</b>	<b>1,896</b>	<b>1,250</b>	<b>934</b>
<b>Less</b>					
Fund Approved grants	11,836	35,000	30,000	30,000	0
	<b>11,836</b>	<b>35,000</b>	<b>30,000</b>	<b>30,000</b>	<b>0</b>
<b>Ending Balance</b>	<b>129,565</b>	<b>97,450</b>	<b>69,346</b>	<b>40,596</b>	<b>41,530</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 102048- Main Street Program Reserve

**Reserve Number:** 102048

**Date Established:** 2001 renamed in 2006

**Source of Funds:** From the consolidation of the Commercial Property Improvement Loan Program and Hamilton Residential Loan Program (29313-102020)

**Purpose:** To fund initiatives in Downtown Hamilton, Business Improvement Areas, Community Downtowns and main street corridors. Council approved (PED07123(b)/FCS07068) detailing new programs and initiatives.

**Target Balance:** To Be Reviewed

**Comments:** "Proposed work under the Commercial Corridor Housing Loan and Grant Program to commence within one year of the General Manager, Planning and Economic Development's approval of the loan/grant. A one year extension may be authorized by the General Manager."

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	1,218,092	1,248,817	1,280,607	1,310,061	480,417
<b>Add</b>					
Interest Earned	30,725	31,790	29,454	20,356	8,256
	<b>30,725</b>	<b>31,790</b>	<b>29,454</b>	<b>20,356</b>	<b>8,256</b>
<b>Less</b>					
Improvement Grants	0	0	0	850,000	242,926
	<b>0</b>	<b>0</b>	<b>0</b>	<b>850,000</b>	<b>242,926</b>
<b>Ending Balance</b>	<b>1,248,817</b>	<b>1,280,607</b>	<b>1,310,061</b>	<b>480,417</b>	<b>245,747</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 102049- Hamilton Community Heritage Fund

**Reserve Number:** 102049

**Date Established:** 2005

**Source of Funds:** Transfer from old City Loan Program Reserve - Community Heritage ((CHFP) 29310-102020)

**Purpose:** Change/update of existing loan program in which owners will now be eligible for a loan up to a max \$50k previously was max. of \$20k for heritage property designated under the Ontario Heritage Act. Loans are repayable over a period of up to 10 years.

**Target Balance:** To Be Reviewed

**Comments:** Approved HCHF Loans are paid out of Balance sheet accounts and repayments are recorded in the same accounts as well. The interest on outstanding balance during the year is charge to Operating Fund as an opportunity cost.

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	103,894	102,467	100,884	42,514	33,377
<b>Add</b>					
Interest Earned	2,575	2,559	1,630	863	653
	<b>2,575</b>	<b>2,559</b>	<b>1,630</b>	<b>863</b>	<b>653</b>
<b>Less</b>					
Interest Cost (Opportunity Cost)	4,001	4,142	10,000	10,000	10,000
Transfer to Hamilton Heritage Property Grant Program Capital Account	0	0	50,000	0	0
	<b>4,001</b>	<b>4,142</b>	<b>60,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Ending Balance</b>	<b>102,467</b>	<b>100,884</b>	<b>42,514</b>	<b>33,377</b>	<b>24,030</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108036- Downtown Hamilton Capital Program  
**Reserve Number:** 108036  
**Date Established:** Sept 25, 2002  
**Source of Funds:** Surplus arising from budgeted interest costs in Downtown Hamilton Residential Loan Program.  
**Purpose:** This reserve was created to help fund the Downtown Capital Projects  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	1,121,623	1,169,400	1,419,168	1,097,784	1,021,883
<b>Add</b>					
Interest Earned	28,292	29,768	28,616	24,099	22,353
Contribution from Current to Reserve	19,486	220,000	0	0	0
	<u>47,778</u>	<u>249,768</u>	<u>28,616</u>	<u>24,099</u>	<u>22,353</u>
<b>Less</b>					
Interest Cost Subsidy	0	0	100,000	100,000	100,000
Transfer to Hamilton Heritage Property Grant Program <small>PED18162</small> Capital Account	0	0	250,000	0	0
	<u>0</u>	<u>0</u>	<u>350,000</u>	<u>100,000</u>	<u>100,000</u>
<b>Ending Balance</b>	<u>1,169,400</u>	<u>1,419,168</u>	<u>1,097,784</u>	<u>1,021,883</u>	<u>944,236</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112006- LACAC Publications Reserve  
**Reserve Number:** 112006  
**Date Established:** April 12, 2006 PED06101  
**Source of Funds:** Merchandise Sales and Sale of Publications  
**Purpose:** Revolving Fund For the purchase and sale of merchandise.  
**Target Balance:** CLOSED  
**Comments:** CLOSED as part of FCS18064  
**Sustainable:** CLOSED

			Projected	Projected	Projected
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>	16,082	0	0	0	0
<b>Less</b>					
To PID 8121255620 for closure	16,082	0	0	0	0
	<b>16,082</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112211- Heritage Studies Reserve  
**Reserve Number:** 112211  
**Date Established:** 2005  
**Source of Funds:** Surplus funds transferred from Heritage Studies capital project.  
**Purpose:** To provide funds for future heritage studies required as a result of requests for heritage designations under the Ontario Heritage Act.. In addition, under the approved Real Estate Management Plan the City acts as principle for the protection of cultural heritage properties whether the property is publicly or privately owned.  
**Target Balance:** CLOSED  
**Comments:** CLOSED as part of FCS18064  
**Sustainable:** CLOSED

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	43,621	0	0	0	0
<b>Add</b>					
Interest Earned	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Less</b>					
To PID 8121255620 for closure	43,621	0	0	0	0
	<u>43,621</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Ending Balance</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112229- Commercial Property Improvement Grant (C.P.I.G.) Reserve

**Reserve Number:** 112229

**Date Established:** Feb 27, 2008 PED08045

**Source of Funds:** Unallocated grant monies that result from taxes not being paid or applicants not proceeding with the renovation of their properties.

**Purpose:** The General Manager, Planning and Economic Development has delegated authority to approve grants under the Commercial Property Improvement Grant Program.

Proposed work to be completed within one calendar year from the date the General Manager, Planning and Economic Development awards the grant. A one year extension can be authorized by the Manager of Urban Renewal. Applications are accepted throughout the year. Payments are issued once project completed and all program terms have been met.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	310,864	318,705	326,818	253,415	178,324
<b>Add</b>					
Interest Earned	7,841	8,113	6,597	4,909	3,181
	<u>7,841</u>	<u>8,113</u>	<u>6,597</u>	<u>4,909</u>	<u>3,181</u>
<b>Less</b>					
Grant Payments	0	0	80,000	80,000	80,000
	<u>0</u>	<u>0</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>
<b>Ending Balance</b>	<u>318,705</u>	<u>326,818</u>	<u>253,415</u>	<u>178,324</u>	<u>101,505</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108060- Hamilton Technology Centre-Capital Repairs  
**Reserve Number:** 108060  
**Date Established:** Jan 29,2014 PED14005  
**Source of Funds:** Surpluses generated by the Hamilton Technology Centre.  
**Purpose:** To fund capital improvements and maintenance for the Hamilton Technology Centre.  
**Target Balance:** CLOSED  
**Comments:** CLOSED as part of FCS18064  
**Sustainable:** CLOSED

			Projected	Projected	Projected
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>	3,972	0	0	0	0
<b>Add</b>					
Interest Earned	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Less</b>					
To 104080 for Reserve Closure	3,972	0	0	0	0
	<u>3,972</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Ending Balance</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112221- Economic Development Investment Reserve

**Reserve Number:** 112221

**Date Established:** Dec 12, 2007 PED07306

**Source of Funds:** Initial contribution of \$1.124 million represents the unused balance from the 2008 Budget of \$1.5 million.  
Balances not used through the annual \$1.5 million Operating Budget will be transferred to this reserve to be used for future Strategic Council priorities related to Economic Development.

**Purpose:** To implement the future strategic Council priorities related to economic development.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** Yes

			Projected	Projected	Projected	
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>		<b>1,749,156</b>	<b>1,443,270</b>	<b>1,428,718</b>	<b>1,167,160</b>	<b>839,980</b>
<b>Add</b>						
Interest Earned		40,857	36,569	29,513	22,820	19,320
Program Surplus		49,285	12,269	0	0	0
Reserve Closure #108060	FCS18064	3,972	0	0	0	0
		<b>94,114</b>	<b>48,838</b>	<b>29,513</b>	<b>22,820</b>	<b>19,320</b>
<b>Less</b>						
Fashion Incubator Case Study		0	0	41,071	0	0
Innovation Factory Funding	GIC13-008	50,000	50,000	50,000	50,000	0
City of Hamilton Music Strategy	2018 Capital	50,000	0	0	0	0
Event Funding	Confidential	200,000	0	0	300,000	0
Phase III Tourism Enhancement		100,000	0	0	0	0
Hamilton Heritage Grants Capital		0	0	200,000	0	0
HMST Tesla		0	13,390	0	0	0
		<b>400,000</b>	<b>63,390</b>	<b>291,071</b>	<b>350,000</b>	<b>0</b>
<b>Ending Balance</b>		<b>1,443,270</b>	<b>1,428,718</b>	<b>1,167,160</b>	<b>839,980</b>	<b>859,300</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112231- Conventions/Sports Events Reserve  
**Reserve Number:** 112231  
**Date Established:** July 13, 2005 GRA05005 (COW)  
**Source of Funds:** Annual Operating Surpluses in the Conventions Grants Budget.  
**Purpose:** Fund costs associated with securing and servicing Conventions and Sporting Events.  
**Target Balance:** To Be Reviewed  
**Comments:** Effective 2005,this reserve has been segregated from the Community Grants reserve - 112230  
**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>275,278</b>	<b>0</b>	<b>595,357</b>	<b>692,499</b>	<b>744,335</b>
<b>Add</b>						
		0	442,948	0	0	0
Interest Earned		5,998	11,276	14,642	16,336	17,010
Operating Surplus	COW Report GRA05005	0	141,133	153,000	103,000	80,500
Operating Surplus	COW Report GRA05005	86,672	0	0	0	0
Phase III Tourism Enhancement - (PED 18056) Bid attraction	GIC Report 18-003(j)	100,000	0	0	0	0
2018 Canadian Country Music Awards	PED18106	50,000	0	0	0	0
		<b>242,670</b>	<b>595,357</b>	<b>167,642</b>	<b>119,336</b>	<b>97,510</b>
<b>Less</b>						
Canadian Country Music Awards	PED18106	50,000	0	0	0	0
Event Funding	Confidential	25,000	0	0	0	0
Confidential Bids (2019)		0	0	53,000	0	0
Confirmed Various Bids		0	0	17,500	32,500	40,000
Pending Potential Bids (Results Pending)		0	0	0	35,000	50,000
		<b>75,000</b>	<b>0</b>	<b>70,500</b>	<b>67,500</b>	<b>90,000</b>
<b>Ending Balance</b>		<b>442,948</b>	<b>595,357</b>	<b>692,499</b>	<b>744,335</b>	<b>751,845</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 100035- Property Purchases

**Reserve Number:** 100035

**Date Established:** 1961

**Source of Funds:** Net proceeds (after Real Estate recovery fees) from sale or lease of lands and buildings vested in the City of Hamilton. Year-end operating budget surplus, subject to final approval of the City Administration's report by Council.

**Purpose:** To fund the acquisition of properties for civic purposes and to offset capital expenditures (i.e. surveying, due diligence, appraisal reports, site preparation and interim property management, etc.) associated with the sale and purchase of properties.

**Target Balance:** 100% of Annual Real Estate Operating Budget Costs (\$1M for 2018) plus \$2M for a total of \$3M

**Comments:** The Reserve should be retained as directed under the approved Portfolio Management strategy plan and administered by the Development & Real Estate Division of P & ED Dept.

**Sustainable:** Yes

			Projected	Projected	Projected	
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>		<b>1,666,376</b>	<b>8,715,160</b>	<b>9,504,988</b>	<b>10,318,578</b>	<b>10,660,609</b>
<b>Add</b>						
Interest Earned		43,584	200,202	225,379	238,518	246,384
Repay Purchase - 205 Berko Avenue, 1139 Greenhill Avenue		237,345	237,345	237,345	0	0
Project Closing Variance		129,520	0	0	0	0
Project Closing Variance	FCS18065	0	1,342,784	0	0	0
Repay Purchase 605 Hwy. 8		247,353	247,353	247,353	0	0
Repay Purchase Ancaster Memorial School		103,513	103,513	103,513	103,513	103,513
Land Sale Proceeds		8,437,670	0	0	0	0
		<b>9,198,985</b>	<b>2,131,197</b>	<b>813,590</b>	<b>342,031</b>	<b>349,897</b>
<b>Less</b>						
Acquisition of 18 Sinclair Avenue	PW17006	562,000	0	0	0	0
Property Purchase	Confidential	83,672	0	0	0	0
John Rebecca Park Project	Council April 25, 2018	750,000	0	0	0	0
Property Purchase	Confidential	335,000	0	0	0	0
Property Purchase	Confidential	419,529	0	0	0	0
Lister Annex Purchase	PW17042	0	1,250,000	0	0	0
286 Victoria Avenue North		0	91,369	0	0	0
		<b>2,150,201</b>	<b>1,341,369</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>8,715,160</b>	<b>9,504,988</b>	<b>10,318,578</b>	<b>10,660,609</b>	<b>11,010,506</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 100051- OPA 28 Fee Reserve

**Reserve Number:** 100051

**Date Established:** July 2018

**Source of Funds:** OPA 28 Fee Collections

**Purpose:** The OPA 28 charge is part of a signed agreement (Province, former Flamborough and the City of Burlington - Minutes of Settlement) and is in recognition of the fact that residential development growth revenues do not cover the full cost of growth (refer to former Flamborough CN Watson study). This Reserve is to be used for the benefit of the Flamborough area.

**Target Balance:** N/A

**Comments:** Status changed from Obligatory (999999) to Non Obligatory as per Forecasted Accounting Review in September 2018. The Reserve is in a deficit as a result of funding the Harry Howell Arena. Forecasted future collections show the Reserve balance to reach 0 in 2024.

