



**City of Hamilton**  
**AUDIT, FINANCE AND ADMINISTRATION COMMITTEE**  
**AGENDA**

**Meeting #:** 24-020  
**Date:** November 7, 2024  
**Time:** 9:30 a.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

Tamara Bates, Legislative Coordinator (905) 546-2424 ext. 4102

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1. **CEREMONIAL ACTIVITIES**
2. **APPROVAL OF AGENDA**  
(Added Items, if applicable, will be noted with \*)
3. **DECLARATIONS OF INTEREST**
4. **APPROVAL OF MINUTES OF PREVIOUS MEETING**
  - 4.1 October 17, 2024
5. **COMMUNICATIONS**
  - 5.1 City of Hamilton 'AAA' Credit Rating (City Wide) (referred from Council, October 23, 2024)  
  
Recommendation: be received
6. **DELEGATION REQUESTS**
7. **DELEGATIONS**
8. **STAFF PRESENTATIONS**
9. **CONSENT ITEMS**

Members of the public can contact the Clerk's Office to acquire the documents considered at this meeting, in an alternative format.

- 9.1 2020, 2021 and 2022 Audited Financial Statements for City of Hamilton Business Improvement Areas (BIAs) (FCS24026) (City Wide)
- 9.2 Ward Specific Funding Initiatives Update as of December 31, 2023 (FCS24046) (City Wide)
- 9.3 Grightmire Arena Lessons Learned Audit (AUD22004) – Management Responses Status Report (PW23007(c)/FCS23011(c)) (City Wide)
- 9.4 Water Meter Program Audit and Water Billing Service Transition Project (PW24070/FCS24059) (City Wide)(Outstanding Business List Item)

## **10. DISCUSSION ITEMS**

- 10.1 Consolidated Utility Billing and Collections Policy (FCS24025) (City Wide)
- 10.2 Consultation on Province-wide Enabling of the Use of Pay on Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the Planning Act (FCS24058) (City Wide)

## **11. MOTIONS**

## **12. NOTICES OF MOTION**

## **13. GENERAL INFORMATION / OTHER BUSINESS**

- 13.1 Amendments to the Outstanding Business List
  - 13.1.a Outdated Items to be Removed
    - 13.1.a.a 2018 Provincial Offences Administration Annual Report (FCS19011) (City Wide)  
Added June 12, 2019
  - 13.1.b Items Considered Completed and to be Removed
    - 13.1.b.a Water Meter Program Audit and Water Billing Service Transition Project  
Added January 19, 2023  
Addressed as Item 9.4 on today's agenda

## **14. PRIVATE AND CONFIDENTIAL**

## **15. ADJOURNMENT**



## AUDIT, FINANCE AND ADMINISTRATION COMMITTEE MINUTES 24-019

9:30 a.m.

October 17, 2024  
Council Chambers  
Hamilton City Hall

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**Present:** Councillors M. Spadafora (Vice-Chair), J. Beattie, B. Clark, C. Kroetsch, M. Tadeson (virtually), A. Wilson (virtually), and M. Wilson

**Absent with**

**Regrets:** Councillor T. Hwang (Chair) – Personal

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

1. **2024 Mid-Year Budget Adjustments (FCS24047) (City Wide) - REVISED (Item 10.1)**

**(Clark/Beattie)**

- (a) That, in accordance with the “Budgeted Complement Control Policy”, the extensions of temporary positions with 24-month terms or greater, with no impact to the net for tax levy, as outlined in Appendix “A” to Report FCS24047, be approved;
- (b) That, in accordance with the “Budgeted Complement Control Policy”, the staff complement transfers from one department / division to another or a change in complement type, with no impact to the net for tax levy, as outlined in Appendix “B” to Report FCS24047, be approved;
- (c) That the proposed budget appropriations of \$250,000 or greater and reserve contributions to capital projects, as outlined in Appendix “C” to Report FCS24047, be approved.
- (e) That the proposed financing plan amendments resulting from Provincial approval of the City of Hamilton’s Building Faster Fund Investment Plan and Housing-Enabling Water Systems Fund application, outlined in Appendix “D” REVISED to Report FCS24047, be approved.

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

YES - Ward 1 Councillor Maureen Wilson  
YES - Ward 2 Councillor Cameron Kroetsch

ABSENT - Ward 4 Councillor Tammy Hwang  
YES - Ward 9 Councillor Brad Clark  
YES - Ward 10 Councillor Jeff Beattie  
YES - Ward 11 Councillor Mark Tadeson  
YES - Ward 13 Councillor Alex Wilson  
YES - CHAIR - Ward 14 Councillor Mike Spadafora

**2. Growth Funding Tools: Reserve Fund Policy Updates (FCS24042) (City Wide) (Item 10.2)**

**(Tadeson/A. Wilson)**

- (a) That the Development Charges Reserve Fund Policy, attached as Appendix "A" to Report FCS24042, be adopted;
- (b) That the Community Benefits Charges Reserve Fund Policy, attached as Appendix "B" to Report FCS24042, be adopted;
- (c) That the Development Charges – Community Benefits Charges Transition Reserve Fund Policy, attached as Appendix "C" to Report FCS24042, be adopted; and,
- (d) That the Parkland Dedication Reserve Fund Policy, attached as Appendix "D" to Report FCS24042, be adopted.

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

YES - Ward 1 Councillor Maureen Wilson  
YES - Ward 2 Councillor Cameron Kroetsch  
ABSENT - Ward 4 Councillor Tammy Hwang  
YES - Ward 9 Councillor Brad Clark  
YES - Ward 10 Councillor Jeff Beattie  
YES - Ward 11 Councillor Mark Tadeson  
YES - Ward 13 Councillor Alex Wilson  
YES - CHAIR - Ward 14 Councillor Mike Spadafora

**3. Community Benefits Charges By-Law Amendment (FCS24016) (Item 10.3)**

**(Kroetsch/Clark)**

- (a) That the draft Community Benefit Charges By-Law Amendment, attached as Appendix "A" to Report FCS24016, be released for public consultation;
- (b) That the January 16, 2025, Audit, Finance & Administration Committee Meeting be designated a Public Meeting to receive feedback on the draft Community Benefits Charges By-Law Amendment, attached as Appendix "A" to Report FCS24016;
- (c) That the City Clerk be directed to provide notice of the Public Meeting in the Hamilton Spectator at least 30 days in advance of the Public Meeting; and

- (d) That Staff be directed to submit a staff report and, if appropriate, a revised Community Benefits Charges By-Law Amendment for Council consideration after the designated Public Meeting.

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

YES - Ward 1 Councillor Maureen Wilson  
YES - Ward 2 Councillor Cameron Kroetsch  
ABSENT - Ward 4 Councillor Tammy Hwang  
YES - Ward 9 Councillor Brad Clark  
YES - Ward 10 Councillor Jeff Beattie  
YES - Ward 11 Councillor Mark Tadeson  
YES - Ward 13 Councillor Alex Wilson  
YES - CHAIR - Ward 14 Councillor Mike Spadafora

**FOR INFORMATION:**

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

The Committee Clerk advised the following changes to the agenda.

**10. DISCUSSION ITEMS**

- 10.1 2024 Mid-Year Budget Adjustments (FCS24047) (City Wide) –  
Appendix D REVISED

**(Beattie/Clark)**

That the agenda for the October 17, 2024 Audit, Finance and Administration Committee meeting, be approved, as amended.

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

YES - Ward 1 Councillor Maureen Wilson  
YES - Ward 2 Councillor Cameron Kroetsch  
ABSENT - Ward 4 Councillor Tammy Hwang  
YES - Ward 9 Councillor Brad Clark  
YES - Ward 10 Councillor Jeff Beattie  
ABSENT - Ward 11 Councillor Mark Tadeson  
YES - Ward 13 Councillor Alex Wilson  
YES – CHAIR - Ward 14 Councillor Mike Spadafora

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

There were no declarations of interest.

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

**(i) Approval of Minutes of Previous Meeting (Items 4.1-4.2)**

**(Beattie/M. Wilson)**

That the following Minutes be approved, as presented.

- (1) October 3, 2024 (Item 4.1)
- (2) October 4, 2024 (Special – Development Charges Hearing) (Item 4.2)

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

YES - Ward 1 Councillor Maureen Wilson  
YES - Ward 2 Councillor Cameron Kroetsch  
ABSENT - Ward 4 Councillor Tammy Hwang  
YES - Ward 9 Councillor Brad Clark  
YES - Ward 10 Councillor Jeff Beattie  
ABSENT - Ward 11 Councillor Mark Tadeson  
YES - Ward 13 Councillor Alex Wilson  
YES - CHAIR - Ward 14 Councillor Mike Spadafora

**(d) ADJOURNMENT (Item 15)**

**(Beattie/Spadafora)**

That, there being no further business, the Audit, Finance and Administration Committee, be adjourned at 10:06 a.m.

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

YES - Ward 1 Councillor Maureen Wilson  
YES - Ward 2 Councillor Cameron Kroetsch  
ABSENT - Ward 4 Councillor Tammy Hwang  
YES - Ward 9 Councillor Brad Clark  
YES - Ward 10 Councillor Jeff Beattie  
YES - Ward 11 Councillor Mark Tadeson  
YES - Ward 13 Councillor Alex Wilson  
YES - CHAIR - Ward 14 Councillor Mike Spadafora


Respectfully submitted,

Councillor Mike Spadafora, Vice-Chair  
Audit, Finance and Administration  
Committee

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk



## COMMUNICATION UPDATE

<b>TO:</b>	Mayor and Members City Council
<b>DATE:</b>	October 16, 2024
<b>SUBJECT:</b>	City of Hamilton 'AAA' Credit Rating (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>SUBMITTED BY:</b>	Mike Zegarac General Manager, Finance and Corporate Services Corporate Services Department
<b>SIGNATURE:</b>	

On October 15, 2024, in its annual credit rating review, S&P Global Ratings released its Research Update for the City of Hamilton. S&P Global Ratings affirmed its 'AAA' long-term issuer credit and senior unsecured debt ratings on the City of Hamilton. The outlook is stable.

The rating of 'AAA' is the highest possible rating on S&P Global Ratings' rating scale. The City of Hamilton has maintained its credit rating of 'AAA' since June 1, 2022, when S&P Global Ratings raised the credit rating to 'AAA' from 'AA+'.

In the published report, the rating agency reported that the City will undertake larger-than-historical capital spending for infrastructure and maintenance requirements in the next several years, which they expect will generate larger after-capital deficits over the outlook horizon. S&P Global Ratings state that the stable outlook for the City reflects S&P Global Rating's view that the City's credit fundamentals will allow the City to have a higher level of spending while maintaining robust overall results.

S&P Global Ratings Update references a downside scenario which would represent a negative rating action in the next two years if a slow response by the City to changing operating conditions led to capital spending beyond expectations.

S&P Global Ratings Research Update references the City's ransomware attack on February 25, 2024 and states that they view management's response as commensurate to their assessment of the City's prudent financial management.

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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: City of Hamilton 'AAA' Credit Rating (City Wide) – Page 2 of 2**

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S&P Global Ratings cite that Hamilton continues to show characteristics of a resilient economy, including thorough diversification and continues to have very high liquidity as a key credit strength.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" - S&P Global Ratings, Research Update: City of Hamilton 'AAA' Ratings Affirmed; Outlook Remains Stable



Research Update:

# City of Hamilton 'AAA' Ratings Affirmed; Outlook Remains Stable

October 15, 2024

## Overview

- Driven by infrastructure and maintenance requirements, the City of Hamilton will undertake a larger-than-historical level of capital spending in the next several years, as well as some related debt issuance.
- However, we expect that operating results will remain strong and stable, and that liquidity will remain more than sufficient to cover debt service.
- Therefore, S&P Global Ratings affirmed its 'AAA' long-term issuer credit and senior unsecured debt ratings on Hamilton.
- The stable outlook reflects our view that, although we expect larger after-capital deficits, its credit fundamentals will allow the city to execute a higher level of spending while maintaining robust overall results.

### PRIMARY CREDIT ANALYST

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### RESEARCH CONTRIBUTOR

**Akul Patel**  
CRISIL Global Analytical Center, an  
S&P affiliate, Mumbai

## Rating Action

On Oct. 15, 2024, S&P Global Ratings affirmed its 'AAA' long-term issuer credit and senior unsecured debt ratings on the City of Hamilton, in the Province of Ontario. The outlook is stable.

## Outlook

The stable outlook reflects S&P Global Ratings' expectations that, in the next two years, the city will maintain its prudent long-term financial planning and risk management policies such that its budgetary performance remains strong, while generating after-capital deficits in the service of its large capital plan. We expect the debt burden will remain relatively stable and that the city's liquidity position will remain very high.

## Downside scenario

We could take a negative rating action in the next two years if a slow response by the city to

**Research Update: City of Hamilton 'AAA' Ratings Affirmed; Outlook Remains Stable**

changing operating conditions led to capital spending beyond expectations such that deficits rose above 10% on average, or additional borrowing increased the debt burden to more than 30% of operating revenues during the outlook horizon.

**Rationale**

To support its expanding economy, Hamilton is set to undertake a large capital plan focusing on key water and wastewater infrastructure upgrades, transit service improvements, and cyber security investments. As a result, we expect this plan will drive after-capital deficits of greater than 5% over the outlook horizon and a moderate increase in the city's debt burden. At the same time, we expect that Hamilton's economy will remain broad and diversified, allowing the city to generate continuous high operating balances and maintain liquidity more than sufficient to cover 12 months of debt service.

**Supportive institutions and prudent financial management practices will bolster Hamilton's creditworthiness.**

We believe Hamilton demonstrates characteristics of a resilient economy, including thorough diversification. Although historically rooted in steel production, the economy has expanded into other sectors, including advanced manufacturing, aerospace, agribusinesses, food processing, life sciences, digital media, and goods transport. The city's accessible location on the edge of the Greater Toronto Area supports its ability to attract business and investment. Although municipal GDP data are unavailable, we believe that Hamilton's GDP per capita is in line with the national level, which we estimate will be about US\$53,400 in 2024.

In our view, Hamilton demonstrates prudent financial management policies. Its planning is facilitated by a four-year budget outlook and multiyear business plans. These plans complement the city's thorough and transparent disclosure; long-term financial sustainability plans; long-term operating and spending forecasts; and robust policies for investments, debt, and risk management.

On Feb. 25, 2024, Hamilton was subject to a ransomware attack that affected the vast majority of its systems. The city was able to quickly contain the attack without paying the ransom nor was any personal identifying information compromised. Since containing the attack, Hamilton has been rebuilding its operations from extensive backups, taking the opportunity provided by the attack to reinforce its cyber preparedness initiatives through additional capital spending. At the same time, the full cost of responding to and recovering from the attack is unknown although regular costing updates to-date have been provided. As a result of the attack, the city has seen delays in the release of year-end financial statements. However, we view management's nimble response as commensurate with our assessment of its prudent financial management and assume a timely return to regular financial reporting.

As do other Canadian municipalities, Hamilton benefits from an extremely predictable and supportive local and regional government framework that has demonstrated high institutional stability and evidence of systemic extraordinary support in times of financial distress. Most recently through the pandemic, senior levels of government provided operating and transit-related grants to municipalities, in addition to direct support to individuals and businesses. Although provincial governments mandate a significant proportion of municipal spending, they also provide operating fund transfers and impose fiscal restraint through legislative requirements to pass balanced operating budgets. Municipalities generally have the ability to match expenditures well with revenues, except for capital spending, which can be

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intensive. Any operating surpluses typically fund capital expenditures and future liabilities (such as postemployment obligations) through reserve contributions. Municipalities have demonstrated a track record of strong budget results and, therefore, debt burdens, on average, are low relative to those of global peers and growth over time has been modest.

**Elevated capital spending will require some moderate debt issuance over the outlook horizon, though both will remain manageable.**

Given the key capital expenditures planned to enable growth, we expect that Hamilton's spending on these projects will increase notably from prior years. In our base-case scenario for 2022-2026, we expect the city to generate after-capital deficits averaging just above 6% and spend an average of C\$800 million in the forecast years. This spending will be primarily for investments in water and wastewater treatment facilities across the city, as well as infrastructure developments and transit services. Apart from these, the city's planned C\$3.4 billion light-rail transit project is expected to continue largely apace, with funding wholly the responsibility of senior levels of government. At the same time, we expect that its stable property tax base will allow Hamilton to generate operating balances averaging 13% over the base-case period.

In 2024-2026, Hamilton plans to issue about C\$212 million of debt, consisting of both mortgages and debentures, to fund part of its capital projects. Nevertheless, we expect tax-supported debt will remain relatively stable and will represent about 18% of operating revenues by year-end 2026, as debt repayment helps to offset new debt issuance. Beyond the outlook horizon, we expect the city will issue additional debt to fund its capital plan. We expect its interest burden will remain low through the outlook horizon despite planned issuances, representing less than 1% of adjusted operating revenues in all years. We also believe the city's exposure to contingent liabilities is limited.

In our view, Hamilton's liquidity is a key credit strength. We estimate total free cash in the next 12 months will be enough to cover over 8x the estimated debt service for the period. We expect this ratio will remain well above 100% during the outlook horizon.

**City of Hamilton – Selected Indicators**

Table 1

**City of Hamilton--Selected indicators**

(Mil. C\$)	--Fiscal year ended Dec. 31--					
	2021	2022	2023bc	2024bc	2025bc	2026bc
Operating revenues	1,826	1,892	1,972	2,047	2,135	2,227
Operating expenditures	1,585	1,648	1,715	1,790	1,850	1,919
Operating balance	241	244	257	257	285	308
Operating balance (% of operating revenues)	13.2	12.9	13.0	12.6	13.3	13.8
Capital revenues	139	123	209	282	327	272
Capital expenditures	447	320	571	770	892	741
Balance after capital accounts	(67)	46	(105)	(231)	(281)	(161)
Balance after capital accounts (% of total revenues)	(3.4)	2.3	(4.8)	(9.9)	(11.4)	(6.5)

**Research Update: City of Hamilton 'AAA' Ratings Affirmed; Outlook Remains Stable**

Table 1

**City of Hamilton--Selected indicators (cont.)**

(Mil. C\$)	--Fiscal year ended Dec. 31--					
	2021	2022	2023bc	2024bc	2025bc	2026bc
Debt repaid	52	52	41	38	43	39
Gross borrowings	17	4	2	4	148	60
Balance after borrowings	(102)	(2)	(143)	(266)	(176)	(140)
Direct debt (outstanding at year-end)	401	353	315	280	385	406
Direct debt (% of operating revenues)	22.0	18.7	16.0	13.7	18.0	18.3
Tax-supported debt (outstanding at year-end)	401	353	315	280	385	406
Tax-supported debt (% of consolidated operating revenues)	22.0	18.7	16.0	13.7	18.0	18.3
Interest (% of operating revenues)	0.6	0.5	0.4	0.4	0.6	0.6
National GDP per capita (single units)	65,825	72,249	72,127	72,553	74,508	76,835

The data and ratios above result in part from S&P Global Ratings' own calculations, drawing on national as well as international sources, reflecting S&P Global Ratings' independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. bc--Base case reflects S&P Global Ratings' expectations of the most likely scenario.

**Ratings Score Snapshot**

Table 2

**City of Hamilton -- Rating component scores**

Key rating factors	Scores
Institutional framework	1
Economy	1
Financial management	2
Budgetary performance	3
Liquidity	1
Debt burden	1
Stand-alone credit profile	aaa
Issuer credit rating	AAA

S&P Global Ratings bases its ratings on non-U.S. local and regional governments (LRGs) on the six main rating factors in this table. In the "Methodology For Rating Local And Regional Governments Outside Of The U.S.," published on July 15, 2019, we explain the steps we follow to derive the global scale foreign currency rating on each LRG. The institutional framework is assessed on a six-point scale: 1 is the strongest and 6 the weakest score. Our assessments of economy, financial management, budgetary performance, liquidity, and debt burden are on a five-point scale, with 1 being the strongest score and 5 the weakest.

**Key Sovereign Statistics**

Sovereign Risk Indicators, Oct. 7, 2024. An interactive version is available at <http://www.spratings.com/sri>

**Research Update: City of Hamilton 'AAA' Ratings Affirmed; Outlook Remains Stable****Related Criteria**

- General Criteria: Environmental, Social, And Governance Principles In Credit Ratings, Oct. 10, 2021
- Criteria | Governments | International Public Finance: Methodology For Rating Local And Regional Governments Outside Of The U.S., July 15, 2019
- General Criteria: Principles Of Credit Ratings, Feb. 16, 2011

**Related Research**

- Economic Outlook Canada Q4 2024: Further Rate Cuts Will Accelerate Growth, Sept. 24, 2024
- Risk Indicators For Canadian Local And Regional Governments: Strong Fiscal Management Is Key To Withstand Population Pressures, Sept. 19, 2024
- Canadian Municipalities Employ Flexibilities Within Fiscal Framework To Temper Cost Pressures, April 2, 2024
- Sector And Industry Variables | Criteria | Governments | Sovereigns: Sovereign Rating Methodology, March 26, 2024
- S&P Global Ratings Definitions, June 9, 2023

In accordance with our relevant policies and procedures, the Rating Committee was composed of analysts that are qualified to vote in the committee, with sufficient experience to convey the appropriate level of knowledge and understanding of the methodology applicable (see 'Related Criteria And Research'). At the onset of the committee, the chair confirmed that the information provided to the Rating Committee by the primary analyst had been distributed in a timely manner and was sufficient for Committee members to make an informed decision.

After the primary analyst gave opening remarks and explained the recommendation, the Committee discussed key rating factors and critical issues in accordance with the relevant criteria. Qualitative and quantitative risk factors were considered and discussed, looking at track-record and forecasts.

The committee's assessment of the key rating factors is reflected in the Ratings Score Snapshot above.

The chair ensured every voting member was given the opportunity to articulate his/her opinion. The chair or designee reviewed the draft report to ensure consistency with the Committee decision. The views and the decision of the rating committee are summarized in the above rationale and outlook. The weighting of all rating factors is described in the methodology used in this rating action (see 'Related Criteria And Research').

**Ratings List****Ratings Affirmed****Hamilton (City of)**


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Issuer Credit Rating AAA/Stable/--

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**Research Update: City of Hamilton 'AAA' Ratings Affirmed; Outlook Remains Stable****Ratings Affirmed****Hamilton (City of)**

Senior Unsecured	AAA
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Certain terms used in this report, particularly certain adjectives used to express our view on rating relevant factors, have specific meanings ascribed to them in our criteria, and should therefore be read in conjunction with such criteria. Please see Ratings Criteria at [www.spglobal.com/ratings](http://www.spglobal.com/ratings) for further information. Complete ratings information is available to RatingsDirect subscribers at [www.capitaliq.com](http://www.capitaliq.com). All ratings affected by this rating action can be found on S&P Global Ratings' public website at [www.spglobal.com/ratings](http://www.spglobal.com/ratings).

**Research Update: City of Hamilton 'AAA' Ratings Affirmed; Outlook Remains Stable**

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## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	November 7, 2024
<b>SUBJECT/REPORT NO:</b>	2020, 2021 and 2022 Audited Financial Statements for City of Hamilton Business Improvement Areas (BIAs) (FCS24026) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Nikki Freeman (905) 546-2424 Ext. 3020
<b>SUBMITTED BY:</b>	Shelley Hesmer Acting Director, Financial Services and Taxation Corporate Services Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

Not Applicable

### INFORMATION

Each year, the financial statements of the individual Business Improvement Areas (BIAs) of the City of Hamilton (City) are audited by external auditors as prescribed by the *Municipal Act, 2001*. The financial statements of each BIA are prepared by management of the BIA and are approved by the Board of Management of the BIA.

Certain 2020, 2021 and 2022 audited financial statements of the BIAs are being provided to Council through the Audit, Finance and Administration Committee, in accordance with section 207 of the *Municipal Act, 2001*.

Section 207(1) of the *Municipal Act* states:

“A board of management shall submit its annual report for the preceding year to Council by the date and in the form required by the municipality and the report shall include audited financial statements. 2001, c. 25, s. 207(1).”

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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: 2020, 2021 and 2022 Audited Financial Statements for City of Hamilton Business Improvement Areas (BIAs) (FCS24026) (City Wide) - Page 2 of 3**

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Section 207(2) of the *Municipal Act* states:

“The municipal auditor is the auditor of each board of management and may inspect all records of the board. 2001, c.25, s. 207(2).”

The previous outstanding audits were last communicated to the Audit, Finance and Administration Committee in Report FCS23016 on February 16, 2023.

Appendix “A” to Report FCS24026 includes the final Board approved 2020 financial statements for the Westdale BIA.

Appendix “B” to Report FCS24026 includes the final Board approved 2021 financial statements for the BIAs as follows: Barton Village BIA, Locke St BIA, Stoney Creek BIA and Westdale BIA.

Appendix “C” to Report FCS24026 includes the final Board approved 2022 financial statements for the BIAs as follows: Ancaster BIA, Barton Village BIA, Concession Street BIA, Downtown Hamilton BIA, Dundas BIA, International Village BIA, Ottawa Street BIA, Stoney Creek BIA and Waterdown BIA.

The 2019, 2020, 2021 and 2022 audited financial statements for King Street BIA and Main Street Esplanade BIA have not been received. On October 25, 2023, Council approved the dormancy of the King Street BIA through Report PED23198. Furthermore, on October 25, 2023, Council approved the dormancy of the Main Street Esplanade BIA through Report PED23199. Accounting Services is working with the BIA Officer to complete the dormancy procedures as outlined in the reports. No audits are being pursued at this time and will not be reported to Council.

The 2022 audited financial statements for Locke Street BIA and Westdale BIA have not been received as required by the *Municipal Act, 2001*. BIA annual audits are due to be completed by the City auditor by no later than Dec 31st of the following calendar year. The 2022 audit is still in progress and BIA staff continue to work with their bookkeepers to complete as soon as possible. These statements will be brought forward as an information report to the Audit, Finance and Administration Committee once received. The Commercial Districts and Small Business section (CDSB) of the Economic Development division are withholding any further funding (BIA levy disbursements and access to BIA Economic Development grants) until which time these audits are brought up to completion. The respective BIA Board of Management, Executive Director and Ward Councillors have been advised of this measure.

The 2023 audits are scheduled throughout 2024 and audited financial statements are due to the City in December of 2024.

**SUBJECT: 2020, 2021 and 2022 Audited Financial Statements for City of Hamilton  
Business Improvement Areas (BIAs) (FCS24026) (City Wide) - Page 3  
of 3**

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**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report FCS24026 – 2020 Audited Financial Statements for Business Improvement Areas for the year ended December 31, 2020.

Appendix "B" to Report FCS24026 – 2021 Audited Financial Statements for Business Improvement Areas for the year ended December 31, 2021.

Appendix "C" to Report FCS24026 – 2022 Audited Financial Statements for Business Improvement Areas for the year ended December 31, 2022.

NF/dw



Financial Statements of

**WESTDALE BUSINESS  
IMPROVEMENT AREA**

And Independent Auditor's Report thereon

Year ended December 31, 2020



KPMG LLP  
Commerce Place  
21 King Street West, Suite 700  
Hamilton ON L8P 4W7  
Canada  
Tel 905-523-8200  
Fax 905-523-2222

## INDEPENDENT AUDITOR'S REPORT

To the Chairman and Members of the Board of Management of the Westdale Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Hamilton

### *Opinion*

We have audited the accompanying financial statements of the Westdale Business Improvement Area (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2020,
- the statement of operations for the year then ended,
- the statement of changes in net financial assets for the year then ended,
- the statement of cash flows for the year then ended,
- and notes, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2020, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

## ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



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- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

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Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

October 16, 2023



# WESTDALE BUSINESS IMPROVEMENT AREA

## Financial Statements

Year ended December 31, 2020

### Financial Statements

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# WESTDALE BUSINESS IMPROVEMENT AREA

Statement of Financial Position

December 31, 2020, with comparative information for 2019

	2020	2019
<b>Financial assets</b>		
Cash	\$ 62,965	\$ 8,019
HST receivable	35,996	25,791
Due from City of Hamilton (note 4)	600	29,807
	<u>99,561</u>	<u>63,617</u>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities	2,034	4,530
Net financial assets	<u>97,527</u>	<u>59,087</u>
<b>Non-financial assets</b>		
Tangible capital assets (note 2)	36,303	9,392
Prepaid expenses	1,751	2,552
	<u>38,054</u>	<u>11,944</u>
COVID-19 (note 6)		
Accumulated surplus (note 3)	<u>\$ 135,581</u>	<u>\$ 71,031</u>

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

## WESTDALE BUSINESS IMPROVEMENT AREA

### Statement of Operations

Year ended December 31, 2020, with comparative information for 2019

	Budget (note 5)	2020	2019
<b>Revenue:</b>			
Assessment levy (note 4)	\$ 125,000	\$ 124,234	\$ 124,234
City of Hamilton grants (note 4)	–	54,062	31,522
Federal grant	–	–	5,426
Other income	–	5,100	3,710
	125,000	183,396	\$ 164,892
<b>Expenses:</b>			
Advertising	33,000	40,982	38,446
Amortization	–	3,107	2,808
Audit and legal fees	–	2,259	2,235
Bank charges	–	67	165
Beautification	18,000	28,060	41,548
Consulting	33,000	–	26,854
Festival	34,000	31,743	58,396
Insurance	–	4,249	3,260
Office and general expense	5,000	4,203	2,444
Wages	2,000	4,176	8,385
	125,000	118,846	184,541
Annual surplus (deficit)	–	64,550	(19,649)
Accumulated surplus, beginning of year	71,031	71,031	90,680
Accumulated surplus, end of year	\$ 71,031	\$ 135,581	\$ 71,031

See accompanying notes to financial statements.

## WESTDALE BUSINESS IMPROVEMENT AREA

### Statement of Changes in Net Financial Assets

Year ended December 31, 2020, with comparative information for 2019

	2020	2019
Annual surplus (deficit)	\$ 64,550	\$ (19,649)
Amortization of tangible capital assets	3,107	2,808
Acquisition of tangible capital assets	(30,018)	(200)
Decrease (increase) in prepaid expenses	801	(115)
Change in net financial assets	38,440	(17,156)
Net financial assets, beginning of year	59,087	76,243
Net financial assets, end of year	\$ 97,527	\$ 59,087

See accompanying notes to financial statements.

## WESTDALE BUSINESS IMPROVEMENT AREA

### Statement of Cash Flows

Year ended December 31, 2020, with comparative information for 2019

	2020	2019
Cash provided by (used in):		
Operating activities:		
Annual surplus (deficit)	\$ 64,550	\$ (19,649)
Items not involving cash:		
Amortization	3,107	2,808
Change in non-cash assets and liabilities:		
Accounts receivable	—	6,246
HST receivable	(10,205)	(19,017)
Accounts payable and accrued liabilities	(2,496)	(6,136)
Prepaid expenses	801	(115)
Cash from operating activities	55,757	(35,863)
Investing activities:		
Acquisition of tangible capital assets	(30,018)	(200)
Financing activities:		
Change in due from City of Hamilton	29,207	(29,782)
Net increase (decrease) in cash	54,946	(65,845)
Cash, beginning of year	8,019	73,864
Cash, end of year	\$ 62,965	\$ 8,019

See accompanying notes to financial statements.