**Sustainable:** One- Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	0	-2,734,445	-2,686,904	-2,255,123	-1,823,342
<b>Add</b>					
Interest Earned	27,002	-68,219	-68,219	-68,219	-68,219
Transfer from Obligatory OPA 28 Fee Reserve	3,190,244	0	0	0	0
OPA 28 Fee Collections	125,773	115,760	500,000	500,000	500,000
	<b>3,343,020</b>	<b>47,541</b>	<b>431,781</b>	<b>431,781</b>	<b>431,781</b>
<b>Less</b>					
Fund Harry Howell Arena	6,077,465	0	0	0	0
	<b>6,077,465</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>-2,734,445</b>	<b>-2,686,904</b>	<b>-2,255,123</b>	<b>-1,823,342</b>	<b>-1,391,561</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108021- Parking Capital Reserve

**Reserve Number:** 108021

**Date Established:** Prior to 1964

**Source of Funds:** Contributions from Operating Fund via surplus revenues from plate denials.

**Purpose:** To provide sustainable funds for the Hamilton Municipal Parking System Capital Program.

**Target Balance:** To Be Reviewed

**Comments:** The current contributions to this reserve are not sufficient to sustain the needed capital improvements for HMPS. To ensure sustainability of the Capital Program, the operating fund contribution to the reserve needs to increase by \$25k annually beginning in 2015. Requests for the annual increases will be part of future annual operating budgets.

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>6,082,438</b>	<b>5,648,095</b>	<b>7,423,710</b>	<b>7,755,457</b>	<b>7,355,427</b>
<b>Add</b>						
Interest Earned		122,218	167,504	172,576	171,799	181,160
Provision for Capital Replacement	FCS12072	615,000	665,000	715,000	765,000	815,000
Sale of Parking Lots		1,960,330	2,211,738	0	0	0
Off Street Parking Revenue Increase	PED16065	246,021	227,171	227,171	227,171	227,171
Plate Denial Revenues	PED06391	0	416,862	0	0	0
		<b>2,943,568</b>	<b>3,688,275</b>	<b>1,114,747</b>	<b>1,163,970</b>	<b>1,223,331</b>
<b>Less</b>						
John Rebecca Park Construction		750,000	0	0	0	0
Parking Payment Equipment	2018 Capital	400,000	467,000	0	0	0
Fence Replacement - Municipal Carparks	2018 Capital	100,000	0	0	0	0
Elevator Replacement-York Parkade	2018 Capital	400,000	47,850	0	0	0
Summers Lane Reconstruction	2018/2019 Capital	500,000	0	100,000	0	0
Prior Years' unallocated funding		1,227,912	0	0	0	0
Monetary Penalty - New Process	2014 Capital	0	87,372	0	0	0
Parking Master Plan Consultant	2019 Capital	0	65,000	0	0	0
Expansion Joint Replacement Commonwealth Square	2019 Capital	0	0	83,000	0	0
Pay-on-Foot System Replacement	2019 Capital	0	550,000	0	0	0
Parking Control Squad Room	2019 Capital	0	30,000	0	0	0
Online Parking Permitting Module	2019 Capital	0	100,000	0	0	0
Parking Lots - Surface Repairs	2019 Capital	0	161,616	0	100,000	0
Waterproofing Membrane Replacement	2019 Capital	0	50,000	0	667,000	0
Parking Payment Equipment	2019 Capital	0	0	100,000	0	0
Future Capital Projects		0	0	500,000	0	0
Communications & Security Syst		0	74,986	0	0	0
Repairs-York Boulevard Parkade		0	278,836	0	0	0
Electric Vehicle Charging Stations		0	0	0	172,000	0
Surface Lot and Garage Repairs		0	0	0	275,000	0
Coin Sorter		0	0	0	25,000	0
York Parkade Fire Door and Window Replacement		0	0	0	100,000	0
Parking Meter Replacement		0	0	0	200,000	0
Surface Lot Lighting Upgrades		0	0	0	25,000	0
		<b>3,377,912</b>	<b>1,912,660</b>	<b>783,000</b>	<b>1,564,000</b>	<b>0</b>

**City of Hamilton**  
**2019 Reserve Report**

**Ending Balance**

<b>5,648,095</b>	<b>7,423,710</b>	<b>7,755,457</b>	<b>7,355,427</b>	<b>8,578,758</b>
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## City of Hamilton 2019 Reserve Report

**Reserve Name:** 115085- HMPS Cash in Lieu of Parking Reserve  
**Reserve Number:** 115085  
**Date Established:** Oct 16th, 1989  
**Source of Funds:** Received via through application process of Subdivision and Site Plan Agreements.  
**Purpose:** To provide funds for the provision of Parking Facilities.  
**Target Balance:** To Be Reviewed  
**Comments:** The cash-in-lieu policy has been underutilized for many years. Parking policy is being reviewed as part of the zoning by-law review which includes the cash-in-lieu requirements.  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>487,503</b>	<b>640,200</b>	<b>656,497</b>	<b>671,596</b>	<b>687,043</b>
<b>Add</b>					
Interest Earned	12,297	16,297	15,099	15,447	15,802
Cash in Lieu agreement funds	140,400	0	0	0	0
	<b>152,697</b>	<b>16,297</b>	<b>15,099</b>	<b>15,447</b>	<b>15,802</b>
<b>Ending Balance</b>	<b>640,200</b>	<b>656,497</b>	<b>671,596</b>	<b>687,043</b>	<b>702,845</b>



# HAMILTON ENTERTAINMENT FACILITIES (H.E.F.)

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***2019 Reserve Report With  
2020 - 2022 Projections***







**City of Hamilton**  
**2019 Reserve Report**  
**Reserve Balances**

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>	Reserve <u>Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>H.E.F. Reserves</u></b>						
100025- H.E.F. - Capital Projects	494,256	1,001,433	1,372,415	1,632,929	1,899,434	Yes
102025- First Ontario Concert Hall Reserve	393,220	503,866	616,605	630,787	645,295	Yes
<b>Sub-total H.E.F. Reserves</b>	<b>887,477</b>	<b>1,505,299</b>	<b>1,989,020</b>	<b>2,263,716</b>	<b>2,544,729</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 100025- H.E.F. - Capital Projects  
**Reserve Number:** 100025  
**Date Established:** 1985  
**Source of Funds:** Receipts from Patron Surcharges, operating surplus from H.E.F. interest earned, provision for capital replacement.  
**Purpose:** To finance various capital projects of the Hamilton Convention Centre, the First Ontario Concert Hall and First Ontario Centre/Arena.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>1,203,529</b>	<b>494,256</b>	<b>1,001,433</b>	<b>1,372,415</b>	<b>1,632,929</b>
<b>Add</b>					
Interest Earned	14,382	16,507	26,989	34,169	40,160
Capital Improvements Fund (CIF)	226,345	226,345	226,345	226,345	226,345
2018 HEF Budget Surplus from Tax Stabilization	0	464,325	0	0	0
Operating Surplus 2019	0	0	117,648	0	0
	<b>240,727</b>	<b>707,177</b>	<b>370,982</b>	<b>260,514</b>	<b>266,505</b>
<b>Less</b>					
First Ontario Centre Vertical Transportation	950,000	0	0	0	0
Sports, Entertainment and Convention Review	0	200,000	0	0	0
	<b>950,000</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>494,256</b>	<b>1,001,433</b>	<b>1,372,415</b>	<b>1,632,929</b>	<b>1,899,434</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 102025- First Ontario Concert Hall Reserve  
**Reserve Number:** 102025  
**Date Established:** 1998  
**Source of Funds:** Donations from the Ron Joyce Foundation and First Ontario Partnership.  
**Purpose:** Major maintenance of and/or major improvements to the First Ontario Concert Hall at Hamilton Place.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	185,666	393,220	503,866	616,605	630,787
<b>Add</b>					
Interest Earned	7,554	10,646	12,739	14,182	14,508
First Ontario Sponsorship	200,000	100,000	100,000	0	0
	<b>207,554</b>	<b>110,646</b>	<b>112,739</b>	<b>14,182</b>	<b>14,508</b>
<b>Ending Balance</b>	<b>393,220</b>	<b>503,866</b>	<b>616,605</b>	<b>630,787</b>	<b>645,295</b>



# Police

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***2019 Reserve Report With  
2020 - 2022 Projections***





**City of Hamilton  
 2019 Reserve Report  
 Reserve Balances**

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>	Reserve <u>Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>Police Reserves</u></b>						
104055- Tax Stabilization-Police	1,405,921	1,801,517	1,873,297	1,916,383	1,960,460	Yes
104056- ISD (Investigative Services Division) Capital Reserve	152,797	0	0	0	0	Closed
110065- Police Capital Expenditures	489,387	1,183,569	426,879	436,697	446,741	Yes
112029- Provision for Vacation Liability	1,537,937	1,577,086	1,613,359	1,650,466	1,688,427	Yes
112225- Police Rewards	200,316	205,415	179,795	183,930	188,160	Yes
<b>Sub-total Police Reserves</b>	<b>3,786,358</b>	<b>4,767,587</b>	<b>4,093,330</b>	<b>4,187,476</b>	<b>4,283,788</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 104055- Tax Stabilization-Police

**Reserve Number:** 104055

**Date Established:** 2002

**Source of Funds:** Between period of August 1999 and December 2003, the source of funding was through OMERS Contribution Holiday. Contributions to this reserve are now mainly through any annual year-end surplus of the Service per Board approved resolutions.

**Purpose:** The reserve was established to ensure the ongoing financial stability and fiscal health of the Police Service. This reserve accumulates operating surpluses that can be used to offset Police Service costs, annual budget increases and potentially mitigate the increases due to budgetary fluctuations.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>		<b>940,954</b>	<b>1,405,921</b>	<b>1,801,517</b>	<b>1,873,297</b>	<b>1,916,383</b>
<b>Add</b>						
Interest Earned		21,163	25,890	41,780	43,086	44,077
Operating Surplus		0	1,425,221	0	0	0
Operating Surplus	Disposition Report	1,055,515	0	0	0	0
From Rewards Reserve (Inactive Rewards)	PSB 20-004a	0	0	30,000	0	0
		<b>1,076,678</b>	<b>1,451,111</b>	<b>71,780</b>	<b>43,086</b>	<b>44,077</b>
<b>Less</b>						
Naloxane	PSB 18-082	23,000	0	0	0	0
Intelligence Investigation	PSB 18-082	394,000	0	0	0	0
Carbines	PSB 18-082	90,000	0	0	0	0
ION Scanner	PSB 18-082	45,300	0	0	0	0
BriefCam Video Analyzer	PSB 18-082	22,000	0	0	0	0
Police - Capital Expenses Reserve	PSB 19-072	0	635,815	0	0	0
Police - Capital Expenses Reserve	PSB 18-082	37,411	0	0	0	0
HPS Recruiting & Branding	PSB 19-072	0	64,000	0	0	0
Embossing Machine	PSB 19-072	0	5,700	0	0	0
Police - Vehicle Reserve	PSB 19-072	0	350,000	0	0	0
		<b>611,711</b>	<b>1,055,515</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>1,405,921</b>	<b>1,801,517</b>	<b>1,873,297</b>	<b>1,916,383</b>	<b>1,960,460</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 104056- ISD (Investigative Services Division) Capital Reserve

**Reserve Number:** 104056

**Date Established:** April 23, 2015 PSB15-053

**Source of Funds:** Contributions to this reserve are made through annual year-end surplus per Board approved resolutions.

**Purpose:** This reserve was established to provide a source of funding towards the Investigative Service Division Headquarters construction costs.

**Target Balance:** N/A- One Time

**Comments:**

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	6,789,385	152,797	0	0	0
<b>Add</b>					
Interest Earned	152,797	0	0	0	0
	<b>152,797</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Less</b>					
Police ISD Funding	6,789,385	152,797	0	0	0
	<b>6,789,385</b>	<b>152,797</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>152,797</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110065- Police Capital Expenditures  
**Reserve Number:** 110065  
**Date Established:** November, 1988  
**Source of Funds:** Contributions to this reserve are made through provision in the annual operating budget and/or any annual year-end surplus per Board approved resolutions.  
**Purpose:** The reserve was established to provide a source of funding for any major future capital expenditures, including major repair and building improvements.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>1,125,069</b>	<b>489,387</b>	<b>1,183,569</b>	<b>426,879</b>	<b>436,697</b>
<b>Add</b>						
Interest Earned		25,812	19,367	18,310	9,818	10,044
Project Closing	Closing Report	51,095	39,000	0	0	0
From Police - Tax Stabilization Reserve		37,411	635,815	0	0	0
		<b>114,318</b>	<b>694,182</b>	<b>18,310</b>	<b>9,818</b>	<b>10,044</b>
<b>Less</b>						
Police Hardware Acquisition - Server/Storage	PSB 17-122	400,000	0	0	0	0
Police Video Infrastructure	PSB 17-122	150,000	0	0	0	0
Police Radio Room Recording Upgrade	PSB 17-122	200,000	0	0	0	0
Police Capital Expenditures	PSB 20-008	0	0	775,000	0	0
		<b>750,000</b>	<b>0</b>	<b>775,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>489,387</b>	<b>1,183,569</b>	<b>426,879</b>	<b>436,697</b>	<b>446,741</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112029- Provision for Vacation Liability

**Reserve Number:** 112029

**Date Established:** April 18th, 2005

**Source of Funds:** Contributions to this reserve are made through annual year-end surplus related to vacation liability of the Service per Board approved resolutions.

**Purpose:** This reserve was established to track the liability of vacation that an employee has earned/owed upon the cessation of employment from the Service, as per the Police Collective Agreement.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** Yes

			Projected	Projected	Projected
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>	1,500,099	1,537,937	1,577,086	1,613,359	1,650,466
<b>Add</b>					
Interest Earned	37,838	39,149	36,273	37,107	37,961
	<u>37,838</u>	<u>39,149</u>	<u>36,273</u>	<u>37,107</u>	<u>37,961</u>
<b>Ending Balance</b>	<u>1,537,937</u>	<u>1,577,086</u>	<u>1,613,359</u>	<u>1,650,466</u>	<u>1,688,427</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112225- Police Rewards  
**Reserve Number:** 112225  
**Date Established:** 1979  
**Source of Funds:** Contributions to this reserve are made through transfers from the Service's operating budget per Board approved resolutions.  
**Purpose:** This reserve was established so that the Police Service can offer monetary rewards to the public for information on unsolved cases that lead to arrest and prosecution.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

			Projected	Projected	Projected	
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>		185,613	200,316	205,415	179,795	183,930
<b>Add</b>						
Interest Earned		4,703	5,099	4,380	4,135	4,230
Unsolved Homicide	PSB 18-104	10,000	0	0	0	0
		<b>14,703</b>	<b>5,099</b>	<b>4,380</b>	<b>4,135</b>	<b>4,230</b>
<b>Less</b>						
Inactive Rewards	PSB 20-004a	0	0	30,000	0	0
		<b>0</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>200,316</b>	<b>205,415</b>	<b>179,795</b>	<b>183,930</b>	<b>188,160</b>

# HAMILTON FARMERS MARKET

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***2019 Reserve Report With  
2020 - 2022 Projections***





**City of Hamilton**  
**2019 Reserve Report**  
**Reserve Balances**

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>	Reserve <u>Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>Farmers Market</u></b>						
104006- Hamilton Farmers Market Reserve	75,687	120,717	72,364	77,063	66,697	Yes
<b>Sub-total Farmers Market</b>	<b>75,687</b>	<b>120,717</b>	<b>72,364</b>	<b>77,063</b>	<b>66,697</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 104006- Hamilton Farmers Market Reserve

**Reserve Number:** 104006

**Date Established:** 2018 (March 5, 2018 Market Board Resolution)

**Source of Funds:** Year-end Market operating budget surplus, subject to final approval of the City Administration's report by Council.  
Repayment of principal plus interest for any internal borrowings from the reserve as per policies and procedures.  
Remaining balances in operating reserves approved for closure.  
Investment income earned on the reserve's balance as per policies and procedures.  
One time unexpected sources of operating revenues.

**Purpose:** To smooth significant fluctuations in operating budget variances in future years and to help the Market 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.  
The Hamilton Farmers Market Reserve is not intended to be a long term funding source for general operations.

**Target Balance:** \$400K

**Comments:**

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	0	75,687	120,717	72,364	77,063
<b>Add</b>					
Interest Earned	1,098	2,513	2,195	1,699	1,634
Transfer to reserve	3,000	3,000	3,000	3,000	3,000
2017 Budget Surplus	71,589	0	0	0	0
2018 Budget Surplus from Tax Stabilization	0	39,517	0	0	0
2019 Budget Deficit	0	0	-53,548	0	0
	<b>75,687</b>	<b>45,030</b>	<b>-48,353</b>	<b>4,699</b>	<b>4,634</b>
<b>Less</b>					
Hydro Callibration	0	0	0	0	15,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>
<b>Ending Balance</b>	<b>75,687</b>	<b>120,717</b>	<b>72,364</b>	<b>77,063</b>	<b>66,697</b>



# Public Works

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***2019 Reserve Report With  
2020 - 2022 Projections***





**City of Hamilton  
2019 Reserve Report  
Reserve Balances**

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>Public Works Reserves</u></b>						
<b><u>Cemeteries' Reserves</u></b>						
104105- Cemetery Niche Reserve	149,632	157,783	154,171	150,267	150,425	Yes
<b>Sub-total Cemeteries' Reserves</b>	<b>149,632</b>	<b>157,783</b>	<b>154,171</b>	<b>150,267</b>	<b>150,425</b>	
<b><u>Facilities</u></b>						
108012- Tim Hortons Field Capital Reserve	29,872	53,347	77,333	101,870	126,972	Yes
108039- General Facility Capital Reserve	114,395	117,307	120,005	122,765	125,589	Yes
108046- RCMP Lease-Capital Replacement	1,123,001	1,206,986	1,291,694	1,378,350	1,467,000	Yes
108048- YMCA & Turner Library Capital Renewal Reserve	433,783	501,516	569,086	638,210	708,924	Yes
112209- 47 Guise St Reserve	169,689	183,509	197,339	211,487	225,960	Yes
<b>Sub-total Facilities</b>	<b>1,870,740</b>	<b>2,062,664</b>	<b>2,255,456</b>	<b>2,452,682</b>	<b>2,654,444</b>	
<b><u>Greenspace/Parks Reserves</u></b>						
108037- Hamilton Beach Park Reserve	208,432	55,993	257,673	265,403	273,365	Yes
112201- General Park, Marina and Waterfront Reserve	828,158	899,111	201,787	64,818	177,574	Yes
112202- Leash Free Park Reserve	169,683	134,949	96,611	57,391	17,269	Yes
112224- Waterpark Operations Reserve	1,464,294	1,771,860	1,379,552	1,234,269	1,085,645	Yes
<b>Sub-total Greenspace/Parks Reserves</b>	<b>2,670,566</b>	<b>2,861,913</b>	<b>1,935,623</b>	<b>1,621,881</b>	<b>1,553,853</b>	
<b><u>Public Works-Other Reserves</u></b>						
108041- Roads, Bridges & Traffic Capital Reserve	1,800,179	2,043,451	2,090,450	2,138,530	2,187,716	One-Time
112203- Red Light Camera Project	6,083,035	6,539,993	4,107,275	1,905,383	792,885	No
112205- Winter Control	3,312,999	3,397,334	3,475,473	3,555,409	3,637,183	No
112272- Energy Conservation Initiative Reserve	4,730,017	5,339,681	4,075,237	3,998,077	3,869,449	Yes
<b>Sub-total Public Works-Other Reserves</b>	<b>15,926,230</b>	<b>17,320,459</b>	<b>13,748,435</b>	<b>11,597,399</b>	<b>10,487,233</b>	
<b><u>Transit Reserves</u></b>						
108019- Transit Shelter Capital Reserve	176,547	181,041	185,205	0	0	One-Time
108025- Transit Capital Reserve	279,978	270,210	378,725	492,035	604,502	Yes
108045- Federal Public Transit Funds	61,098	62,653	13,514	13,822	14,140	One-Time
108047- Rapid Transit Capital Reserve	3,183,015	2,961,358	520,949	532,931	545,188	One-Time
<b>Sub-total Transit Reserves</b>	<b>3,700,637</b>	<b>3,475,262</b>	<b>1,098,393</b>	<b>1,038,789</b>	<b>1,163,831</b>	
<b><u>Waste Management Reserves</u></b>						
110062- Closed Landfill Reserve	1,133,552	1,189,207	1,221,066	1,249,151	1,277,881	Yes
112270- Waste Management Recycling	4,858,399	3,027,803	271,311	-228,199	-233,448	No
112271- WM Facilities-Replace\Upgrade Reserve	3,273,981	3,357,322	2,755,200	2,818,570	2,883,397	Yes
<b>Sub-total Waste Management Reserves</b>	<b>9,265,932</b>	<b>7,574,332</b>	<b>4,247,577</b>	<b>3,839,522</b>	<b>3,927,830</b>	
<b>Sub-total Public Works Reserves</b>	<b>33,583,737</b>	<b>33,452,413</b>	<b>23,439,655</b>	<b>20,700,540</b>	<b>19,937,617</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 104105- Cemetery Niche Reserve  
**Reserve Number:** 104105  
**Date Established:** 1992  
**Source of Funds:** Revenue received from the sale of niches. Revenues from user fees and land leases.  
**Purpose:** To fund the development of columbarium units in various municipal cemeteries throughout the City of Hamilton. A source of funds to promote cemetery growth that is funded through revenue generation and not the City Capital Budget.  
**Target Balance:** \$100K  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>123,311</b>	<b>149,632</b>	<b>157,783</b>	<b>154,171</b>	<b>150,267</b>
<b>Add</b>					
Interest Earned	2,891	4,297	3,547	3,461	3,419
Sale of Niches	73,431	74,274	57,841	62,635	66,739
Sale of Cemetery Items	0	0	5,000	0	0
Project Closings	0	-420	0	0	0
	<b>76,322</b>	<b>78,151</b>	<b>66,388</b>	<b>66,096</b>	<b>70,158</b>
<b>Less</b>					
Construction of Columbarium's		Capital Budget			
	50,000	70,000	70,000	70,000	70,000
	<b>50,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>
<b>Ending Balance</b>	<b>149,632</b>	<b>157,783</b>	<b>154,171</b>	<b>150,267</b>	<b>150,425</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108012- Tim Hortons Field Capital Reserve

**Reserve Number:** 108012

**Date Established:** July 2018

**Source of Funds:** Net concession revenues subject to the approval of the Director, Energy, Fleet and Facilities Management. Investment income earned on the reserve's balance as per policies and procedures.

**Purpose:** To ensure the long-term viability of capital assets at Tim Hortons Field. The Reserve provides Council and Administration with the opportunity to replace, improve, and / or maintain assets where funding from the City's capital budget or other sources, including funding from senior levels of government, is insufficient.

**Target Balance:** The balance in the Reserve has a target level of 2% (\$3M 2018) of the capital replacement cost of Tim Hortons Field.

**Comments:** Re-purposed from Ivor Wynne Community Fund Reserve as part of FCS18080. Status changed from Obligatory to Non-Obligatory in September 2018 resulting in a new Reserve number being created.

**Sustainable:** Yes

			Projected	Projected	Projected	
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>		0	29,872	53,347	77,333	101,870
<b>Add</b>						
Interest Earned		735	975	1,486	2,037	2,602
From Ivor Wynne Community Fund Reserve	FCS18080	29,137	0	0	0	0
Concession Reserve (Forge FC Agreement)	FCS18080	0	22,500	22,500	22,500	22,500
		<b>29,872</b>	<b>23,475</b>	<b>23,986</b>	<b>24,537</b>	<b>25,102</b>
<b>Ending Balance</b>		<b>29,872</b>	<b>53,347</b>	<b>77,333</b>	<b>101,870</b>	<b>126,972</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108039- General Facility Capital Reserve

**Reserve Number:** 108039

**Date Established:** September 2018

**Source of Funds:** Provision for reserve contribution from the City Operating Budget, subject to final approval from the General Manager of Finance and Corporate Services.  
Investment income earned on the reserve's balance as per policies and procedures.

**Purpose:** To ensure the long-term viability of the City's capital assets which fall under the Facilities portfolio.

**Target Balance:** 2% (\$30M 2018) of the City's facilities asset replacement value less the City's annual facilities block allocation in the City's Capital Budget Plan

**Comments:** McMaster University's Continuing Education Program vacated 50 Main St E in 2015 in preparation for the City's POA operations moving to the building. Reserve re purposed as part of FCS18080.

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>38,470</b>	<b>114,395</b>	<b>117,307</b>	<b>120,005</b>	<b>122,765</b>
<b>Add</b>					
Interest Earned	1,595	2,912	2,698	2,760	2,824
Provision for Capital Replacement	74,329	0	0	0	0
	<b>75,924</b>	<b>2,912</b>	<b>2,698</b>	<b>2,760</b>	<b>2,824</b>
<b>Ending Balance</b>	<b>114,395</b>	<b>117,307</b>	<b>120,005</b>	<b>122,765</b>	<b>125,589</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108046- RCMP Lease-Capital Replacement  
**Reserve Number:** 108046  
**Date Established:** Sept 26, 2007 FCS07079  
**Source of Funds:** A portion of the Lease payments from the rental of the former Stoney Creek City Hall to the RCMP.  
**Purpose:** To fund life cycle replacement of building and grounds components of the former Stoney Creek City Hall, which is now leased to the RCMP.  
**Target Balance:** N/A - One-Time Funding  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>1,040,989</b>	<b>1,123,001</b>	<b>1,206,986</b>	<b>1,291,694</b>	<b>1,378,350</b>
<b>Add</b>					
Interest Earned	25,712	27,685	28,408	30,356	32,349
Provision for Capital Replacement	266,300	266,300	266,300	266,300	266,300
	<b>292,012</b>	<b>293,985</b>	<b>294,708</b>	<b>296,656</b>	<b>298,649</b>
<b>Less</b>					
Capital Replacement	210,000	210,000	210,000	210,000	210,000
	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>
<b>Ending Balance</b>	<b>1,123,001</b>	<b>1,206,986</b>	<b>1,291,694</b>	<b>1,378,350</b>	<b>1,467,000</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108048- YMCA & Turner Library Capital Renewal Reserve  
**Reserve Number:** 108048  
**Date Established:** 2009 Sch. A Turner Park Community Centre Agreement  
**Source of Funds:** Annual contribution from YMCA and Library based on Rentable Area (cents/ft2)  
**Purpose:** Capital replacement and improvements for common areas such as roof.  
**Target Balance:** N/A Revenues from external Sources  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	367,826	433,783	501,516	569,086	638,210
<b>Add</b>					
Interest Earned	10,559	12,335	12,172	13,726	15,316
Provision For Replacement	55,398	55,398	55,398	55,398	55,398
	<b>65,957</b>	<b>67,733</b>	<b>67,570</b>	<b>69,124</b>	<b>70,714</b>
<b>Ending Balance</b>	<b>433,783</b>	<b>501,516</b>	<b>569,086</b>	<b>638,210</b>	<b>708,924</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112209- 47 Guise St Reserve  
**Reserve Number:** 112209  
**Date Established:** Dec 15, 2004 PW04134/PD04322  
**Source of Funds:** All revenues generated from the lease of the Property Former HPA Boating School now Hamilton Waterfront Trust & Williams Pub.  
**Purpose:** To fund capital systems replacement and operating contingency expenditures.  
**Target Balance:** \$250K  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>156,248</b>	<b>169,689</b>	<b>183,509</b>	<b>197,339</b>	<b>211,487</b>
<b>Add</b>					
Interest Earned	3,941	4,320	4,330	4,648	4,973
Provision for Capital Replacement	9,500	9,500	9,500	9,500	9,500
	<b>13,441</b>	<b>13,820</b>	<b>13,830</b>	<b>14,148</b>	<b>14,473</b>
<b>Ending Balance</b>	<b>169,689</b>	<b>183,509</b>	<b>197,339</b>	<b>211,487</b>	<b>225,960</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108037- Hamilton Beach Park Reserve  
**Reserve Number:** 108037  
**Date Established:** 2004  
**Source of Funds:** Proceeds of Sale of Hamilton Beach properties in excess of \$1 million.  
**Purpose:** Assist with the funding for the development of Hamilton Beach Parks.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	-143,538	208,432	55,993	257,673	265,403
<b>Add</b>					
Interest Earned	-409	4,924	1,680	7,730	7,962
Beach Property Sales (Net)	632,286	0	200,000	0	0
	<b>631,877</b>	<b>4,924</b>	<b>201,680</b>	<b>7,730</b>	<b>7,962</b>
<b>Less</b>					
Beach Park Development Program					
Capital Budget	129,907	0	0	0	0
Confederation Park Facility Assessment	150,000	0	0	0	0
2 Electric Charging Stations	0	30,000	0	0	0
Fund deficit in Beach Properties - Sales & Maintenance Capital 3561250201	0	127,363	0	0	0
	<b>279,907</b>	<b>157,363</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>208,432</b>	<b>55,993</b>	<b>257,673</b>	<b>265,403</b>	<b>273,365</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112201- General Park, Marina and Waterfront Reserve  
**Reserve Number:** 112201  
**Date Established:** August 13th, 2003  
**Source of Funds:** Marina rentals, revenues, agreements and other waterfront revenues.  
**Purpose:** To fund capital improvements at the Hamilton Waterfront managed by the Environmental Services Division. The Reserve provides staff the opportunity to replace additional assets where the Capital Budget funding is insufficient.  
**Target Balance:** \$200K  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>548,255</b>	<b>828,158</b>	<b>899,111</b>	<b>201,787</b>	<b>64,818</b>
<b>Add</b>					
Interest Earned	15,105	23,338	12,516	3,031	2,756
Marina Rental Revenue	264,798	217,455	110,000	110,000	110,000
Other Revenues	0	55,160	30,160	0	0
	<b>279,903</b>	<b>295,953</b>	<b>152,676</b>	<b>113,031</b>	<b>112,756</b>
<b>Less</b>					
Park Improvements	0	225,000	850,000	250,000	0
	<b>0</b>	<b>225,000</b>	<b>850,000</b>	<b>250,000</b>	<b>0</b>
<b>Ending Balance</b>	<b>828,158</b>	<b>899,111</b>	<b>201,787</b>	<b>64,818</b>	<b>177,574</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112202- Leash Free Park Reserve  
**Reserve Number:** 112202  
**Date Established:** December 5, 2014  
**Source of Funds:** \$1 per dog license tag sold  
**Purpose:** To fund capital improvements in existing leash free areas and to fund the development of new leash free areas. The Reserve provides staff the opportunity to replace additional assets where the Capital Budget funding is insufficient.  
**Target Balance:** \$100K  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	205,736	169,683	134,949	96,611	57,391
<b>Add</b>					
Interest Earned	4,327	4,649	2,633	1,751	849
License Fees and Donations	39,620	40,617	39,029	39,029	39,029
	<b>43,947</b>	<b>45,266</b>	<b>41,662</b>	<b>40,780</b>	<b>39,878</b>
<b>Less</b>					
Leashfree Park Program					
Capital Budget	80,000	80,000	80,000	80,000	80,000
	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
<b>Ending Balance</b>	<b>169,683</b>	<b>134,949</b>	<b>96,611</b>	<b>57,391</b>	<b>17,269</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112224- Waterpark Operations Reserve