# WESTDALE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements

Year ended December 31, 2020

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The Westdale Business Improvement Area (the "Business Improvement Area") was established in 1986 by the Council of the City of Hamilton and has been entrusted with the improvement, beautification and maintenance of municipally owned land, buildings and structures in the improvement area, beyond such expenditure by the Municipality. The Business Improvement Area is also responsible for the promotion of this improvement area for business and shopping.

## 1. Significant accounting policies:

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS"). Significant accounting policies adopted by the Business Improvement Area are as follows:

### (a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

### (b) Government transfers:

Government transfers received relate to the assessment levy and operating grants from the City of Hamilton. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

### (c) Other income:

Other income is recognized as revenue in the period earned.

# WESTDALE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2020

## 1. Significant accounting policies (continued):

### (d) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

#### (i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are depreciated on a straight-line basis over their estimated useful lives as follows:

Asset	Useful life – years
Furniture and equipment	10
Decorations	3

### (e) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

## WESTDALE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2020

### 2. Tangible capital assets:

Cost	Balance at December 31, 2019	Additions	Disposals	Balance at December 31, 2020
Furniture and equipment	\$ 16,889	\$ 30,018	\$ -	\$ 46,907
Computer hardware	1,337	-	-	1,337
Decorations	50,463	-	-	50,463
<b>Total</b>	<b>\$ 68,689</b>	<b>\$ 30,018</b>	<b>\$ -</b>	<b>\$ 98,707</b>

Accumulated Amortization	Balance at December 31, 2019	Disposals	Amortization expense	Balance at December 31, 2020
Furniture and equipment	\$ 8,615	\$ -	\$ 2,571	\$ 11,186
Computer hardware	1,337	-	-	1,337
Decorations	49,345	-	536	49,881
<b>Total</b>	<b>\$ 59,297</b>	<b>\$ -</b>	<b>\$ 3,107</b>	<b>\$ 62,404</b>

Net book value	December 31, 2019	December 31, 2020
Furniture and equipment	\$ 8,274	\$ 35,721
Decorations	1,118	582
<b>Total</b>	<b>\$ 9,392</b>	<b>\$ 36,303</b>



# WESTDALE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2020

## 2. Tangible capital assets (continued):

(a) Contributed tangible capital assets:

The Business Improvement Area received no contributed tangible capital assets in 2020 or 2019.

(b) Tangible capital assets disclosed at nominal values:

There are no tangible capital assets recognized at a nominal value.

(c) Write-down of tangible capital assets:

The Business Improvement Area has not written down any tangible capital assets during the year or 2019.

## 3. Accumulated surplus:

Accumulated surplus consists of the following:

	2020	2019
Surplus:		
Invested in tangible capital assets	\$ 36,303	\$ 9,392
Operating	97,527	59,087
Prepaid expenses	1,751	2,552
<b>Accumulated surplus</b>	<b>\$ 135,581</b>	<b>\$ 71,031</b>

## 4. Related party transactions:

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

	2020	2019
Revenue:		
Member levy collected on behalf of the Business Improvement Area	\$ 124,234	\$ 124,234
City of Hamilton Grants	54,062	31,522

## WESTDALE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2020

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#### 4. Related party transactions (continued):

The City of Hamilton has also contributed \$11,551 (2019 - \$12,067) to commercial improvement programs undertaken by the Business Improvement Area, \$16,068 (2019 - \$18,255) to a parking revenue sharing program and \$26,443 (2019 - \$1,200) in other grants.

At the end of the year, the Business Improvement Area had a receivable of \$1,300 (2019 - \$31,072) from the City of Hamilton for outstanding grants. The Business Improvement Area had a payable of \$700 (2019 - \$1,265) to the City of Hamilton for the member levy deficit in the year and audit fee expenses.

#### 5. Budget data:

The budget data presented in these financial statements is based upon the 2020 budget approved by the Board on October 21, 2019. Amortization and acquisitions of tangible capital assets were not contemplated on development of the budget and, as such, were not provided on the statement of changes in net financial assets.

#### 6. COVID-19:

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact across the world. This has resulted in governments worldwide, including the Canadian and Ontario governments, enacting emergency measures to combat the spread of the virus.

Several measures were put in place by the Federal Government which include the implementation of travel bans, self-imposed quarantine periods and social distancing. These measures have caused material disruption to individuals, businesses and organizations globally and in Ontario resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions however the success of these interventions is not currently determinable.

Financial Statements of

**BARTON VILLAGE  
BUSINESS IMPROVEMENT  
AREA**

And Independent Auditor's Report thereon

Year ended December 31, 2021



KPMG LLP  
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Canada  
Tel 905-523-8200  
Fax 905-523-2222

## INDEPENDENT AUDITOR'S REPORT

To the Chairman and Members of the Board of Management of Barton Village Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Hamilton

### **Opinion**

We have audited the accompanying financial statements of the Barton Village Business Improvement Area (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2021,
- the statement of operations for the year then ended,
- the statement of changes in net financial assets for the year then ended,
- the statement of cash flows for the year then ended,
- and notes, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2021, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

Page 3

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

May 29, 2023

# **BARTON VILLAGE BUSINESS IMPROVEMENT AREA**

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Year ended December 31, 2021

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## Financial Statements

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# BARTON VILLAGE BUSINESS IMPROVEMENT AREA

## Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
<b>Financial assets</b>		
Cash	\$ 65,331	\$ 20,083
Accounts receivable	3,916	18,233
HST receivable	8,183	4,430
Due from City of Hamilton (note 3)	18,835	32,437
	<u>96,265</u>	<u>75,183</u>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities	18,250	3,103
Deferred revenue	-	13,664
	<u>18,250</u>	<u>16,767</u>
Net financial assets	78,015	58,416
<b>Non-financial assets</b>		
Tangible capital assets (note 2)	7,666	13,015
Prepaid expenses	3,495	2,361
	<u>11,161</u>	<u>15,376</u>
Commitment (note 5)		
COVID-19 (note 7)		
Accumulated surplus (note 4)	<u>\$ 89,176</u>	<u>\$ 73,792</u>

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director

\_\_\_\_\_ Director



# BARTON VILLAGE BUSINESS IMPROVEMENT AREA

## Statement of Operations

Year ended December 31, 2021, with comparative information for 2020

	Budget (note 6)	2021	2020
<b>Revenue:</b>			
Assessment levy (note 3)	\$ 70,318	\$ 77,111	\$ 75,758
City of Hamilton grants (note 3)	79,660	52,737	23,186
Festival income	–	3,996	16,495
Federal grant – Canada summer jobs	–	–	24,022
Other income	–	29,725	2,096
<b>Total revenue</b>	<b>149,978</b>	<b>163,569</b>	<b>141,557</b>
<b>Expenses:</b>			
Advertising and promotion	31,760	14,358	5,370
Amortization	–	5,349	6,417
Bank charges	150	473	220
Commercial improvement	–	18,403	9,112
Event equipment and supplies	2,000	18,111	368
Insurance	2,500	5,602	1,683
Meetings and business development	2,100	740	1,698
Office expenses	3,716	2,797	6,343
Professional fees	1,700	5,414	432
Rent	23,052	20,400	15,750
Salaries – administrative	49,000	52,124	88,826
Festival expenses	34,000	2,567	8,530
COVID support	–	1,847	9,157
<b>Total expenses</b>	<b>149,978</b>	<b>148,185</b>	<b>153,906</b>
Annual surplus (deficit)	–	15,384	(12,349)
Accumulated surplus, beginning of year	73,792	73,792	86,141
<b>Accumulated surplus, end of year</b>	<b>\$ 73,792</b>	<b>\$ 89,176</b>	<b>\$ 73,792</b>

See accompanying notes to financial statements.

## BARTON VILLAGE BUSINESS IMPROVEMENT AREA

### Statement of Changes in Net Financial Assets

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Annual surplus (deficit)	\$ 15,384	\$ (12,349)
Amortization of tangible capital assets	5,349	6,417
Increase in prepaid expenses	(1,134)	(2,145)
Change in net financial assets	19,599	(8,077)
Net financial assets, beginning of year	58,416	66,493
Net financial assets, end of year	\$ 78,015	\$ 58,416

See accompanying notes to financial statements.

## BARTON VILLAGE BUSINESS IMPROVEMENT AREA

### Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Annual surplus (deficit)	\$ 15,384	\$ (12,349)
Items not involving cash:		
Amortization	5,349	6,417
Changes in non-cash assets and liabilities:		
Accounts payable and accrued liabilities	15,147	(149)
HST receivable	(3,753)	677
Accounts receivable	14,317	(15,402)
Deferred revenue	(13,664)	13,664
Prepaid expenses	(1,134)	(2,145)
Net change in cash from operating activities	31,646	(9,287)
Financing activities:		
Change in due from City of Hamilton	13,602	(20,126)
Net increase (decrease) in cash	45,248	(29,413)
Cash, beginning of year	20,083	49,496
Cash, end of year	\$ 65,331	\$ 20,083

See accompanying notes to financial statements.

# BARTON VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements

Year ended December 31, 2021

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The Barton Village Business Improvement Area ("Business Improvement Area") was established by the Council of the City of Hamilton and has been entrusted with the improvement, beautification and maintenance of municipally owned lands, buildings and structures in the improvement area, beyond such expenditures by the City of Hamilton. The Business Improvement Area is also responsible for the promotion of this improvement area for business and shopping. The Business Improvement Area is financed by a special levy charged upon businesses in the improvement area.

## 1. Significant accounting policies:

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS"). Significant accounting policies adopted by the Business Improvement Area are as follows:

### (a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

### (b) Government transfer:

Government transfers received relate to the assessment levy and operating grants. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

### (c) Other income:

Other income is reported as revenue in the period earned.

# BARTON VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 1. Significant accounting policies (continued):

(d) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life - years
Computer hardware	5
Decorations	5
Furniture and equipment	10

(e) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

(f) Related party transactions:

Transactions with related parties are measured at the carrying amount.

# BARTON VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 2. Tangible capital assets:

Cost	Balance at December 31, 2020	Additions	Disposals	Balance at December 31, 2021
Computer hardware	\$ 4,156	\$ -	\$ -	\$ 4,156
Decorations	46,323	-	-	46,323
Furniture and equipment	15,886	-	-	15,886
<b>Total</b>	<b>\$ 66,365</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 66,365</b>

Accumulated amortization	Balance at December 31, 2020	Disposals	Amortization expense	Balance at December 31, 2021
Computer hardware	\$ 3,182	\$ -	\$ 527	\$ 3,709
Decorations	39,173	-	3,503	42,676
Furniture and equipment	10,995	-	1,319	12,314
<b>Total</b>	<b>\$ 53,350</b>	<b>\$ -</b>	<b>\$ 5,349</b>	<b>\$ 58,699</b>

	Net book value December 31, 2020	Net book value December 31, 2021
Computer hardware	\$ 974	\$ 447
Decorations	7,150	3,647
Furniture and equipment	4,891	3,572
<b>Total</b>	<b>\$ 13,015</b>	<b>\$ 7,666</b>

(a) Contributed tangible capital assets:

The Business Improvement Area received no contributed tangible capital assets in 2021 or 2020.

(b) Tangible capital assets disclosed at nominal values:

There are no tangible capital assets recognized at a nominal value.

(c) Write-down of tangible capital assets:

The Business Improvement Area has not recorded write-downs of tangible capital assets during the year or 2020.

# BARTON VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

### 3. Related party transactions:

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

	2021	2020
<b>Revenue:</b>		
Member levy collected on behalf of the Business Improvement Area	\$ 71,111	\$ 75,758
Grants	52,737	23,186
<b>Expenses:</b>		
Commercial improvement	1,322	3,099
Festival expenses	2,567	1,493

The City of Hamilton made no contribution in 2021 (2020 - \$6,222) to commercial improvement programs undertaken by the Business Improvement Area and the annual Christmas grant (2020 - \$1,300). The City of Hamilton contributed \$10,192 (2020 - \$10,192) from parking sharing revenue program, \$10,000 from shop local funding (2020 - nil), \$30,000 from Canada Health communities initiative (2020 - nil) and \$2,545 (2020 - \$5,472) in other grants.

At the end of the year, the Business Improvement Area had a receivable from the City of Hamilton of \$18,835 (2020 - \$32,437) which includes \$18,126 (2020 - \$29,151) in outstanding grants net of \$282 (2020 - \$6,793 surplus) of member levy deficit, annual audit accrual of \$427 (2020 - \$427) and of other expenses in the amount of \$nil (2020 - \$3,080).

### 4. Accumulated surplus:

Accumulated surplus consists of the following:

	2021	2020
<b>Surplus:</b>		
Invested in tangible capital assets	\$ 7,666	\$ 13,015
Operating	81,510	60,777
<b>Accumulated surplus</b>	<b>\$ 89,176</b>	<b>\$ 73,792</b>

# BARTON VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

**5. Commitment:**

The Business Improvement Area is committed under an operating lease for the rental of office space. Minimum lease payments including HST under this operating lease are as follows:

2022	\$ 26,442
2023	27,120
2024	27,120
2025	27,120
	\$ 107,802

**6. Budget data:**

The budget data presented in these financial statements is based upon the 2021 budget approved by the Board on December 8, 2020. Amortization and acquisitions of tangible capital assets were not contemplated on development of the budget and, as such, were not provided on the statement of changes in net financial assets.

**7. COVID-19:**

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact across the world. This has resulted in governments worldwide, including the Canadian and Ontario governments, enacting emergency measures to combat the spread of the virus.

Several measures were put in place by the Federal Government which include the implementation of travel bans, self-imposed quarantine periods and social distancing. These measures have caused material disruption to individuals, businesses and organizations globally and in Ontario resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions however the success of these interventions is not currently determinable.



Financial Statements of

# **LOCKE STREET BUSINESS IMPROVEMENT AREA**

And Independent Auditor's Report thereon

Year ended December 31, 2021



KPMG LLP  
Commerce Place  
21 King Street West, Suite 700  
Hamilton ON L8P 4W7  
Canada  
Tel 905-523-8200  
Fax 905-523-2222

## INDEPENDENT AUDITOR'S REPORT

To the Chairman and Members of the Board of Management of the Locke Street Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Hamilton

### ***Opinion***

We have audited the accompanying financial statements of the Locke Street Business Improvement Area (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2021,
- the statement of operations and accumulated surplus for the year then ended,
- the statement of changes in net financial assets for the year then ended,
- the statement of cash flows for the year then ended,
- and notes, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2021, and its results of operations and accumulated surplus, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

## ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



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- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditors report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

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Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

September 26, 2023

# LOCKE STREET BUSINESS IMPROVEMENT AREA

Financial Statements

Year ended December 31, 2021

Financial Statements

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# LOCKE STREET BUSINESS IMPROVEMENT AREA

## Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
<b>Financial assets</b>		
Cash	\$ 49,879	\$ 32,209
Accounts receivable	2,000	5,200
HST receivable	20,259	12,082
Due from City of Hamilton (note 2)	961	6,084
	<u>73,099</u>	<u>55,575</u>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities	3,672	9,742
Deferred revenue (note 3)	2,447	2,447
	<u>6,119</u>	<u>12,189</u>
Net Financial assets	66,980	43,386
<b>Non-Financial assets</b>		
Tangible capital assets (note 4)	28,952	26,278
Prepaid expenses	1,235	495
	<u>30,187</u>	<u>26,773</u>
COVID-19 (note 7)		
Accumulated surplus (note 5)	\$ 97,167	\$ 70,159

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director

\_\_\_\_\_ Director

## LOCKE STREET BUSINESS IMPROVEMENT AREA

### Statement of Operations and Accumulated Surplus

Year ended December 31, 2021, with comparative information for 2020

	Budget (note 6)	2021	2020
<b>Revenues:</b>			
Assessment levy (note 2)	\$ 30,000	\$ 30,000	\$ 30,123
Saturdays Unlocked	–	43,250	–
City of Hamilton grants (note 2)	–	28,737	17,608
Hamilton Day 2021	40,000	2,000	–
Other	12,500	630	5,300
Seven Saturday's	–	–	28,042
LSMA funding (note 3)	–	–	3,005
<b>Total revenue</b>	<b>82,500</b>	<b>104,617</b>	<b>84,078</b>
<b>Expenses:</b>			
Advertising and promotion	10,850	10,190	13,092
Amortization	–	1,984	15,257
Commercial improvement	15,000	8,136	30,871
Festival expenses	47,000	51,433	34,897
Insurance	1,650	812	1,363
Office supplies	150	462	270
Professional fees	5,100	1,660	2,905
Rent	2,750	2,932	2,428
<b>Total expenses</b>	<b>82,500</b>	<b>77,609</b>	<b>101,083</b>
<b>Annual surplus (deficit)</b>	<b>–</b>	<b>27,008</b>	<b>(17,005)</b>
<b>Accumulated surplus, beginning of year</b>	<b>70,159</b>	<b>70,159</b>	<b>87,164</b>
<b>Accumulated surplus, end of year</b>	<b>\$ 70,159</b>	<b>\$ 97,167</b>	<b>\$ 70,159</b>

See accompanying notes to financial statements.

## LOCKE STREET BUSINESS IMPROVEMENT AREA

### Statement of Changes in Net Financial Assets

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Annual surplus (deficit)	\$ 27,008	\$ (17,005)
Acquisition of tangible capital assets	(4,658)	(30,637)
Amortization of tangible capital assets	1,984	15,257
(Increase) decrease in prepaid expenses	(740)	2,581
Change in net financial assets	23,594	(29,804)
Net financial assets, beginning of year	43,386	73,190
Net financial assets, end of year	\$ 66,980	\$ 43,386

See accompanying notes to financial statements.



## LOCKE STREET BUSINESS IMPROVEMENT AREA

### Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Annual surplus (deficit)	\$ 27,008	\$ (17,005)
Items not involving cash:		
Amortization	1,984	15,257
Change in non-cash assets and liabilities:		
Accounts receivable	3,200	(5,200)
HST receivable	(8,177)	(8,714)
Prepaid expenses	(740)	2,581
Accounts payable and accrued liabilities	(6,070)	6,462
Deferred revenue	-	(3,005)
Net change in cash from operating activities	17,205	(9,624)
Investing activities:		
Acquisition of tangible capital assets	(4,658)	(30,637)
Financing activities:		
Change in due from City of Hamilton	5,123	4,384
Increase (decrease) in cash	17,670	(35,877)
Cash, beginning of year	32,209	68,086
Cash, end of year	\$ 49,879	\$ 32,209

See accompanying notes to financial statements.

# LOCKE STREET BUSINESS IMPROVEMENT AREA

Notes to Financial Statements

Year ended December 31, 2021

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The Locke Street Business Improvement Area ("Business Improvement Area") was established in 2007 by the Council of the City of Hamilton and has been entrusted with the improvement, beautification and maintenance of municipality owned lands, buildings and structures in the improvement area, beyond such expenditures by the Municipality. The Business Improvement Area is also responsible for the promotion of this improvement area for business and shopping as well as the Locke Street Festival and commercial expenses incurred on Locke Street. The Business Improvement Area is financed by a special levy charged upon businesses in the improvement area.

During the year ended December 31, 2014, the Business Improvement Area assumed a large portion of the Locke Street Merchants Association's ("LSMA") responsibilities. As part of this change, the Business Improvement Area accepted responsibility for the Locke Street Festival, including related revenues and expenditures of the festival and commercial improvement expenses incurred on Locke Street that were previously performed by the LSMA.

## 1. Significant accounting policies:

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS") as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Business Improvement Area are as follows:

### (a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

### (b) Cash and cash equivalents:

Cash and cash equivalents include cash on hand and balances with banks, and highly liquid temporary money market instruments with original maturities of three months or less.

### (c) Government transfers:

Government transfers received relate to the assessment levy and operating grants. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

# LOCKE STREET BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 1. Significant accounting policies (continued):

(d) Other income:

Other income is reported as revenue in the period earned.

Income, with external restrictions, is recognized as revenue in the year in which the related expenses are recognized. Contributions restricted for the purchase of capital assets are recognized when the restrictions are satisfied either when the asset is acquired or as the asset is used in accordance with the terms of the restriction.

(e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Useful life - years
Decorations	5
Banners	4
Light standards	10

(f) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

(g) Related party transactions:

Transactions with related parties are measured at the carrying amount.

# LOCKE STREET BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 2. Related party transactions:

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

Revenue:

	2021	2020
Member levy collected on behalf of the Business Improvement Area	\$ 30,123	\$ 30,123
City of Hamilton grants	28,737	17,608

The City of Hamilton has also contributed \$2,463 (2020 - \$2,548) to commercial improvement programs undertaken by the Business Improvement Area, \$1,300 (2020 - \$1,300) for the annual Christmas grant, \$11,774 (2020 - \$3,727) from the parking sharing revenue program and \$13,200 (2020 - \$10,033) in other grants.

At the end of the year, the Business Improvement Area had a receivable of \$1,300 (2020 - \$6,300) and \$nil (2020 - \$123) from the City of Hamilton for outstanding grants and member levy surplus. The Business Improvement Area had a payable \$339 (2020 - \$339) owing for the annual audit expenses.

## 3. Deferred revenue:

Deferred revenue is comprised of amounts received from the Locke St. Merchant Association ("LSMA") which dissolved in 2015. The Business Improvement Area is required to spend these funds on beautification and enhancements to the Business Improvement Area with funds specifically allocated to the area of the Business Improvement Area previously covered under the LSMA jurisdiction. The deferred revenue reported on the statement of financial position is made up of:

	2021	2020
Balance, beginning of year	\$ 2,447	\$ 5,452
Recognized as revenue	-	(3,005)
Balance, end of year	\$ 2,447	\$ 2,447

# LOCKE STREET BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

#### 4. Tangible capital assets:

Cost	Balance at December 31, 2020	Additions	Disposals	Balance at December 31, 2021
Decorations	\$ 51,025	\$ -	\$ -	\$ 51,025
Banners	18,744	4,658	-	23,402
Light standards	22,866	-	-	22,866
<b>Total</b>	<b>\$ 92,635</b>	<b>\$ 4,658</b>	<b>\$ -</b>	<b>\$ 97,293</b>

Accumulated amortization	Balance at December 31, 2020	Disposals	Amortization expense	Balance at December 31, 2021
Decorations	\$ 46,734	\$ -	\$ (1,149)	\$ 45,585
Banners	18,480	-	846	19,326
Light standards	1,143	-	2,287	3,430
<b>Total</b>	<b>\$ 66,357</b>	<b>\$ -</b>	<b>\$ 1,984</b>	<b>\$ 68,341</b>

Net book value	December 31, 2020	December 31, 2021
Decorations	\$ 4,291	\$ 5,440
Banners	264	4,076
Light standards	21,723	19,436
<b>Total</b>	<b>\$ 26,278</b>	<b>\$ 28,952</b>

(a) Contributed tangible capital assets:

The Business Improvement Area received no contributed tangible capital assets in 2021 or 2020.

(b) Tangible capital assets disclosed at nominal values:

There are no tangible capital assets recognized at a nominal value.

(c) Write-down of tangible capital assets:

The Business Improvement Area has not recorded write-downs of tangible capital assets during the year or 2020.

# LOCKE STREET BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

**5. Accumulated surplus:**

Accumulated surplus consists of the following:

	2021	2020
Surplus:		
Invested in tangible capital assets	\$ 28,952	\$ 26,278
Operating	66,980	43,386
Prepaid expenses	1,235	495
	\$ 97,167	\$ 70,159

**6. Budget data:**

The budget data presented in these financial statements is based upon the 2021 budget approved by the Board on January 25, 2021. Amortization and acquisitions of tangible capital assets were not contemplated on development of the budget and, as such, were not provided on the statement of changes in net financial assets.

**7. COVID-19:**

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact across the world. This has resulted in governments worldwide, including the Canadian and Ontario governments, enacting emergency measures to combat the spread of the virus.

Several measures were put in place by the Federal Government which include the implementation of travel bans, self-imposed quarantine periods and social distancing. These measures have caused material disruption to individuals, businesses and organizations globally and in Ontario resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions however the success of these interventions is not currently determinable.

Financial Statements of

**STONEY CREEK BUSINESS  
IMPROVEMENT AREA**

And Independent Auditor's Report thereon

Year ended December 31, 2021



**KPMG LLP**  
Commerce Place  
21 King Street West, Suite 700  
Hamilton, ON L8P 4W7  
Canada  
Telephone 905 523 8200  
Fax 905 523 2222

## **INDEPENDENT AUDITOR'S REPORT**

To the Chairman and Members of the Board of Management of the Stoney Creek Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the City of Hamilton

### ***Opinion***

We have audited the accompanying financial statements of the Stoney Creek Business Improvement Area (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2021,
- the statement of operations for the year then ended,
- the statement of changes in net financial assets for the year then ended,
- the statement of cash flows for the year then ended,
- and notes, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2021, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our Auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.





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### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



Page 3

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our Auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP' in a cursive, slanted font. A horizontal line is drawn underneath the signature.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Ontario  
December 15, 2023

# STONEY CREEK BUSINESS IMPROVEMENT AREA

Financial Statements

Year ended December 31, 2021

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## Financial Statements

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# STONEY CREEK BUSINESS IMPROVEMENT AREA

## Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
<b>Financial assets</b>		
Cash	\$ 19,156	\$ 19,817
Accounts receivable	12,410	-
HST receivable	15,471	9,822
Due from the City of Hamilton (note 4)	730	7,958
	<u>47,767</u>	<u>37,597</u>
<b>Financial liabilities</b>		
Accounts payables and accrued liabilities	-	6,296
Net financial assets	47,767	31,301
<b>Non-financial assets</b>		
Tangible capital assets (note 2)	5,202	8,145
Prepaid expenses	993	1,103
	<u>6,195</u>	<u>9,248</u>
Accumulated surplus (note 3)	<u>\$ 53,962</u>	<u>\$ 40,549</u>

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director

\_\_\_\_\_ Director

# STONEY CREEK BUSINESS IMPROVEMENT AREA

## Statement of Operations

Year ended December 31, 2021, with comparative information for 2020

	Budget (note 5)	2021	2020
<b>Revenue:</b>			
Assessment levy (note 4)	\$ 49,000	\$ 49,697	\$ 49,643
City of Hamilton grants (note 4)	–	25,346	16,347
Other revenue	13,788	16,000	4,602
<b>Total revenue</b>	<b>62,788</b>	<b>91,043</b>	<b>70,592</b>
<b>Expenses:</b>			
Administration	29,360	36,293	22,350
Advertising and promotion	1,000	7,114	1,154
Amortization	–	2,943	3,954
Audit fees	475	427	427
Beautification	9,750	18,919	7,387
Christmas decorations and Santa Claus parade	19,000	7,769	7,370
Insurance	–	2,096	1,767
Miscellaneous	–	560	129
Special events	–	1,509	15,511
<b>Total expenses</b>	<b>59,585</b>	<b>77,630</b>	<b>60,049</b>
Annual surplus	3,203	13,413	10,543
Accumulated surplus, beginning of year	40,549	40,549	30,006
<b>Accumulated surplus, end of year (note 3)</b>	<b>\$ 43,752</b>	<b>\$ 53,962</b>	<b>\$ 40,549</b>

See accompanying notes to financial statements.

# STONEY CREEK BUSINESS IMPROVEMENT AREA

## Statement of Changes in Net Financial Assets

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Annual surplus	\$ 13,413	\$ 10,543
Amortization of tangible capital assets	2,943	3,954
Acquisition of tangible capital assets	-	(1,353)
Decrease (increase) in prepaid expenses	110	(169)
Change in net financial assets	16,466	12,975
Net financial assets, beginning of year	31,301	18,326
Net financial assets, end of year	\$ 47,767	\$ 31,301

See accompanying notes to financial statements.

# STONE CREEK BUSINESS IMPROVEMENT AREA

## Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 13,413	\$ 10,543
Items not involving cash:		
Amortization	2,943	3,954
Change in non-cash assets and liabilities:		
Accounts receivable	(12,410)	4,390
HST receivable	(5,649)	(3,531)
Accounts payable and accruals	(6,296)	2,439
Prepaid expenses	110	(169)
Net change in cash from operating activities	(7,889)	17,626
Capital activities:		
Acquisition of tangible capital assets	-	(1,353)
Financing activities:		
Change in due from City of Hamilton	7,228	(7,846)
Net (decrease) increase in cash	(661)	8,427
Cash, beginning of year	19,817	11,390
Cash, end of year	\$ 19,156	\$ 19,817

See accompanying notes to financial statements.

# STONEY CREEK BUSINESS IMPROVEMENT AREA

Notes to Financial Statements

Year ended December 31, 2021

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The Stoney Creek Business Improvement Area (the "Business Improvement Area") was established in 1978 by the council of the former City of Stoney Creek and has been entrusted with the improvement, beautification and maintenance of municipally owned land, buildings and structures in the improvement area, beyond such expenditure by the City of Hamilton. The Business Improvement Area is also responsible for the promotion of this improvement area for business and shopping. The Business Improvement Area is financed by a special levy charged upon businesses in the improvement area.

## 1. Significant accounting policies:

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS"). Significant accounting policies adopted by the Business Improvement Area are as follows:

(a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Cash:

Cash includes cash on hand and balances with banks.

(c) Government transfers:

Government transfers received relate to the assessment levy and operating grants. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.



# STONEY CREEK BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

**1. Significant accounting policies (continued):**

(d) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life - years
Decorations	5

(e) Other income:

Other income is reported as revenue in the period earned.

(f) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant estimates include provisions for accruals. Actual results could differ from those estimates.

(g) Related party transactions:

Transactions with related parties are measured at the carrying amount.

# STONEY CREEK BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 2. Tangible capital assets:

Cost	Balance at December 31, 2020	Additions	Disposals	Balance at December 31, 2021
Decorations	\$ 34,998	\$ -	\$ -	\$ 34,998

Accumulated amortization	Balance at December 31, 2020	Disposals	Amortization expense	Balance at December 31, 2021
Decorations	\$ 26,853	\$ -	\$ 2,943	\$ 29,796

Net book value	December 31, 2021	December 31, 2020
Decorations	\$ 5,202	\$ 8,145

(a) Contributed tangible capital assets:

The Business Improvement Area received no contributed tangible capital assets in 2021 or 2020.

(b) Tangible capital assets disclosed at nominal values:

There are no tangible capital assets recognized at a nominal value.

(c) Write-down of tangible capital assets:

The Business Improvement Area has not recorded write-downs of tangible capital assets during the year.