**Reserve Number:** 112224

**Date Established:** Dec 9, 2015 (PW11005(c)/FCS15090)

**Source of Funds:** Annual Commercial Operations (within CBP) operating budget surpluses (if realized).  
One time unexpected revenue sources.  
Unused funds returned from Waterpark capital projects.

**Purpose:** To fund capital improvements at the Waterpark in Confederation Beach Park (CBP), as approved by the City of Hamilton in consultation with the Waterpark operators and as one component of a comprehensive 10-year capital plan as outlined in Report PW11005(c) / FCS15090.

To offset future operating budget deficits realized by the Waterpark operators.

To provide a source of funds to offset extraordinary and unforeseen expenditures for the Waterpark.

**Target Balance:** \$300K minimum Target Balance

**Comments:**

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>1,179,151</b>	<b>1,464,294</b>	<b>1,771,860</b>	<b>1,379,552</b>	<b>1,234,269</b>
<b>Add</b>					
Interest Earned	30,812	37,847	32,645	29,717	26,376
2017 Operating Surplus	254,331	0	0	0	0
2018 Operating Surplus	0	444,719	0	0	0
2019 Operating Surplus (est.)	0	0	280,047	0	0
	<b>285,143</b>	<b>482,566</b>	<b>312,692</b>	<b>29,717</b>	<b>26,376</b>
<b>Less</b>					
Minor Capital Rehab/Maintenance	0	175,000	175,000	175,000	175,000
Waterpark Upgrades	0	0	530,000	0	0
	<b>0</b>	<b>175,000</b>	<b>705,000</b>	<b>175,000</b>	<b>175,000</b>
<b>Ending Balance</b>	<b>1,464,294</b>	<b>1,771,860</b>	<b>1,379,552</b>	<b>1,234,269</b>	<b>1,085,645</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108041- Roads, Bridges & Traffic Capital Reserve

**Reserve Number:** 108041

**Date Established:** May 24, 2006 FCS06042

**Source of Funds:** Provincial Contribution

**Purpose:** Improving Roads and Bridges

**Target Balance:** N/A - One-Time Funding

**Comments:** The City of Hamilton received a one-time grant at the end of March 2006 in the amount of \$20,834,975 from the Province of Ontario under the Move Ontario Improving Roads and Bridges Budget Initiative. In 2008, the City received an additional \$8,806,309 from the Province under the 2008 Municipal Road and Bridge Infrastructure Investment Program.

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	1,755,056	1,800,179	2,043,451	2,090,450	2,138,530
<b>Add</b>					
Interest Earned	44,283	47,918	46,999	48,080	49,186
Capital Closing	840	195,354	0	0	0
	<b>45,123</b>	<b>243,272</b>	<b>46,999</b>	<b>48,080</b>	<b>49,186</b>
<b>Ending Balance</b>	<b>1,800,179</b>	<b>2,043,451</b>	<b>2,090,450</b>	<b>2,138,530</b>	<b>2,187,716</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112203- Red Light Camera Project

**Reserve Number:** 112203

**Date Established:** 2004 PW03150 (a)\PW07116 (Revised)

**Source of Funds:** Surplus in Red light Camera Project

**Purpose:** To Provide funds for the future expansion of the Red Light Camera Program.

Revised 2007: That all excess Red Light Camera program fine revenues not required to build, operate or maintain existing or future Red Light Camera sites, be allocated to road safety initiatives, as supported by the Hamilton Strategic Road Safety Program, subject to maintaining a minimum balance of \$100,000 in the Red Light Camera Reserve 112203.

**Target Balance:** To Be Reviewed

**Comments:**

**Sustainable:** No

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>7,860,995</b>	<b>6,083,035</b>	<b>6,539,993</b>	<b>4,107,275</b>	<b>1,905,383</b>
<b>Add</b>						
Interest Earned		175,321	175,528	128,424	95,287	69,788
Red Light Camera Revenues		4,381,143	5,108,359	3,738,933	4,286,391	5,513,744
		<b>4,556,464</b>	<b>5,283,887</b>	<b>3,867,357</b>	<b>4,381,678</b>	<b>5,583,532</b>
<b>Less</b>						
Safety Initiatives -Transfer to Operating	Operating Budget	886,350	0	0	0	0
Annual Plastic Marking Rehabilitation (4661720720)		200,000	200,000	0	0	0
POA Collection Costs (461010)		39,938	0	0	0	0
POA Cost Allocation (461010)		1,176,895	1,211,433	1,400,686	1,429,470	1,458,870
RCL Operating Costs (461010)		1,496,445	0	0	0	0
5 FTEs (461006 / 461007)	PW11048/PW16027	200,000	0			0
Pedestrian Crossovers	Capital Budget	400,000	600,000	0	0	0
RHVP Rehabilitation (4031811015)- Cats Eyes	Capital Budget	250,000	0	0	0	0
Road & Sidewalk Reconstruction - Buchanan Area	PW17045	73,653	0	0	0	0
Queen Street Two-way Conversion (4661820810)		1,100,000	0	0	0	0
Bike Lanes Bay Street (excl MTO Grant)	2017 Capital Budget	287,816	0	0	0	0
Vehicles (2)	CASP1304	223,327	0	0	0	0
Truck Route Master Plan Review (PED19073)		0	0	100,000	0	0
North End Traffic Management Plan (NETMP)		0	50,000	0	0	0
PW Costs (461010)		0	1,039,899	1,173,977	1,232,680	1,294,310
Road Safety Initiatives (461011)		0	1,084,273	465,000	295,800	301,720
5 FTEs (461006 / 461007)		0	466,949	540,412	551,220	562,240
RHVP Internal & External Charges (461012)		0	219,482	220,000	224,400	228,890
Automated Speed Enforcement (Photo Radar)		0	0	700,000	700,000	700,000
Engagement Priorities - Vision Zero		0	0	500,000	600,000	600,000
Education Priorities - Vision Zero		0	0	400,000	400,000	400,000
Evaluation Priorities - Vision Zero		0	0	200,000	350,000	350,000
Engineering Priorities - Vision Zero		0	0	600,000	800,000	800,000
Wentworth Trail IPS (4661720723)		0	-45,107	0	0	0
		<b>6,334,424</b>	<b>4,826,929</b>	<b>6,300,075</b>	<b>6,583,570</b>	<b>6,696,030</b>
<b>Ending Balance</b>		<b>6,083,035</b>	<b>6,539,993</b>	<b>4,107,275</b>	<b>1,905,383</b>	<b>792,885</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112205- Winter Control  
**Reserve Number:** 112205  
**Date Established:** January, 1987  
**Source of Funds:** Contributions from Operating Fund  
**Purpose:** To minimize the erratic impacts on the annual operating budget due to higher than budgeted snow removal cost resulting from unusually inclement weather.  
**Target Balance:** 25% of the 5 year average actual expenditures for Winter Control (\$6.4M)  
**Comments:**  
**Sustainable:** No

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	3,231,489	3,312,999	3,397,334	3,475,473	3,555,409
<b>Add</b>					
Interest Earned	81,510	84,335	78,139	79,936	81,774
	<b>81,510</b>	<b>84,335</b>	<b>78,139</b>	<b>79,936</b>	<b>81,774</b>
<b>Ending Balance</b>	<b>3,312,999</b>	<b>3,397,334</b>	<b>3,475,473</b>	<b>3,555,409</b>	<b>3,637,183</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112272- Energy Conservation Initiative Reserve

**Reserve Number:** 112272

**Date Established:** Nov 14, 2007 PW07127

**Source of Funds:** Sources of funds for the Energy Conservation Initiative Reserve include billing recoveries, project incentives as well as current and future savings identified through projects managed by the Energy Office.

**Purpose:** To fund initiatives related to energy conservation and demand management as well as the Office of Energy Initiatives (OEI)

**Target Balance:** Cost of OEI for following year

**Comments:**

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>3,792,042</b>	<b>4,730,017</b>	<b>5,339,681</b>	<b>4,075,237</b>	<b>3,998,077</b>
<b>Add</b>						
Interest Earned		110,238	127,953	105,280	91,082	89,084
Capital Closing Surplus PID 3541351006	Closing Report	8,520	0	0	0	0
Utility Recoveries		145,496	64,971	0	0	0
Embedded Energy Manager		66,667	0	40,000	0	0
Energy Efficiencies		468,290	468,290	0	0	0
2010 Capital Project (Payback to Reserve)	PW10099	0	64,775	116,245	116,245	116,245
2010 Capital Project (Payback to Reserve)	PW10099	64,775	0	0	0	0
Incentives & Rebates		207,604	87,186	83,801	0	0
2014 Capital Project (Savings pay back to reserve)	PW14097	258,409	296,743	546,744	546,744	546,744
2016 Capital Project - Incentives Revenue	PW16074	112,595	134,351			0
790201 - BPU Operations Transfer		465,454	579,850	0	0	0
Capital Closing Surplus PID 3541541510	Closing Report	728,015	0	0	0	0
2016 Capital Project - (Payback to Reserve)	PW16074	0	90,147	127,315	75,129	75,129
2019 Capital Project - (Payback to Reserve)		0	0	95,200	62,100	32,000
2019 Capital Project - Incentives Revenue		0	0	25,625	0	0
2020 Capital Project - Incentives Revenue		0	0	34,000	0	0
		<b>2,636,064</b>	<b>1,914,266</b>	<b>1,311,026</b>	<b>891,300</b>	<b>859,202</b>
<b>Less</b>						
Fund Energy Office		925,665	930,856	949,470	968,460	987,830
2014 Capital Project - Fund Capital Proposal	PW14097	94,340	0	0	0	0
2016 Capital Project - Fund Capital Proposal	PW16074	0	125,126	0	0	0
2016 Capital Project - Fund Capital Proposal	PW16074	229,464	0	0	0	0
CUP Sales Funds To Offset Capacity Charge Increase		0	248,620	100,000	0	0
CUP Operations		448,620	0	0	0	0
2020 Capital Project - Fund Capital Proposal		0	0	1,526,000	0	0
		<b>1,698,089</b>	<b>1,304,602</b>	<b>2,575,470</b>	<b>968,460</b>	<b>987,830</b>
<b>Ending Balance</b>		<b>4,730,017</b>	<b>5,339,681</b>	<b>4,075,237</b>	<b>3,998,077</b>	<b>3,869,449</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108019- Transit Shelter Capital Reserve  
**Reserve Number:** 108019  
**Date Established:** Sept 29, 2010 TOE01061(b)  
**Source of Funds:** One-time compensation of \$175,000 from CBS Outdoor Advertising to offset Capital adjustments.  
**Purpose:** To be utilized to fund the addition, removal, relocation or installation of transit shelters and to replace shelter glass walls as deemed necessary from time to time.  
**Target Balance:** N/A - One-Time Funding  
**Comments:** Funds to be applied to transit shelters as required  
**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	172,203	176,547	181,041	185,205	0
<b>Add</b>					
Interest Earned	4,344	4,494	4,164	2,106	0
	<b>4,344</b>	<b>4,494</b>	<b>4,164</b>	<b>2,106</b>	<b>0</b>
<b>Less</b>					
Bus Shelter/Bench Refurbishment & Replacement Program	0	0	0	187,310	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>187,310</b>	<b>0</b>
<b>Ending Balance</b>	<b>176,547</b>	<b>181,041</b>	<b>185,205</b>	<b>0</b>	<b>0</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108025- Transit Capital Reserve  
**Reserve Number:** 108025  
**Date Established:** 2001  
**Source of Funds:** Originally - a contribution from HSR Working Funds.  
Annual contribution from operating  
**Purpose:** To provide sustainable funds for the Transit Capital Program.  
**Target Balance:** To Be Reviewed  
**Comments:** Yearly contributions budgeted at \$100K  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>221,599</b>	<b>279,978</b>	<b>270,210</b>	<b>378,725</b>	<b>492,035</b>
<b>Add</b>					
Interest Earned	10,616	10,682	8,515	13,311	12,467
Transfer From Operating - Cont to Reserve	0	0	100,000	100,000	100,000
Project Closing Unused Funds	88,543	0	0	0	0
	<b>99,159</b>	<b>10,682</b>	<b>108,515</b>	<b>113,311</b>	<b>112,467</b>
<b>Less</b>					
Master Plan Update	584	0	0	0	0
PASS SUS/CERT Computer Software	17,054	0	0	0	0
Mobility Programs	23,143	20,031	0	0	0
Project Closures	0	420	0	0	0
	<b>40,780</b>	<b>20,451</b>	<b>0</b>	<b>0</b>	
	<b>279,978</b>	<b>270,210</b>	<b>378,725</b>	<b>492,035</b>	<b>604,502</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108027- Province of Ontario Transit Capital Grant

**Reserve Number:** 108027

**Date Established:** March 5th,2008 PW08030

**Source of Funds:** Province of Ontario grant of \$7,522,653

**Purpose:** To fund Transit Capital expansion to help improve accessibility for people with disabilities, manage congestion, support the environment and improve the movement of both people and goods.

**Target Balance:**

**Comments:** Reserve has been exhausted for its one time purpose and is recommended for closure.

**Sustainable:** Closed

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>2,963,178</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Add</b>					
Interest Earned	73,354	0	0	0	0
	<b>73,354</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Less</b>					
Facility Upgrades MTC	0	0	0	0	0
HSR Conventional Fleet Replacement	2,706,188	0	0	0	0
Transit EAM Fleet Management	330,344	0	0	0	0
	<b>3,036,532</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108045- Federal Public Transit Funds

**Reserve Number:** 108045

**Date Established:** April 25, 2007 FCS07050

**Source of Funds:** Under Bill C 48, the Federal Government released previous financial commitments relating to affordable housing and transit to the Provinces. The 2007 Province of Ontario Budget, announced the forwarding of these commitments to Ontario municipalities. For Hamilton, this meant \$6,580,000 for affordable housing and \$11,147,927.39 for transit.

**Purpose:** While the Province did, in fact, make these payments as unconditional grants, in order to flow the funds to the City, it is very clear from the various communications received that there is an expectation the funds will be used for Public Transit.

**Target Balance:** N/A - One-Time Funding

**Comments:**

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	45,652	61,098	62,653	13,514	13,822
<b>Add</b>					
Interest Earned	1,211	1,555	860	309	318
Project Closings	14,235	0	0	0	0
	<b>15,446</b>	<b>1,555</b>	<b>860</b>	<b>309</b>	<b>318</b>
<b>Less</b>					
Transit Priority Measures	0	0	50,000	0	0
	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>61,098</b>	<b>62,653</b>	<b>13,514</b>	<b>13,822</b>	<b>14,140</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108047- Rapid Transit Capital Reserve  
**Reserve Number:** 108047  
**Date Established:** April 23, 2008 FCS08021  
**Source of Funds:** Provincial and Metrolinx contributions  
**Purpose:** Funds to be used for the municipal capital expenditures relating to vehicles and infrastructure to support:  
1) B-Line improvements King-Main Corridor  
2) A-Line improvements James Upper James Corridor.  
**Target Balance:** N/A - One-Time Funding  
**Comments:**  
**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	4,530,317	3,183,015	2,961,358	520,949	532,931
<b>Add</b>					
Interest Earned	105,113	75,355	39,591	11,982	12,257
	<u>105,113</u>	<u>75,355</u>	<u>39,591</u>	<u>11,982</u>	<u>12,257</u>
<b>Less</b>					
Quick Wins Projects <span style="float: right;">PW08074(b)</span>	1,452,416	297,013	0	0	0
Limeridge Mall Terminal	0	0	2,480,000	0	0
	<u>1,452,416</u>	<u>297,013</u>	<u>2,480,000</u>	<u>0</u>	<u>0</u>
<b>Ending Balance</b>	<u>3,183,015</u>	<u>2,961,358</u>	<u>520,949</u>	<u>532,931</u>	<u>545,188</u>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110062- Closed Landfill Reserve  
**Reserve Number:** 110062  
**Date Established:** March 9th, 2011 FCS11002  
**Source of Funds:** A portion of Hamilton Renewable Power Inc. (HRPI) regular and special dividends  
**Purpose:** To offset the future closure costs for the existing open landfill site and to offset the existing and future costs for maintaining the existing 12 closed landfill sites.  
**Target Balance:** \$1M  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>1,080,401</b>	<b>1,133,552</b>	<b>1,189,207</b>	<b>1,221,066</b>	<b>1,249,151</b>
<b>Add</b>					
Interest Earned	27,387	28,912	27,403	28,085	28,730
Hamilton Renewable Power Inc. Dividend	25,764	26,743	4,456	0	0
	<b>53,151</b>	<b>55,655</b>	<b>31,859</b>	<b>28,085</b>	<b>28,730</b>
<b>Ending Balance</b>	<b>1,133,552</b>	<b>1,189,207</b>	<b>1,221,066</b>	<b>1,249,151</b>	<b>1,277,881</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112270- Waste Management Recycling

**Reserve Number:** 112270

**Date Established:** 1992

**Source of Funds:** Contributions from Operating Fund

**Purpose:** This reserve was established exclusively for the Recycling Program to fund recycling program deficits, fund recycling program improvements, such as, pilot programs and one-time capital expenditures, and to fund recycling infrastructure capital projects.

**Target Balance:** \$4 Million (based on 5 year rolling average of revenue shortfalls of \$3 million plus \$1 million to be used for recycling infrastructure improvements and/or projects)

**Comments:** Council on May 14th,2014 approved a reserve policy specific to this Reserve establishing a Target balance of \$4 million. Report FCS14028

**Sustainable:** No

			Projected	Projected	Projected		
			<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Beginning Balance</b>			<b>4,555,980</b>	<b>4,858,399</b>	<b>3,027,803</b>	<b>271,311</b>	<b>-228,199</b>
<b>Add</b>							
Interest Earned			114,919	123,674	37,508	490	-5,249
Provision for Recycling Services	Operating Budget		187,500	0	0	0	0
			<b>302,419</b>	<b>123,674</b>	<b>37,508</b>	<b>490</b>	<b>-5,249</b>
<b>Less</b>							
Program Deficit			0	1,954,270	2,363,000	500,000	0
One time Transition Costs - New Contract			0	0	431,000	0	0
			<b>0</b>	<b>1,954,270</b>	<b>2,794,000</b>	<b>500,000</b>	<b>0</b>
<b>Ending Balance</b>			<b>4,858,399</b>	<b>3,027,803</b>	<b>271,311</b>	<b>-228,199</b>	<b>-233,448</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112271- WM Facilities-Replace\Upgrade Reserve  
**Reserve Number:** 112271  
**Date Established:** Nov 28, 2007 PW07149  
**Source of Funds:** Fifty percent (50%) of the financial benefit generated from the Source Separated Organic (SSO) processing contract from other municipalities.  
**Purpose:** To upgrade and /or replace the waste diversion facilities and equipment.  
**Target Balance:** To Be Reviewed  
**Comments:**  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>2,990,354</b>	<b>3,273,981</b>	<b>3,357,322</b>	<b>2,755,200</b>	<b>2,818,570</b>
<b>Add</b>					
Interest Earned	78,021	83,341	69,495	63,370	64,827
Source Separated Organic Waste, (SSO) Revenue	205,606	0	0	0	0
	<b>283,627</b>	<b>83,341</b>	<b>69,495</b>	<b>63,370</b>	<b>64,827</b>
<b>Less</b>					
CCF Rolling Stock Replacement	0	0	671,617	0	0
	<b>0</b>	<b>0</b>	<b>671,617</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>3,273,981</b>	<b>3,357,322</b>	<b>2,755,200</b>	<b>2,818,570</b>	<b>2,883,397</b>



# RATE SUPPORTED RESERVES

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***2019 Reserve Report With  
2020 - 2022 Projections***





**City of Hamilton  
 2019 Reserve Report  
 Reserve Balances**

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>RATE SUPPORTED RESERVES</u></b>						
<b><u>Capital/Working Fund Reserves</u></b>						
108005- Sanitary Sewer Capital	94,427,316	82,110,809	59,514,955	50,269,836	47,914,101	Yes
108006- Wastewater Improvement Subsidy	112,706,155	93,886,900	48,047,589	1,736,872	0	One-Time
108010- Storm Sewer Capital	15,273,755	12,165,341	12,339,584	12,629,463	12,926,010	Yes
108015- Waterworks Capital	27,694,511	28,887,549	36,154,742	42,701,366	48,061,846	Yes
<b>Sub-total Capital/Working Fund Reserves</b>	<b>250,101,737</b>	<b>217,050,599</b>	<b>156,056,870</b>	<b>107,337,537</b>	<b>108,901,957</b>	
<b><u>Equipment Replacement Reserves</u></b>						
110010- Meter Replacement	5,215,099	4,692,919	4,153,496	3,601,666	3,037,144	One-Time
<b>Sub-total Equipment Replacement Reserves</b>	<b>5,215,099</b>	<b>4,692,919</b>	<b>4,153,496</b>	<b>3,601,666</b>	<b>3,037,144</b>	
<b>TOTAL RATE SUPPORTED RESERVES</b>	<b>255,316,835</b>	<b>221,743,518</b>	<b>160,210,366</b>	<b>110,939,203</b>	<b>111,939,101</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108005- Sanitary Sewer Capital

**Reserve Number:** 108005

**Date Established:** March, 1975

**Source of Funds:** Surplus from Sanitary Sewer Current Budget  
Excess Funds on Closing of Capital Works  
Repayment of Borrowings by Property Owners

**Purpose:** This reserve was established to fund Capital Works and to be used as a Working Fund reserve for the Sanitary Sewer Program. As such operating surpluses/deficits are transferred to/from this Reserve.

**Target Balance:** 0.5% to 2% of Asset Replacement Value (\$27- \$108M)

**Comments:**

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>112,023,609</b>	<b>94,427,316</b>	<b>82,110,809</b>	<b>59,514,955</b>	<b>50,269,836</b>
<b>Add</b>						
Interest Earned		2,364,104	1,927,624	1,610,179	1,248,171	1,116,278
Local Improvement Commutations		128,006	338,864	201,021	215,250	196,975
Repayment Four Pad Arena Loan		484,967	484,967	484,967	484,967	484,967
Hamilton Renewable Power Inc . Regular Dividend		25,764	26,743	28,135	28,135	28,135
Capital Budget Financing Plan -Trfr from Operating	Rate Budget	0	5,110,363	-6,787,496	-5,545,641	-4,182,090
2018 Operating Surplus	FCS18067(b)	8,464,624	0	0	0	0
Operating Surplus		0	4,962,459	0	0	0
Sewer Use Bylaw Settlement	Confidential	2,500,000	0	0	0	0
Capital Closings	FCS16071	0	25,852	0	0	0
		<b>13,967,464</b>	<b>12,876,872</b>	<b>-4,463,194</b>	<b>-3,569,118</b>	<b>-2,355,735</b>
<b>Less</b>						
Capital Budget Financing - Trfr. To Operating	Rate Budget	6,982,758	0	0	0	0
Biosolids payment	FCS16079	3,580,000	0	12,726,296	0	0
Woodward WWTP - South Secondary Clarifiers	FCS18087	0	4,000,000	0	0	0
Woodward WWTP - Clean Harbour	Rate Capital Budget	18,000,000	0	0	0	0
Pier 8 Sanitary PS & Forcemain	2018 Rate Capital	3,001,000	0	0	0	0
FCS18087	FCS10051(b)	0	0	406,364	0	0
DC Exemption - Aberdeen		0	8,964	0	0	0
Woodward WWTP - South Secondary Clarifiers	FCS18087	0	16,324,000	5,000,000	5,676,000	0
Combined Sewer Overflow Backflow Prevention	FCS19038	0	315,000	0	0	0
Flooding Disaster Relief	FCS06007(a-d)	0	201,415	0	0	0
Transfer to Rate DC Reserve	FCS18067(b)	0	2,700,000	0	0	0
Confidential		0	1,644,000	0	0	0
		<b>31,563,758</b>	<b>25,193,379</b>	<b>18,132,660</b>	<b>5,676,000</b>	<b>0</b>
<b>Ending Balance</b>		<b>94,427,316</b>	<b>82,110,809</b>	<b>59,514,955</b>	<b>50,269,836</b>	<b>47,914,101</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108006- Wastewater Improvement Subsidy

**Reserve Number:** 108006

**Date Established:** June 2010

**Source of Funds:** Provincial Grant

**Purpose:** This Reserve was established with a contribution from the Province of \$100M in 2010 for the Woodward Avenue Wastewater Treatment Plant Upgrades. Upgrades consist of new tertiary membrane treatment plant, a new chlorine contact tank, new tertiary effluent outfall and upgrades to Red Hill Creek, power supply, electrical distribution system and standby power upgrades.