# STONEY CREEK BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

### 3. Accumulated surplus:

Accumulated surplus consists of the following:

	2021	2020
Surplus:		
Invested in tangible capital assets	\$ 5,202	\$ 8,145
Prepaid expenses	993	1,103
Operating	47,767	31,301
<b>Accumulated surplus</b>	<b>\$ 53,962</b>	<b>\$ 40,549</b>

The reserve is designated by the Board for the future purchase of beautification items. The change in the reserve fund balance is as follows:

	2021	2020
Fund balance, beginning of year	\$ 2,000	\$ 2,000
Transfers to reserves	-	-
<b>Fund balance, end of year</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>

### 4. Related party transactions:

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

Revenue:

	2021	2020
Member levy collected on behalf of the Business Improvement Area	\$ 49,697	\$ 49,643

The City of Hamilton has also contributed \$8,035 (2020 - \$8,047) to commercial improvement programs undertaken by the Business Improvement Area and \$17,311 (2020 - \$8,300) in other grant funding and the Business Improvement area paid \$nil (2020 - \$1,414) in expenses to the City of Hamilton for commercial improvements during the year. At the end of the year, other grants of \$1,300 (2020 - \$9,347 including member levy surplus) were receivable from the City of Hamilton. The Business Improvement Area has a payable of \$570 (2020 - \$1,389) for audit accruals, other expenses and member levy deficit.

# STONEY CREEK BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

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## 5. Budget data:

The budget data presented in these financial statements is based upon the 2021 budget approved by the Board on October 21, 2020. Amortization and acquisition of tangible capital assets were not contemplated on development of the budget. For this reason, budget figures were not provided on the statement of changes in net financial assets.

## 6. COVID-19:

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact across the world. This has resulted in governments worldwide, including the Canadian and Ontario governments, enacting emergency measures to combat the spread of the virus.

Several measures were put in place by the Federal Government which include the implementation of travel bans, self-imposed quarantine periods and social distancing. These measures have caused material disruption to individuals, businesses, and organizations globally and in Ontario resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions however the success of these interventions is not currently determinable.

Financial Statements of

**WESTDALE BUSINESS  
IMPROVEMENT AREA**

And Independent Auditor's Report thereon

Year ended December 31, 2021



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Telephone 905 523 8200  
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## **INDEPENDENT AUDITOR'S REPORT**

To the Chairman and Members of the Board of Management of the Westdale Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Hamilton

### ***Opinion***

We have audited the accompanying financial statements of the Westdale Business Improvement Area (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2021,
- the statement of operations and accumulated surplus for the year then ended,
- the statement of changes in net financial assets for the year then ended,
- the statement of cash flows for the year then ended,
- and notes, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2021, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

## ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



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- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

March 14, 2024



# WESTDALE BUSINESS IMPROVEMENT AREA

Financial Statements

Year ended December 31, 2021

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## Financial Statements

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Statement of Operations and Accumulated Surplus	2
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Statement of Cash Flows	4
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# WESTDALE BUSINESS IMPROVEMENT AREA

Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
<b>Financial assets</b>		
Cash	\$ –	\$ 62,965
Grant receivables	88,000	–
HST receivable	51,718	35,996
Due from City of Hamilton (note 4)	872	600
	<u>140,590</u>	<u>99,561</u>
<b>Financial liabilities</b>		
Bank indebtedness	39,673	–
Accounts payable and accrued liabilities	309	2,034
Net financial assets	<u>100,608</u>	<u>97,527</u>
<b>Non-financial assets</b>		
Tangible capital assets (note 2)	33,705	36,303
Prepaid expenses	2,459	1,751
	<u>36,164</u>	<u>38,054</u>
COVID-19 (note 6)		
Accumulated surplus (note 3)	<u>\$ 136,772</u>	<u>\$ 135,581</u>

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director  
  
\_\_\_\_\_ Director

## WESTDALE BUSINESS IMPROVEMENT AREA

### Statement of Operations and Accumulated Surplus

Year ended December 31, 2021, with comparative information for 2020

	Budget (note 5)	2021	2020
<b>Revenue:</b>			
Assessment levy (note 4)	\$ 125,000	\$ 125,000	\$ 124,234
City of Hamilton grants (note 4)	–	40,231	54,062
Other grant income	–	88,000	–
Other income	–	10,270	5,100
	125,000	263,501	\$ 183,396
<b>Expenses:</b>			
Advertising	33,000	89,883	40,982
Amortization	–	4,777	3,107
Audit and legal fees	–	45,142	2,259
Bank charges	–	48	67
Beautification	18,000	29,578	28,060
Consulting	33,000	–	–
Festival	34,000	72,679	31,743
Insurance	–	2,571	4,249
Office and general expense	5,000	12,222	4,203
Rent	–	1,027	–
Wages	2,000	4,383	4,176
	125,000	262,310	118,846
Annual surplus	–	1,191	64,550
Accumulated surplus, beginning of year	135,581	135,581	71,031
Accumulated surplus, end of year	\$ 135,581	\$ 136,772	\$ 135,581

See accompanying notes to financial statements.

## WESTDALE BUSINESS IMPROVEMENT AREA

### Statement of Changes in Net Financial Assets

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Annual surplus	\$ 1,191	\$ 64,550
Amortization of tangible capital assets	4,777	3,107
Acquisition of tangible capital assets	(2,179)	(30,018)
(Increase) decrease in prepaid expenses	(708)	801
Change in net financial assets	3,081	38,440
Net financial assets, beginning of year	97,527	59,087
Net financial assets, end of year	\$ 100,608	\$ 97,527

See accompanying notes to financial statements.

## WESTDALE BUSINESS IMPROVEMENT AREA

### Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 1,191	\$ 64,550
Items not involving cash:		
Amortization	4,777	3,107
Change in non-cash assets and liabilities:		
Grants receivable	(88,000)	—
HST receivable	(15,722)	(10,205)
Accounts payable and accrued liabilities	(1,725)	(2,496)
Prepaid expenses	(708)	801
Cash (used in) from operating activities	(100,187)	55,757
Investing activities:		
Acquisition of tangible capital assets	(2,179)	(30,018)
Financing activities:		
Change in due from City of Hamilton	(272)	29,207
Net (decrease) increase in cash	(102,638)	54,946
Cash, beginning of year	62,965	8,019
(Bank indebtedness) cash, end of year	\$ (39,673)	\$ 62,965

See accompanying notes to financial statements.

# WESTDALE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements

Year ended December 31, 2021

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The Westdale Business Improvement Area (the "Business Improvement Area") was established in 1986 by the Council of the City of Hamilton and has been entrusted with the improvement, beautification and maintenance of municipally owned land, buildings and structures in the improvement area, beyond such expenditure by the Municipality. The Business Improvement Area is also responsible for the promotion of this improvement area for business and shopping.

## 1. Significant accounting policies:

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS"). Significant accounting policies adopted by the Business Improvement Area are as follows:

### (a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

### (b) Government transfers:

Government transfers received relate to the assessment levy and operating grants from the City of Hamilton. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

### (c) Other income:

Other income is recognized as revenue in the period earned.

# WESTDALE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 1. Significant accounting policies (continued):

### (d) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

#### (i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are depreciated on a straight-line basis over their estimated useful lives as follows:

Asset	Useful life – years
Furniture and equipment	10
Computer hardware	5
Decorations	3

### (e) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

## WESTDALE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

### 2. Tangible capital assets:

Cost	Balance at December 31, 2020	Additions	Disposals	Balance at December 31, 2021
Furniture and equipment	\$ 46,907	\$ -	\$ -	\$ 46,907
Computer hardware	1,337	2,179	(1,337)	2,179
Decorations	50,463	-	-	50,463
<b>Total</b>	<b>\$ 98,707</b>	<b>\$ 2,179</b>	<b>\$ (1,337)</b>	<b>\$ 99,549</b>

Accumulated Amortization	Balance at December 31, 2020	Amortization expense	Disposals	Balance at December 31, 2021
Furniture and equipment	\$ 11,186	\$ 3,977	\$ -	\$ 15,163
Computer hardware	1,337	218	(1,337)	218
Decorations	49,881	582	-	50,463
<b>Total</b>	<b>\$ 62,404</b>	<b>\$ 4,777</b>	<b>\$ (1,337)</b>	<b>\$ 65,844</b>

Net book value	December 31, 2020	December 31, 2021
Furniture and equipment	\$ 35,721	\$ 31,744
Computer hardware	-	1,961
Decorations	582	-
<b>Total</b>	<b>\$ 36,303</b>	<b>\$ 33,705</b>



# WESTDALE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

**2. Tangible capital assets (continued):**

(a) Contributed tangible capital assets:

The Business Improvement Area received no contributed tangible capital assets in 2021 or 2020.

(b) Tangible capital assets disclosed at nominal values:

There are no tangible capital assets recognized at a nominal value.

(c) Write-down of tangible capital assets:

The Business Improvement Area has not written down any tangible capital assets during the year or 2020.

**3. Accumulated surplus:**

Accumulated surplus consists of the following:

	2021	2020
Surplus:		
Invested in tangible capital assets	\$ 33,705	\$ 36,303
Operating	100,608	97,527
Prepaid expenses	2,459	1,751
<b>Accumulated surplus</b>	<b>\$ 136,772</b>	<b>\$ 135,581</b>

**4. Related party transactions:**

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

	2021	2020
Revenue:		
Member levy collected on behalf of the Business Improvement Area	\$ 125,000	\$ 124,234
City of Hamilton Grants	40,231	54,062

## WESTDALE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2021

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### 4. Related party transactions (continued):

The City of Hamilton has also contributed \$11,551 (2020 - \$11,551) to commercial improvement programs undertaken by the Business Improvement Area, \$16,068 (2020 - \$16,068) to a parking revenue sharing program and \$12,612 (2020 - \$26,443) in other grants.

At the end of the year, the Business Improvement Area had a receivable of \$1,300 (2020 - \$1,300) from the City of Hamilton for outstanding grants. The Business Improvement Area had a payable of \$428 (2020 - \$700) to the City of Hamilton for the member levy deficit in the year and audit fee expenses.

### 5. Budget data:

The budget data presented in these financial statements is based upon the 2021 budget approved by the Board on October 14, 2020. Amortization and acquisitions of tangible capital assets were not contemplated on development of the budget and, as such, were not provided on the statement of changes in net financial assets.

### 6. COVID-19:

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact across the world. This has resulted in governments worldwide, including the Canadian and Ontario governments, enacting emergency measures to combat the spread of the virus.

Several measures were put in place by the Federal Government which include the implementation of travel bans, self-imposed quarantine periods and social distancing. These measures have caused material disruption to individuals, businesses and organizations globally and in Ontario resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions however the success of these interventions is not currently determinable.

Financial Statements of

# **ANCASTER BUSINESS IMPROVEMENT AREA**

And Independent Auditor's Report thereon

Year ended December 31, 2022



KPMG LLP  
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21 King Street West, Suite 700  
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## INDEPENDENT AUDITORS' REPORT

To the Chairman and Members of the Board of Management of the Ancaster Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Hamilton

### ***Opinion***

We have audited the accompanying financial statements of the Ancaster Business Improvement Area (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2022,
- the statement of operations for the year then ended,
- the statement of changes in net financial assets for the year then ended,
- the statement of cash flows for the year then ended,
- and notes, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



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- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditors report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

June 23, 2023

# ANCASTER BUSINESS IMPROVEMENT AREA

Financial Statements

Year ended December 31, 2022

## Financial Statements

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# ANCASTER BUSINESS IMPROVEMENT AREA

## Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
<b>Financial assets</b>		
Cash	\$ 95,551	\$ 105,492
HST receivable	8,113	9,324
Due from City of Hamilton (note 2)	6,890	4,210
	<u>110,554</u>	<u>119,026</u>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities	3,610	982
Net financial assets	<u>106,944</u>	<u>118,044</u>
<b>Non-financial assets</b>		
Tangible capital assets (note 3)	2,445	2,925
Prepaid expenses	1,313	10,266
	<u>3,758</u>	<u>13,191</u>
Accumulated surplus (note 4)	<u>\$ 110,702</u>	<u>\$ 131,235</u>

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director

\_\_\_\_\_ Director



## ANCASTER BUSINESS IMPROVEMENT AREA

### Statement of Operations

Year ended December 31, 2022, with comparative information for 2021

	Budget (note 5)	2022	2021
<b>Revenues:</b>			
Assessment levy (note 2)	\$ 100,450	\$ 101,296	\$ 98,764
City of Hamilton grants (note 2)	-	12,181	22,210
Government of Canada grants (note 6)	-	12,239	7,965
Farmer's Market income (note 2)	-	26,596	24,395
Other income	-	1,010	4,734
<b>Total revenues</b>	<b>100,450</b>	<b>153,322</b>	<b>158,068</b>
<b>Expenses:</b>			
Advertising and promotion	46,450	44,548	44,294
Amortization	-	480	1,274
Ancaster Farmer's Market	-	32,283	25,435
Bank charges and interest	-	300	310
Beautification	9,000	26,180	16,426
Business taxes	-	243	238
Donations	-	7,000	1,000
Insurance	-	2,391	2,294
Miscellaneous	5,000	-	-
Office expenses	-	704	671
Professional fees	-	429	854
Salaries	40,000	59,297	52,035
<b>Total expenses</b>	<b>100,450</b>	<b>173,855</b>	<b>144,831</b>
<b>Annual (deficit) surplus</b>	<b>-</b>	<b>(20,533)</b>	<b>13,237</b>
<b>Accumulated surplus, beginning of year</b>	<b>131,235</b>	<b>131,235</b>	<b>117,998</b>
<b>Accumulated surplus, end of year</b>	<b>\$ 131,235</b>	<b>\$ 110,702</b>	<b>\$ 131,235</b>

See accompanying notes to financial statements.

## ANCASTER BUSINESS IMPROVEMENT AREA

### Statement of Changes in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Annual (deficit) surplus	\$ (20,533)	\$ 13,237
Amortization of tangible capital assets	480	1,274
Decrease (increase) in prepaid expenses	8,953	(7,666)
Change in net financial assets	(11,100)	6,845
Net financial assets, beginning of year	118,044	111,199
Net financial assets, end of year	\$ 106,944	\$ 118,044

See accompanying notes to financial statements.

## ANCASTER BUSINESS IMPROVEMENT AREA

### Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Annual (deficit) surplus	\$ (20,533)	\$ 13,237
Items not involving cash:		
Amortization	480	1,274
Changes in non-cash operating working capital:		
Prepaid expenses	8,953	(7,666)
HST receivable	1,211	(3,711)
Accounts payable and accrued liabilities	2,628	(9,610)
Net change in cash from operating activities	(7,261)	(6,476)
Financing activities:		
Change in due from City of Hamilton	(2,680)	(4,111)
Change in cash	(9,941)	(10,587)
Cash, beginning of year	105,492	116,079
Cash, end of year	\$ 95,551	\$ 105,492

See accompanying notes to financial statements.

# ANCASTER BUSINESS IMPROVEMENT AREA

Notes to Financial Statements

Year ended December 31, 2022

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The Ancaster Business Improvement Area (the "Business Improvement Area") was established in 2009 in accordance with Section 220 of the Municipal Act, (R.S.O. 1990) for the purpose of providing improvement, beautification and maintenance of municipally owned land, buildings and structures in the area and the promotion of Ancaster Village as a business and shopping area. The Business Improvement Area is financed by a special levy charged upon businesses in the improvement area.

## 1. Significant accounting policies:

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS") as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Business Improvement Area are as follows:

### (a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

### (b) Cash and cash equivalents:

Cash and cash equivalents include cash on hand and balances with banks, and highly liquid temporary money market instruments with original maturities of three months or less.

### (c) Government transfers:

Government transfers received relate to the assessment levy and operating grants. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished. Government transfers paid are recognized when the transfer has been authorized and any eligibility criteria are met.

### (d) Other income:

Other income is reported as revenue in the period earned.

# ANCASTER BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 1. Significant accounting policies (continued):

(e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life - years
Decorations	5
Computers	5
Furniture	10

(f) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

(g) Related party transactions:

Transactions with related parties are measured at the carrying amount.

# ANCASTER BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 2. Related party transactions:

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

	2022	2021
Revenue:		
Member levy collected on behalf of the Business Improvement Area	\$ 101,296	\$ 98,764
Expenses:		
Beautification	6,010	6,601

The City of Hamilton has also contributed \$5,598 (2021 - \$5,626) to commercial improvement programs undertaken by the Business Improvement Area, \$5,283 (2021 - \$5,283) from parking revenue sharing program, and \$1,300 (2020 - \$11,301) in other miscellaneous grants. An additional grant received of \$3,000 (2021 - \$3,000) for the Farmer's Market has been recorded as part of Farmer's Market income.

At the end of the year, grants and supplemental member levies of \$6,898 (2021 - \$4,300) was receivable from the City of Hamilton and \$845 (2021 - \$764) for cash received in excess of the member levy collected by the City of Hamilton. The amount recorded in due from the City of Hamilton also includes a payable to the City of Hamilton of \$764 (2021 - \$854) for expenses paid by the City of Hamilton on behalf of the Business Improvement Area.

# ANCASTER BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

### 3. Tangible capital assets:

Cost	Balance at December 31, 2021	Additions	Disposals	Balance at December 31, 2022
Computers	\$ 2,993	\$ -	\$ 594	\$ 2,399
Furniture	7,945	-	-	7,945
<b>Total</b>	<b>\$ 10,938</b>	<b>\$ -</b>	<b>\$ 594</b>	<b>\$ 10,344</b>

Accumulated amortization	Balance at December 31, 2021	Disposals	Amortization expense	Balance at December 31, 2022
Computers	\$ 1,313	\$ 594	\$ 480	\$ 1,199
Furniture	6,700	-	-	6,700
<b>Total</b>	<b>\$ 8,013</b>	<b>\$ 594</b>	<b>\$ 480</b>	<b>\$ 7,899</b>

Net book value	December 31, 2022	December 31, 2021
Computers	\$ 1,200	\$ 1,680
Furniture	1,245	1,245
<b>Total</b>	<b>\$ 2,445</b>	<b>\$ 2,925</b>

(a) Contributed tangible capital assets:

The Business Improvement Area received \$nil (2021 - \$nil) in contributed tangible capital assets.

(b) Tangible capital assets disclosed at nominal values:

There are no tangible capital assets recognized at a nominal value.

# ANCASTER BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

**4. Accumulated surplus:**

Accumulated surplus consists of the following:

	2022	2021
Surplus:		
Invested in tangible capital assets	\$ 2,445	\$ 2,925
Operating	108,257	128,310
	<b>\$ 110,702</b>	<b>\$ 131,235</b>

**5. Budget data:**

The budget data presented in these financial statements is based upon the 2022 budget approved by the Board on October 19, 2021. Amortization and acquisitions of tangible capital assets were not contemplated on development of the budget and, as such, has not been included. For this reason, budget figures were not provided on the statement of changes in net financial assets.

**6. Government of Canada grants:**

Included in Government of Canada grants are \$12,239 (2021 - \$7,695) provided under the Canada summer student jobs grant.



Financial Statements of

**BARTON VILLAGE  
BUSINESS IMPROVEMENT  
AREA**

And Independent Auditor's Report thereon

Year ended December 31, 2022



**KPMG LLP**

Commerce Place  
21 King Street West, Suite 700  
Hamilton, ON L8P 4W7  
Canada  
Telephone 905 523 8200  
Fax 905 523 2222

**INDEPENDENT AUDITOR'S REPORT**

To the Chairman and Members of the Board of Management of Barton Village Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Hamilton

***Opinion***

We have audited the accompanying financial statements of the Barton Village Business Improvement Area (the Entity), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes, including a summary of significant accounting policies and other explanatory information

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Page 3

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The image shows the handwritten signature "KPMG LLP" in black ink. The letters are slanted and connected, with a horizontal line underneath the signature.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

April 4, 2024

# **BARTON VILLAGE BUSINESS IMPROVEMENT AREA**

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Year ended December 31, 2022

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# BARTON VILLAGE BUSINESS IMPROVEMENT AREA

Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
<b>Financial assets</b>		
Cash	\$ 5,918	\$ 65,331
Accounts receivable	26,048	3,916
HST receivable	10,543	8,183
Due from City of Hamilton (note 3)	16,772	18,835
	<u>59,281</u>	<u>96,265</u>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities	11,566	18,250
	<u>11,566</u>	<u>18,250</u>
Net financial assets	47,715	78,015
<b>Non-financial assets</b>		
Tangible capital assets (note 2)	5,943	7,666
Prepaid expenses	1,800	3,495
	<u>7,743</u>	<u>11,161</u>
Commitment (note 5)		
Accumulated surplus (note 4)	\$ 55,458	\$ 89,176

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director  
\_\_\_\_\_ Director

## BARTON VILLAGE BUSINESS IMPROVEMENT AREA

### Statement of Operations

Year ended December 31, 2022, with comparative information for 2021

	Budget 2022 (note 6)	Actual 2022	Actual 2021
<b>Revenue:</b>			
Assessment levy (note 3)	\$ 75,000	\$ 75,789	\$ 77,111
City of Hamilton grants (note 3)	80,798	17,291	52,737
Festival income	–	28,893	3,996
Federal grant - Canada summer jobs	–	4,666	–
Other income	–	10,548	29,725
<b>Total revenue</b>	<b>155,798</b>	<b>137,187</b>	<b>163,569</b>
<b>Expenses:</b>			
Advertising and promotion	31,760	21,074	14,358
Amortization	–	1,701	5,349
Bank charges	150	359	473
Commercial improvement	–	11,944	18,403
Event equipment and supplies	2,000	10,400	18,111
Insurance	2,500	3,028	5,602
Bad debt expense	–	105	–
Meetings and business development	2,100	1,553	740
Office expenses	3,716	5,602	2,797
Professional fees	1,700	1,564	5,414
Rent	23,052	21,600	20,400
Salaries - administrative	55,000	67,895	52,124
Festival expenses	34,000	20,433	2,567
COVID support	–	–	1,847
Loss on disposal of assets	–	3,647	–
<b>Total expenses</b>	<b>155,978</b>	<b>170,905</b>	<b>148,185</b>
<b>Annual (deficit) surplus</b>	<b>–</b>	<b>(33,718)</b>	<b>15,384</b>
<b>Accumulated surplus, beginning of year</b>	<b>89,176</b>	<b>89,176</b>	<b>73,792</b>
<b>Accumulated surplus, end of year</b>	<b>\$ 89,176</b>	<b>\$ 55,458</b>	<b>\$ 89,176</b>

See accompanying notes to financial statements.

## BARTON VILLAGE BUSINESS IMPROVEMENT AREA

### Statement of Changes in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Annual (deficit) surplus	\$ (33,718)	\$ 15,384
Amortization of tangible capital assets	1,701	5,349
Acquisition of tangible capital assets	(3,625)	-
Loss on disposal of tangible capital assets	3,647	-
Decrease (increase) in prepaid expenses	1,695	(1,134)
Change in net financial assets	(30,300)	19,599
Net financial assets, beginning of year	78,015	58,416
Net financial assets, end of year	\$ 47,715	\$ 78,015

See accompanying notes to financial statements.



## BARTON VILLAGE BUSINESS IMPROVEMENT AREA

### Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Annual (deficit) surplus	\$ (33,718)	\$ 15,384
Items not involving cash:		
Amortization of tangible capital assets	1,701	5,349
Loss on disposal of tangible capital assets	3,647	-
Changes in non-cash assets and liabilities:		
Accounts payable and accrued liabilities	(6,684)	15,147
HST receivable	(2,360)	(3,753)
Accounts receivable	(22,132)	14,317
Deferred revenue	-	(13,664)
Prepaid expenses	1,695	(1,134)
Net change in cash from operating activities	(57,851)	31,646
Investing activities:		
Acquisition of tangible capital assets	(3,625)	-
Net change in cash from investing activities	(3,625)	-
Financing activities:		
Change in due from City of Hamilton	2,063	13,602
Net (decrease) increase in cash	(59,413)	45,248
Cash, beginning of year	65,331	20,083
Cash, end of year	\$ 5,918	\$ 65,331

See accompanying notes to financial statements.

# BARTON VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements

Year ended December 31, 2022

---

The Barton Village Business Improvement Area ("Business Improvement Area") was established by the Council of the City of Hamilton and has been entrusted with the improvement, beautification and maintenance of municipally owned lands, buildings and structures in the improvement area, beyond such expenditures by the City of Hamilton. The Business Improvement Area is also responsible for the promotion of this improvement area for business and shopping. The Business Improvement Area is financed by a special levy charged upon businesses in the improvement area.

## 1. Significant accounting policies:

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS"). Significant accounting policies adopted by the Business Improvement Area are as follows:

(a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Government transfer:

Government transfers received relate to the assessment levy and operating grants. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

(c) Other income:

Other income is reported as revenue in the period earned.

(d) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

# BARTON VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 1. Significant accounting policies (continued):

(d) Non-financial assets (continued):

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life - years
Computer hardware	5
Decorations	5
Furniture and equipment	10

(e) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

(f) Related party transactions:

Transactions with related parties are measured at the carrying amount.

## 2. Tangible capital assets:

Cost	Balance at December 31, 2021	Additions	Disposals	Balance at December 31, 2022
Computer hardware	\$ 4,156	\$ -	\$ -	\$ 4,156
Decorations	46,323	3,625	(46,323)	3,625
Furniture and equipment	15,886	-	-	15,886
<b>Total</b>	<b>\$ 66,365</b>	<b>\$ 3,625</b>	<b>\$ (46,323)</b>	<b>\$ 23,667</b>

## BARTON VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

### 2. Tangible capital assets (continued):

Accumulated amortization	Balance at December 31, 2021	Amortization expense	Disposals	Balance at December 31, 2022
Computer hardware	\$ 3,709	\$ 447	\$ -	\$ 4,156
Decorations	42,676	-	(42,676)	-
Furniture and equipment	12,314	1,254	-	13,568
<b>Total</b>	<b>\$ 58,699</b>	<b>\$ 1,701</b>	<b>\$ (42,676)</b>	<b>\$ 17,724</b>

	Net book value December 31, 2021	Net book value December 31, 2022
Computer hardware	\$ 447	\$ -
Decorations	3,647	3,625
Furniture and equipment	3,572	2,318
<b>Total</b>	<b>\$ 7,666</b>	<b>\$ 5,943</b>

(a) Contributed tangible capital assets:

The Business Improvement Area received no contributed tangible capital assets in 2022 or 2021.

(b) Tangible capital assets disclosed at nominal values:

There are no tangible capital assets recognized at a nominal value.

(c) Write-down of tangible capital assets:

The Business Improvement Area has not recorded write-downs of tangible capital assets during the year or 2021.

## BARTON VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

### 3. Related party transactions:

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

	2022	2021
<b>Revenue:</b>		
Member levy collected on behalf of the Business Improvement Area	\$ 75,789	\$ 77,111
Grants	17,291	52,737
<b>Expenses:</b>		
Commercial improvement	-	1,322
Festival expenses	2,342	2,567
Professional fees	427	-

The City of Hamilton has also contributed \$6,218 2022 (2021 - \$nil) to commercial improvement programs undertaken by the Business Improvement Area. The City of Hamilton contributed \$10,192 (2021 - \$10,192) from parking sharing revenue program, nil from shop local funding (2021 - \$10,000), nil from Canada Health communities initiative (2021 - \$30,000) and \$881 (2021 - \$2,545) in other grants.

At the end of the year, the Business Improvement Area had a receivable from the City of Hamilton of \$16,772 (2021 - \$18,835) which includes \$16,410 (2021 - \$18,126) in outstanding grants and member levy surplus of \$789 (2021 - deficit of \$282) net of annual audit accrual of \$427 (2021 - \$427).

### 4. Accumulated surplus:

Accumulated surplus consists of the following:

	2022	2021
<b>Surplus:</b>		
Invested in tangible capital assets	\$ 5,943	\$ 7,666
Operating	47,715	78,015
Prepaid expenses	1,800	3,495
<b>Accumulated surplus</b>	<b>\$ 55,458</b>	<b>\$ 89,176</b>

# BARTON VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

**5. Commitment:**

The Business Improvement Area is committed under an operating lease for the rental of office space. Minimum lease payments including HST under this operating lease are as follows:

2023	\$	27,120
2024		27,120
2025		27,120
	\$	81,360

**6. Budget data:**

The budget data presented in these financial statements is based upon the 2022 budget approved by the Board in December 2021. Amortization and acquisitions of tangible capital assets were not contemplated on development of the budget and, as such, were not provided on the statement of changes in net financial assets.

Financial Statements of

# **CONCESSION STREET BUSINESS IMPROVEMENT AREA**

And Independent Auditor's Report thereon

Year ended December 31, 2022

## INDEPENDENT AUDITOR'S REPORT

To the Chairman and Members of the Board of Management of the Concession Street Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Hamilton

### ***Opinion***

We have audited the accompanying financial statements of the Concession Street Business Improvement Area (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2022,
- the statement of operations for the year then ended,
- the statement of changes in net financial assets for the year then ended,
- the statement of cash flows for the year then ended,
- and notes, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.



Page 2

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

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- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditors report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The image shows a handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, slightly slanted style. Below the signature is a single horizontal line that tapers at both ends, serving as a decorative underline.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

January 18, 2024

# CONCESSION STREET IMPROVEMENT AREA

Financial Statements

Year ended December 31, 2022

## Financial Statements

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# CONCESSION STREET IMPROVEMENT AREA

Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
<b>Financial assets</b>		
Cash	\$ 50,027	\$ 107,642
Due from the City of Hamilton (note 4)	5,027	-
HST receivable	13,523	9,902
	<u>68,577</u>	<u>117,544</u>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities	44,178	15,547
Deferred revenue	2,620	2,370
Due to City of Hamilton (note 4)	-	2,990
	<u>46,800</u>	<u>20,907</u>
Net financial assets	21,779	96,637
<b>Non-Financial assets</b>		
Tangible capital assets (note 2)	748	1,862
Prepaid expenses	5,979	5,941
	<u>6,727</u>	<u>7,803</u>
Commitment (note 6)		
Accumulated surplus (note 3)	\$ 28,506	\$ 104,440

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director

\_\_\_\_\_ Director

## CONCESSION STREET IMPROVEMENT AREA

### Statement of Operations

Year ended December 31, 2022, with comparative information for 2021

	Budget (note 6)	2022	2021
<b>Revenue:</b>			
Assessment levy (note 4)	\$ 130,706	\$ 115,263	\$ 115,410
City of Hamilton grants (note 4)	–	35,855	40,615
Other income	–	–	2,700
<b>Total revenue</b>	<b>130,706</b>	<b>151,118</b>	<b>158,725</b>
<b>Expenses:</b>			
Festivals	18,500	61,816	27,227
Salaries and wages	59,800	57,476	48,524
Advertising and promotion	15,000	44,923	27,919
General beautification and improvements (note 4)	15,256	27,384	34,355
Miscellaneous	–	10,867	3,088
Rent	8,000	9,023	8,976
Insurance	5,100	4,647	4,834
Professional fees	4,450	4,027	4,965
Contract services	–	2,824	43
Office and general	3,400	2,770	8,259
Amortization	–	1,114	1,907
Interest and bank charges	–	181	138
Revitalization	–	–	1,715
Utilities	1,200	–	–
Repairs and maintenance	–	–	–
<b>Total expenses</b>	<b>130,706</b>	<b>227,052</b>	<b>171,950</b>
<b>Annual deficit</b>	<b>–</b>	<b>(75,934)</b>	<b>(13,225)</b>
<b>Accumulated surplus, beginning of year</b>	<b>104,440</b>	<b>104,440</b>	<b>117,665</b>
<b>Accumulated surplus, end of year</b>	<b>\$ 104,440</b>	<b>\$ 28,506</b>	<b>\$ 104,440</b>

See accompanying notes to financial statements.

## CONCESSION STREET IMPROVEMENT AREA

### Statement of Changes in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Annual deficit	(75,934)	(13,225)
Increase of tangible capital assets	-	(1,068)
Disposal of tangible capital assets	-	3,447
Amortization of tangible capital assets	1,114	1,907
Increase in prepaid expenses	(38)	(4,864)
Change in net financial assets	(74,858)	(13,803)
Net financial assets, beginning of year	96,637	110,440
Net financial assets, end of year	\$ 21,779	\$ 96,637

See accompanying notes to financial statements.

## CONCESSION STREET IMPROVEMENT AREA

### Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Annual deficit	\$ (75,934)	\$ (14,863)
Items not involving cash:		
Amortization	1,114	1,907
Disposal of tangible capital assets	–	3,447
Change in non-cash assets and liabilities:		
HST receivable	(3,621)	4,923
Accounts payable and accrued liabilities	28,631	675
Deferred revenue	250	200
Prepaid expenses	(38)	(4,864)
Net change in cash from operating activities	(49,598)	(6,937)
Capital activities:		
Cash used to acquire tangible capital assets	–	(1,068)
Financing activities:		
Change in due from City of Hamilton	(8,017)	16,835
Decrease in investments	–	50,000
Net (decrease) increase in cash	(57,615)	58,830
Cash, beginning of year	107,642	48,812
Cash, end of year	\$ 50,027	\$ 107,642

See accompanying notes to financial statements.

The Concession Street Improvement Area (the "Business Improvement Area") was established in 1983 by the Council of the City of Hamilton and has been entrusted with the improvements, beautification and maintenance of municipally owned lands, buildings and structures in the improvement area, beyond such expenditures by the Municipality. The Business Improvement Area is also responsible for the promotion of this improvement area for business and shopping. The Business Improvement Area is financed by a special levy charged upon businesses in the improvement area.

#### **1. Significant accounting policies:**

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS"). Significant accounting policies adopted by the Business Improvement Area are as follows:

(a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Cash:

Cash includes cash on hand and balances with banks.

(d) Government transfers:

Government transfers received relate to the assessment levy and operating grants. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

(e) Other income:

Other income is reported as revenue in the period earned.



(f) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life - years
Computer hardware	5
Banners	2

(g) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

(h) Related party transactions:

Transactions with related parties are measured at the carrying amount.

**2. Tangible capital assets:**

Cost	Balance at December 31, 2021	Additions	Disposals	Balance at December 31, 2022
Computer hardware	\$ 1,068	\$ -	\$ -	\$ 1,068
Banners	3,601	-	-	3,601
<b>Total</b>	<b>\$ 4,669</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,669</b>

Accumulated amortization	Balance at December 31, 2021	Disposals	Amortization expense	Balance at December 31, 2022
Computer hardware	\$ 107	\$ -	\$ 213	\$ 320
Banners	2,700	-	901	3,601
<b>Total</b>	<b>\$ 2,807</b>	<b>\$ -</b>	<b>\$ 1,114</b>	<b>\$ 3,921</b>

	Net book value December 31, 2022	Net book value December 31, 2021
Computer hardware	\$ 748	\$ 961
Banners	-	901
<b>Total</b>	<b>\$ 748</b>	<b>\$ 1,862</b>

**2. Tangible capital assets (continued):**

(a) Contributed tangible capital assets:

The Business Improvement Area received no contributed tangible capital assets in 2022 or 2021.

(b) Tangible capital assets disclosed at nominal values:

There are no tangible capital assets recognized at a nominal value.

(c) Write-down of tangible capital assets:

The Business Improvement Area wrote down \$nil in tangible capital assets during the year.

**3. Accumulated surplus:**

Accumulated surplus consists of the following:

	2022	2021
Surplus:		
Invested in tangible capital assets	\$ 748	\$ 1,862
Operating surplus	27,758	102,578
<b>Accumulated Surplus</b>	<b>\$ 28,506</b>	<b>\$ 104,440</b>

**4. Related party transactions:**

City of Hamilton:

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

	2022	2021
<b>Revenue:</b>		
Member levy collected on behalf of the Business Improvement Area	\$ 115,263	\$ 115,410
Grants	35,855	40,615
<b>Expenses:</b>		
Beautification	15,692	19,863

**4. Related party transactions (continued):**

The City of Hamilton has also contributed \$8,283 (2021 - \$8,071) to commercial improvement programs undertaken by the Business Improvement Area, \$14,272 (2021 - \$14,272) from parking sharing revenue program, \$1,300 (2021 - \$1,300) for the annual Christmas grant and \$12,000 (2021 - \$16,972) in other grants. At the end of the year, there was \$nil (2021 - \$3,347) owing to the City of Hamilton for general beautification expenses, \$854 (2021 - \$854) owing for annual audit expenses and \$3,701 (2021 - \$89) owing for the cash received in excess of member levy collected by the City, net of \$8,282 (2021 - \$1,300) in grants owing from the City of Hamilton.

**5. Budget data:**

The budget data presented in these financial statements is based upon the 2022 budget approved by the Board in November 2021. Amortization and acquisition of tangible capital assets were not contemplated on development of the budget and, as such, were not provided on the statement of changes in net financial assets.

**6. Commitment:**

The Business Improvement Area is committed to minimum annual lease payments under an operating lease for its office space until 2023 as follows:

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2023	\$ 2,372
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Financial Statements of

**DOWNTOWN HAMILTON  
BUSINESS IMPROVEMENT AREA**

And Independent Auditor's Report thereon

Year ended December 31, 2022



KPMG LLP  
Commerce Place  
21 King Street West, Suite 700  
Hamilton ON L8P 4W7  
Canada  
Tel 905-523-8200  
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## INDEPENDENT AUDITOR'S REPORT

To the Chairman and Members of the Board of Management of the Downtown Hamilton Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Hamilton

### *Opinion*

We have audited the accompanying financial statements of the Downtown Hamilton Business Improvement Area (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2022,
- the statement of operations for the year then ended,
- the statement of changes in net financial assets for the year then ended,
- the statement of cash flows for the year then ended,
- and notes, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

## ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



Page 3

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

June 15, 2023



# **DOWNTOWN HAMILTON BUSINESS IMPROVEMENT AREA**

## Financial Statements

Year ended December 31, 2022

### Financial Statements

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# DOWNTOWN HAMILTON BUSINESS IMPROVEMENT AREA

## Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
<b>Financial assets</b>		
Cash	\$ 50,528	\$ 27,769
HST receivable	30,253	29,212
Accounts receivable	477	–
Investments	–	70,083
	<u>81,258</u>	<u>127,064</u>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities	14,165	12,679
Due to City of Hamilton (note 5)	9,010	8,924
	<u>23,175</u>	<u>21,603</u>
Net financial assets	58,083	105,461
<b>Non-financial assets</b>		
Tangible capital assets (note 2)	28,819	30,459
Prepaid expenses	9,536	11,808
	<u>38,355</u>	<u>42,267</u>
Accumulated surplus (note 3)	<u>\$ 96,438</u>	<u>\$ 147,728</u>

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_  
 Director

\_\_\_\_\_  
 Director

## DOWNTOWN HAMILTON BUSINESS IMPROVEMENT AREA

### Statement of Operations

Year ended December 31, 2022, with comparative information for 2021

	Budget (note 6)	2022	2021
<b>Revenue:</b>			
Assessment levy (note 5)	\$ 400,000	\$ 385,878	\$ 383,015
City of Hamilton grants (note 5)	–	50,159	50,777
Federal grant	–	9,326	19,404
Interest	–	280	1,229
Other	65,000	10,675	9,000
	<b>465,000</b>	<b>456,318</b>	<b>463,425</b>
<b>Expenses:</b>			
Administration	8,500	9,574	14,054
Depreciation	12,000	6,340	8,425
Bad debt expense	500	–	3,175
Beautification	50,000	51,938	44,023
Miscellaneous	20,000	–	–
Office	63,000	73,978	65,874
Professional fees	6,000	8,332	6,841
Promotions	125,000	178,086	157,221
Salaries	180,000	179,360	186,279
	<b>465,000</b>	<b>507,608</b>	<b>485,892</b>
Annual deficit	–	(51,290)	(22,467)
Accumulated surplus, beginning of year	147,728	147,728	170,195
Accumulated surplus, end of year	\$ 147,728	\$ 96,438	\$ 147,728

See accompanying notes to financial statements.

## DOWNTOWN HAMILTON BUSINESS IMPROVEMENT AREA

### Statement of Changes in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	Budget (note 6)	2022	2021
Annual deficit	\$ -	\$ (51,290)	\$ (22,467)
Acquisition of tangible capital assets	-	(4,700)	(11,145)
Depreciation of tangible capital assets	12,000	6,340	8,425
Decrease in prepaid expenses	-	2,272	(722)
Change in net financial assets	12,000	(47,378)	(25,909)
Net financial assets, beginning of year	105,461	105,461	131,370
Net financial assets, end of year	\$ 117,461	\$ 58,083	\$ 105,461

See accompanying notes to financial statements.

## DOWNTOWN HAMILTON BUSINESS IMPROVEMENT AREA

### Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in)		
Operating activities:		
Annual deficit	\$ (51,290)	\$ (22,467)
Items not involving cash:		
Depreciation	6,340	8,425
Accrued interest	-	(1,092)
Changes in non-cash financial assets and liabilities:		
HST receivable	(1,041)	(5,928)
Accounts receivable	(477)	4,654
Prepaid expenses	2,272	(722)
Accounts payable and accrued liabilities	1,486	(32,254)
Net change in cash from operating activities	(42,710)	(49,384)
Capital activities:		
Cash used to acquire tangible capital assets	(4,700)	(11,145)
Financing activities:		
Change in due to City of Hamilton	86	8,839
Change in investments	70,083	69,939
	70,169	78,778
Change in cash	22,759	18,249
Cash, beginning of year	27,769	9,520
Cash, end of year	\$ 50,528	\$ 27,769

See accompanying notes to financial statements.

# DOWNTOWN HAMILTON BUSINESS IMPROVEMENT AREA

Notes to Financial Statements

Year ended December 31, 2022

---

The Downtown Hamilton Business Improvement Area (the "Business Improvement Area") was established in 1982 by the Council of the City of Hamilton and has been entrusted with the improvement, beautification and maintenance of municipality owned lands, buildings and structures in the improvement area, beyond such expenditure by the Municipality. The Business Improvement Area is also responsible for the promotion of this improvement area for business and shopping. The Business Improvement Area is financed by a special levy charged upon businesses in the improvement area.

## 1. Significant accounting policies:

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS"). Significant accounting policies adopted by the Business Improvement Area are as follows:

### (a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

### (b) Government transfers:

Government transfers received relate to the assessment levy and operating grants. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

### (c) Other income:

Other income is reported as revenue in the period earned.

### (d) Investments:

Investments consist of guaranteed investment certificates and are recorded at cost. When there has been a loss in value that is other than a temporary decline in value, the investment is written down to recognize the loss.

# DOWNTOWN HAMILTON BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 1. Significant accounting policies (continued):

(e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life - years
Computer hardware	5
Computer software	3
Decorations	3
Furniture and equipment	10

Depreciation is charged half-year in the year of acquisition.

(f) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

(g) Related party transactions:

Transactions with related parties are measured at the carrying amount.

## DOWNTOWN HAMILTON BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

### 2. Tangible capital assets:

Cost	Balance at December 31, 2021	Additions	Disposals	Balance at December 31, 2022
Computer hardware	\$ 11,242	\$ –	\$ –	\$ 11,242
Computer software	206	4,700	–	4,906
Decorations	72,399	–	–	72,399
Furniture and equipment	94,548	–	–	94,548
<b>Total</b>	<b>\$ 178,395</b>	<b>\$ 4,700</b>	<b>\$ –</b>	<b>\$ 183,095</b>

Accumulated depreciation	Balance at December 31, 2021	Disposals	Depreciation expense	Balance at December 31, 2022
Computer hardware	\$ 6,238	\$ –	\$ 1,462	\$ 7,700
Computer software	206	–	1,567	1,773
Decorations	72,210	–	189	72,399
Furniture and equipment	69,282	–	3,122	72,404
<b>Total</b>	<b>\$ 147,936</b>	<b>\$ –</b>	<b>\$ 6,340</b>	<b>\$ 154,276</b>

	Net book value December 31, 2021	Net book value December 31, 2022
Computer hardware	\$ 5,004	\$ 3,542
Computer software	–	3,133
Decorations	189	–
Furniture and equipment	25,266	22,144
<b>Total</b>	<b>\$ 30,459</b>	<b>\$ 28,819</b>

(a) Contributed tangible capital assets:

The Business Improvement Area received no contributed tangible capital assets in 2022 or 2021.

(b) Tangible capital assets disclosed at nominal values:

There are no tangible capital assets recognized at a nominal value.



## DOWNTOWN HAMILTON BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

### 2. Tangible capital assets (continued):

(c) Write-down of tangible capital assets:

The Business Improvement Area has not written down any tangible capital assets during the year or 2022.

### 3. Accumulated surplus:

Accumulated surplus consists of the following:

	2022	2021
Surplus:		
Invested in tangible capital assets	\$ 28,819	\$ 30,459
Operating	67,619	117,269
	<b>\$ 96,438</b>	<b>\$ 147,728</b>

### 4. Commitments:

The Business Improvement Area is committed under a long-term operating lease for the rental of office space until November, 2027. Future minimum lease payments under this operating lease are as follows:

2023	\$ 19,861
2024	20,608
2025	20,757
2026	21,504
2027	17,920

Included in the lease agreement is an additional rent amount of \$12.50 per retail square foot for the tenants share of operating costs. As this amount is an estimate it has not been included in the commitment schedule.

## DOWNTOWN HAMILTON BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

### 5. Related party transactions:

City of Hamilton:

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

	2022	2021
Revenue:		
Member levy collected on behalf of the Business Improvement Area	\$ 385,878	\$ 383,015
Expenses:		
Beautification	1,654	\$ 1,324

The City of Hamilton also contributed \$5,645 (2021 - \$5,727) to commercial improvement programs undertaken by the Business Improvement Area, \$11,250 (2021 - \$11,250) from parking revenue sharing program, and \$nil (2021 - \$33,800) in other grants. At the end of the year, the Business Improvement Area had a payable of \$14,122 (2021 - \$16,985) for the cash received in excess of the member levy collected by the City of Hamilton and \$916 (2021 - \$916) accrued for expenses, net of \$1,300 (2021 - \$1,300) receivable for the annual Christmas grant and \$5,645 (2021 - \$7,677) of other grants.

### 6. Budget data:

The budget data presented in these financial statements is based upon the 2022 budget approved by the Board on October 12, 2021.

Financial Statements of

# **DUNDAS BUSINESS IMPROVEMENT AREA**

Year ended December 31, 2022



KPMG LLP  
Commerce Place  
21 King Street West Suite 700  
Hamilton, ON L8P 4W7  
Canada  
Tel 905 523-8200  
Fax 905 523-2222

## INDEPENDENT AUDITOR'S REPORT

To the Chairman and Members of the Board of Management of the Dundas Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Hamilton

### ***Opinion***

We have audited the accompanying financial statements of the Dundas Business Improvement Area (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2022,
- the statement of operations for the year then ended,
- the statement of changes in net financial assets for the year then ended,
- the statement of cash flows for the year then ended,
- and notes, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

## ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



Page 3

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditors report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

November 13, 2023

# DUNDAS BUSINESS IMPROVEMENT AREA

Financial Statements

Year ended December 31, 2022

## Financial Statements

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# DUNDAS BUSINESS IMPROVEMENT AREA

Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
<b>Financial assets</b>		
Cash	\$ 106,243	\$ 79,579
Due from the City of Hamilton (note 4)	38,154	3,429
Accounts receivable	-	2,000
HST receivable	21,288	17,170
Investment	54,000	54,030
	<u>219,685</u>	<u>156,208</u>
<b>Financial liabilities</b>		
<u>Accounts payable and accrued liabilities</u>	<u>53,110</u>	<u>47,174</u>
Net financial assets	166,575	109,034
<b>Non-Financial assets</b>		
Tangible capital assets (note 2)	62,612	-
Commitment (note 7)		
<u>Accumulated surplus (note 3)</u>	<u>\$ 229,187</u>	<u>\$ 109,034</u>

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director  
\_\_\_\_\_ Director



# DUNDAS BUSINESS IMPROVEMENT AREA

## Statement of Operations

Year ended December 31, 2022, with comparative information for 2021

	Budget (note 6)	2022	2021
<b>Revenue:</b>			
Assessment levy (note 4)	\$ 178,880	\$ 178,880	\$ 159,927
City of Hamilton grants (note 4)	-	68,872	62,391
Other income	77,189	44,824	3,000
Interest	-	179	104
Federal grant (note 6)	-	-	3,044
<b>Total revenue</b>	<b>256,069</b>	<b>292,755</b>	<b>228,466</b>
<b>Expenses:</b>			
Advertising and promotion	15,100	35,072	21,858
Amortization	-	6,957	-
Beautification	40,140	25,920	34,862
Buskerfest expenses	25,000	-	-
Economic development	3,000	-	3,468
Insurance	4,000	3,738	4,071
Member services	2,100	218	1,025
Office and general	7,750	2,926	4,613
Other events	-	8,209	12,919
Professional fees	3,500	5,325	3,908
Rent	20,100	22,190	19,649
Salaries and wages	58,590	10,839	64,737
Seasonal events	60,100	51,208	72,219
<b>Total expenses</b>	<b>239,380</b>	<b>172,602</b>	<b>243,329</b>
<b>Annual surplus (deficit)</b>	<b>16,689</b>	<b>120,153</b>	<b>(14,863)</b>
<b>Accumulated surplus, beginning of year</b>	<b>109,034</b>	<b>109,034</b>	<b>123,897</b>
<b>Accumulated surplus, end of year</b>	<b>\$ 125,723</b>	<b>\$ 229,187</b>	<b>\$ 109,034</b>

See accompanying notes to financial statements.

## DUNDAS BUSINESS IMPROVEMENT AREA

### Statement of Changes in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Annual surplus (deficit)	120,153	(14,863)
Increase of tangible capital assets	(62,612)	-
Change in net financial assets	57,541	(14,863)
Net financial assets, beginning of year	109,034	123,897
Net financial assets, end of year	\$ 166,575	\$ 109,034

See accompanying notes to financial statements.

## DUNDAS BUSINESS IMPROVEMENT AREA

### Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Annual surplus (deficit)	\$ 120,153	\$ (14,863)
Items not involving cash:		
Amortization	6,957	-
Change in non-cash assets and liabilities:		
Accounts receivable	2,000	(624)
HST receivable	(4,118)	13,578
Accounts payable and accrued liabilities	5,936	21,032
Net change in cash from operating activities	130,928	19,123
Capital activities:		
Cash used to acquire tangible capital assets	(69,569)	-
Investing activities:		
Disposal (purchase) of investments	30	(50,030)
Financing activities:		
Change in due from City of Hamilton	(34,725)	39,631
Net increase in cash	26,664	8,724
Cash, beginning of year	79,579	70,855
Cash, end of year	\$ 106,243	\$ 79,579

See accompanying notes to financial statements.

# DUNDAS BUSINESS IMPROVEMENT AREA

Notes to Financial Statements

Year ended December 31, 2022

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The Dundas Business Improvement Area (the "Business Improvement Area") was established in 1978 by the Council of the former Town of Dundas and has been entrusted with the improvements, beautification and maintenance of municipally owned lands, buildings and structures in the improvement area, beyond such expenditures by the Municipality. The Business Improvement Area is also responsible for the promotion of this improvement area for business and shopping. The Business Improvement Area is financed by a special levy charged upon businesses in the improvement area.

## 1. Significant accounting policies:

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS"). Significant accounting policies adopted by the Business Improvement Area are as follows:

### (a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

### (b) Cash and cash equivalents:

Cash and cash equivalents include cash on hand and balances with banks, and highly liquid temporary money market instruments with original maturities of three months or less.

### (c) Investments:

Investments consist of Guaranteed Investment Certificates and are stated at fair value. Gains and losses on investments are recorded when incurred and interest is recorded when received or receivable.

### (d) Government transfers:

Government transfers received relate to the assessment levy and operating grants. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

# DUNDAS BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 1. Significant accounting policies (continued):

(e) Other income:

Other income is reported as revenue in the period earned.

(f) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life - years
Computer software	3
Computer hardware	5
Decorations	5
Furniture and equipment	10

(g) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

(h) Related party transactions:

Transactions with related parties are measured at the carrying amount.

## DUNDAS BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

### 2. Tangible capital assets:

Cost	Balance at December 31, 2021	Additions	Disposals	Balance at December 31, 2022
Computer software	\$ 426	\$ -	\$ -	\$ 426
Computer hardware	1,239	-	-	1,239
Furniture and equipment	15,489	-	-	15,489
Decorations	60,934	69,569	-	130,503
<b>Total</b>	<b>\$ 78,088</b>	<b>\$ 69,569</b>	<b>\$ -</b>	<b>\$ 147,657</b>

Accumulated amortization	Balance at December 31, 2021	Disposals	Amortization expense	Balance at December 31, 2022
Computer software	\$ 426	\$ -	\$ -	\$ 426
Computer hardware	1,239	-	-	1,239
Furniture and equipment	15,489	-	-	15,489
Decorations	60,934	-	6,957	67,891
<b>Total</b>	<b>\$ 78,088</b>	<b>\$ -</b>	<b>\$ 6,957</b>	<b>\$ 85,045</b>

	Net book value December 31, 2022	Net book value December 31, 2021
Computer software	\$ -	\$ -
Computer hardware	-	-
Furniture and equipment	-	-
Decorations	62,612	-
<b>Total</b>	<b>\$ 62,612</b>	<b>\$ -</b>

# DUNDAS BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

### 3. Accumulated surplus:

Accumulated surplus consists of the following:

	2022	2021
Surplus:		
Operating surplus	\$ 192,229	\$ 72,076
Reserves set aside by the Board:		
Economic development reserve	24,150	24,150
Promotional development reserve	4,820	4,820
Christmas decoration and other beautification projects reserve	7,988	7,988
Total reserves	36,958	36,958
	\$ 229,187	\$ 109,034

### 4. Related party transactions:

City of Hamilton:

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

	2022	2021
Revenue:		
Member levy collected on behalf of the Business Improvement Area	\$ 178,880	\$ 159,927
Expenses:		
Advertising and promotion	389	389
Beautification	6,741	5,015
Seasonal events	-	-

The City of Hamilton has also contributed \$15,417 (2021 - \$14,565) to commercial improvement programs undertaken by the Business Improvement Area, \$24,569 (2021 - \$24,569) from parking sharing revenue program and \$28,886 (2021 - \$23,257) in other grants.

At the end of the year, the Business Improvement Area had a receivable of \$39,986 (2021 - \$15,865) from the City of Hamilton for outstanding grants and member levy surplus. The Business Improvement Area had a payable \$1,832 (2021 - \$12,436) primarily for audit fee expenses and for cash received in excess of the member levy collected by the City of Hamilton.

# DUNDAS BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

**5. Budget data:**

The budget data presented in these financial statements is based upon the 2022 budget approved by the Board on October 7, 2021. Amortization and acquisition of tangible capital assets were not contemplated on development of the budget and, as such, were not provided on the statement of changes in net financial assets. In addition, the Business Improvement Area often budgets for revenue sources not in accordance with public sector accounting standards. Total revenues budgeted in 2022 were \$269,069, of which \$13,000 relates to rebates received on eligible purchases for HST. This has been excluded from the budget presented on the statement of operations for a consistent basis of accounting.

**6. Government transfers:**

During the year, the Business Improvement Area received a federal grant for summer students in the amount of \$nil (2021 - \$ 3,044).

**7. Commitment:**

The Business Improvement Area is committed under an operating lease for the rental of office space until June 30, 2025. Future minimum lease payments under this operating lease are as follows:

2023	\$	20,292
2024		21,306
2025		10,914



Financial Statements of

**INTERNATIONAL VILLAGE  
BUSINESS IMPROVEMENT  
AREA**

And Independent Auditor's Report thereon

Year ended December 31, 2022



KPMG LLP  
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## INDEPENDENT AUDITOR'S REPORT

To the Chairman and Members of the Board of Management of the International Village Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Hamilton

### *Opinion*

We have audited the accompanying financial statements of the International Village Business Improvement Area (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2022,
- the statement of operations and accumulated surplus for the year then ended,
- the statement of changes in net financial assets for the year then ended,
- the statement of cash flows for the year then ended,
- and notes, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

## ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

September 14, 2023

# INTERNATIONAL VILLAGE BUSINESS IMPROVEMENT AREA

Financial Statements

Year ended December 31, 2022

## Financial Statements

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# INTERNATIONAL VILLAGE BUSINESS IMPROVEMENT AREA

Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
<b>Financial assets</b>		
Cash	\$ 51,182	\$ 138,418
Accounts receivable	11,387	-
HST receivable	5,005	10,049
	<u>67,574</u>	<u>148,467</u>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities	-	3,613
Due to City of Hamilton (note 3)	3,971	2,175
	<u>3,971</u>	<u>5,788</u>
Net financial assets	63,603	142,679
<b>Non-financial assets</b>		
Prepaid expenses	2,468	2,420
Tangible capital assets (note 2)	5,580	7,953
	<u>8,048</u>	<u>10,373</u>
Commitments (note 5)		
Accumulated surplus (note 4)	\$ 71,651	\$ 153,052

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director

\_\_\_\_\_ Director

# INTERNATIONAL VILLAGE BUSINESS IMPROVEMENT AREA

## Statement of Operations and Accumulated Surplus

Year ended December 31, 2022, with comparative information for 2021

	Budget (note 6)	2022	2021
<b>Revenue:</b>			
Assessment levy (note 3)	\$ 179,200	\$ 176,429	\$ 167,736
City of Hamilton grants (note 3)	25,000	63,680	36,074
Other	-	6,820	2,000
<b>Total revenue</b>	<b>204,200</b>	<b>246,929</b>	<b>205,810</b>
<b>Expenses:</b>			
Advertising and promotion	35,000	35,620	30,957
Amortization	-	2,373	2,457
Audit fees	-	600	600
Beautification and maintenance	3,500	3,456	3,370
Board expenses	2,000	2,367	560
Commercial improvement	-	7,577	7,297
Contingency	5,000	8,397	3,798
Insurance	3,900	2,461	4,592
Interest and bank charges	3,500	3,048	3,042
Main street initiative	-	42,105	-
Member events and office	7,700	9,860	9,451
Mural project expense	-	32,696	-
Parking program expenditures	-	11,954	11,668
Rent	12,600	13,596	12,503
Repairs and maintenance	1,000	524	1,006
Reversal of accruals in excess	-	-	(651)
Shop local expenditures	-	-	10,000
Telephone and internet	4,000	4,435	4,491
Wages – administrative and program delivery	126,000	147,261	119,935
<b>Total expenses</b>	<b>204,200</b>	<b>328,330</b>	<b>225,076</b>
<b>Annual deficit</b>	<b>-</b>	<b>(81,401)</b>	<b>(19,266)</b>
<b>Accumulated surplus, beginning of year</b>	<b>153,052</b>	<b>153,052</b>	<b>172,318</b>
<b>Accumulated surplus, end of year</b>	<b>\$ 153,052</b>	<b>\$ 71,651</b>	<b>\$ 153,052</b>

See accompanying notes to financial statements.

## INTERNATIONAL VILLAGE BUSINESS IMPROVEMENT AREA

### Statement of Changes in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Annual deficit	\$ (81,401)	\$ (19,266)
(Increase) decrease in prepaid expenses	(48)	2,985
Depreciation of tangible capital assets	2,373	2,457
Acquisition of tangible capital assets	-	(7,629)
Change in net financial assets	(79,076)	(21,453)
Net financial assets, beginning of year	142,679	164,132
Net financial assets, end of year	\$ 63,603	\$ 142,679

See accompanying notes to financial statements.



# INTERNATIONAL VILLAGE BUSINESS IMPROVEMENT AREA

## Statement of Cash Flows

Year ended December 31, 2022, with comparative figures for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Annual deficit	\$ (81,401)	\$ (19,266)
Items not involving cash:		
Depreciation	2,373	2,457
Reversal of accruals in excess	-	(651)
Change in non-cash assets and liabilities:		
Accounts receivable	(11,387)	-
HST receivable	5,044	4,058
Prepaid expenses	(48)	2,985
Accounts payable and accrued liabilities	(3,613)	961
Net change in cash from operating activities	(89,032)	(9,456)
Investing activities:		
Purchase of tangible capital assets	-	(7,629)
Financing activities:		
Change in due to/from City of Hamilton	1,796	(392)
Net decrease in cash	(87,236)	(17,477)
Cash, beginning of year	138,418	155,895
Cash, end of year	\$ 51,182	\$ 138,418

See accompanying notes to financial statements.

# INTERNATIONAL VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements

Year ended December 31, 2022

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The International Village Business Improvement Area ("Business Improvement Area") was established by the Council of the City of Hamilton and has been entrusted with the improvement, beautification and maintenance of municipally owned lands, buildings and structures in the improvement area, beyond such expenditure by the Municipality. The Business Improvement Area is also responsible for the promotion of this improvement area for business and shopping. The Business Improvement Area is financed by a special levy charged upon businesses in the improvement area.

## 1. Significant accounting policies:

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS"). Significant accounting policies adopted by the Business Improvement Area are as follows:

(a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Cash and cash equivalents:

Cash and cash equivalents include cash on hand and balances with banks, and highly liquid temporary money market instruments with original maturities of three months or less.

(c) Government transfers:

Government transfers received relate to the assessment levy and operating grants. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

(d) Other income:

Other income is reported as revenue in the period earned.

# INTERNATIONAL VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

---

**1. Significant accounting policies (continued):**

(e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Useful life - years
Computer hardware	5
Furniture and equipment	10
Decorations	5

(f) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

(g) Related party transactions:

Transactions with related parties are measured at the exchange amount.

# INTERNATIONAL VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 2. Tangible capital assets:

Cost	Balance at December 31, 2021	Additions	Disposals	Balance at December 31, 2022
Computer hardware	\$ 3,236	\$ -	\$ -	\$ 3,236
Banners	7,629	-	-	7,629
Furniture and equipment	7,187	-	-	7,187
Decorations	18,344	-	-	18,344
<b>Total</b>	<b>\$ 36,396</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,396</b>

Accumulated amortization	Balance at December 31, 2021	Disposals	Amortization expense	Balance at December 31, 2022
Computer hardware	\$ 3,236	\$ -	\$ -	\$ 3,236
Banners	763	-	1,525	2,288
Furniture and equipment	7,187	-	-	7,187
Decorations	17,257	-	848	18,105
<b>Total</b>	<b>\$ 28,443</b>	<b>\$ -</b>	<b>\$ 2,373</b>	<b>\$ 30,816</b>

Net book value	December 31, 2021	December 31, 2022
Computer hardware	\$ -	\$ -
Banners	6,866	5,341
Furniture and equipment	-	-
Decorations	1,087	239
<b>Total</b>	<b>\$ 7,953</b>	<b>\$ 5,580</b>

(a) Contributed tangible capital assets:

The Business Improvement Area received no contributed tangible capital assets in 2022 or 2021.