**Target Balance:** N/A

**Comments:** Reserve expected to be exhausted by 2021

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>116,009,412</b>	<b>112,706,155</b>	<b>93,886,900</b>	<b>48,047,589</b>	<b>1,736,872</b>
<b>Add</b>					
Interest Earned	2,696,742	2,514,745	1,613,689	566,012	19,747
	<b>2,696,742</b>	<b>2,514,745</b>	<b>1,613,689</b>	<b>566,012</b>	<b>19,747</b>
<b>Less</b>					
WWTP - Clean Harbour	6,000,000	2,000,000	7,120,000	6,543,729	1,756,619
WWTP - Clean Harbour	0	19,334,000	40,333,000	40,333,000	0
	<b>6,000,000</b>	<b>21,334,000</b>	<b>47,453,000</b>	<b>46,876,729</b>	<b>1,756,619</b>
<b>Ending Balance</b>	<b>112,706,155</b>	<b>93,886,900</b>	<b>48,047,589</b>	<b>1,736,872</b>	<b>0</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108010- Storm Sewer Capital  
**Reserve Number:** 108010  
**Date Established:** March, 1975  
**Source of Funds:** Surplus from Storm Sewer Current Budget  
**Purpose:** This reserve was established to fund Capital Works and to be used as a Working Fund reserve for the Storm Sewer Program. As such operating surpluses/deficits are transferred to/from this Reserve.  
**Target Balance:** 0.5% to 2% of Asset Replacement Value (\$7M- \$29M)  
**Comments:** Effective in 2005, this reserve became part of the Rate Program.  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>14,892,718</b>	<b>15,273,755</b>	<b>12,165,341</b>	<b>12,339,584</b>	<b>12,629,463</b>
<b>Add</b>					
Interest Earned	375,650	311,133	278,603	283,879	290,547
Local Improvement Commutations	5,387	103,721	6,000	6,000	6,000
	<b>381,037</b>	<b>414,854</b>	<b>284,603</b>	<b>289,879</b>	<b>296,547</b>
<b>Less</b>					
Combined Sewer Overflow Backflow Prevention	0	315,000	0	0	0
Cross Road Culvert Program	0	1,000,000	0	0	0
DC Exemption - Aberdeen	0	6,853	0	0	0
Flooding Disaster Relief	0	201,415	0	0	0
Lower Davis Creek - Flood Control Facility	0	220,000	0	0	0
Stormwater Computer Model	0	1,080,000	0	0	0
SWM Facility Maintenance Program	0	700,000	0	0	0
DC Exemption McMaster Innovation Park	0	0	110,360	0	0
	<b>0</b>	<b>3,523,268</b>	<b>110,360</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>15,273,755</b>	<b>12,165,341</b>	<b>12,339,584</b>	<b>12,629,463</b>	<b>12,926,010</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 108015- Waterworks Capital

**Reserve Number:** 108015

**Date Established:** March, 1975

**Source of Funds:** Surplus from Waterworks Current Budget  
Excess Funds on Closing of Capital Works  
Repayment of Borrowings by property owners

**Purpose:** This reserve was established to fund Capital Works and to be used as a Working Fund reserve for the Waterworks Program. As such operating surpluses/deficits are transferred to/from this Reserve.

**Target Balance:** 0.5% to 2% of Asset Replacement Value (\$16M- \$64M)

**Comments:**

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>12,331,480</b>	<b>27,694,511</b>	<b>28,887,549</b>	<b>36,154,742</b>	<b>42,701,366</b>
<b>Add</b>						
Interest Earned		311,046	634,633	739,482	896,535	1,031,910
Capital Budget Financing Plan -Trfr from Operating	Rate Budget	7,028,476	-4,745,039	6,830,465	5,650,089	4,328,570
Local Improvement Commutations		20,931	1,742	0	0	0
2018 Operating Surplus	FCS18087	8,002,578	0	0	0	0
Operating Surplus		0	5,280,315	0	0	0
Closing Projects	Closing Report	0	25,852	0	0	0
		<b>15,363,031</b>	<b>1,197,503</b>	<b>7,569,947</b>	<b>6,546,624</b>	<b>5,360,480</b>
<b>Less</b>						
DC Exemption - Aberdeen		0	4,465	0	0	0
Hamilton Lead Awareness Program - Temp Staffing	PW16055	0	0	100,000	0	0
DC Exemption McMaster Innovation Park	FCS10051(b)	0	0	202,754	0	0
		<b>0</b>	<b>4,465</b>	<b>302,754</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>27,694,511</b>	<b>28,887,549</b>	<b>36,154,742</b>	<b>42,701,366</b>	<b>48,061,846</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 110010- Meter Replacement

**Reserve Number:** 110010

**Date Established:** January, 1990

**Source of Funds:** Contributions from Operating Fund

**Purpose:** This reserve was established to provide a replacement fund for water meters which are outdated. Any Surplus/Deficit in the budget for annual meter replacement may be transferred to/from this reserve.

**Target Balance:** To Be Reviewed

**Comments:** Reserve will be applied to Meter Replacement Project in the Rate Capital Budget and depleted over a 10 year period (2018 -2027)

**Sustainable:** One-Time

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>5,725,479</b>	<b>5,215,099</b>	<b>4,692,919</b>	<b>4,153,496</b>	<b>3,601,666</b>
<b>Add</b>					
Interest Earned	129,620	117,820	100,577	88,170	75,478
	<b>129,620</b>	<b>117,820</b>	<b>100,577</b>	<b>88,170</b>	<b>75,478</b>
<b>Less</b>					
Water Meter Replacement Program	640,000	640,000	640,000	640,000	640,000
	<b>640,000</b>	<b>640,000</b>	<b>640,000</b>	<b>640,000</b>	<b>640,000</b>
<b>Ending Balance</b>	<b>5,215,099</b>	<b>4,692,919</b>	<b>4,153,496</b>	<b>3,601,666</b>	<b>3,037,144</b>

# OBLIGATORY RESERVES

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***2019 Reserve Report With  
2020 - 2022 Projections***





**City of Hamilton  
2019 Reserve Report  
Reserve Balances**

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>	<u>Reserve Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>OBLIGATORY RESERVES</u></b>						
<b><u>Planning &amp; Development Reserves</u></b>						
104050- Building Permit Fees Revolving Fund	20,699,920	23,493,441	24,271,715	23,737,989	22,954,063	Yes
104051- Main Street Revitalization Reserve	509,877	91,593	0	0	0	One Time
<b>Sub-total Planning &amp; Development Reserves</b>	<b>21,209,797</b>	<b>23,585,034</b>	<b>24,271,715</b>	<b>23,737,989</b>	<b>22,954,063</b>	
<b><u>Gas Tax Reserves</u></b>						
112204- Transit Gas Tax Reserve	17,332,309	9,698,954	18,969,907	20,480,385	22,388,439	Yes
112213- Federal Gas Tax Reserve	27,604,375	54,845,843	11,241,525	11,641,626	12,051,329	Yes
<b>Sub-total Gas Tax Reserves</b>	<b>44,936,684</b>	<b>64,544,797</b>	<b>30,211,432</b>	<b>32,122,011</b>	<b>34,439,768</b>	
<b><u>Parkland Dedication Reserves</u></b>						
104090- 5% Parkland Dedication Reserve	42,763,240	56,154,083	41,281,689	38,345,795	47,266,949	Yes
<b>Sub-total Parkland Dedication Reserves</b>	<b>42,763,240</b>	<b>56,154,083</b>	<b>41,281,689</b>	<b>38,345,795</b>	<b>47,266,949</b>	
<b><u>Development Charge Reserves</u></b>						
999999- Development Charges Reserve	135,835,367	194,494,814	247,885,841	274,225,804	317,804,062	Yes
<b>Sub-total Development Charge Reserves</b>	<b>135,835,367</b>	<b>194,494,814</b>	<b>247,885,841</b>	<b>274,225,804</b>	<b>317,804,062</b>	
<b><u>Subdividers' Contributions</u></b>						
999998- Developer Recoveries	-7,689,800	-7,499,865	-7,015,726	-6,507,320	-5,973,825	No
<b>Sub-total Subdividers' Contributions</b>	<b>-7,689,800</b>	<b>-7,499,865</b>	<b>-7,015,726</b>	<b>-6,507,320</b>	<b>-5,973,825</b>	
<b>TOTAL OBLIGATORY RESERVES</b>	<b>237,055,288</b>	<b>331,278,863</b>	<b>336,634,951</b>	<b>361,924,279</b>	<b>416,491,017</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 104050- Building Permit Fees Revolving Fund

**Reserve Number:** 104050

**Date Established:** 1993

**Source of Funds:** Excess Building permit revenues

**Purpose:** The Building Permit Fee Reserve is an obligatory reserve fund established for the direct and indirect costs of administration and enforcement of the Building Code Act. This Reserve also provides a source of funding to offset extraordinary and unforeseen expenditures for one-time expenditures, for permit fee revenue shortfalls and for various contingent and potential future liabilities.

Operating budget surpluses in the Building Enterprise Zone Program cannot be used to fund general City expenditures and will be transferred to this Reserve. Operating budget deficits in this program will be funded from the Building Permit Fee Reserve and not for other City funds. This Reserve is not intended to be a long term funding source for general operations.

**Target Balance:** 2.0 times operating costs

**Comments:** If the reserves exceeds 2.0 times the operating costs, it will be capped. Any revenues in excess of the cap would be returned to the users through a permit fee reduction.

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	19,284,428	20,699,920	23,493,441	24,271,715	23,737,989
<b>Add</b>					
Interest Earned	484,324	526,931	528,274	516,274	516,074
Building Permit Department Surplus	1,056,168	2,266,590	250,000	250,000	0
	<b>1,540,492</b>	<b>2,793,521</b>	<b>778,274</b>	<b>766,274</b>	<b>516,074</b>
<b>Less</b>					
Digitalize Microfiche Records	125,000	0	0	0	0
Digitalize Microfiche Records <span style="float: right;">PED17013</span>	0	0	0	1,300,000	1,300,000
	<b>125,000</b>	<b>0</b>	<b>0</b>	<b>1,300,000</b>	<b>1,300,000</b>
<b>Ending Balance</b>	<b>20,699,920</b>	<b>23,493,441</b>	<b>24,271,715</b>	<b>23,737,989</b>	<b>22,954,063</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 104051- Main Street Revitalization Reserve  
**Reserve Number:** 104051  
**Date Established:** 2018 (FCS18045)  
**Source of Funds:** Provincial Government  
**Purpose:** To support capital improvements for energy efficiency, accessibility, aesthetics, and marketability of small businesses within main street areas, and encourage strategic public investments in businesses.  
**Target Balance:** One Time  
**Comments:**  
**Sustainable:** One Time

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>0</b>	<b>509,877</b>	<b>91,593</b>	<b>0</b>	<b>0</b>
<b>Add</b>						
Interest Earned		5,303	12,438	0	0	0
AMO Contribution	FCS18045	504,574	0	0	0	0
		<b>509,877</b>	<b>12,438</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Less</b>						
Cigarette Litter Prevention Program	PED19039/PW19017	0	0	64,804	0	0
Ottawa Street BIA Infrastructure Project	PED19039/PW19017	0	20,000	0	0	0
Ancaster Village BIA Infrastructure Project	PED19039/PW19017	0	20,000	0	0	0
Downtown Hamilton BIA Infrastructure Project	PED19039/PW19017	0	24,000	0	0	0
Waterdown BIA Infrastructure Project	PED19039/PW19017	0	24,000	0	0	0
Concession Street BIA Infrastructure Project	PED19039/PW19017	0	24,000	0	0	0
Barton Village BIA Infrastructure Project	PED19039/PW19017	0	24,000	0	0	0
"One City. Spend It Here." Marketing Campaign		0	38,770	0	0	0
Signal Controller Box Wraps Project	PED19039/PW19017	0	75,000	0	0	0
International Village BIA Infrastructure Project	PED19039/PW19017	0	24,000	0	0	0
Locke Street BIA Infrastructure Project	PED19039/PW19017	0	24,000	0	0	0
Westdale Village Business Improvement Area		0	24,000	0	0	0
Stoney Creek BIA Infrastructure Project	PED19039/PW19017	0	24,000	0	0	0
Downtown Dundas BIA Infrastructure Project	PED19039/PW19017	0	24,000	0	0	0
Public Space & Special Event Containers	PED19039/PW19017	0	60,952	9,048	0	0
BIA Gateway Revitalization		0	0	17,741	0	0
		<b>0</b>	<b>430,722</b>	<b>91,593</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>509,877</b>	<b>91,593</b>	<b>0</b>	<b>0</b>	<b>0</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112204- Transit Gas Tax Reserve  
**Reserve Number:** 112204  
**Date Established:** Jan 2005  
**Source of Funds:** Provincial Gas Tax Revenues  
**Purpose:** Fund the expansion of public transportation, capital infrastructure and levels of service.  
**Target Balance:** To Be Reviewed  
**Comments:** Provincial Gas Tax currently funds \$10.9M in operating costs on an annual basis  
**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
<b>Beginning Balance</b>	<b>16,691,838</b>	<b>17,332,309</b>	<b>9,698,954</b>	<b>18,969,907</b>	<b>20,480,385</b>
<b>Add</b>					
Interest Earned	332,255	447,255	325,944	448,520	487,387
Gas Tax Revenue	11,352,668	2,851,481	19,994,009	12,369,270	12,727,979
	<b>11,684,923</b>	<b>3,298,736</b>	<b>20,319,953</b>	<b>12,817,790</b>	<b>13,215,366</b>
<b>Less</b>					
To Transit Operating Fund	10,899,000	10,899,000	10,899,000	11,157,311	11,157,312
Capital Requirements	145,452	0	0	0	0
Bus Shelter Expansion	0	33,091	150,000	150,000	150,000
	<b>11,044,452</b>	<b>10,932,091</b>	<b>11,049,000</b>	<b>11,307,311</b>	<b>11,307,312</b>
<b>Ending Balance</b>	<b>17,332,309</b>	<b>9,698,954</b>	<b>18,969,907</b>	<b>20,480,385</b>	<b>22,388,439</b>

PW13006



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112213- Federal Gas Tax Reserve

**Reserve Number:** 112213

**Date Established:** 2005

**Source of Funds:** Federal Gas Tax Revenues

**Purpose:** With the new funding agreement entered into on June 2014, there are now 17 eligible categories: local roads and bridges (including active transportation), short-sea shipping, short-line rail, regional and local airports, broadband connectivity, public transit, drinking water, wastewater, solid waste, community energy systems, Brownfield redevelopment, sports, recreation, culture, tourism, disaster mitigation and capacity building). Health infrastructure, such as long term care homes are not eligible (including energy retrofits to these facilities)

**Target Balance:** To Be Reviewed

**Comments:** Municipalities have up to 5 years after the year the money was received to spend the funds.

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>21,919,028</b>	<b>27,604,375</b>	<b>54,845,843</b>	<b>11,241,525</b>	<b>11,641,626</b>
<b>Add</b>					
Interest Earned	731,072	1,235,790	1,401,599	400,101	409,703
Federal Gas Tax Surplus Payment	0	616,875	0	0	0
Federal Gas Tax Top Up Allocation	0	33,121,744	0	0	0
Gas Tax Revenue	33,121,745	32,576,079	32,576,079	34,056,810	34,056,810
	<b>33,852,817</b>	<b>67,550,488</b>	<b>33,977,678</b>	<b>34,456,911</b>	<b>34,466,513</b>
<b>Less</b>					
Capital Budget	27,211,423	39,879,978	29,576,000	34,056,810	34,056,810
DMAF Financing Reallocation	0	0	18,480,000	0	0
Ancaster Arts Centre	0	0	2,738,333	0	0
Low-Wattage Street Lighting LED Replacement	1,800,000	0	0	0	0
2018 Closed Projects	326,047	0	0	0	0
Closed Projects	0	429,042	0	0	0
Federal Gas Tax Over Contribution reduction	-1,170,000	0	-916,516	0	0
Unspent Approved Funds	0	0	27,704,179	0	0
	<b>28,167,470</b>	<b>40,309,020</b>	<b>77,581,996</b>	<b>34,056,810</b>	<b>34,056,810</b>
<b>Ending Balance</b>	<b>27,604,375</b>	<b>54,845,843</b>	<b>11,241,525</b>	<b>11,641,626</b>	<b>12,051,329</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 104090- 5% Parkland Dedication Reserve

**Reserve Number:** 104090

**Date Established:** Prior to 1964

**Source of Funds:** i) 5% lands, or cash-in-lieu conveyed by developer.  
ii) Sale of land, originally acquired for parks as recreation purposes, but no longer required.  
iii) Rental of parkland.