(b) Tangible capital assets disclosed at nominal values:

There are no tangible capital assets recognized at a nominal value.

(c) Write-down of tangible capital assets:

The Business Improvement Area has not recorded write-downs of tangible capital assets during the year or in 2021.

# INTERNATIONAL VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

### 3. Related party transactions:

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

	2022	2021
<b>Revenue:</b>		
Member levy collected on behalf of the Business Improvement Area	\$ 176,429	\$ 167,736
Grants	63,680	36,074

The City of Hamilton contributed \$7,317 (2021 - \$7,111) to commercial improvement programs undertaken by the Business Improvement Area, \$12,363 (2021 - \$12,363) from parking revenue sharing program, \$0 (2021 - \$1,300) for the annual Christmas grant and \$44,000 (2021 - \$15,300) in other grants.

At the end of the year, grants of \$ nil (2021 - \$1,300) was owing from the City of Hamilton net of \$2,771 (2021 - \$2,265) owing for the cash received in excess of member levy collected by the City and \$1,200 (2021 - \$1,210) owing for annual audit and other expenses.

### 4. Accumulated surplus:

Accumulated surplus consists of the following:

	2022	2021
<b>Surplus:</b>		
Invested in tangible capital assets	\$ 5,580	\$ 7,953
Operating	66,071	145,099
<b>Accumulated surplus</b>	<b>\$ 71,651</b>	<b>\$153,052</b>

# INTERNATIONAL VILLAGE BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

**5. Commitments:**

The Business Improvement Area is committed to future minimum annual lease payments under an operating lease for its office space as follows:

2023	\$ 6,600
	\$ 6,600

**6. Budget data:**

The budget data presented in these financial statements is based upon the 2022 budget approved by the Board on October 13, 2021. Amortization and acquisitions of tangible capital assets were not contemplated on development of the budget and, as such, were not provided on the statement of changes in net financial assets.

Financial Statements of

**OTTAWA STREET  
BUSINESS IMPROVEMENT AREA**

And Independent Auditor's Report Thereon

Year ended December 31, 2022



**KPMG LLP**

Commerce Place  
21 King Street West, Suite 700  
Hamilton, ON L8P 4W7  
Canada  
Telephone 905 523 8200  
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**INDEPENDENT AUDITOR'S REPORT**

To the Chairman and Members of the Board of Management of Ottawa Street Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Hamilton

***Opinion***

We have audited the accompanying financial statements of the Ottawa Street Business Improvement Area (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2022,
- the statement of operations and accumulated surplus for the year then ended,
- the statement of changes in net financial assets for the year then ended,
- the statement of cash flows for the year then ended,
- and notes, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.





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### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



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- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP' in a cursive, slanted font. A horizontal line is drawn underneath the signature.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

August 20, 2024

# OTTAWA STREET BUSINESS IMPROVEMENT AREA

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Year ended December 31, 2022

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# OTTAWA STREET BUSINESS IMPROVEMENT AREA

## Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
<b>Financial assets</b>		
Cash	\$ 89,349	\$ 80,517
Accounts receivable	–	850
HST receivable	21,518	13,487
Due from City of Hamilton (note 3)	8,262	–
Note receivable	704	5,000
	<u>119,833</u>	<u>99,854</u>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities	16,299	11,580
Due to City of Hamilton (note 3)	–	1,932
	<u>16,299</u>	<u>13,512</u>
Net financial assets	103,534	86,342
<b>Non-financial assets</b>		
Tangible capital assets (note 2)	38,467	58,387
Prepaid expenses	483	239
	<u>38,950</u>	<u>58,626</u>
Commitment (note 5)		
Accumulated surplus (note 4)	\$ 142,484	\$ 144,968

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director

\_\_\_\_\_ Director

## OTTAWA STREET BUSINESS IMPROVEMENT AREA

### Statement of Operations and Accumulated Surplus

Year ended December 31, 2022, with comparative information for 2021

	Budget (Note 6)	2022	2021
<b>Revenue:</b>			
Assessment levy (note 3)	\$ 133,000	\$ 127,262	\$ 130,611
City of Hamilton grants (note 3)	30,500	77,721	28,185
Farmer's market	4,400	4,805	4,250
Other income	21,000	11,327	8,775
<b>Total revenue</b>	<b>188,900</b>	<b>221,115</b>	<b>171,821</b>
<b>Expenses:</b>			
Advertising and promotion	39,500	20,943	44,638
Administrative services	35,500	8,751	9,628
Amortization	–	19,920	21,216
Bad debts	–	4,577	3,395
Beautification	33,400	32,733	32,838
Insurance	3,500	6,204	3,034
Office	–	405	1,412
Project costs	45,100	57,947	23,286
Rent	31,900	20,550	20,497
Salaries	–	51,569	39,396
Write-off of HST receivable	–	–	21,244
<b>Total expenses</b>	<b>188,900</b>	<b>223,599</b>	<b>220,584</b>
<b>Annual deficit</b>	<b>–</b>	<b>(2,484)</b>	<b>(48,763)</b>
Accumulated surplus, beginning of year	144,968	144,968	193,731
<b>Accumulated surplus, end of year</b>	<b>\$ 144,968</b>	<b>\$ 142,484</b>	<b>\$ 144,968</b>

See accompanying notes to financial statements.

## OTTAWA STREET BUSINESS IMPROVEMENT AREA

### Statement of Changes in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Annual deficit	\$ (2,484)	\$ (48,763)
Acquisition of tangible capital assets	–	(700)
Amortization of tangible capital assets	19,920	21,216
Change in prepaid expenses	(244)	(239)
Change in net financial assets	17,192	(28,486)
Net financial assets, beginning of year	86,342	114,828
<b>Net financial assets, end of year</b>	<b>\$ 103,534</b>	<b>\$ 86,342</b>

See accompanying notes to financial statements.

## OTTAWA STREET BUSINESS IMPROVEMENT AREA

### Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Annual deficit	\$ (2,484)	\$ (48,763)
Items not involving cash:		
Amortization	19,920	21,216
Changes in non-cash assets and liabilities:		
Accounts receivable	850	2,545
HST receivable	(8,031)	14,157
Note receivable	4,296	-
Accounts payable and accrued liabilities	4,719	4,158
Prepaid expenses	(244)	(239)
Net change in cash from operating activities	19,026	(6,926)
Capital activities:		
Cash used to acquire tangible capital assets	-	(700)
Financing activities:		
Change in due to/from City of Hamilton	(10,194)	3,594
Increase (decrease) in cash	8,832	(4,032)
Cash, beginning of year	80,517	84,549
Cash, end of year	\$ 89,349	\$ 80,517

See accompanying notes to financial statements.

# OTTAWA STREET BUSINESS IMPROVEMENT AREA

Notes to Financial Statements

Year ended December 31, 2022

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Ottawa Street Business Improvement Area (the "Business Improvement Area") was established in 1985 by the Council of the City of Hamilton and has been entrusted with the improvement, beautification and maintenance of municipally owned land, buildings and structures in the improvement area, beyond such expenditure by the City of Hamilton. The Business Improvement Area is also responsible for the promotion of this area for business and shopping. The Business Improvement Area is financed by a special levy charged upon businesses in the improvement area.

## 1. Significant accounting policies:

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS"). Significant accounting policies adopted by the Business Improvement Area are as follows:

(a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Government transfers:

Government transfers received relate to the assessment levy and operating grants. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

(c) Other income:

Other income is reported as revenue in the period earned.



# OTTAWA STREET BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 1. Significant accounting policies (continued):

(d) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life - years
Computers	5
Decorations	5
Furniture and equipment	10
Leasehold improvements	10

(e) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

(f) Related party transactions:

Transactions with related parties are measured at the carrying amount.

(g) Note receivable:

Note receivable is valued at cost. Recoverability is assessed annually, and a valuation allowance is recorded when recoverability has been impaired. Note receivable is written off when it is no longer recoverable. Interest revenue is recognized as it is earned.

# OTTAWA STREET BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 2. Tangible capital assets:

Cost	Balance at December 31, 2021	Additions	Disposals	Balance at December 31, 2022
Computers	\$ 5,731	\$ –	\$ –	\$ 5,731
Decorations	60,407	–	–	60,407
Furniture and equipment	110,041	–	–	110,041
Leasehold improvements	5,848	–	–	5,848
<b>Total</b>	<b>\$ 182,027</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ 182,027</b>

Accumulated amortization	Balance at December 31, 2021	Amortization expense	Disposals	Balance at December 31, 2022
Computers	\$ 3,649	\$ 810	\$ –	\$ 4,459
Decorations	43,137	7,670	–	50,807
Furniture and equipment	71,655	11,004	–	82,659
Leasehold improvements	5,199	436	–	5,635
<b>Total</b>	<b>\$ 123,640</b>	<b>\$ 19,920</b>	<b>\$ –</b>	<b>\$ 143,560</b>

Net book value	December 31, 2021	December 31, 2022
Computers	\$ 2,082	\$ 1,272
Decorations	17,270	9,600
Furniture and equipment	38,386	27,382
Leasehold improvements	649	213
<b>Total</b>	<b>\$ 58,387</b>	<b>\$ 38,467</b>

(a) Contributed tangible capital assets:

The Business Improvement Area received no contributed tangible capital assets in 2022 or 2021.

(b) Tangible capital assets disclosed at nominal values:

There are no tangible capital assets recognized at a nominal value.

(c) Write-down of tangible capital assets:

The Business Improvement Area has not recorded write-downs of tangible capital assets during the year or in 2021.

# OTTAWA STREET BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

### 3. Related party transactions:

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

Revenue:

	2022	2021
Member levy collected on behalf of the Ottawa Street Business Improvement Area	\$ 127,262	\$ 130,611
City of Hamilton grants	77,721	28,185

The City of Hamilton has contributed \$13,120 (2021 - \$nil) to commercial improvement programs undertaken by the Business Improvement Area, \$23,566 (2021 - \$nil) from tourism relief fund, \$16,885 (2021 - \$16,885) from parking sharing revenue program and \$24,150 (2021 - \$11,300) in other grants.

At the end of the year, the Business Improvement Area had a receivable of \$14,420 (2021 - \$1,300) from the City of Hamilton for outstanding grants. The Business Improvement Area had a payable of \$5,738 (2021 - \$2,812) for member levy deficit as well as a payable for the audit fees of \$420 (2021 - \$420).

### 4. Accumulated surplus:

Accumulated surplus consists of the following:

	2022	2021
Surplus:		
Invested in tangible capital assets	\$ 38,467	\$ 58,387
Operating	104,017	86,581
Accumulated surplus	\$ 142,484	\$ 144,968

### 5. Commitment:

The Business Improvement Area is committed under an operating lease for the rental of office space as follow:

2023	\$ 7,684
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# OTTAWA STREET BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

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## 6. Budget data:

The budget data presented in these financial statements is based upon the 2022 budget approved by the Board on October 14, 2021. Amortization and acquisitions of tangible capital assets were not contemplated on development of the budget and, as such, were not provided on the statement of changes in net financial assets.

Financial Statements of

**STONEY CREEK BUSINESS  
IMPROVEMENT AREA**

Year ended December 31, 2022



**KPMG LLP**

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21 King Street West, Suite 700  
Hamilton, ON L8P 4W7  
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Telephone 905 523 8200  
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**INDEPENDENT AUDITOR'S REPORT**

To the Chairman and Members of the Board of Management of the Stoney Creek Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the City of Hamilton

***Opinion***

We have audited the accompanying financial statements of the Stoney Creek Business Improvement Area (the "Entity), which comprise:

- the statement of financial position as at December 31, 2022,
- the statement of operations and accumulated surplus for the year then ended,
- the statement of changes in net financial assets for the year then ended,
- the statement of cash flows for the year then ended,
- and notes, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our Auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

## ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



Page 3

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our Auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP' in a cursive, slightly slanted font. A horizontal line is drawn underneath the signature.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Ontario  
May 29, 2024



# STONEY CREEK BUSINESS IMPROVEMENT AREA

Financial Statements

Year ended December 31, 2022

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## Financial Statements

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# STONEY CREEK BUSINESS IMPROVEMENT AREA

Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
<b>Financial assets</b>		
Cash	\$ -	\$ 19,156
Accounts receivable	17,116	12,410
HST receivable	21,745	15,471
Due from the City of Hamilton (note 4)	14,692	730
	<b>53,553</b>	<b>47,767</b>
<b>Financial liabilities</b>		
Bank indebtedness	1,130	-
Accounts payables and accrued liabilities	7,909	-
	<b>9,039</b>	<b>-</b>
Net financial assets	<b>44,514</b>	<b>47,767</b>
<b>Non-financial assets</b>		
Tangible capital assets (note 2)	2,601	5,202
Prepaid expenses	1,734	993
	<b>4,335</b>	<b>6,195</b>
Accumulated surplus (note 3)	<b>\$ 48,849</b>	<b>\$ 53,962</b>

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director  
  
\_\_\_\_\_ Director

# STONEY CREEK BUSINESS IMPROVEMENT AREA

## Statement of Operations and Accumulated Surplus

Year ended December 31, 2022, with comparative information for 2021

	Budget (note 5)	2022	2021
<b>Revenue:</b>			
Assessment levy (note 4)	\$ 49,000	\$ 47,817	\$ 49,697
City of Hamilton grants (note 4)	9,500	21,803	25,346
Other revenue	13,788	24,981	16,000
<b>Total revenue</b>	<b>72,288</b>	<b>94,601</b>	<b>91,043</b>
<b>Expenses:</b>			
Administration	28,360	39,781	36,293
Advertising and promotion	1,000	4,890	7,114
Amortization	–	2,601	2,943
Audit fees	1,475	427	427
Beautification	9,750	25,065	18,919
Christmas decorations and Santa Claus parade	–	–	7,769
Insurance	–	2,017	2,096
Miscellaneous	–	350	560
Special events	19,000	24,583	1,509
<b>Total expenses</b>	<b>59,585</b>	<b>99,714</b>	<b>77,630</b>
<b>Annual (deficit) surplus</b>	<b>12,703</b>	<b>(5,113)</b>	<b>13,413</b>
<b>Accumulated surplus, beginning of year</b>	<b>53,962</b>	<b>53,962</b>	<b>40,549</b>
<b>Accumulated surplus, end of year (note 3)</b>	<b>\$ 66,665</b>	<b>\$ 48,849</b>	<b>\$ 53,962</b>

See accompanying notes to financial statements.

# STONEY CREEK BUSINESS IMPROVEMENT AREA

## Statement of Changes in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Annual (deficit) surplus	\$ (5,113)	\$ 13,413
Amortization of tangible capital assets	2,601	2,943
(Increase) decrease in prepaid expenses	(741)	110
Change in net financial assets	(3,253)	16,466
Net financial assets, beginning of year	47,767	31,301
Net financial assets, end of year	\$ 44,514	\$ 47,767

See accompanying notes to financial statements.

# STONEY CREEK BUSINESS IMPROVEMENT AREA

## Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Annual (deficit) surplus	\$ (5,113)	\$ 13,413
Items not involving cash:		
Amortization	2,601	2,943
Change in non-cash assets and liabilities:		
Accounts receivable	(4,706)	(12,410)
HST receivable	(6,274)	(5,649)
Accounts payable and accruals	7,909	(6,296)
Prepaid expenses	(741)	110
Net change in cash from operating activities	(6,324)	(7,889)
Financing activities:		
(Increase) decrease in due from City of Hamilton	(13,962)	7,228
Net decrease in cash	(20,286)	(661)
Cash, beginning of year	19,156	19,817
(Bank indebtedness) cash, end of year	\$ (1,130)	\$ 19,156

See accompanying notes to financial statements.

# STONEY CREEK BUSINESS IMPROVEMENT AREA

Notes to Financial Statements

Year ended December 31, 2022

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The Stoney Creek Business Improvement Area (the "Business Improvement Area") was established in 1978 by the council of the former City of Stoney Creek and has been entrusted with the improvement, beautification and maintenance of municipally owned land, buildings and structures in the improvement area, beyond such expenditure by the City of Hamilton. The Business Improvement Area is also responsible for the promotion of this improvement area for business and shopping. The Business Improvement Area is financed by a special levy charged upon businesses in the improvement area.

## 1. Significant accounting policies:

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS"). Significant accounting policies adopted by the Business Improvement Area are as follows:

(a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Cash:

Cash includes cash on hand and balances with banks.

(c) Government transfers:

Government transfers received relate to the assessment levy and operating grants. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

# STONEY CREEK BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

**1. Significant accounting policies (continued):**

(d) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Useful life - years
Decorations	5

(e) Other income:

Other income is reported as revenue in the period earned.

(f) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant estimates include provisions for accruals. Actual results could differ from those estimates.

(g) Related party transactions:

Transactions with related parties are measured at the carrying amount.

# STONEY CREEK BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 2. Tangible capital assets:

Cost	Balance at December 31, 2021	Additions	Disposals	Balance at December 31, 2022
Decorations	\$ 34,998	\$ -	\$ -	\$ 34,998

Accumulated amortization	Balance at December 31, 2021	Disposals	Amortization expense	Balance at December 31, 2022
Decorations	\$ 29,796	\$ -	\$ 2,601	\$ 32,397

Net book value	December 31, 2022	December 31, 2021
Decorations	\$ 2,601	\$ 5,202

(a) Contributed tangible capital assets:

The Business Improvement Area received no contributed tangible capital assets in 2022 or 2021.

(b) Tangible capital assets disclosed at nominal values:

There are no tangible capital assets recognized at a nominal value.

(c) Write-down of tangible capital assets:

The Business Improvement Area has not recorded write-downs of tangible capital assets during the year.



# STONEY CREEK BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

### 3. Accumulated surplus:

Accumulated surplus consists of the following:

	2022	2021
Surplus:		
Invested in tangible capital assets	\$ 2,601	\$ 5,202
Prepaid expenses	1,734	993
Operating	44,514	47,767
<b>Accumulated surplus</b>	<b>\$ 48,849</b>	<b>\$ 53,962</b>

The reserve is designated by the Board for the future purchase of beautification items. The change in the reserve fund balance is as follows:

	2022	2021
Fund balance, beginning of year	\$ 2,000	\$ 2,000

### 4. Related party transactions:

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

Revenue:

	2022	2021
Member levy collected on behalf of the Business Improvement Area	\$ 47,817	\$ 49,697
City of Hamilton grants	21,803	25,346

The City of Hamilton has also contributed \$7,863 (2021 - \$8,035) to commercial improvement programs undertaken by the Business Improvement Area and \$13,940 (2021 - \$17,311) in other grant funding and the Business Improvement area paid \$nil (2021 - \$nil) in expenses to the City of Hamilton for commercial improvements during the year. At the end of the year, reimbursement receivables of \$11,660 (2021 - \$nil) and other grants of \$8,878 (2021 - \$1,300 including member levy surplus) were receivable from the City of Hamilton. The Business Improvement Area has a payable of \$1,326 (2021 - \$570) for audit accruals, other expenses and member levy deficit.

# STONEY CREEK BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

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## 5. Budget data:

The budget data presented in these financial statements is based upon the 2022 budget approved by the Board on November 17, 2021. Amortization and acquisition of tangible capital assets were not contemplated on development of the budget. For this reason, budget figures were not provided on the statement of changes in net financial assets.

Financial Statements of

**WATERDOWN BUSINESS  
IMPROVEMENT AREA**

And Independent Auditor's Report Thereon

Year ended December 31, 2022



**KPMG LLP**  
Commerce Place  
21 King Street West, Suite 700  
Hamilton, ON L8P 4W7  
Canada  
Telephone 905 523 8200  
Fax 905 523 2222

## INDEPENDENT AUDITOR'S REPORT

To the Chairman and Members of the Board of Management of the Waterdown Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Hamilton

### ***Opinion***

We have audited the accompanying financial statements of the Waterdown Business Improvement Area (the Entity), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes, including a summary of significant accounting policies and other explanatory information

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



Page 3

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP' in a cursive, slanted font. A horizontal line is drawn underneath the signature.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

October 17, 2023

# **WATERDOWN BUSINESS IMPROVEMENT AREA**

## Financial Statements

Year ended December 31, 2022

### Financial Statements

Statement of Financial Position	1
Statement of Operations	2
Statement of Changes in Net Financial Assets	3
Statement of Cash Flows	4
Notes to Financial Statements	5 – 9

# WATERDOWN BUSINESS IMPROVEMENT AREA

Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
<b>Financial assets</b>		
Cash	\$ 78,248	\$ 111,454
Accounts receivable	1,695	2,016
Investments (note 4)	44,062	63,838
Due from City of Hamilton (note 3)	6,889	-
HST receivable	17,520	15,987
	<u>148,414</u>	<u>193,295</u>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities	15,242	21,608
Due to City of Hamilton (note 3)	-	16,010
	<u>15,242</u>	<u>37,618</u>
Net financial assets	133,172	155,677
<b>Non-financial assets</b>		
Tangible capital assets (note 2)	16,558	29,777
Prepaid expenses	3,306	3,568
	<u>19,864</u>	<u>33,345</u>
Commitments (note 6)		
Accumulated surplus (note 5)	\$ 153,036	\$ 189,022

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director  
  
\_\_\_\_\_ Director



# WATERDOWN BUSINESS IMPROVEMENT AREA

## Statement of Operations

Year ended December 31, 2022, with comparative information for 2021

	2022 Budget (note 7)	2022 Actual	2021 Actual
<b>Revenues:</b>			
Assessment levy (note 3)	\$ 260,000	\$ 266,017	\$ 233,117
City of Hamilton grants (note 3)	6,500	9,508	18,862
Federal grant – summer jobs	–	–	7,886
Other income	73,600	35,086	27,517
<b>Total revenue</b>	<b>340,100</b>	<b>310,611</b>	<b>287,382</b>
<b>Expenses:</b>			
Advertising and promotion	30,750	34,290	33,508
Amortization	–	19,432	15,891
Events	74,650	67,783	44,067
Insurance	5,700	2,717	2,805
Wages and benefits	88,700	97,264	94,219
Memberships, conferences, and seminars	5,350	1,953	1,626
Office and general expenses	16,500	12,908	13,833
Professional fees	2,500	2,174	2,051
Rent	38,500	36,379	33,665
Streetscaping and decorations	77,450	71,697	66,846
Loss on disposal of assets	–	–	3,428
<b>Total expenses</b>	<b>340,100</b>	<b>346,597</b>	<b>311,939</b>
<b>Annual deficit</b>	<b>–</b>	<b>(35,986)</b>	<b>(24,557)</b>
Accumulated surplus, beginning of year	189,022	189,022	213,579
<b>Accumulated surplus, end of year</b>	<b>\$ 189,022</b>	<b>\$ 153,036</b>	<b>\$ 189,022</b>

See accompanying notes to financial statements.

## WATERDOWN BUSINESS IMPROVEMENT AREA

### Statement of Changes in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Annual deficit	\$ (35,986)	\$ (24,557)
Decrease in tangible capital assets	13,219	12,359
Decrease (increase) in prepaid expenses	262	(64)
Change in net financial assets	(22,505)	(12,262)
Net financial assets, beginning of year	155,677	167,939
Net financial assets, end of year	\$ 133,172	\$ 155,677

See accompanying notes to financial statements.

## WATERDOWN BUSINESS IMPROVEMENT AREA

### Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Annual deficit	\$ (35,986)	\$ (24,557)
Items not involving cash:		
Amortization	19,432	15,891
Loss on disposal of assets	-	3,428
Changes in non-cash assets and liabilities:		
HST receivable	(1,533)	(431)
Accounts receivable	321	(2,016)
Prepaid expenses	262	(64)
Accounts payable and accrued liabilities	(6,366)	11,064
Net change in cash from operating activities	(23,870)	3,315
Capital activities:		
Cash used to acquire tangible capital assets	(6,213)	(6,960)
Investing activities:		
Decrease (increase) in investments	19,776	(198)
Financing activities:		
Change in due to City of Hamilton	(22,899)	15,017
Net (decrease) increase in cash	(33,206)	11,174
Cash, beginning of year	111,454	100,280
Cash, end of year	\$ 78,248	\$ 111,454

See accompanying notes to financial statements.

# WATERDOWN BUSINESS IMPROVEMENT AREA

Notes to Financial Statements

Year ended December 31, 2022

---

The Waterdown Business Improvement Area ("Business Improvement Area") was established in 1985 by the Council of the former Town of Flamborough and has been entrusted with the improvement, beautification and maintenance of the municipally owned land, buildings and structures in the improvement area, beyond such expenditure by the Municipality. The Business Improvement Area is also responsible for the promotion of this improvement area for business and shopping. The Business Improvement Area is financed by a special levy charged upon businesses in the improvement area.

## 1. Significant accounting policies:

The financial statements of the Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards ("PSAS") as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Business Improvement Area are as follows:

### (a) Basis of accounting:

The Business Improvement Area follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

### (b) Government transfers:

Government transfers received relate to the assessment levy and operating grants. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

### (c) Other income:

Other income is reported as revenue in the period earned.

### (d) Investments:

Investments consist of guaranteed investment certificates and are recorded at amortized cost. When there has been a loss in value that is other than a temporary decline in value, the respective investment is written down to recognize the loss. Discounts and premiums arising on the purchase of these investments are amortized over the term of the investments.

# WATERDOWN BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 1. Significant accounting policies (continued):

### (e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

### (i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight line basis over their estimated useful lives with one-half year taken in the year of acquisition as follows:

Asset	Useful life – years
Furniture and equipment	10
Leasehold improvements	5
Gateway signs	5
Computer equipment	3
Banners	3

### (f) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

### (g) Related party transactions:

Transactions with related parties are measured at the exchange amount.

# WATERDOWN BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 2. Tangible capital assets:

Cost	Balance at December 31, 2021	Additions	Disposals	Balance at December 31, 2022
Furniture and equipment	\$ 121,309	\$ 934	\$ -	\$ 122,243
Leasehold improvements	-	1,659	-	1,659
Computer equipment	5,139	2,459	-	7,598
Banners	6,958	1,161	-	8,119
Gateway signs	11,429	-	-	11,429
<b>Total</b>	<b>\$ 144,835</b>	<b>\$ 6,213</b>	<b>\$ -</b>	<b>\$ 151,048</b>

Accumulated amortization	Balance at December 31, 2021	Disposals	Amortization expense	Balance at December 31, 2022
Furniture and equipment	\$ 100,757	\$ -	\$ 12,178	\$ 112,935
Leasehold improvements	-	-	332	332
Computer equipment	5,139	-	2,123	7,262
Banners	1,159	-	2,513	3,672
Gateway signs	8,003	-	2,286	10,289
<b>Total</b>	<b>\$ 115,058</b>	<b>\$ -</b>	<b>\$ 19,432</b>	<b>\$ 134,490</b>

Net book value	December 31, 2021	December 31, 2022
Furniture and equipment	\$ 20,552	\$ 9,308
Leasehold improvements	-	1,327
Computer equipment	-	336
Banners	5,799	4,447
Gateway signs	3,426	1,140
<b>Total</b>	<b>\$ 29,777</b>	<b>\$ 16,558</b>

(a) Contributed tangible capital assets:

The Business Improvement Area received no contributed tangible capital assets in 2022 or 2021.

(b) Tangible capital assets disclosed at nominal values:

There are no tangible capital assets recognized at a nominal value.

# WATERDOWN BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 2. Tangible capital assets (continued):

### (c) Write-down of tangible capital assets:

The Business Improvement Area has recorded \$nil (2021 - \$3,428) in write-downs of tangible capital assets in 2022.

## 3. Related party transactions:

### (a) City of Hamilton:

During the year, the Business Improvement Area recorded the following transactions with the City of Hamilton:

	2022	2021
Revenue:		
Member levy collected on behalf of the Business Improvement Area	\$ 266,017	\$ 233,117
City of Hamilton grants	9,508	18,862

The City of Hamilton has also contributed \$5,750 (2021 - \$5,582) to commercial improvement programs undertaken by the Business Improvement Area and \$nil (2021 - \$13,280) in other grants.

At the end of the year, the Business Improvement Area had a receivable from the City of Hamilton of \$6,889 (2021 - payable of \$16,883) for the surplus of the member levy collected by the City of Hamilton as well as \$500 (2021 - \$427) for the annual audit accrual net of \$1,300 (2021 - \$1,300) received for the annual Christmas grant.

### (b) Board of Directors:

During the year, the Business Improvement Area recorded the following transactions with businesses of members of the Board of Directors:

	2022	2021
Revenue:		
Sponsorships	\$ 4,500	\$ 1,500
Expenses:		
Professional fees	4,538	1,624
Advertising and promotion	958	300

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

# WATERDOWN BUSINESS IMPROVEMENT AREA

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 4. Investments:

Investments reported in the Statement of Financial Position consist of guaranteed investment certificates ("GIC") and are reported at amortized cost. The Business Improvement Area purchased the cashable GIC with an interest rate of 2% per annum in July 2022 with a maturity date in July 2023. As at December 31, 2022, cost approximated the market value of the GIC and interest income has been accrued in the amount of \$1,125 (2021 - \$198).

## 5. Accumulated surplus:

Accumulated surplus consists of balances as follows at December 31:

	2022	2021
Surplus:		
Invested in tangible capital assets	\$ 16,558	\$ 29,777
Operating fund	96,478	109,245
	113,036	139,022
Reserve funds set aside by Waterdown Business Improvement Area:		
Marketing and advertising	40,000	50,000
	\$ 153,036	\$ 189,022

## 6. Commitments:

The Business Improvement Area is committed under an operating lease for the rental of office space and farmer's market space until November 30, 2024. Future minimum lease payments under this operating lease are as follows:

2023	\$ 35,721
2024	33,261
	\$ 68,982

## 7. Budget data:


The budget data presented in these financial statements is based upon the 2022 budget approved by the Board. Amortization and acquisitions of tangible capital assets were not contemplated on development of the budget and, as such, were not provided on the statement of changes in net financial assets.





Hamilton

## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	November 7, 2024
<b>SUBJECT/REPORT NO:</b>	Ward Specific Funding Initiatives Update as of December 31, 2023 (FCS24046) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Irfan Tanvir 905-546-2424 Ext. 4090
<b>SUBMITTED BY:</b>	Kirk Weaver Acting Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

At its meeting on April 8, 2018, the Audit, Finance and Administration Committee approved the recommendations in Report FCS18014 requiring annual reporting to Council of the balances and activities in the ward-specific funding initiatives including Ward Area Rating Special Capital Re-investment Reserves, Ward-Specific Non-Property Tax Revenues, Cell Tower Revenues, Hydro One Contract Revenues and Minor Maintenance Council Priority Capital Projects.