**Purpose:** To finance the acquisition and development, etc. of parkland under the Planning Act, R.S.O. 1980, Chapter 379. Section 25, Subsection (1) and Section 50, Subsection (12) of The Planning Act -1983.

**Target Balance:** To Be Reviewed

**Comments:** Stated year-end balance includes liabilities for over dedication of land by developers. The over dedication is currently estimated at \$21.6M dependent on future build out density and the ability to develop the subject lands.

**Sustainable:** Yes

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		<b>35,235,013</b>	<b>42,763,240</b>	<b>56,154,083</b>	<b>41,281,689</b>	<b>38,345,795</b>
<b>Add</b>						
Interest Earned		971,775	1,237,051	1,107,772	905,305	973,353
5% Dedication Fee		7,469,845	15,406,951	7,469,845	7,469,845	7,469,845
Repay Property Purchases		498,010	454,482	477,956	477,956	477,956
Capital Closings		413,359	0	0	11,000	0
		<b>9,352,989</b>	<b>17,098,484</b>	<b>9,055,573</b>	<b>8,864,106</b>	<b>8,921,154</b>
<b>Less</b>						
John & Rebecca Park	2018 Capital	1,550,000	0	0	7,000,000	0
Summit Park		274,762	0	0	0	0
Parkland Dedication - Official Plan Policies	2016 Capital	0	0	60,000	0	0
Eastmount Park Elementary-155 East 26th	PED15127(a)	0	240,000	0	0	0
Potential Liability Resulting from Over Dedication	FCS17065	0	0	21,592,967	0	0
Broughton East Park		0	0	2,275,000	0	0
Crown Pt East-110 Province	PW15002	0	0	0	1,000,000	0
Fruitland/Winona Parkland	CC 17-014 Item 7.1 PED17014/LS17004	0	0	0	3,800,000	0
Bishop Ryan Purchase Parcel 2	PED16249	0	-198,394	0	0	0
Vincent Massey School 155 Macassa Avenue	PED19139(a)	0	1,166,035	0	0	0
Parkland Dedication contribution to Capital		0	2,500,000	0	0	0
		<b>1,824,762</b>	<b>3,707,641</b>	<b>23,927,967</b>	<b>11,800,000</b>	<b>0</b>
<b>Ending Balance</b>		<b>42,763,240</b>	<b>56,154,083</b>	<b>41,281,689</b>	<b>38,345,795</b>	<b>47,266,949</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 999999- Development Charges Reserve

**Reserve Number:** 999999

**Date Established:** June, 1990

**Source of Funds:** Development Charge Collections on a net New Development

**Purpose:** Under the Development Charges Act a municipality can impose a capital levy on new residential and non-residential developments to finance growth related Capital expenditures. The City approved Development Charges By-law 14-153 and By-Law 11-174 (as amended) to impose development charges.

**Target Balance:** None – function of development activity (FCS-DC1)

**Comments:** A separate yearly Development Charge Status Report is presented to Council. This report will include more detail.

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>167,124,258</b>	<b>135,835,367</b>	<b>194,494,814</b>	<b>247,885,841</b>	<b>274,225,804</b>
<b>Add</b>					
Interest Earned	3,887,689	3,241,695	5,079,904	6,441,156	7,406,613
Collections(NET)	61,184,060	94,976,385	86,588,450	88,732,102	90,919,107
Recovery for DC Exemptions-(Net in Capital Requirements)	22,534,056	20,078,447	20,000,000	20,000,000	20,000,000
Debt Repayment-Four Pad(net debt repayments)	484,967	484,967	484,967	484,967	484,967
Other Transfers	0	18,831	5,000,000	0	0
	<b>88,090,772</b>	<b>118,800,325</b>	<b>117,153,321</b>	<b>115,658,225</b>	<b>118,810,687</b>
<b>Less</b>					
Capital Financing	111,627,176	50,415,235	48,218,000	59,359,000	32,661,500
Debt Repayment Tax	7,704,199	9,725,643	15,344,294	29,759,262	42,370,929
Other Transfers	48,288	0	200,000	200,000	200,000
	<b>119,379,663</b>	<b>60,140,878</b>	<b>63,762,294</b>	<b>89,318,262</b>	<b>75,232,429</b>
<b>Ending Balance</b>	<b>135,835,367</b>	<b>194,494,814</b>	<b>247,885,841</b>	<b>274,225,804</b>	<b>317,804,062</b>

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 999998- Developer Recoveries

**Reserve Number:** 999998

**Date Established:** 2001

**Source of Funds:** Development Charge Collections (Special Area Charges)

**Purpose:** Special Area Development Charges imposed on new developments in Binbrook, Dundas and Waterdown and related to Financing agreements entered into with front-ending development to recover costs associated with infrastructure provided by developer. D.C. by-law 19-142 and by-law 11-174 (as amended) provides authority to Levy Special Area Charges.

**Target Balance:** None – function of development activity (FCS-DC1)

**Comments:** As per Report FCS17049, payment to developers was made in the amount of \$8,729,615 for project agreement with Con- Drain Company Limited.

**Sustainable:** No

		<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>		-8,128,143	-7,689,800	-7,499,865	-7,015,726	-6,507,320
<b>Add</b>						
Interest Earned		-197,804	-190,969	-165,031	-153,747	-141,901
Collections		636,147	380,934	649,170	662,153	675,396
		<b>438,343</b>	<b>189,965</b>	<b>484,139</b>	<b>508,406</b>	<b>533,495</b>
<b>Less</b>						
Closing Report		0	30	0	0	0
		<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>		<b>-7,689,800</b>	<b>-7,499,865</b>	<b>-7,015,726</b>	<b>-6,507,320</b>	<b>-5,973,825</b>

# HAMILTON FUTURE FUNDS RESERVES

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***2019 Reserve Report With  
2020 - 2022 Projections***





**City of Hamilton**  
**2019 Reserve Report**  
**Reserve Balances**

	<u>2018</u>	<u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>	Reserve <u>Sustainable</u>
	\$	\$	\$	\$	\$	
<b><u>HAMILTON FUTURE FUND RESERVES</u></b>						
112246- Hamilton Future Fund A	45,405,684	50,815,416	55,508,873	59,569,745	66,087,742	Yes
112247- Hamilton Future Fund B	3,228,845	2,147,694	1,590,191	1,019,865	436,422	Yes
<b>TOTAL HAMILTON FUTURE FUND RESERVES</b>	<b>48,634,530</b>	<b>52,963,110</b>	<b>57,099,064</b>	<b>60,589,610</b>	<b>66,524,164</b>	

## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112246- Hamilton Future Fund A

**Reserve Number:** 112246

**Date Established:** 2002

**Source of Funds:** Special Dividend from Hamilton Hydro

**Purpose:** Fund Projects that create and protect a permanent legacy for current and future generations of Hamiltonians to enjoy economic prosperity and improved quality of life.

**Target Balance:** To Be Reviewed

**Comments:** In 2009, Council approved using \$60M as a grant to fund the Pan Am Games Stadium. In 2017, Council approved a Poverty Reduction Investment Plan with contributions of \$4M per year over five years.

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	<b>39,641,128</b>	<b>45,405,684</b>	<b>50,815,416</b>	<b>55,508,873</b>	<b>59,569,745</b>
<b>Add</b>					
Interest Earned	1,130,706	1,142,449	1,466,507	1,618,922	1,771,047
Loan Repayments	8,646,623	8,440,030	8,226,950	7,441,950	4,746,950
	<b>9,777,329</b>	<b>9,582,479</b>	<b>9,693,457</b>	<b>9,060,872</b>	<b>6,517,997</b>
<b>Less</b>					
Capital Loan Advances	12,772	172,747	1,000,000	1,000,000	0
Poverty Reduction Investment	4,000,000	4,000,000	4,000,000	4,000,000	0
	<b>4,012,772</b>	<b>4,172,747</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>0</b>
<b>Ending Balance</b>	<b>45,405,684</b>	<b>50,815,416</b>	<b>55,508,873</b>	<b>59,569,745</b>	<b>66,087,742</b>



## City of Hamilton 2019 Reserve Report

**Reserve Name:** 112247- Hamilton Future Fund B

**Reserve Number:** 112247

**Date Established:** 2002

**Source of Funds:** Special Dividend from Hamilton Hydro

**Purpose:** Fund Projects that create and protect a permanent legacy for current and future generations of Hamiltonians to enjoy economic prosperity and improved quality of life.

**Target Balance:** To Be Reviewed

**Comments:** This reserve is intended to be strategically invested in projects over 5 years.

**Sustainable:** Yes

	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
<b>Beginning Balance</b>	4,681,173	3,228,845	2,147,694	1,590,191	1,019,865
<b>Add</b>					
Interest Earned	101,172	61,031	42,497	29,674	16,557
	<b>101,172</b>	<b>61,031</b>	<b>42,497</b>	<b>29,674</b>	<b>16,557</b>
<b>Less</b>					
Project Funding	1,553,500	1,142,182	600,000	600,000	600,000
	<b>1,553,500</b>	<b>1,142,182</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
<b>Ending Balance</b>	<b>3,228,845</b>	<b>2,147,694</b>	<b>1,590,191</b>	<b>1,019,865</b>	<b>436,422</b>



# RESERVE POLICIES

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***2019 Reserve Report With  
2020 - 2022 Projections***





### List of Approved Reserve Policies

<b>Reserve</b>	<b>Approval</b>
112205- Winter Control Reserve.....	PW11014
999999- DC Reserves.....	FCS13035
General Reserve Policy.....	FCS14028
108020- Unallocated Capital Reserve.....	FCS14028
110046- Tax Stabilization Reserve.....	FCS14028
112270- Waste Recycling Reserve.....	FCS14028
112243- Enterprise Fund Reserve.....	FCS14028
General Police Reserve Policy.....	PSB 15-059
104055- Police Stabilization Reserve Policy.....	PSB 15-059
106015- Library Donations Reserve.....	Board Dec. 16, 2016
108015- Water Reserve.....	FCS16056
108005- Wastewater Reserve.....	FCS16056
108010- Storm Reserve.....	FCS16056
104050- Building Permit Reserve.....	FCS18004
104006- Farmers Market Reserve.....	GIC 18-001
100035- Property Purchases.....	FCS18065
112224- Waterpark Operations Reserve.....	FCS18065
104105- Cemetery Niche Reserve.....	FCS18065
112201- Park Marina and Waterfront Reserve.....	FCS18065
112202- Leash Free Park Reserve.....	FCS18065
112209- 47 Guise Street Reserve.....	FCS18065
112230- City Enrichment Fund.....	FCS18065
112223- Tim Hortons Field Capital Reserve.....	FCS18080
110025- Vehicle Replacement Central Garage.....	FCS18080
108039- General Facility Capital Reserve.....	FCS18080



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***2019 Reserve Report With  
2020 - 2022 Projections***



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**Outstanding Internal Loans from Reserves Summary**

<b>Name</b>	<b>Authorization</b>	<b>Reserve Borrowed From</b>	<b>Original Loan Amount (\$)</b>	<b>Principal Outstanding as at December 31, 2019 (\$)</b>	<b>Future Annual Repayment P&amp;I (\$)</b>	<b>Year Payback Completed</b>
Convention Centre Lighting	PW10099	112243	282,269	4,151	4,276	2020
605 Highway 8 Purchase	COW 10-005	100035	917,089	240,616	247,353	2020
Verne Ames & Greenhill Purchase	GIC 10/12/2008	100035	1,977,846	353,526	356,017	2020
Verne Ames & Greenhill Purchase	GIC 10/12/2008	104090	3,000,000	208,408	237,345	2020
Benetto EE Lighting	PW 14097	112272	35,731	3,550	3,703	2020
Central Memorial EE Lighting	PW 14097	112272	31,311	3,027	3,254	2020
Dundas EE Lighting	PW 14097	112272	33,390	3,420	3,449	2020
Hillpark EE Lighting	PW 14097	112272	24,440	2,627	2,511	2020
Huntington EE Lighting	PW 14097	112272	48,255	5,514	4,922	2020
Riverdale EE Lighting	PW 14097	112272	27,769	2,965	2,855	2020
Ryerson EE Lighting	PW 14097	112272	27,966	2,917	2,883	2020
Sir Winston Churchill EE Lighting	PW 14097	112272	28,408	2,849	2,941	2020
North Wentworth LEC	PW 14097	112272	73,940	37,417	38,334	2020
Fire Station 13	PW16074	112272	11,262	5,699	5,838	2020
Fire Station 27	PW16074	112272	1,981	1,002	1,027	2020
Fire Station 19	PW16074	112272	2,634	1,332	1,363	2020
Fire Station 1 & King William Admin	PW16074	112272	17,531	8,866	9,072	2020
Fire Station 7	PW16074	112272	3,129	1,583	1,619	2020
Fire Station 26	PW16074	112272	2,186	1,475	764	2021
Power Assisted Stretchers*	CS15026	108020	1,412,991	671,400	319,000	2021
Sackville Lighting	PW 16074	112243	22,626	11,581	6,000	2021
Convention Centre Parking Garage Lighting	PW 14097	112272	265,682	109,675	56,612	2021
Transit Centre EE Lighting	PW 14097	112272	321,400	164,511	85,228	2021
York Parkdale LED Lighting	PW 14097	112272	173,705	71,706	37,014	2021
Dundas Lions Lighting	PW 16074	112272	17,408	11,751	6,101	2021
Fire Station 25	PW16074	112272	4,622	3,118	1,616	2021
Fire Station 23	PW16074	112272	6,465	4,361	2,261	2021
Fire Station 18	PW16074	112272	5,423	3,659	1,897	2021
Fire Station 16	PW16074	112272	2,880	1,943	1,007	2021
Fire Station 30 /EMS Station #32	PW16074	112272	23,382	15,775	8,177	2021
Fire Station 12	PW16074	112272	6,159	4,155	2,154	2021
Fire Station 9	PW16074	112272	8,118	5,477	2,839	2021
Fire Station 8	PW16074	112272	3,211	2,166	1,123	2021
Fire Station 6	PW16074	112272	5,299	3,575	1,853	2021
Fire Station 4	PW16074	112272	11,356	7,661	3,971	2021
Fire Station 3	PW16074	112272	4,897	3,304	1,712	2021
Fire Station 2	PW16074	112272	4,787	3,230	1,674	2021
Fire Station 15	PW16074	112272	3,117	2,103	1,090	2021
Fire Station 28	PW16074	112272	1,516	1,023	530	2021
2555 Creekside Purchase	GIC 12028	108020	1,031,158	343,445	119,662	2022