### INFORMATION

The Area Rating Special Capital Re-investment Reserve Policy (Report FCS12024) was approved by Council on February 22, 2012. In accordance with the Policy, a total of \$13,428,870 is levied annually and distributed to ward-specific accounts based on assessed property values in the former City of Hamilton. The purpose of the Area Rating Special Capital Re-Investment Reserves is to provide funding for infrastructure and / or one-time funding of a principally capital nature to address infrastructure needs within the affected Wards. The Policy includes guidelines which help determine whether projects are eligible for funding from the Area Rating Special Capital Re-Investment Reserve to ensure clarity and transparency.

**SUBJECT: Ward Specific Funding Initiatives Update as of December 31, 2023  
(FCS24046) (City Wide) – Page 2 of 3**

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At its meeting on June 20, 2016, the Audit, Finance and Administration Committee (AF&AC) approved Report FCS16042, which created Ward specific Capital projects where non-property tax revenues (net of any operating costs) are deposited. Previously, non-property tax revenues were deposited in ward-specific reserves or used to fund associated operating cost requirements such as right-of-way maintenance responsibilities. Non-property tax revenues arise from license agreements for cellular towers, easements, rights-of-way and signage. Report FCS16042 also lists the cellular towers on City-owned property and the associated annual rental revenue.

Appendix “A” to Report FCS24046 summarizes the uncommitted balances of the City of Hamilton’s Special Capital Re-investment Reserves as of December 31, 2023. The summary also includes a future forecast up to the end of 2024. In 2023, these reserves provided \$6,572,500 in funding to 35 projects with a gross project cost of \$7,072,156.27.

Appendix “B” to Report FCS24046 provides a detailed record of all ongoing capital projects that are partially or fully funded from the corresponding Special Reserve as of December 31, 2023. There are no ongoing projects funded from the Ward 9 or Ward 10 Special Reserve.

Appendix “C” to Report FCS24046 summarizes the uncommitted balance of the Area Rating Special Capital Re-investment Fund Discretionary Spending in Wards 1 to 8 and Ward 14 as of December 31, 2023. The summary includes the specific initiatives that were funded by the discretionary funds. Only ongoing discretionary projects are included in the summary as after three years if the funding is not spent, the discretionary project is closed and any remaining funding is returned to the Area Rating Reserve per the Capital Closing Policy (Report FCS09083(a)). Some discretionary projects that are older than three years are included in the summary as they are required to remain open because they continue to fund ongoing initiatives. No new commitments may be made against these accounts.

Appendix “D” to Report FCS24046 summarizes the uncommitted balances of the Ward Specific Non-Property Tax Revenue Accounts for Wards 2, 3, 10, 11, 12, 13 and 15 as of December 31, 2023. The summary includes details about the revenues received and the initiatives that were funded.

Appendix “E” to Report FCS24046 summarizes the initiatives that were funded by Council Priority Minor Maintenance Accounts, as well as, their uncommitted balances as of December 31, 2023.

In addition to the annual reporting requirement, staff provides Councillors with up-to-date balances of the Area Rating Special Capital Re-investment Reserve and Area Rating Special Capital Re-investment Fund on a monthly basis to allow Councillors and staff the means to effectively monitor the ward specific funding balances and to plan for future initiatives.

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

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

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

**SUBJECT: Ward Specific Funding Initiatives Update as of December 31, 2023  
(FCS24046) (City Wide) – Page 3 of 3**

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**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report FCS24046 – City of Hamilton Special Capital Re-Investment Reserve Forecast as of December 31, 2023

Appendix “B” to Report FCS24046 – City of Hamilton Detailed Record of All Ongoing Projects From Reserve as of December 31, 2023

Appendix “C” of Report FCS24046 – Area Rating Special Capital Re-investment Fund Discretionary Spending Wards 1-8, Ward 14 as of December 31, 2023

Appendix “D” of Report FCS24046 – City of Hamilton Ward Specific Non-Property Tax Revenue as of December 31, 2023

Appendix “E” to Report FCS24046 – City of Hamilton Ward Council Priority Minor Maintenance as of December 31, 2023

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## CITY OF HAMILTON SPECIAL CAPITAL RE-INVESTMENT RESERVE FORECAST AS OF DECEMBER 31, 2023

Reserve Number: **108051**  
Reserve Name: **Ward 1 - Capital Infrastructure**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
	(\$)	(\$)	(\$)	(\$)
<b>Opening Balance</b>	<b>3,324,921.36</b>	<b>3,708,770.96</b>	<b>3,109,011.62</b>	<b>4,020,411.23</b>
<b>Add:</b>				
Interest Earned	73,072.82	69,157.84	124,374.63	131,586.17
Special Levy	1,550,419.00	1,550,419.00	1,648,264.00	1,637,401.00
<b>Sub-Total - To Reserves</b>	<u>1,623,491.82</u>	<u>1,619,576.84</u>	<u>1,772,638.63</u>	<u>1,768,987.17</u>
<b>Less:</b>				
New Projects Funded in Year <span style="float: right;">Note 1</span>	1,350,119.85	2,820,237.30	921,668.29	2,167,005.59
Funding Returned or Required from Reserve for Completed Projects <span style="float: right;">Note 2</span>	(210,477.63)	(700,901.12)	(160,429.27)	-
Capital Reinvestment (\$100K Unallocated)	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<u>1,239,642.22</u>	<u>2,219,336.18</u>	<u>861,239.02</u>	<u>2,267,005.59</u>
<b>Ending Balance Reserve /w commitments Dec 31</b>	<u><u>3,708,770.96</u></u>	<u><u>3,109,011.62</u></u>	<u><u>4,020,411.23</u></u>	<u><u>3,522,392.82</u></u>

**Note 1:** Amount includes annual chargeback

**Note 2:** Projects closed according to Capital Project Monitoring and Closing Policy; reported on closing reports

**CITY OF HAMILTON SPECIAL CAPITAL RE-INVESTMENT RESERVE FORECAST AS OF DECEMBER 31, 2023**

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

	<u>2021</u> (\$)	<u>2022</u> (\$)	<u>2023</u> (\$)	<u>2024</u> (\$)
<b>Opening Balance</b>	<b>2,334,767.81</b>	<b>3,377,070.04</b>	<b>3,608,493.52</b>	<b>4,954,855.30</b>
<b>Add:</b>				
Interest Earned	47,250.59	70,482.93	149,389.84	194,202.96
Special Levy	1,527,662.00	1,527,662.00	1,355,324.00	1,381,846.00
<b>Sub-Total - To Reserves</b>	<u>1,574,912.59</u>	<u>1,598,144.93</u>	<u>1,504,713.84</u>	<u>1,576,048.96</u>
<b>Less:</b>				
New Projects Funded in Year <span style="float: right;">Note 1</span>	649,648.39	1,375,823.82	980,748.50	253,626.07
Funding Returned or Required from Reserve for Completed Projects <span style="float: right;">Note 2</span>	(217,038.03)	(109,102.37)	(922,396.44)	-
Capital Reinvestment (\$100K Unallocated)	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<u>532,610.36</u>	<u>1,366,721.45</u>	<u>158,352.06</u>	<u>353,626.07</u>
<b>Ending Balance Reserve /w commitments Dec 31</b>	<u><u>3,377,070.04</u></u>	<u><u>3,608,493.52</u></u>	<u><u>4,954,855.30</u></u>	<u><u>6,177,278.19</u></u>

**Note 1:** Amount includes annual chargeback

**Note 2:** Projects closed according to Capital Project Monitoring and Closing Policy; reported on closing reports

**CITY OF HAMILTON SPECIAL CAPITAL RE-INVESTMENT RESERVE FORECAST AS OF DECEMBER 31, 2023**

**Reserve Number:** 108053  
**Reserve Name:** Ward 3 - Capital Infrastructure

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
	(\$)	(\$)	(\$)	(\$)
<b>Opening Balance</b>	<b>1,157,548.17</b>	<b>1,388,607.76</b>	<b>2,095,563.76</b>	<b>3,259,047.10</b>
<b>Add:</b>				
Interest Earned	20,458.22	31,087.39	93,412.58	135,080.83
Special Levy	1,282,435.00	1,282,435.00	1,247,827.00	1,244,387.00
<b>Sub-Total - To Reserves</b>	<b>1,302,893.22</b>	<b>1,313,522.39</b>	<b>1,341,239.58</b>	<b>1,379,467.83</b>
<b>Less:</b>				
New Projects Funded in Year	1,231,421.33	581,479.85	586,836.36	54,436.50
Funding Returned or Required from Reserve for Completed Projects	(259,587.70)	(74,913.46)	(509,080.12)	-
Capital Reinvestment (\$100K Unallocated)	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<b>1,071,833.63</b>	<b>606,566.39</b>	<b>177,756.24</b>	<b>154,436.50</b>
<b>Ending Balance Reserve /w commitments Dec 31</b>	<b>1,388,607.76</b>	<b>2,095,563.76</b>	<b>3,259,047.10</b>	<b>4,484,078.42</b>

**Note 1:** Amount includes annual chargeback

**Note 2:** Projects closed according to Capital Project Monitoring and Closing Policy; reported on closing reports

**CITY OF HAMILTON SPECIAL CAPITAL RE-INVESTMENT RESERVE FORECAST AS OF DECEMBER 31, 2023**

**Reserve Number:** 108054  
**Reserve Name:** Ward 4 - Capital Infrastructure

	<u>2021</u> (\$)	<u>2022</u> (\$)	<u>2023</u> (\$)	<u>2024</u> (\$)
<b>Opening Balance</b>	<b>258,240.12</b>	<b>(1,458,310.31)</b>	<b>910,190.64</b>	<b>2,375,570.24</b>
<b>Add:</b>				
Interest Earned	(38,720.00)	(29,512.62)	57,320.95	106,893.47
Special Levy	1,605,961.00	1,605,961.00	1,428,350.00	1,441,643.00
<b>Sub-Total - To Reserves</b>	<u>1,567,241.00</u>	<u>1,576,448.38</u>	<u>1,485,670.95</u>	<u>1,548,536.47</u>
<b>Less:</b>				
New Projects Funded in Year <span style="float: right;">Note 1</span>	3,546,065.57	144,466.92	164,913.36	72,311.83
Funding Returned or Required from Reserve for Completed Projects <span style="float: right;">Note 2</span>	(362,274.14)	(1,036,519.49)	(244,622.01)	-
Capital Reinvestment (\$100K Unallocated)	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<u>3,283,791.43</u>	<u>(792,052.57)</u>	<u>20,291.35</u>	<u>172,311.83</u>
<b>Ending Balance Reserve /w commitments Dec 31</b>	<u>(1,458,310.31)</u>	<u>910,190.64</u>	<u>2,375,570.24</u>	<u>3,751,794.88</u>

**Note 1:** Amount includes annual chargeback

**Note 2:** Projects closed according to Capital Project Monitoring and Closing Policy; reported on closing reports



## CITY OF HAMILTON SPECIAL CAPITAL RE-INVESTMENT RESERVE FORECAST AS OF DECEMBER 31, 2023

**Reserve Number:** 108055  
**Reserve Name:** Ward 5 - Capital Infrastructure

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
	(\$)	(\$)	(\$)	(\$)
<b>Opening Balance</b>	<b>1,123,184.54</b>	<b>600,962.16</b>	<b>2,473,421.98</b>	<b>2,182,266.58</b>
<b>Add:</b>				
Interest Earned	(4,348.74)	12,851.73	81,219.69	98,015.14
Special Levy	1,468,747.00	1,468,747.00	1,321,864.00	1,323,558.00
<b>Sub-Total - To Reserves</b>	<b>1,464,398.26</b>	<b>1,481,598.73</b>	<b>1,403,083.69</b>	<b>1,421,573.14</b>
<b>Less:</b>				
New Projects Funded in Year <span style="float: right;">Note 1</span>	1,982,636.88	615,958.84	1,795,367.14	67,666.37
Funding Returned or Required from Reserve for Completed Projects <span style="float: right;">Note 2</span>	(96,016.24)	(1,106,819.93)	(201,128.04)	-
Capital Reinvestment (\$100K Unallocated)	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<b>1,986,620.64</b>	<b>(390,861.09)</b>	<b>1,694,239.10</b>	<b>167,666.37</b>
<b>Ending Balance Reserve /w commitments Dec 31</b>	<b>600,962.16</b>	<b>2,473,421.98</b>	<b>2,182,266.58</b>	<b>3,436,173.35</b>

**Note 1:** Amount includes annual chargeback

**Note 2:** Projects closed according to Capital Project Monitoring and Closing Policy; reported on closing reports

**CITY OF HAMILTON SPECIAL CAPITAL RE-INVESTMENT RESERVE FORECAST AS OF DECEMBER 31, 2023**

**Reserve Number:** 108056  
**Reserve Name:** Ward 6 - Capital Infrastructure

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
	(\$)	(\$)	(\$)	(\$)
<b>Opening Balance</b>	<b>(850,639.03)</b>	<b>446,055.97</b>	<b>1,144,308.07</b>	<b>1,801,323.83</b>
<b>Add:</b>				
Interest Earned	(23,513.66)	12,664.85	51,387.31	81,719.14
Special Levy	1,497,612.00	1,497,612.00	1,565,620.00	1,553,251.00
<b>Sub-Total - To Reserves</b>	<u>1,474,098.34</u>	<u>1,510,276.85</u>	<u>1,617,007.31</u>	<u>1,634,970.14</u>
<b>Less:</b>				
New Projects Funded in Year	2,353,567.87	1,087,417.54	860,533.87	453,300.24
Funding Returned or Required from Reserve for Completed Projects	(2,276,164.53)	(375,392.79)	(542.32)	-
Capital Reinvestment (\$100K Unallocated)	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<u>177,403.34</u>	<u>812,024.75</u>	<u>959,991.55</u>	<u>553,300.24</u>
<b>Ending Balance Reserve /w commitments Dec 31</b>	<u><u>446,055.97</u></u>	<u><u>1,144,308.07</u></u>	<u><u>1,801,323.83</u></u>	<u><u>2,882,993.73</u></u>

**Note 1:** Amount includes annual chargeback

**Note 2:** Projects closed according to Capital Project Monitoring and Closing Policy; reported on closing reports

**CITY OF HAMILTON SPECIAL CAPITAL RE-INVESTMENT RESERVE FORECAST AS OF DECEMBER 31, 2023**

**Reserve Number:** 108057  
**Reserve Name:** Ward 7 - Capital Infrastructure

	<u>2021</u> (\$)	<u>2022</u> (\$)	<u>2023</u> (\$)	<u>2024</u> (\$)
<b>Opening Balance</b>	2,141,639.10	3,392,969.11	2,775,899.86	3,684,931.43
<b>Add:</b>				
Interest Earned	44,039.49	52,636.09	112,710.88	143,671.40
Special Levy	1,892,095.00	1,892,095.00	1,923,530.00	1,905,935.00
<b>Sub-Total - To Reserves</b>	1,936,134.49	1,944,731.09	2,036,240.88	2,049,606.40
<b>Less:</b>				
New Projects Funded in Year	593,191.18	2,652,952.98	1,301,478.97	1,083,914.08
Funding Returned or Required from Reserve for Completed Projects	(8,386.70)	(191,152.64)	(274,269.66)	-
Capital Reinvestment (\$100K Unallocated)	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	684,804.48	2,561,800.34	1,127,209.31	1,183,914.08
<b>Ending Balance Reserve /w commitments Dec 31</b>	3,392,969.11	2,775,899.86	3,684,931.43	4,550,623.75

**Note 1:** Amount includes annual chargeback

**Note 2:** Projects closed according to Capital Project Monitoring and Closing Policy; reported on closing reports

## CITY OF HAMILTON SPECIAL CAPITAL RE-INVESTMENT RESERVE FORECAST AS OF DECEMBER 31, 2023

Reserve Number: **108058**  
Reserve Name: **Ward 8 - Capital Infrastructure**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
	(\$)	(\$)	(\$)	(\$)
<b>Opening Balance</b>	<b>2,715,466.12</b>	<b>2,264,852.55</b>	<b>359,314.08</b>	<b>1,905,238.21</b>
<b>Add:</b>				
Interest Earned	38,851.87	2,230.75	39,505.70	75,785.84
Special Levy	1,445,638.00	1,445,638.00	1,569,906.00	1,576,433.00
<b>Sub-Total - To Reserves</b>	<u>1,484,489.87</u>	<u>1,447,868.75</u>	<u>1,609,411.70</u>	<u>1,652,218.84</u>
<b>Less:</b>				
New Projects Funded in Year <span style="float: right;">Note 1</span>	2,168,366.36	3,666,418.69	234,933.07	1,018,487.21
Funding Returned or Required from Reserve for Completed Projects <span style="float: right;">Note 2</span>	(333,262.92)	(413,011.47)	(271,445.50)	-
Capital Reinvestment (\$100K Unallocated)	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<u>1,935,103.44</u>	<u>3,353,407.22</u>	<u>63,487.57</u>	<u>1,118,487.21</u>
<b>Ending Balance Reserve /w commitments Dec 31</b>	<u><u>2,264,852.55</u></u>	<u><u>359,314.08</u></u>	<u><u>1,905,238.21</u></u>	<u><u>2,438,969.83</u></u>

**Note 1:** Amount includes annual chargeback

**Note 2:** Projects closed according to Capital Project Monitoring and Closing Policy; reported on closing reports

**CITY OF HAMILTON SPECIAL CAPITAL RE-INVESTMENT RESERVE FORECAST AS OF DECEMBER 31, 2023**

**Reserve Number:** 108059  
**Reserve Name:** Ward 9 - Capital Infrastructure

	<u>2021</u> (\$)	<u>2022</u> (\$)	<u>2023</u> (\$)	<u>2024</u> (\$)
<b>Opening Balance</b>	<b>42,843.97</b>	<b>55,160.19</b>	<b>81,396.64</b>	<b>108,301.21</b>
<b>Add:</b>				
Interest Earned	849.53	1,478.24	3,309.33	4,253.69
Special Levy	19,415.00	19,415.00	24,380.00	24,038.00
<b>Sub-Total - To Reserves</b>	<u>20,264.53</u>	<u>20,893.24</u>	<u>27,689.33</u>	<u>28,291.69</u>
<b>Less:</b>				
New Projects Funded in Year <span style="float: right;">Note 1</span>	10,827.98	779.36	784.76	1,063.58
Funding Returned or Required from Reserve for Completed Projects <span style="float: right;">Note 2</span>	(2,879.67)	(6,122.57)	-	-
Capital Reinvestment (\$100K Unallocated)				
<b>Sub-Total - From Reserves</b>	<u>7,948.31</u>	<u>(5,343.21)</u>	<u>784.76</u>	<u>1,063.58</u>
<b>Ending Balance Reserve /w commitments Dec 31</b>	<u>55,160.19</u>	<u>81,396.64</u>	<u>108,301.21</u>	<u>135,529.32</u>

**Note 1:** Amount includes annual chargeback

**Note 2:** Projects closed according to Capital Project Monitoring and Closing Policy; reported on closing reports

**CITY OF HAMILTON SPECIAL CAPITAL RE-INVESTMENT RESERVE FORECAST AS OF DECEMBER 31, 2023**

**Reserve Number:** 108070  
**Reserve Name:** Ward 10 - Capital Infrastructure

	<u>2021</u> (\$)	<u>2022</u> (\$)	<u>2023</u> (\$)	<u>2024</u> (\$)
<b>Opening Balance</b>	<b>30,226.69</b>	<b>42,014.54</b>	<b>54,240.92</b>	<b>66,783.78</b>
<b>Add:</b>				
Interest Earned	645.21	1,054.59	2,111.31	2,377.55
Special Levy	11,639.00	11,639.00	10,902.00	10,817.00
<b>Sub-Total - To Reserves</b>	<u>12,284.21</u>	<u>12,693.59</u>	<u>13,013.31</u>	<u>13,194.55</u>
<b>Less:</b>				
New Projects Funded in Year <span style="float: right;">Note 1</span>	496.36	467.21	470.45	10,475.60
Funding Returned or Required from Reserve for Completed Projects <span style="float: right;">Note 2</span>	-	-	-	-
Capital Reinvestment (\$100K Unallocated)				
<b>Sub-Total - From Reserves</b>	<u>496.36</u>	<u>467.21</u>	<u>470.45</u>	<u>10,475.60</u>
<b>Ending Balance Reserve /w commitments Dec 31</b>	<u>42,014.54</u>	<u>54,240.92</u>	<u>66,783.78</u>	<u>69,502.73</u>

**Note 1:** Amount includes annual chargeback

**Note 2:** Projects closed according to Capital Project Monitoring and Closing Policy; reported on closing reports

**CITY OF HAMILTON SPECIAL CAPITAL RE-INVESTMENT RESERVE FORECAST AS OF DECEMBER 31, 2023**

**Reserve Number:** 108064  
**Reserve Name:** Ward 14 - Capital Infrastructure

	<u>2021</u> (\$)	<u>2022</u> (\$)	<u>2023</u> (\$)	<u>2024</u> (\$)
<b>Opening Balance</b>	<b>1,720,125.29</b>	<b>1,965,641.75</b>	<b>959,656.52</b>	<b>1,401,135.63</b>
<b>Add:</b>				
Interest Earned	27,277.16	18,154.90	41,184.63	43,298.86
Special Levy	1,127,247.00	1,127,247.00	1,332,903.00	1,329,562.00
<b>Sub-Total - To Reserves</b>	<u>1,154,524.16</u>	<u>1,145,401.90</u>	<u>1,374,087.63</u>	<u>1,372,860.86</u>
<b>Less:</b>				
New Projects Funded in Year	848,073.11	2,056,250.25	1,277,563.62	1,593,147.95
Funding Returned or Required from Reserve for Completed Projects	(39,065.41)	(4,863.12)	(444,955.10)	-
Capital Reinvestment (\$100K Unallocated)	100,000.00	100,000.00	100,000.00	100,000.00
<b>Sub-Total - From Reserves</b>	<u>909,007.70</u>	<u>2,151,387.13</u>	<u>932,608.52</u>	<u>1,693,147.95</u>
<b>Ending Balance Reserve /w commitments Dec 31</b>	<u><u>1,965,641.75</u></u>	<u><u>959,656.52</u></u>	<u><u>1,401,135.63</u></u>	<u><u>1,080,848.54</u></u>

**Note 1:** Amount includes annual chargeback

**Note 2:** Projects closed according to Capital Project Monitoring and Closing Policy; reported on closing reports





**CITY OF HAMILTON  
Detailed Record of All Ongoing Projects From Reserve  
as of December 31, 2023**

Reserve Number: 108051  
Reserve Name: Ward 1 - Capital Infrastructure

Project ID	Project Description	Total Approved Project Budget	Funding from Ward 1 Reserve	Actual Expenditures	Available Balance
		(a)		(b)	(d) = (a) - (b)
		\$	\$	\$	\$
3302109100	Ward 1 Capital Reinvestment	192,881.09	192,881.09	117,897.34	74,983.75
4241209103	Public Art - Ward 1	300,000.00	300,000.00	288,526.75	11,473.25
4241209104	Historical Signs	50,000.00	50,000.00	1,500.96	48,499.04
4241409106	AR - W1 Calming Strip & Speed Bumps etc. (W1 A/R)	200,000.00	200,000.00	157,395.12	42,604.88
4241409108	Ward 1 Bike Lanes-Longwood Rd N	50,000.00	50,000.00	9,043.42	40,956.58
4241509108	AR - Road Work - Aberdeen from Queen (W1 A/R)	80,000.00	80,000.00	29,383.16	50,616.84
4241509110	Victoria Park - Resurface Splash Pad	140,000.00	140,000.00	115,430.37	24,569.63
4241609102	Chedoke Course Redevelopment	50,000.00	50,000.00	-	50,000.00
4241609109	Upgrade to HAAA Park	220,000.00	220,000.00	179,244.94	40,755.06
4241609110	Recreation & Community Hub	1,170,000.00	1,170,000.00	160,837.08	1,009,162.92
4241709106	City Housing Playground Upgrd	80,000.00	80,000.00	-	80,000.00
4241709109	Kirkendall S Parks Improv	319,999.00	220,000.00	122,112.24	197,886.76
4241809103	Cootes Floating Bridge	45,000.00	45,000.00	30,168.65	14,831.35
4241809104	Strathcona Cycling Imprvmnts	45,000.00	45,000.00	9,225.79	35,774.21
4241909103	Ward 1 - Multi-Modal Connections Review	125,000.00	125,000.00	58,508.18	66,491.82
4242109104	Traffic Calming Ward 1	60,000.00	60,000.00	17,337.62	42,662.38
4242109106	Raised Intersectn King & Haddon	150,000.00	150,000.00	17,665.58	132,334.42
4242109107	Churchill Prk Feasibility Study	275,000.00	275,000.00	91,713.42	183,286.58
4242109108	HAAA - Feasibility Study	300,000.00	300,000.00	78,114.09	221,885.91
4242109109	Ward 1 Park Improvements	146,000.00	146,000.00	125,248.67	20,751.33
4242109110	W1 Park Pathway Improvements	90,000.00	90,000.00	54,028.16	35,971.84
4242109112	Victoria Park Field House	650,000.00	650,000.00	81,229.03	568,770.97
4242209101	Ward 1 Sidewalk Repair	240,000.00	240,000.00	102,828.69	137,171.31
4242209102	Dundurn Dynamic Speed Signs	20,000.00	20,000.00	-	20,000.00
4242209104	W1 Roadway Safety Improvements	342,000.00	342,000.00	27,026.28	314,973.72
4242209105	Sanders Parkettes	100,000.00	100,000.00	42,901.19	57,098.81
4242209106	Dundurn Park Imp	250,000.00	250,000.00	19,062.46	230,937.54
4242209107	Churchill Park Stairs	180,000.00	180,000.00	23,614.73	156,385.27
4242209108	Ward 1 Speed Cushions	42,000.00	42,000.00	39,556.67	2,443.33
4242209109	Ward 1 Complete Streets	150,000.00	150,000.00	30,083.11	119,916.89
4242309101	Mapleside Park Water Fountain	25,000.00	25,000.00	8,411.50	16,588.50
4242309102	W1 Solar Waste Containers	10,000.00	10,000.00	-	10,000.00
4242309103	W1 Speed Cushions	49,000.00	49,000.00	15,578.08	33,421.92
4242309104	Victoria Park Tennis	610,000.00	500,000.00	-	610,000.00
4401056127	Churchill Park-Soccer Field & MP	2,398,059.12	615,000.00	2,298,741.01	99,318.11
4402156117	Victoria Prk Spray Pad Replace	1,575,000.00	989,000.00	1,065,136.02	509,863.98
4901951900	Electric Charging Stations	507,000.00	8,000.00	466,707.55	40,292.45
<b>GRAND TOTAL</b>		<b>11,236,939.21</b>	<b>8,158,881.09</b>	<b>5,884,257.86</b>	<b>5,352,681.35</b>

**Note:** Detailed record includes all ongoing projects that were funded from the reserve on or before December 31, 2023

**CITY OF HAMILTON**  
**Detailed Record of All Ongoing Projects From Reserve**  
**as of December 31, 2023**

Reserve Number: 108052  
Reserve Name: Ward 2 - Capital Infrastructure

Project ID	Project Description	Total Approved Project Budget	Funding from Ward 2 Reserve	Actual Expenditures	Available Balance
		(a)		(b)	(d) = (a) - (b)
		\$	\$	\$	\$
3302109200	Ward 2 Capital Reinvestment	122,475.00	122,475.00	117,978.49	4,496.51
3721949901	Summer's Lane Rehabilitation & Pedestrianization	1,629,000.00	250,000.00	55,793.75	1,573,206.25
4241309204	Public Art -Cent Mem Rec Centre - mural	17,500.00	17,500.00	-	17,500.00
4241509215	Neighbourhood Signage	180,000.00	180,000.00	62,968.35	117,031.65
4241809203	AR - Road Surface Treatment (W2 A/R)	240,000.00	240,000.00	-	240,000.00
4241809207	AR - Laneway/Alleyway Maintenance (W2 A/R)	30,000.00	30,000.00	16,436.13	13,563.87
4241809208	Safety & Security 226 Rebecca	50,000.00	50,000.00	-	50,000.00
4241909212	Shamrock Park Bike Path	112,735.22	75,000.00	102,871.45	9,863.77
4242009208	W2&3 Gen Hosp Alley Bike Path	10,000.00	5,000.00	41,153.06	(31,153.06)
4242109203	Beasley Nbhd Safety Audit	149,999.00	149,999.00	123,643.33	26,355.67
4242109808	Keddy Trail Public Art	180,000.00	73,000.00	79,196.94	100,803.06
4242209201	Simcoe James AR W2	150,000.00	150,000.00	-	150,000.00
4242209202	Hughson Wood AR W2	150,000.00	150,000.00	-	150,000.00
4242209205	Harbour Front Dr Safety Impr	40,000.00	40,000.00	20,789.28	19,210.72
4242209207	Street Lighting Pole Replaceme	21,000.00	21,000.00	10,639.02	10,360.98
4242209209	Ward 2 CHH Contribution	350,000.00	350,000.00	86,951.04	263,048.96
4242209210	CHH 95 Hess Roof Railings	150,000.00	150,000.00	-	150,000.00
4242309202	W2 Pride Crosswalks	5,000.00	5,000.00	-	5,000.00
4242309203	272 Caroline Affrdable Housing	84,000.00	84,000.00	-	84,000.00
4242309204	Mary St Bridge Railing	40,000.00	40,000.00	18,265.96	21,734.04
4242309205	CHH Food Cupboard Reno	2,500.00	2,500.00	-	2,500.00
4242309206	Simone Hall Mural	2,500.00	2,500.00	-	2,500.00
4242309207	MacNab St S Lighting Enhance	40,000.00	40,000.00	-	40,000.00
4242309208	Ferguson Station Fencing	45,000.00	45,000.00	-	45,000.00
4242309209	Bennetto CC Accessibility	700,000.00	700,000.00	-	700,000.00
4661717124	2017 On Street Bike Facilities	379,361.17	40,000.00	433,644.28	(54,283.11)
4901951900	Electric Charging Stations	507,000.00	32,000.00	466,707.55	40,292.45
<b>GRAND TOTAL</b>		<b>5,388,070.39</b>	<b>3,044,974.00</b>	<b>1,637,038.63</b>	<b>3,751,031.76</b>