Outstanding Internal Loans from Reserves Summary

Name	Authorization	Reserve Borrowed From	Original Loan Amount (\$)	Principal Outstanding as at December 31, 2019 (\$)	Future Annual Repayment P&I (\$)	Year Payback Completed
Confederation Park	FCS 15090	108020	1,699,015	449,683	165,685	2022
Olympic Arena Heaters	PW 16074	112272	30,425	23,120	8,127	2022
Fire Station 24	PW16074	112272	4,300	3,265	1,145	2022
Fire Station 21	PW16074	112272	6,490	4,929	1,728	2022
Fire Station 17	PW16074	112272	4,844	3,679	1,290	2022
Fire Station 5	PW16074	112272	9,178	6,970	2,444	2022
Fire Station 10	PW16074	112272	5,351	4,064	1,425	2022
Ancaster Seniors Lighting	PW 16074	112272	27,789	22,539	6,042	2023
Station 5 Admin Building	PW16074	112272	17,503	14,183	3,784	2023
Wentworth Lodge Lighting	PW16056	112243	171,742	138,314	37,000	2023
Memorial School Purchase	FCS 14040	100035	811,780	452,121	103,513	2024
Fire Station 5 Training	PW16074	112272	23,883	20,169	4,375	2024
FOC LED	PW16074	112243	361,018	304,876	66,127	2024
Four Pad Arena	FCS04147	110320	4,000,000	1,396,414	323,311	2025
Four Pad Arena	FCS04147	110312	2,000,000	698,207	161,656	2025
Four Pad Arena	FCS04147	108005	6,000,000	2,094,621	484,967	2025
Macassa Lodge Lighting	PW16056	112243	257,613	231,615	32,000	2025
Call Handling Repayment*	FCS13098	112243	948,000	728,000	110,000	2026
155 Macassa Purchase	GIC 11018	104090	1,094,416	668,053	98,465	2027
Ancaster Arts Centre	GIC 18003	112300	2,000,000	1,648,313	236,500	2027
Fire Station 11	PW16074	112272	1,580	1,425	203	2027
Fire Station 20	PW16074	112272	17,414	16,064	1,898	2029
2018 Roads Rehab	Motion 02/03/2018	112300	19,400,000	17,290,603	1,640,000	2032
			<b>48,775,680</b>	<b>28,557,793</b>	<b>5,082,729</b>	

\*Repayment fluctuates annually to match savings



# Hamilton

## GOVERNANCE REVIEW SUB-COMMITTEE

### REPORT 20-002

Tuesday, October 13, 2020

1:00 pm

Council Chambers

Hamilton City Hall

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**Present:** Councillors T. Whitehead (Chair), M. Wilson (Vice-Chair), M. Pearson, B. Clark, and L. Ferguson

**Absent:** A. VanderBeek – City Business

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#### THE GOVERNANCE REVIEW SUB-COMMITTEE PRESENTS REPORT 20-002 AND RESPECTFULLY RECOMMENDS:

**1. 2022 Council and Committee Calendar (Item 10.1) (Attached as Appendix “A” to Governance Review Sub-Committee Report 20-002)**

That the 2022 Council and Committee Calendar be approved, as presented.

**2. Recording of Closed Session Meetings (FCS20090 / LS20027) (City Wide) (Item 10.2)**

That Report FCS20090 / LS20027, respecting Recording of Closed Session Meetings, be received.

#### FOR INFORMATION:

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

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

The October 13, 2020 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) February 12, 2020 (Item 4.1)**

The Minutes of the February 12, 2020 meeting of the Governance Review Sub-Committee were approved, as presented.

**(d) DISCUSSION ITEMS (Item 10)**

**(i) Recording of Closed Session Meetings (FCS20090 / LS20027) (City Wide) (Item 10.2)**

That legal staff be directed to investigate as to whether a member of Council in Ontario has been subpoenaed regarding Closed Session Meetings and report back to the Governance Review Sub-Committee.

**(e) GENERAL INFORMATION/OTHER BUSINESS (Item 13)**

**(i) Changes to the Outstanding Business List (Item 13.1):**

The following amendment to the Outstanding Business List, was approved:

**(a) Item to be Removed:**

Recording of In Camera Sessions (Referred from the January 22, 2020 Meeting of Council)

Added: February 12, 2020 at Governance Review Sub-Committee - Item 11.2

Completed: October 13, 2020 at Governance Review Sub-Committee - Item 10.2

OBL Item: 20-C

**(f) ADJOURNMENT (Item 15)**

There being no further business, the Governance Review Sub-Committee meeting adjourned at 2:26 p.m.

Respectfully submitted,

Councillor T. Whitehead, Chair  
Governance Review Sub-Committee

Angela McRae  
Legislative Coordinator  
Office of the City Clerk



## Appendix “A” to Item 1 of Governance Review Sub-Committee Report 20-002

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## January 2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1 NEW YEAR'S DAY
2	3 CLOSED IN LIEU OF NEW YEARS DAY	4	5	6	7	8
<b>NO MEETINGS – PLEASE DO NOT USE</b>						
9	10 BoH – 9:30 a.m.  PW – 1:30 p.m.	11 Planning – 9:30 a.m.	12 GIC – 9:30 a.m.	13 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	14	15
16	17	18	19 9:30 a.m. COUNCIL	20	21	22
23	24	25	26	27	28	29
30	31					

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

**All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor**

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**February 2022**

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 Planning – 9:30 a.m.	2 GIC – 9:30 a.m.	3 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	4	5
6	7	8	9 9:30 a.m. COUNCIL	10	11	12
13	14 BoH – 9:30 a.m.  PW – 1:30 p.m.	15 Planning – 9:30 a.m.	16 GIC – 9:30 a.m.	17 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If required	18	19
20	21 FAMILY DAY	22	23 9:30 a.m. COUNCIL	24	25	26
27	28					

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**March 2022**

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11	12
	<b>NO MEETINGS – PLEASE DO NOT USE</b>					
13	14	15	16	17	18	19
	<b>MARCH BREAK</b>		<b>MARCH BREAK</b>		<b>MARCH BREAK</b>	
20	21	22	23	24	25	26
	PW – 1:30 p.m.	Planning – 9:30 a.m.	GIC – 9:30 a.m.	AF&A – 9:30 a.m.		
				E&CS – 1:30 p.m.		
27	28	29	30	31		
			9:30 a.m. COUNCIL			

- |          |   |                          |      |   |                                 |
|----------|---|--------------------------|------|---|---------------------------------|
| GIC      | = | General Issues Committee | AF&A | = | Audit, Finance & Administration |
| PW       | = | Public Works Committee   | E&CS | = | Emergency & Community Services  |
| Planning | = | Planning Committee       | BOH  | = | Board of Health                 |

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April 2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 BoH – 9:30 a.m.  PW – 1:30 p.m.	5 Planning – 9:30 a.m.	6 GIC – 9:30 a.m.	7 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	8	9
10	11	12	13  9:30 a.m. COUNCIL	14	15  GOOD FRIDAY	16
17	18  EASTER MONDAY	19 Planning – 9:30 a.m.	20 GIC – 9:30 a.m.	21 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If required	22  PW – 1:30 p.m.	23
24	25	26	27  9:30 a.m. COUNCIL	28	29	30

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May 2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 BoH – 9:30 a.m.  PW – 1:30 p.m.	3 Planning – 9:30 a.m.	4 GIC – 9:30 a.m.	5 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If required	6	7
8	9	10	11 9:30 a.m. COUNCIL	12	13	14
15	16  PW – 1:30 p.m.	17 Planning – 9:30 a.m.	18 GIC – 9:30 a.m.	19 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If required	20	21
22	23 VICTORIA DAY	24	25 9:30 a.m. COUNCIL	26	27	28
26	30  PW – 1:30 p.m.	31 Planning – 9:30 a.m.				

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June 2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 GIC – 9:30 a.m.	2 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	3	4
5	6	7	8 9:30 a.m. COUNCIL	9	10	11
12	13 BoH – 9:30 a.m. PW – 1:30 p.m.	14 Planning – 9:30 a.m.	15 GIC – 9:30 a.m.	16 AF&A – 9:30 a.m. If required E&CS – 1:30 p.m. If required	17	18
19	20	21	22 9:30 a.m. COUNCIL	23	24	25
26	27	28	29	30		

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July 2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1 CANADA DAY	2
3	4 GIC – 9:30 a.m.	5 Planning – 9:30 a.m.	6 BoH – 9:30 a.m.  PW – 1:30 p.m.	7 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	8 9:30 a.m. COUNCIL	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

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**August 2022**

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	<b>1</b> CIVIC HOLIDAY	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>7</b>	<b>8</b> GIC – 9:30 a.m.	<b>9</b> Planning – 9:30 a.m.	<b>10</b> BoH – 9:30 a.m.  PW – 1:30 p.m.	<b>11</b> AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	<b>12</b> 9:30 a.m. COUNCIL	<b>13</b>
<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>
<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>			

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## September 2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 LABOUR DAY	6 Planning – 9:30 a.m.	7 GIC – 9:30 a.m.	8 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	9 PW – 1:30 p.m.	10
11	12	13	14 9:30 a.m. COUNCIL	15	16	17
18	19 BoH – 9:30 a.m.  PW – 1:30 p.m.	20 Planning – 9:30 a.m.	21 GIC – 9:30 a.m.	22 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If Required	23	24
25	26	27	28 9:30 a.m. COUNCIL	29	30	

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PW = Public Works Committee

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Planning = Planning Committee

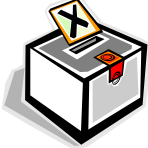
BOH = Board of Health

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## October 2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10 THANKSGIVING	11	12	13	14	15
16	17	18	19	20	21	22
23	24 MUNICIPAL ELECTION 	25	26	27	28	29
30	31					

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Appendix “A” to Item 1 of Governance Review Sub-Committee Report 20-002

November 2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2 HOLD DATES FOR COUNCIL ORIENTATION	3	4	5
6	7	8	9	10	11	12
13	14 End of 2018-2022 Term of Office	15 ARRANGE OFFICES, E-MAILS, ETC. FOR COUNCILLORS	16 9:30 a.m. INAUGURAL COUNCIL	17	18	19
20	21	22	23	24	25	26
27	28 BoH – 9:30 a.m. PW – 1:30 p.m.	29 Planning – 9:30 a.m.	30 GIC – 9:30 a.m.			

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**Appendix "A" to Item 1 of Governance Review Sub-Committee Report 20-002**

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## December 2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	2	3
4	5	6	7 9:30 a.m. COUNCIL	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24 CHRISTMAS EVE
25 CHRISTMAS DAY	26 BOXING DAY	27 CLOSED IN LEIU OF CHRISTMAS DAY	28 SHUTDOWN	29 SHUTDOWN	30 SHUTDOWN	31 NEW YEARS EVE!

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# CITY OF HAMILTON

## MOTION

**Audit, Finance & Administration Committee: October 22, 2020**

**MOVED BY COUNCILLOR M. WILSON.....**

**SECONDED BY.....**

### **Advisory Committee for Immigrants and Refugees Membership**

WHEREAS, the Advisory Committee for Immigrants and Refugees received resignations from Waleed Aslam and Anjum Chauhan on March 6, 2020;

THEREFORE BE IT RESOLVED:

- (a) That the resignations from Waleed Aslam and Anjum Chauhan from the Advisory Committee for Immigrants and Refugees, be received; and,
- (b) That the membership number of the Advisory Committee for Immigrants and Refugees be adjusted accordingly in order to obtain quorum.







# Hamilton

## **CITIZEN COMMITTEE MEMBER RESIGNATION FORM**

I, Anjum Chauhan, would like to submit my resignation, effective March 6, 2020, from the Immigrants & Refugees Advisory Committee, for the following reason(s):

- My circumstances have changed and I no longer have the time to effectively participate on the Committee.
- Personal reasons.
- Other (please explain briefly):

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Additional Comments (optional)

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Anjum Chauhan  
Signature

March 6, 2020  
Date





# Hamilton

## CITIZEN COMMITTEE MEMBER RESIGNATION FORM

I, WALEEB ASLAM, would like to submit my resignation, effective 6<sup>th</sup> March, 2020, from the Immigration and Refugee Committee, for the following reason(s):

- My circumstances have changed and I know longer have the time to effectively participate on the Committee.
- Personal reasons.
- Other (please explain briefly):

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### Additional Comments (optional)

I am very proud ~~of~~ of the work this committee and others before it have done to advance diversity within our great city. This is a cause very close to my heart but unfortunately my business has expanded fairly rapidly over the past months and I don't think I can give this committee the time it deserves.

\_\_\_\_\_  
Signature

06/03/2020  
Date

Thank You infinitely