**Note:** Detailed record includes all ongoing projects that were funded from the reserve on or before December 31, 2023

**CITY OF HAMILTON**  
**Detailed Record of All Ongoing Projects From Reserve**  
**as of December 31, 2023**

Reserve Number: 108053  
Reserve Name: Ward 3 - Capital Infrastructure

Project ID	Project Description	Total Approved Project Budget	Funding from Ward 3 Reserve	Actual Expenditures	Available Balance
		(a)		(b)	(d) = (a) - (b)
		\$	\$	\$	\$
3301909300	Ward 3 Capital Reinvestment	100,000.00	100,000.00	40,587.65	59,412.35
3302109300	Ward 3 Capital Reinvestment	150,001.00	150,001.00	46,674.35	103,326.65
4241409341	Pipeline Master Trail Plan	1,438,000.00	25,000.00	576,270.05	861,729.95
4241709301	Memorial School Playground	150,000.00	150,000.00	150,000.00	-
4241809306	CityHousing-1stPlace&Sanford	200,000.00	200,000.00	-	200,000.00
4241809310	77 Gage Redevelopment Study	250,000.00	250,000.00	85,800.00	164,200.00
4241809311	77 Gage Community Hub	750,000.00	750,000.00	19,451.39	730,548.61
4242009208	W2&3 Gen Hosp Alley Bike Path	10,000.00	5,000.00	41,153.06	(31,153.06)
4242109309	430 Cumberland Ave Cameras	25,000.00	25,000.00	19,309.00	5,691.00
4242109310	Woodlands Spraypad	710,000.00	710,000.00	169,083.07	540,916.93
4242209302	W3 Complete Streets Impl	450,000.00	450,000.00	150,600.14	299,399.86
4242309301	Birge Park Water Serv	150,000.00	150,000.00	-	150,000.00
4242309302	Maple & Ottawa - New Pedestrian Crossing	200,000.00	100,000.00	-	200,000.00
4242309303	W3 Drinking Fountain Instal	285,000.00	285,000.00	-	285,000.00
4401456401	Parkland - Stadium Precinct	17,418,475.00	500,000.00	14,940,767.05	2,477,707.95
4661717124	2017 On Street Bike Facilities	379,361.17	130,000.00	433,644.28	(54,283.11)
4901951900	Electric Charging Stations	507,000.00	8,000.00	466,707.55	40,292.45
<b>GRAND TOTAL</b>		<b>23,172,837.17</b>	<b>3,988,001.00</b>	<b>17,140,047.59</b>	<b>6,032,789.58</b>

**Note:** Detailed record includes all ongoing projects that were funded from the reserve on or before December 31, 2023

**CITY OF HAMILTON**  
**Detailed Record of All Ongoing Projects From Reserve**  
**as of December 31, 2023**

Reserve Number: 108054  
Reserve Name: Ward 4 - Capital Infrastructure

Project ID	Project Description	Total Approved Project Budget	Funding from Ward 4 Reserve	Actual Expenditures	Available Balance
		(a)		(b)	(d) = (a) - (b)
		\$	\$	\$	\$
3301609400	Ward 4 Capital Reinvestment	100,000.00	100,000.00	98,746.60	1,253.40
3302109400	Ward 4 Capital Reinvestment	150,000.00	150,000.00	32,472.02	117,527.98
4031919115	Delena / Beland / Dunsmure	1,610,000.00	1,000,000.00	1,239,839.69	370,160.31
4242109402	Kenilworth Traffic Crl Beaut	25,000.00	25,000.00	9,321.24	15,678.76
4242109404	Kenilwrth Trf Crcl Beaut	275,000.00	275,000.00	-	275,000.00
4242209401	City Motor Hotel	150,000.00	150,000.00	-	150,000.00
4242309302	Maple & Ottawa - New Pedestrian Crossing	200,000.00	100,000.00	-	200,000.00
4401756706	Roxborough Park ReDev & Design	1,091,000.00	31,000.00	64,028.18	1,026,971.82
4401956904	Andrew Warburton Memorial Park	2,260,000.00	1,200,000.00	2,096,573.67	163,426.33
4901951900	Electric Charging Stations	507,000.00	8,000.00	466,707.55	40,292.45
<b>GRAND TOTAL</b>		<b>6,368,000.00</b>	<b>3,039,000.00</b>	<b>4,007,688.95</b>	<b>2,360,311.05</b>

**Note:** Detailed record includes all ongoing projects that were funded from the reserve on or before December 31, 2023

**CITY OF HAMILTON**  
**Detailed Record of All Ongoing Projects From Reserve**  
**as of December 31, 2023**

Reserve Number: 108055  
Reserve Name: Ward 5 - Capital Infrastructure

Project ID	Project Description	Total Approved Project Budget	Funding from Ward 5 Reserve	Actual Expenditures	Available Balance
		(a)		(b)	(d) = (a) - (b)
		\$	\$	\$	\$
3302109500	Ward 5 Capital Reinvestment	200,000.00	200,000.00	38,319.53	161,680.47
4241609502	Veever's Estate Capital Grant	25,000.00	25,000.00	-	25,000.00
4241609505	Food Centre Pilot Project	680,000.00	680,000.00	515,000.00	165,000.00
4241709506	Vienna Orchards Sidewalk	84,000.00	84,000.00	10,146.87	73,853.13
4242109503	Father Sean O'Sullivan Park	210,343.73	90,000.00	213,696.42	(3,352.69)
4242109505	Red Hill Neighbourhood Park	100,000.00	100,000.00	91,361.08	8,638.92
4242109506	Oakland-Kentley to Ellingwood	590,000.00	590,000.00	252,076.97	337,923.03
4242309501	Warden Park Swing Area	32,000.00	32,000.00	31,850.94	149.06
4242309502	Sam Manson Park Path	90,000.00	90,000.00	4,391.97	85,608.03
4242309503	Gersholme NBHD – Ward 5 AR	1,500,000.00	1,500,000.00	-	1,500,000.00
4242309504	W5 Father Sean O'Sullivan Jr Equip	99,656.27	99,656.27	-	99,656.27
4242309505	W5 Speed Cushions	14,000.00	14,000.00	7,424.49	6,575.51
<b>GRAND TOTAL</b>		<b>3,625,000.00</b>	<b>3,504,656.27</b>	<b>1,164,268.27</b>	<b>2,460,731.73</b>

**Note:** Detailed record includes all ongoing projects that were funded from the reserve on or before December 31, 2023

**CITY OF HAMILTON**  
**Detailed Record of All Ongoing Projects From Reserve**  
**as of December 31, 2023**

Reserve Number: 108056  
Reserve Name: Ward 6 - Capital Infrastructure

Project ID	Project Description	Total Approved Project Budget	Funding from Ward 6 Reserve	Actual Expenditures	Available Balance
		(a)		(b)	(d) = (a) - (b)
		\$	\$	\$	\$
3302009600	Ward 6 Capital Reinvestment	100,000.00	100,000.00	13,996.33	86,003.67
3302109600	Ward 6 Capital Reinvestment	192,409.99	192,409.99	90,994.05	101,415.94
4241809604	AR - Up Gage - 7th to Concession (W6 A/R)	1,010,000.00	1,010,000.00	887,902.20	122,097.80
4242109604	Traffic Calming W6 various	259,200.00	259,200.00	145,140.26	114,059.74
4242109605	Anchor Road	230,000.00	230,000.00	74,704.69	155,295.31
4242109606	Dynamic Speed Signs Ward 6	57,000.00	57,000.00	-	57,000.00
4242109608	W6 Speed Signs - Limeridge Rd	19,000.00	19,000.00	-	19,000.00
4242209601	Eaglewood Dr Speed Cushions	14,000.00	14,000.00	5,727.48	8,272.52
4242209603	Ward 6 Transit Shelters	60,000.00	60,000.00	9,458.61	50,541.39
4242209604	Broker Dr Traffic Calming	18,000.00	18,000.00	10,071.35	7,928.65
4242209605	Royal Vista Speed Cushions	14,000.00	14,000.00	7,406.35	6,593.65
4242309601	Hampton Park PS Replacement	250,000.00	250,000.00	-	250,000.00
4242309602	Trenholme Bocce Club Canopies	50,000.00	50,000.00	4,113.25	45,886.75
4401356300	RE1300	12,786,000.00	675,000.00	27,745.90	12,758,254.10
4402149101	Prk Pthwy Resurfacing Prgrm	562,241.75	27,000.00	456,593.95	105,647.80
4402152600	Plygrnd Life Replace Prgrm	1,180,247.34	149,300.00	952,526.71	227,720.63
4402156124	Mtn Drive Park Redevelopment	1,800,000.00	600,000.00	158,994.01	1,641,005.99
4402249900	Mohawk Sports Park Track Impr	140,000.00	70,000.00	136,521.12	3,478.88
7101854605	Sackville Hill Exp	100,000.00	50,000.00	97,570.62	2,429.38
<b>GRAND TOTAL</b>		<b>18,842,099.08</b>	<b>3,844,909.99</b>	<b>3,079,466.88</b>	<b>15,762,632.20</b>

**Note:** Detailed record includes all ongoing projects that were funded from the reserve on or before December 31, 2023

**CITY OF HAMILTON**  
**Detailed Record of All Ongoing Projects From Reserve**  
**as of December 31, 2023**

Reserve Number: 108057  
Reserve Name: Ward 7 - Capital Infrastructure

Project ID	Project Description	Total Approved Project Budget	Funding from Ward 7 Reserve	Actual Expenditures	Available Balance
		(a)		(b)	(d) = (a) - (b)
		\$	\$	\$	\$
3302109700	Ward 7 Capital Reinvestment	200,000.00	200,000.00	11,607.03	188,392.97
4241909701	Hill Park Pickleball Court	415,000.00	215,000.00	212,657.43	202,342.57
4242009701	A/R - Eastmount Neighbourhood	3,220,000.00	1,920,000.00	2,727,253.11	492,746.89
4242109701	Inch Park Play Structure	248,000.00	150,000.00	63,090.22	184,909.78
4242109704	460 Concession Playground	178,080.35	175,000.00	178,080.35	-
4242209702	Eastmount Park Pathway Improvements & Lighting	115,000.00	115,000.00	100,450.46	14,549.54
4242209704	East 26 Speed Cushion	14,000.00	14,000.00	5,894.48	8,105.52
4242209705	Ward 7 Play Structures	875,000.00	875,000.00	11,900.86	863,099.14
4242209706	W7 Speed Cushions	42,000.00	42,000.00	28,430.53	13,569.47
4242209707	Thorner Park Improvements	350,000.00	350,000.00	-	350,000.00
4242209708	Thorner Park Study	150,000.00	150,000.00	-	150,000.00
4242309701	W7 Rubber Safety Surface	700,000.00	700,000.00	-	700,000.00
4401656603	Sam Lawrence Park	625,354.07	381,000.00	487,411.71	137,942.36
4402156124	Mountain Drive Park Redevelopment	1,800,000.00	500,000.00	158,994.01	1,641,005.99
7101854605	Sackville Hill Exp	100,000.00	50,000.00	97,570.62	2,429.38
<b>GRAND TOTAL</b>		<b>9,032,434.42</b>	<b>5,837,000.00</b>	<b>4,083,340.81</b>	<b>4,949,093.61</b>

**Note:** Detailed record includes all ongoing projects that were funded from the reserve on or before December 31, 2023

**CITY OF HAMILTON**  
**Detailed Record of All Ongoing Projects From Reserve**  
**as of December 31, 2023**

Reserve Number: 108058  
Reserve Name: Ward 8 - Capital Infrastructure

Project ID	Project Description	Total Approved Project Budget	Funding from Ward 8 Reserve	Actual Expenditures	Available Balance
		(a)		(b)	(d) = (a) - (b)
		\$	\$	\$	\$
3302009800	Ward 8 Capital Reinvestment	100,000.00	100,000.00	62,646.50	37,353.50
3302109800	Ward 8 Capital Reinvestment	43,641.31	43,641.31	29,302.83	14,338.48
4241809801	GarthReservoir-WilmConnell Prk	802,000.00	200,000.00	565,082.73	236,917.27
4242009805	Recreational Facility Repairs	100,000.00	100,000.00	80,081.08	19,918.92
4242009806	Complete Streets Report W8	149,999.00	149,999.00	157,511.06	(7,512.06)
4242109808	Keddy Trail Public Art	180,000.00	107,000.00	79,196.94	100,803.06
4242209801	A/R - Lynbrook / Miami - Millbank to Rolston (within Rolston Neighbourhood	750,000.00	750,000.00	586,565.89	163,434.11
4242209804	Wheelchair Accessible Swing	60,000.00	60,000.00	-	60,000.00
4242209806	Ward 8 Traffic Calming	553,000.00	553,000.00	236,322.45	316,677.55
4242209807	T. Melville Bailey Park Alley	69,000.00	69,000.00	55,603.31	13,396.69
4242209808	Ward 8 Play Structures	675,000.00	675,000.00	11,789.94	663,210.06
4242209809	CHH Waste Dumpsters	270,387.50	270,387.50	17,115.78	253,271.72
4242209810	Park Pathway Improvements	60,000.00	60,000.00	-	60,000.00
4242209811	Captain Cornelius Park	24,000.00	24,000.00	24,000.00	-
4242309801	Triste Bocce Club Investment	27,500.00	27,500.00	2,442.24	25,057.76
4242309802	Drinking Fountain Newlands Prk	65,000.00	65,000.00	8,411.50	56,588.50
4242309803	Melville Bailey Park Lighting	60,000.00	60,000.00	26,518.12	33,481.88
4242309805	Dicenzo Drive Speed Cushions	14,000.00	14,000.00	7,653.35	6,346.65
4401656603	Sam Lawrence Park	625,354.07	120,000.00	487,411.71	137,942.36
4401856811	Cross of Lorraine-Restoration	10,000.00	10,000.00	-	10,000.00
4402056008	Southam Park Master Plan	1,368,778.89	51,000.00	160,555.98	1,208,222.91
4402256203	Gourley Park Spray Pad Redevelopment	1,185,000.00	270,000.00	41,330.28	1,143,669.72
4901951900	Electric Charging Stations	507,000.00	8,000.00	466,707.55	40,292.45
7101654802	William Connell Park Washroom Facility	4,485,200.00	330,000.00	3,926,100.38	559,099.62
<b>GRAND TOTAL</b>		<b>12,184,860.77</b>	<b>4,117,527.81</b>	<b>7,032,349.62</b>	<b>5,152,511.15</b>

**Note:** Detailed record includes all ongoing projects that were funded from the reserve on or before December 31, 2023



**CITY OF HAMILTON**  
**Detailed Record of All Ongoing Projects From Reserve**  
**as of December 31, 2023**

Reserve Number: 108064  
Reserve Name: Ward 14 - Capital Infrastructure

Project ID	Project Description	Total Approved Project Budget	Funding from Ward 14 Reserve	Actual Expenditures	Available Balance
		(a)		(b)	(d) = (a) - (b)
		\$	\$	\$	\$
3302109014	Ward 14 Capital Reinvestment	200,000.00	200,000.00	9,115.16	190,884.84
4241909146	Transit Shelter Wingfield Pl	15,000.00	15,000.00	9,341.59	5,658.41
4242109142	W14 Complete St Enhancement	300,000.00	300,000.00	45,820.64	254,179.36
4242209141	Garrow - Garth to Cranbrook	1,100,000.00	1,100,000.00	293,662.96	806,337.04
4242209142	Carpenter Park Surfacing	75,000.00	75,000.00	76,320.15	(1,320.15)
4242309141	Gilkson Prk Pthwy and Backstop	140,000.00	140,000.00	-	140,000.00
4242309142	Mountview Park Pthwy and Court	200,000.00	200,000.00	3,978.82	196,021.18
4242309143	Scenic Woods Play Structures	500,000.00	500,000.00	7,397.97	492,602.03
4242309144	Mac Nab Tennis Court Windscreens	7,000.00	7,000.00	4,570.98	2,429.02
4242309145	William McCulloch Park (Backstop & lightning)	385,000.00	385,000.00	-	385,000.00
<b>GRAND TOTAL</b>		<b>2,922,000.00</b>	<b>2,922,000.00</b>	<b>450,208.27</b>	<b>2,471,791.73</b>

**Note:** Detailed record includes all ongoing projects that were funded from the reserve on or before December 31, 2023



**Area Rating Special Capital Re-Investment Fund  
Discretionary Spending Wards 1-8 Ward 14  
As of December 31, 2023**

**Ward 1 Discretionary Spending**

Description	2021			
	Funding	Expenses	Committed	YE Balance
3302109100 - Ward 1 Capital Reinvestment	100,000.00			
Fund deficit in 2020 Discretionary Account		-		
Locke Street Business Improvement Area Hydro Poles - Feb 1, 2021		5,000.00		
Locke Street Business Improvement Area Pedestrianization - July 7, 2021		7,000.00		
Tree Giveaway - Hamilton Naturalists Club - April 9, 2021		3,038.00	1,262.00	
Locke Street BIA Lighting		20,000.00		
Westdale BIA Lighting		3,814.90		
397 York Boulevard Pollinator Patches - Hamilton Naturalists Club		6,687.67	23,312.33	
Non-Verbal Communication Panels in Ward 1 Parks		15,910.21	5,089.79	
Strathcona Community Council Grant (Website)		300.57		
Grants to Hamilton Hebrew Academy, Anshe Sholom Temple & Adas Israel Synagogue		8,584.53		
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ 70,335.88</b>	<b>\$ 29,664.12</b>	<b>\$ -</b>

Description	2022			
	Funding	Expenses	Committed	YE Balance
3302109100 - Ward 1 Capital Reinvestment	100,000.00			
Park Drinking Fountain Replacements - various sites		33,645.99	41,354.01	
To fund 2020 discretionary project deficit (3302009100)	(7,118.91)			
Grants to Hamilton Hebrew Academy, Anshe Sholom Temple & Adas Israel Synagogue		13,915.47		
<b>Balance</b>	<b>\$ 92,881.09</b>	<b>\$ 47,561.46</b>	<b>\$ 41,354.01</b>	<b>\$ 3,965.62</b>

Description	2023			
	Funding	Expenses	Committed	YE Balance
3302309100 - Ward 1 Capital Reinvestment	100,000.00			
Mural in Churchill Park		15,264.03	4,735.97	
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ 15,264.03</b>	<b>\$ 4,735.97</b>	<b>\$ 80,000.00</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 83,965.62**

**Area Rating Special Capital Re-Investment Fund  
Discretionary Spending Wards 1-8 Ward 14  
As of December 31, 2023**

**Ward 2 Discretionary Spending**

Description	2021			
	Funding	Expenses	Committed	YE Balance
3302109200 - Ward 2 Capital Reinvestment	100,000.00			
Sidewalk widening - Cannon St. E., between Elgin St. and Ferguson Ave.		31,598.18		
Private Tree Giveaway - April 19, 2021		490.00		
James Street North Boulevard Conversion & Street Tree Planting - June 14, 2021		17,553.63		
Transfer to 3302309200 for Community Grants	(50,358.19)			
<b>Balance</b>	<b>\$ 49,641.81</b>	<b>\$ 49,641.81</b>	<b>\$ -</b>	<b>\$ -</b>

Description	2022			
	Funding	Expenses	Committed	YE Balance
3302109200 - Ward 2 Capital Reinvestment	100,000.00			
Transfer to 3302309200 for Community Grants	(27,166.81)			
Ward 2 Community Grants - 2023 Intake 2		39,056.50		
Ward 2 Community Grants - 2023 Intake 3		25,446.99	1,004.80	
Ward 2 Community Grants - 2023 Intake 4		3,833.19		
<b>Balance</b>	<b>\$ 72,833.19</b>	<b>\$ 68,336.68</b>	<b>\$ 1,004.80</b>	<b>\$ 3,491.71</b>

Description	2023			
	Funding	Expenses	Committed	YE Balance
3302309200 - Ward 2 Capital Reinvestment	100,000.00			
Transfer from 3302109200 for Community Grants	77,525.00			
Ward 2 Community Grants - 2023 Intake 1		76,193.64		
Ward 2 Community Grants - 2023 Intake 4		22,983.10		
Closing Catharine Street North for a Block Party			5,000.00	
<b>Balance</b>	<b>\$ 177,525.00</b>	<b>\$ 99,176.74</b>	<b>\$ 5,000.00</b>	<b>\$ 73,348.26</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 76,839.97**

Area Rating Special Capital Re-Investment Fund  
Discretionary Spending Wards 1-8 Ward 14  
As of December 31, 2023

**Ward 3 Discretionary Spending**

Description	2021			
	Funding	Expenses	Committed	YE Balance
3302109300 - Ward 3 Capital Reinvestment	100,000.00			
430 Cumberland Playground			20,000.00	
Community Safety & Complete Streets Report (4242009306) - October 5, 2020		49,999.00		
Private Tree Giveaway - June 17, 2020		1,916.25	798.75	
Powell Park Basketball Net and Fencing - March 20, 2023			10,000.00	
Community Garden Bobcat Rental - May 28, 2021			500.00	
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ 51,915.25</b>	<b>\$ 31,298.75</b>	<b>\$ 16,786.00</b>

Description	2022			
	Funding	Expenses	Committed	YE Balance
3302109300 - Ward 3 Capital Reinvestment	100,000.00			
Powell Park Improvements		20,013.18	2,986.82	
Commemorative Park Bench and Tree Program - Grandoni			1,600.00	
Bernie Morelli Berm Removal		24,744.92	7,755.08	
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ 20,013.18</b>	<b>\$ 12,341.90</b>	<b>\$ 67,644.92</b>

Description	2023			
	Funding	Expenses	Committed	YE Balance
3302309300 - Ward 3 Capital Reinvestment	100,000.00			
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000.00</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 184,430.92**

Area Rating Special Capital Re-Investment Fund  
Discretionary Spending Wards 1-8 Ward 14  
As of December 31, 2023

**Ward 4 Discretionary Spending**

Description	2021			
	Funding	Expenses	Committed	YE Balance
3302109400 - Ward 4 Capital Reinvestment	100,000.00			
City Motor Hotel Sign (4242209401) - Jan 2022	(50,000.00)			
Montgomery Park Controller - Diane P. Email June 13/22		8,193.83	1,806.17	
City Housing Video Equipment		7,083.02		
Red Tree Artists' Collective Grant		4,000.00		
Ottawa Street Pride Committee Public Art			1,500.00	
Pat Quinn Arena Mural		7,000.00		
FARFO and Centre Francophone Grant			4,500.00	
<b>Balance</b>	<b>\$ 50,000.00</b>	<b>\$ 26,276.85</b>	<b>\$ 7,806.17</b>	<b>\$ 15,916.98</b>

Description	2022			
	Funding	Expenses	Committed	YE Balance
3302109400 - Ward 4 Capital Reinvestment	100,000.00			
Ward 4 Neighbourhood Signs		6,195.17	13,804.83	
Globe Dog Park Improvements			30,000.00	
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ 6,195.17</b>	<b>\$ 43,804.83</b>	<b>\$ 50,000.00</b>

Description	2023			
	Funding	Expenses	Committed	YE Balance
3302309400 - Ward 4 Capital Reinvestment	100,000.00			
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000.00</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 165,916.98**

Area Rating Special Capital Re-Investment Fund  
 Discretionary Spending Wards 1-8 Ward 14  
 As of December 31, 2023

**Ward 5 Discretionary Spending**

Description	2021			
	Funding	Expenses	Committed	YE Balance
3302109500 - Ward 5 Capital Reinvestment	100,000.00			
Private Tree Giveaway		638.75		
Two Beach Blvd park plaques: Reg Wheeler Park and Jimmy Howard Park		7,203.60	795.67	
Veevers Park Swing			2,000.00	
Greenhill Fence		33,527.18		
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ 41,369.53</b>	<b>\$ 2,795.67</b>	<b>\$ 55,834.80</b>

Description	2022			
	Funding	Expenses	Committed	YE Balance
3302109500 - Ward 5 Capital Reinvestment	100,000.00			
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000.00</b>

Description	2023			
	Funding	Expenses	Committed	YE Balance
3302309500 - Ward 5 Capital Reinvestment	100,000.00			
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000.00</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 255,834.80**

Area Rating Special Capital Re-Investment Fund  
 Discretionary Spending Wards 1-8 Ward 14  
 As of December 31, 2023

**Ward 6 Discretionary Spending**

Description	2021			
	Funding	Expenses	Committed	YE Balance
3302109600 - Ward 6 Capital Reinvestment	100,000.00			
801 Upper Gage Floor Replacements - 2021		24,006.00		
1100 Limeridge East Window Cleaning		2,289.60		
CHH No Dumping Signs		1,860.18		
801 Upper Gage Floor Replacements - 2023		20,836.83		
Swansea Tenants Association Committee Thanksgiving Dinner			1,400.00	
801 Upper Gage Security Cameras		42,001.44	4,639.31	
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ 90,994.05</b>	<b>\$ 6,039.31</b>	<b>\$ 2,966.64</b>

Description	2022			
	Funding	Expenses	Committed	YE Balance
3302109600 - Ward 6 Capital Reinvestment	100,000.00			
To fund 2019 discretionary project deficit (3301909600)	(7,590.01)			
To fund 2020 discretionary project deficit (3302009600)			13,996.33	
Huntington Park Tennis Courts Improvements			10,000.00	
Honourary Sun Shelter and Park Bench at Templemead Park			5,000.00	
<b>Balance</b>	<b>\$ 92,409.99</b>	<b>\$ -</b>	<b>\$ 28,996.33</b>	<b>\$ 63,413.66</b>

Description	2023			
	Funding	Expenses	Committed	YE Balance
3302309600 - Ward 6 Capital Reinvestment	100,000.00			
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000.00</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 166,380.30**



Area Rating Special Capital Re-Investment Fund  
 Discretionary Spending Wards 1-8 Ward 14  
 As of December 31, 2023

**Ward 7 Discretionary Spending**

Description	2021			
	Funding	Expenses	Committed	YE Balance
3302109700 - Ward 7 Capital Reinvestment	100,000.00			
Private Tree Giveaway - PW 21-006		2,493.43		
Digital Speed Signs - PWC July 2021		7,142.89	12,857.11	
Inch Park Accessible Portable Toilets		642.61	607.39	
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ 10,278.93</b>	<b>\$ 13,464.50</b>	<b>\$ 76,256.57</b>

Description	2022			
	Funding	Expenses	Committed	YE Balance
3302109700 - Ward 7 Capital Reinvestment	100,000.00			
Wentworth District Organization Basketball Tournament User Fees		1,328.10		
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ 1,328.10</b>	<b>\$ -</b>	<b>\$ 98,671.90</b>

Description	2023			
	Funding	Expenses	Committed	YE Balance
3302309700 - Ward 7 Capital Reinvestment	100,000.00			
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000.00</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 274,928.47**

**Area Rating Special Capital Re-Investment Fund  
Discretionary Spending Wards 1-8 Ward 14  
As of December 31, 2023**

**Ward 8 Discretionary Spending**

Description	2021			
	Funding	Expenses	Committed	YE Balance
3302109800 - Ward 8 Capital Reinvestment	100,000.00			
4242109803 - William Connell Park WiFi - Canada Healthy Communities Initiative		19,451.46	548.54	
William Connell Park - Fence - PW 21-006		8,711.66		
School Tree Planting - HWCDSB - May 2022			1,200.00	
T.Melville Bailey Park Community Garden - May 2022			9,000.00	
Upper James Floral Planters - May 2022		1,139.71		
Gourley Park Spray Pad Redevelopment (4402256203) - August 2022		51,654.40		
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ 80,957.23</b>	<b>\$ 10,748.54</b>	<b>\$ 8,294.23</b>

Description	2022			
	Funding	Expenses	Committed	YE Balance
3302109800 - Ward 8 Capital Reinvestment	100,000.00			
Gourley Park Spray Pad Redevelopment (4402256203) - August 2022		99,704.29		
Softball League User Fees - August 2022			500.00	
Captain Cornelius Park (4242209811) - August 2022		5,000.00		
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ 104,704.29</b>	<b>\$ 500.00</b>	<b>\$ (5,204.29)</b>

Description	2023			
	Funding	Expenses	Committed	YE Balance
3302309800 - Ward 8 Capital Reinvestment	100,000.00			
Sam Lawrence Park Accessible Portable Toilets - 2023		1,005.51	1,994.49	
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ 1,005.51</b>	<b>\$ 1,994.49</b>	<b>\$ 97,000.00</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 100,089.94**

Area Rating Special Capital Re-Investment Fund  
 Discretionary Spending Wards 1-8 Ward 14  
 As of December 31, 2023

**Ward 14 Discretionary Spending**

Description	2021			
	Funding	Expenses	Committed	YE Balance
3302109014 - Ward 14 Capital Reinvestment	100,000.00			
Speed cushions - Cranbrook Drive - PWC April 19, 2021		8,280.73		
50th Anniversary of the R.A. Riddell Elementary School - Bouncy Castle		834.43	92.17	
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ 9,115.16</b>	<b>\$ 92.17</b>	<b>\$ 90,792.67</b>

Description	2022			
	Funding	Expenses	Committed	YE Balance
3302109014 - Ward 14 Capital Reinvestment	100,000.00			
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000.00</b>

Description	2023			
	Funding	Expenses	Committed	YE Balance
3302309014 - Ward 14 Capital Reinvestment	100,000.00			
<b>Balance</b>	<b>\$ 100,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000.00</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 290,792.67**



CITY OF HAMILTON  
Ward Specific Non-Property Tax Revenue  
As of December 31, 2023

<b>Ward 2 Non-Property Tax Revenue</b>	
<b>3301609602 - Ward 2 Revenue Projects</b>	<b>Amount (\$)</b>
<b>Revenue</b>	
Eptcon - One time fee	42,600.00
28 York Rd - 2017	20,600.00
28 York Rd - 2017	1,000.00
28 York Rd Transfer to Ward Specific Revenue Project	7,840.00
28 York Rd - 2018	22,218.00
28 York Rd - 2019	21,854.54
28 York Rd - 2019	1,000.00
28 York Rd - 2020	18,200.18
28 York Rd - 2021	23,510.18
28 York Rd - 2022	24,510.18
28 York Rd - 2023	23,615.40
	<b>206,948.48</b>
<b>Expenses</b>	
Funding for Beasley Park	(76,475.00)
Corktown Grant	(6,500.00)
Winter Soltice Grant	(6,500.00)
Care Share Fair	(1,500.00)
Winter Soltice Grant	(6,500.00)
Together in Dance	(7,000.00)
Downtown Hamilton Business	(4,847.70)
Safety Lighting, MacNab Street Tunnel	(1,331.62)
Acrylic Backboards in Ward 2 Parks	(12,211.22)
Park, Alleyway, and Rail Corridor Cleanups	(250.00)
Downtown Mosque Youth Soccer Program	(586.74)
Compass Community Health's Produce Prescription Box (FVRx) Program	(4,950.00)
541 Eatery & Exchange Contribution	(15,000.00)
Helping Hands Street Mission	(2,500.00)
Corktown Neighbourhood Association - Winter Solstice Festival	(6,500.00)
	<b>(152,652.28)</b>
<b>Total Available</b>	<b>54,296.20</b>

CITY OF HAMILTON  
Ward Specific Non-Property Tax Revenue  
As of December 31, 2023

<b>Ward 2 Non-Property Tax Revenue</b>	
<b>3301809602 - Ward 2- Hydro One Contract</b>	<b>Amount (\$)</b>
<b>Revenue</b>	
Hydro - One time fee	11,500.00
Hydro - 2016	25,000.00
Hydro - 2017	25,750.00
Hydro - 2018	25,750.00
Hydro One - 2019	27,318.18
Hydro One - 2020	28,137.73
Hydro - Adjustment	772.50
	<b>144,228.41</b>
<b>Expenses</b>	
License Agreement Fees	(7,215.00)
Real Estate Fees	(1,750.00)
Administration Fees	(1,750.00)
	<b>(10,715.00)</b>
<b>Total Available</b>	<b>133,513.41</b>

CITY OF HAMILTON  
Ward Specific Non-Property Tax Revenue  
As of December 31, 2023

<b>Ward 3 Non-Property Tax Revenue</b>	
<b>3301609603 - Ward 3 Revenue Projects</b>	<b>Amount (\$)</b>
<b>Revenue</b>	
1089 King St Transfer to Ward Specific Revenue Project	155,208.52
75 Balsam - 2016	28,138.00
75 Balsam - 2017	28,982.14
75 Balsam - 2018	29,851.60
75 Balsam - 2019	30,747.15
75 Balsam - 2020	31,669.57
75 Balsam - 2021	32,619.66
75 Balsam - 2022	33,598.25
75 Balsam - 2023	34,606.19
	<b>405,421.08</b>
<b>Expenses</b>	
Tragically Hip Concert Approved By Council July 8th	(22,151.79)
The Hamilton Naturalists' Club	(500.00)
Harrrp	(750.00)
Blooms of Africa	(1,000.00)
Delight Festival	(1,000.00)
Empower Strategy Group	(1,000.00)
Keith Neighbourhood Hub Planning Team	(1,000.00)
Club 30	(1,500.00)
Prince of Wales Elementary School	(1,500.00)
Crown Point Garden Club	(200.00)
The Bridge	(1,000.00)
Afro Canadian Caribbean Association	(1,000.00)
Harrrp Sewing Group	(1,000.00)
Community Mural Project	(1,000.00)
Gala Planning Team	(1,000.00)
Gala Planning Team	(1,000.00)
Phoenix Aikido Mat Project	(1,000.00)
Centre Francais Hamilton Inc.	(1,500.00)
Hamilton Ironmen Football	(1,500.00)
Ottawa Street BIA	(350.00)
First Place Representatives Organization	(717.00)
Crown Point Youth Soccer	(1,000.00)
Hamilton Youth Poets	(1,000.00)
Branches Of Native Development	(1,500.00)
Community Mural Project	1,000.00
Mount Hamilton Horticultural Society	(500.00)
The Factory Media Centre	(700.00)
Scott Park Baseball Association	(1,000.00)
Eva Rothwell Resource Centre	(1,000.00)
The Germania Club of Hamilton	(1,500.00)
Roselawn Lawn Bowling Club	(2,500.00)
Cathedral High School	(2,601.90)
Lucy Day Mural	(1,000.00)
2017 Festival of Friends	(3,421.02)
Kiwanis Club of Hamilton Inc.	(1,000.00)
St Brigid Catholic Elementary School	(1,500.00)
Friends of St John Place Tenants' Assoc.	(700.00)
Compass Point Bible Church	(1,000.00)

**CITY OF HAMILTON**  
**Ward Specific Non-Property Tax Revenue**  
**As of December 31, 2023**

<b>Ward 3 Non-Property Tax Revenue</b>	
North Central Community Association	(710.00)
St Matthew's House	(1,000.00)
Students In Response To The TRC	(2,500.00)
McMaster Indigenous Student	(5,000.00)
Neighbour To Neighbour Centre	(140.00)
Community Corn	(350.00)
Pumpkin Prowl	(1,000.00)
Winter Solstice Fest	(1,000.00)
Gage Park Wifi	(22,544.22)
McMaster Indigenous Student Services	(1,000.00)
Hamilton Aerial Group	(1,000.00)
Hamilton Jewish News C/O	(1,000.00)
Green Venture	(1,000.00)
Brock University	(1,500.00)
Rotary Club of Hamilton	(1,500.00)
Cl Green-Cg Kindess Awards 18	(1,000.00)
Clr Green-C.G. Trans Job Fair	(1,000.00)
Club 30	(1,000.00)
Micah House Refugee Reception Services	(1,000.00)
Eva Rothwell Resource Centre	(1,500.00)
L'Arche Hamilton	(2,500.00)
The Black History Committee	(1,500.00)
Haunted Attraction at Gage Park (2017)	(1,244.40)
Community Grant - Lucy Day Lottridge Alley Mural Project	(1,000.00)
Erich's Cupboard	(1,000.00)
Hamilton Black History Committee	(500.00)
Hamilton Hurricanes Football Club	(1,000.00)
Sexual Assault Centre	(1,000.00)
Eagleworldwide Community Enrichment	(1,500.00)
First Place Representatives Organization	(1,500.00)
Gursikh Sangat Hamilton	(2,000.00)
Cg Peace In Civil Society	(1,500.00)
Cg Jewish Federation 18	(1,000.00)
Clr Green-Freedom Arts Festiva	(1,000.00)
Clr Green-Strawberry Thunder	(1,000.00)
Councillor Green-Germania Club	(1,000.00)
Senior Art Program Motion 7.8	(1,000.00)
Clr Green-Day For Elimination	(1,500.00)
Clr Green-Peace4 Hamilton	(1,000.00)
Clr Green-Grant Macafricans	(1,500.00)
St. Patrick Ces (Fap)	(1,000.00)
Gage Park Softball Association	(1,000.00)
Luso Support Centre	(1,000.00)
The Hamilton Dialogues	(1,000.00)
Crown Point Youth Soccer	(1,000.00)
Harrpp	(1,000.00)
Branches of Native Development	(1,500.00)
Recovery Awareness Day Hamilton	(1,000.00)
Ottawa Street BIA	(1,000.00)
Hamilton Acorn	(1,500.00)
Clr Green-Grant-Pride Hamilton	(1,500.00)
Varsity Ticats	(1,500.00)



**CITY OF HAMILTON**  
**Ward Specific Non-Property Tax Revenue**  
**As of December 31, 2023**

<b>Ward 3 Non-Property Tax Revenue</b>	
Queens Connected	(300.00)
Acca Pride In Place	(500.00)
Pumpkin Prowl	(500.00)
Speqtrum Hamilton	(500.00)
Cdn Polish Congress	(1,000.00)
African Youth Governance	(1,700.00)
Hamilton Filipino Community Centre	(1,500.00)
Pride Hamilton	(3,000.00)
Kiwansis Club- Play Day	(1,500.00)
Eva Rothwell Resource Centre	(1,500.00)
Model City Hall Hamilton	(1,350.00)
Beautiful Alleys	(3,000.00)
Gala Planning Team	(2,000.00)
Real Estate Admin Fees	(4,295.00)
Let's Get Growing Seed Share Program	(995.00)
Barton Village BIA - Stelco Strike Anniversary	(1,500.00)
Gala Planning Team - Powell Park Garden	(675.00)
Complete Street Enhancement	(100,000.00)
Stirton Tot Lot	(15,000.00)
Environment Hamilton	(1,985.00)
Legal Street Art Wall At Woodlands Park	(5,000.00)
Roots To Justice	(5,000.00)
Ywca Hamilton	(3,000.00)
Art Gallery Of Hamilton - Breaking Through The Vault	(5,000.00)
Social Planning And Research Council of Hamilton	(6,000.00)
Hamilton Festival Theatre - Frost Bites Festival	(2,000.00)
Helping Hand Street Mission - Coldest Night of The Year Fundraiser	(500.00)
Gala Planning Committee - Birch Ave Greenspace	(1,000.00)
Beautiful Alleys	(250.00)
Keith Neighbourhood Health Equity Initiative	(25,000.00)
Celebrating Francophone Resilience & Culture In Ward 3	(2,000.00)
541 Eatery & Exchange Contribution	(15,000.00)
Helping Hands Street Mission	(2,500.00)
Ottawa Street Pride Committee Public Art	(1,500.00)
	<b>(365,130.33)</b>
<b>Total Available</b>	<b>40,290.75</b>

CITY OF HAMILTON  
Ward Specific Non-Property Tax Revenue  
As of December 31, 2023

Ward 10 Non-Property Tax Revenue	
3301609610 - Ward 10 Revenue Projects	Amount (\$)
<b>Revenue</b>	
415 Arvin Ave Transfer to Ward Specific Revenue Project	46,219.67
415 Arvin Ave - 2017	39,065.00
415 Arvin Ave - 2018	40,236.94
415 Arvin Ave - 2019	41,444.05
415 Arvin Ave - 2020	42,687.37
415 Arvin Ave - 2021	42,687.37
415 Arvin Ave - 2022	43,967.99
Sherwood Park (Hwy #8 & Fruitland) Rent - 2022	29,000.00
415 Arvin Ave - 2023	46,645.64
Sherwood Park (Hwy #8 & Fruitland) Rent - 2023	29,870.00
	<b>401,824.03</b>
<b>Expenses</b>	
Parks Project Manager	(1,450.12)
Edgelake Tennis Park	(54,151.66)
Seniors Outreach Services	(10,000.00)
14-24 Sherwood Park Road	(7,700.00)
Real Estate Admin Fees	(3,847.00)
Water Service Installation for a Community Garden Located at 200 Jones	(6,813.86)
	<b>(83,962.64)</b>
<b>Total Available</b>	<b>317,861.39</b>

CITY OF HAMILTON  
Ward Specific Non-Property Tax Revenue  
As of December 31, 2023

Ward 11 Non-Property Tax Revenue	
3301609611 - Ward 11 Revenue Projects	Amount (\$)
<b>Revenue</b>	
3262 Binbrook Rd (May 01 - September 30, 2021)	12,156.16
3262 Binbrook Rd (October 01, 2021 - September 30, 2022)	29,870.00
3262 Binbrook Rd (October 01, 2022 - September 30, 2023)	30,766.10
3262 Binbrook Rd (October 01, 2023 - September 30, 2024)	31,689.08
	<b>104,481.34</b>
<b>Expenses</b>	
3262 Binbrook Rd (Real Estate & Legal Fees) - <i>New, Renewal, Extension, etc.</i>	(7,700.00)
	<b>(7,700.00)</b>
<b>Total Available</b>	<b>96,781.34</b>

CITY OF HAMILTON  
Ward Specific Non-Property Tax Revenue  
As of December 31, 2023

Ward 12 Non-Property Tax Revenue	
3301609612 - Ward 12 Revenue Projects	Amount (\$)
<b>Revenue</b>	
Transfer 385 Jerseyville to Ward Specific Revenue Project	129,235.87
385 Jerseyville - Monthly Payment 2016	9,626.19
385 Jerseyville - Monthly Payment 2017	26,965.29
385 Jerseyville - Monthly Payment 2018	32,727.53
385 Jerseyville - Monthly Payment 2019	28,330.39
385 Jerseyville - Monthly Payment 2020	31,678.55
385 Jerseyville - Monthly Payment 2021	32,470.55
385 Jerseyville - Monthly Payment 2022	33,282.37
385 Jerseyville - Monthly Payment 2023	34,114.44
<b>Total Available</b>	<b>358,431.18</b>

CITY OF HAMILTON  
Ward Specific Non-Property Tax Revenue  
As of December 31, 2023

<b>Ward 13 Non-Property Tax Revenue</b>	
<b>3301609613 - Ward 13 Revenue Projects</b>	<b>Amount (\$)</b>
<b>Revenue</b>	
Miscellaneous Revenues	21,778.43
70 Olympic Monthly Funding - 2016	10,073.42
Dundas Water Tower Funding - 2016	9,198.32
Transfer Dundas Water Tower and 70 Olympic Revenue to Ward Specific Revenue Project	7,778.73
70 Olympic Monthly Funding - 2017	62,973.42
Dundas Water Tower Funding - 2017	44,520.24
Knowles Trust	5,086.99
Dundas Water Tower Funding - 2018	29,275.88
70 Olympic Monthly Funding - 2018	39,258.69
Dundas Water Tower Funding - 2019	30,154.11
70 Olympic Monthly Funding - 2019	40,436.40
Dundas Water Tower Funding - 2020	31,058.73
70 Olympic Monthly Funding - 2020	42,812.82
Dundas Water Tower Funding - 2021	31,990.49
70 Olympic Monthly Funding - 2021	43,506.94
Dundas Water Tower Funding- 2022	32,950.26
70 Olympic Monthly Funding - 2022	44,812.15
To close project 4401556510 - Dundas Valley Highschool Soccer	162,283.79
Dundas Water Tower Funding- 2023	33,938.77
70 Olympic Monthly Funding - 2023	46,156.52
	<b>770,045.10</b>
<b>Expenses</b>	
Real Estate Fee	(9,054.00)
Heritage Courtyard Project	(20,566.00)
East Rock Garden Project	(5,089.99)
Return to Dundas Reserve	(26,554.07)
Real Estate Fee	(4,527.00)
Dundas Driving Park- Lawn Bowling	(25,000.00)
Memorial Stone Installation	(1,480.61)
Electric Charging Stations - PED18250(b)	(16,000.00)
Bullock's Corners Park Tennis Courts (4242209131)	(150,000.00)
Grant to Hamilton Jewish Family Services	(7,500.00)
Real Estate Fee - 70 Olympic	(5,248.00)
	(271,019.67)
<b>Total Available</b>	<b>499,025.43</b>

CITY OF HAMILTON  
Ward Specific Non-Property Tax Revenue  
As of December 31, 2023

<b>Ward 15 Non-Property Tax Revenue</b>	
<b>3301609615 - Ward 15 Revenue Projects</b>	<b>Amount (\$)</b>
<b>Revenue</b>	
115 Cole Revenue Transfer to Ward Specific Revenue Project	80,140.63
115 Cole Revenue - 2016	26,922.27
115 Cole Revenue - 2017	27,595.33
115 Cole Revenue - 2018	28,423.19
115 Cole Revenue - 2019	29,284.86
115 Cole Revenue - 2020	30,163.34
115 Cole Revenue - 2021	31,058.80
115 Cole Revenue - 2022	31,990.56
115 Cole Revenue - 2023	32,950.27
	<b>318,529.25</b>
<b>Expenses</b>	
Asphalt Works - 2023 Parks - C	(1,800.02)
Mcmeekin-Grant	(10,000.00)
	<b>(11,800.02)</b>
<b>Total Available</b>	<b>306,729.23</b>

CITY OF HAMILTON  
Ward Council Priority Minor Maintenance  
As of December 31, 2023

**Ward 1 Council Priority Minor Maintenance (Proj. ID. 4031911601, 4032311601 & 4032111101)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 1	782,550.01			
Staffing Costs		21,386.00		
2021 Sidewalk Repairs		99,725.00		
Miscellaneous Charges - Legal, Print, etc.		1,640.46		
Morden - Locke to Pearl			135,000.00	
<b>Balance</b>	<b>782,550.01</b>	<b>122,751.46</b>	<b>135,000.00</b>	<b>524,798.55</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 1	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	<b>360,000.00</b>	<b>170.95</b>	<b>-</b>	<b>359,829.05</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 1 CCBF	2,000,000.00			
Morden St - Locke St N to Pearl St N		419,493.22	68,635.13	
Miscellaneous Charges - Legal, Print, etc.		134.39		
C15-69-22 H - Kent Street Area & Breadalbane Street Area - Road Resurfacing		1,389,061.49	14,965.95	
Sidewalk Repairs			104,400.00	
<b>Balance</b>	<b>2,000,000.00</b>	<b>1,808,689.10</b>	<b>188,001.08</b>	<b>3,309.82</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 887,937.42**

**Ward 2 Council Priority Minor Maintenance (Proj. ID. 4031911602, 4032311602 & 4032111102)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 2	1,429,251.64			
Staffing Costs		21,386.00		
Speed Cushions Ward 2		37,817.41		
Sidewalk Repairs		407,040.80	362,000.00	
Miscellaneous Charges - Legal, Print, etc.		2,404.98		
Durand Neighbourhood		504,884.98	92,867.00	
<b>Balance</b>	<b>1,429,251.64</b>	<b>973,534.17</b>	<b>454,867.00</b>	<b>850.47</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 2	360,000.00			
Staffing Costs		-		
Sidewalk Repairs			288,000.00	
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	<b>360,000.00</b>	<b>170.95</b>	<b>288,000.00</b>	<b>71,829.05</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 2 CCBF	2,000,000.00			
Corktown Neighbourhood		151,120.18	1,721,171.48	
<b>Balance</b>	<b>2,000,000.00</b>	<b>151,120.18</b>	<b>1,721,171.48</b>	<b>127,708.34</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 200,387.86**

CITY OF HAMILTON  
Ward Council Priority Minor Maintenance  
As of December 31, 2023

**Ward 3 Council Priority Minor Maintenance (Proj. ID. 4031911603, 4032311603 & 4032111103)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 3	1,325,790.28			
Staffing Costs		21,386.00		
2021 Concrete Repairs		76,320.15		
2022 Concrete Repairs		48,265.87	26,481.47	
2023 Concrete Repairs		77,426.83		
Review of Roadways			350,000.00	
Miscellaneous Charges - Legal, Print, etc.		1,637.88		
<b>Balance</b>	<b>1,325,790.28</b>	<b>225,036.73</b>	<b>376,481.47</b>	<b>724,272.08</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 3	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	<b>360,000.00</b>	<b>170.95</b>	<b>-</b>	<b>359,829.05</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 3 CCBF	2,482,000.00			
Barton St Boulevards and Depaving		35,579.22	21,887.62	
Sherman Ave 2-way conversion		73,820.24	2,310,429.65	
<b>Balance</b>	<b>2,482,000.00</b>	<b>109,399.46</b>	<b>2,332,317.27</b>	<b>40,283.27</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 1,124,384.40**

**Ward 4 Council Priority Minor Maintenance (Proj. ID. 4031911604, 4032311604 & 4032111104)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 4	1,152,959.70			
Staffing Costs		21,386.00		
2021 Concrete Repairs		838,650.69	13,207.72	
Miscellaneous Charges - Legal, Print, etc.		903.52		
Sidewalk Replacement		117,413.50	132,617.47	
<b>Balance</b>	<b>1,152,959.70</b>	<b>978,353.71</b>	<b>145,825.19</b>	<b>28,780.80</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 4	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	<b>360,000.00</b>	<b>170.95</b>	<b>-</b>	<b>359,829.05</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 4 CCBF	2,000,000.00			
C15-38-22 (M) Concrete Repairs Ward 4		274,753.00		
Fairfield Avenue		565,385.39	321,707.72	
<b>Balance</b>	<b>2,000,000.00</b>	<b>840,138.39</b>	<b>321,707.72</b>	<b>838,153.89</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 1,226,763.74**



CITY OF HAMILTON  
Ward Council Priority Minor Maintenance  
As of December 31, 2023

**Ward 5 Council Priority Minor Maintenance (Proj. ID. 4031911605, 4032311605 & 4032111105)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 5	1,043,522.93			
Staffing Costs		21,386.00		
Mountain Rd Ditch		88,946.69		
Sidewalks - Valley Dr, Felker Cres and Faircourt Dr		68,179.33		
First St N - south end to Galbraith Dr (C15-44-21)		255,393.08		
Miscellaneous Charges - Legal, Print, etc.		2,923.22		
Mountable Curb		6,293.87	1,315.00	
Traffic Calming Mountain Ave		2,590.00	11,410.00	
Speed Cushion Owen Place			7,000.00	
Pedestrian Pathway in Green Acres Park		247,005.38		
<b>Balance</b>	<b>1,043,522.93</b>	<b>692,717.57</b>	<b>19,725.00</b>	<b>331,080.36</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 5	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	<b>360,000.00</b>	<b>170.95</b>	<b>-</b>	<b>359,829.05</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 5 CCBF	2,000,000.00			
Avalon Ave/Brandow Crt/Charles St/Randall Ave		45,792.09	42,330.00	
Battlefield Neighbourhood		882,490.70	360,933.02	
<b>Balance</b>	<b>2,000,000.00</b>	<b>928,282.79</b>	<b>403,263.02</b>	<b>668,454.19</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 1,359,363.60**

**CITY OF HAMILTON**  
**Ward Council Priority Minor Maintenance**  
**As of December 31, 2023**

**Ward 6 Council Priority Minor Maintenance (Proj. ID. 4031911606, 4032311606 & 4032111106)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 6 - 4031911606	1,431,013.26			
Staffing Costs		21,386.00		
Royal Vista Reconstruction - \$71k from Developer received & \$64k from		115,580.55		
C15-50-20 - New Sidewalk - Rymal - Eva to Upper Sherman		85,279.53		
C15-03-20 - Trenholme Cres, Solomon Cres & Jamie Ann St - Road Resurfacing		86,315.65		
Pedestrian Signal at Moxley and Mohawk		140,874.67		
2020 CONCRETE REPAIRS		101,760.20		
Transfer from Winter Maintenance to reduce deficit		8,135.30		
Miscellaneous Charges - Legal, Print, etc.		1,637.32		
Algonquin & Rowena - shave and pave		89,734.92		
2021 Mountable Curb		124,979.10		
Speed Cushions - Birchview, Gatineau, Rideau, Larch, Princeton and Moxley		46,182.75		
Speed Cushions - Mount Pleasant		16,270.60		
Speed Cushions - Beacon		8,135.30		
Speed Cushion - Moxley		4,067.65		
Speed Cushion - 99 Robson		4,067.65		
Speed Cushions - Rapallo & East 45th		31,674.37		
Speed Cushions - Broker		24,405.90		
Speed Cushions - Organ Crescent		16,270.60		
Speed Cushions - Eaglewood		8,135.30		
New stop controls on Rosewell Street at Rexford Drive				
Speed Cushions - Fernwood Crescent		3,123.48		
Speed Cushion - Dulgaren				
Speed Cushions - Presidio		6,305.48		
Speed Cushions - East 44th		12,321.96		
Speed Cushions - Upper Kenilworth		5,727.48		
2022 Mountable Curbs		112,156.09		
Speed Cushions - Princeton		12,610.96		
2023 Mountable Curbs		60,168.48	20,872.29	
Road Resurfacing Quester Crt		91,584.18		
Road Resurfacing Beaverbrook		53,422.99	501.09	
Speed Cushions - Arno St.		3,494.00	3,506.00	
<b>Balance</b>	<b>1,431,013.26</b>	<b>1,295,808.46</b>	<b>24,879.38</b>	<b>110,325.42</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 6 - 4032311606	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	<b>360,000.00</b>	<b>170.95</b>	<b>-</b>	<b>359,829.05</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 6 CCBF	2,000,000.00			
C15-44-22(H) - Carson, Landron & East 43rd Road Resurfacing		975,923.60	295,948.36	
<b>Balance</b>	<b>2,000,000.00</b>	<b>975,923.60</b>	<b>295,948.36</b>	<b>728,128.04</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 1,198,282.51**

CITY OF HAMILTON  
Ward Council Priority Minor Maintenance  
As of December 31, 2023

**Ward 7 Council Priority Minor Maintenance (Proj. ID. 4031911607, 4032311607 & 4032111107)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 7	1,700,288.90			
Staffing Costs		21,386.00		
2021 Concrete Repairs		83,443.36		
Miscellaneous Charges - Legal, Print, etc.		1,646.61		
Thorner Park Pathways (4242209709	- 150,000.00			
Speed Cushion - Berko Avenue (4 speed cushions)			28,000.00	
Speed Cushions - Jeremiah Court (2 speed cushions)			14,000.00	
2022 Mountable Curbs		101,947.34		
Speed Cushions - Folkstone & Lawnhurst		10,928.00	10,072.00	
Speed Cushions - East 31st St and Queensdale			7,000.00	
2023 Mountable Curbs		65,867.31	8,272.03	
Speed Cushion - East 13th		3,152.74		
Speen Cushion - Byng, Massena & Acadia		15,185.70		
General inspections, testing, reporting		4,033.11		
Asphalt Works - Elmar Park		111,008.05		
<b>Balance</b>	1,550,288.90	418,598.22	67,344.03	1,064,346.65

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 7	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	360,000.00	170.95	-	359,829.05

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 7 CCBF	2,000,000.00			
Upper Wentworth - Mohawk to 130m North of Fennell		757,791.52	70,000.00	
Upper Wentworth - Mohawk to LINC			1,148,607.34	
<b>Balance</b>	2,000,000.00	757,791.52	1,218,607.34	23,601.14

**Total Uncommitted Balance as of December 31, 2023**

**\$ 1,447,776.84**

**CITY OF HAMILTON**  
**Ward Council Priority Minor Maintenance**  
**As of December 31, 2023**

**Ward 8 Council Priority Minor Maintenance (Proj ID. 4031911608, 4032311608 & 4032111108)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 8	1,709,206.24			
Staffing Costs		21,386.00		
2021 Mountable Curb		378,247.26		
Gourley Park Spray Pad (4402256203)	- 245,000.00			
2022 Sidewalk Replacement		229,855.48		
Rolston Dr - Lynbrook/Miami to Mountbatten - Road Rehabilitation		187,342.54	116,176.21	
Miscellaneous Charges - Legal, Print, etc.		4,471.93		
2023 Sidewalk Replacement - Garth St.			50,000.00	
Mountable Curbs		17,252.66	13,045.77	
General inspections, testing, reporting: Parks Pathways		2,281.21		
Asphalt Works - Kennedy East Park - Ward 8 Motion funded		50,030.90		
<b>Balance</b>	<b>1,464,206.24</b>	<b>890,867.98</b>	<b>179,221.98</b>	<b>394,116.28</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 8	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	<b>360,000.00</b>	<b>170.95</b>	<b>-</b>	<b>359,829.05</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 8 CCBF	2,000,000.00			
Complete Streets			600,000.00	
Burwood to Mountbatten, Mountbatten to Elkwood & tyrone			1,365,000.00	
<b>Balance</b>	<b>2,000,000.00</b>	<b>-</b>	<b>1,965,000.00</b>	<b>35,000.00</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 788,945.33**

CITY OF HAMILTON  
Ward Council Priority Minor Maintenance  
As of December 31, 2023

**Ward 9 Council Priority Minor Maintenance (Proj. ID. 4031911609, 4032311609 & 4032111109)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 9	1,985,798.65			
Staffing Costs		21,386.00		
2021 Sidewalk Repairs - C15-45-21 (M)		829,506.02	6,031.88	
C15-03-21 -Floral Islands - Mud @ Isaac Brock & Mud @ Paramount		120,918.93		
Speed Cushions - Bellagio, Gatestone, Keystone and Showcase		38,008.33		
Miscellaneous Charges - Legal, Print, etc.		1,640.46		
Speed Cushions - Pinehill Dr -Trinity Church & Fletcher (7 speed cushions)		25,817.77	21,397.43	
Ground Water Review - Foxtrot Foxmeadow Drive Preliminary Drainage Study		61,340.16	39,720.86	
2022 Sidewalk Repairs (including inspections)		542,503.82	19,985.00	
Traffic Island Conversion		186,303.90		
Road Repairs - First Road W.			68,000.00	
<b>Balance</b>	<b>1,985,798.65</b>	<b>1,827,425.39</b>	<b>155,135.17</b>	<b>3,238.09</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 9	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
Road Repairs - First Road W.			232,000.00	
Speed Cushions - Hannon Cres.			14,000.00	
<b>Balance</b>	<b>360,000.00</b>	<b>170.95</b>	<b>246,000.00</b>	<b>113,829.05</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 9 CCBF	2,000,000.00			
C15-62-22(HS) - Highland Rd W & Gatestone Dr Road Resurfacing		879,716.82	320,585.31	
<b>Balance</b>	<b>2,000,000.00</b>	<b>879,716.82</b>	<b>320,585.31</b>	<b>799,697.87</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 916,765.01**

CITY OF HAMILTON  
Ward Council Priority Minor Maintenance  
As of December 31, 2023

**Ward 10 Council Priority Minor Maintenance (Proj. ID. 4031911610, 4032311610 & 4032111110)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 10	1,045,129.68			
Staffing Costs		21,386.00		
2021 Sidewalk Repairs		50,880.10		
2022 Sidewalk Repairs		39,686.48		
Transfer to 2016 project		- 11,465.74		
Miscellaneous Charges - Legal, Print, etc.		1,640.46		
Park Pathways at Ferris Park, Simone Hall Mural & Corman				
Park Basketball Courts	- 510,000.00			
Fruitland Road Re-surfacing			130,000.00	
<b>Balance</b>	535,129.68	102,127.30	130,000.00	303,002.38

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 10	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	360,000.00	170.95	-	359,829.05

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 10 CCBF	2,000,000.00			
Maple Drive, Spartan Ave - Road Re-surfacing		1,183,177.81	326,914.57	
Fruitland Rd - Re-surfacing			460,000.00	
<b>Balance</b>	2,000,000.00	1,183,177.81	786,914.57	29,907.62

**Total Uncommitted Balance as of December 31, 2023**

**\$ 692,739.05**

**Ward 11 Council Priority Minor Maintenance (Proj. ID. 4031911611, 4032311611 & 4032111111)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 11	1,629,744.04			
Staffing Costs		21,386.00		
Speed Cushion Tanglewood, In front of #117		3,647.65		
Fencing Improvements at Fairgrounds Community Park		237,777.20	71,138.86	
Miscellaneous Charges - Legal, Print, etc.		2,990.51		
<b>Balance</b>	1,629,744.04	265,801.36	71,138.86	1,292,803.82

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 11	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	360,000.00	170.95	-	359,829.05

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 11 CCBF	2,000,000.00			
Ward 11 Roads - Culverts		164,274.22	38,567.32	
Installation of New/Existing Sidewalk - Homestead Drive -				
Ward 11 CCBF		254,871.31		
Homestead Drive Streetlighting Upgrades		126,304.94	25,023.32	
Leeming Rd Works		96,208.39	5,455.78	
2023 Surface Treatment		569,186.10	139,160.51	
<b>Balance</b>	2,000,000.00	1,210,844.96	208,206.93	580,948.11

**Total Uncommitted Balance as of December 31, 2023**

**\$ 2,233,580.98**

CITY OF HAMILTON  
Ward Council Priority Minor Maintenance  
As of December 31, 2023

**Ward 12 Council Priority Minor Maintenance (Proj. ID. 4031911612, 4032311612 & 4032111112)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 12	1,938,902.96			
Staffing Costs		21,386.00		
Ancaster Heights		977,992.44	360,224.63	
Miscellaneous Charges - Legal, Print, etc.		1,850.14		
2023 Speed Cushions		15,262.32	13,132.00	
<b>Balance</b>	<b>1,938,902.96</b>	<b>1,016,490.90</b>	<b>373,356.63</b>	<b>549,055.43</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 12	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	<b>360,000.00</b>	<b>170.95</b>	<b>-</b>	<b>359,829.05</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 12 CCBF	2,000,000.00			
Terrence Park Dr, Crestview Ave, Academy St, Golfdale Pl & Church St		738,898.28	301,077.83	
Miscellaneous Charges - Legal, Print, etc.		239.54		
New Sidewalk - Queen St, Ancaster		30,528.06		
Sulphur Springs & Queen		6,131.77	26,071.84	
<b>Balance</b>	<b>2,000,000.00</b>	<b>775,797.65</b>	<b>327,149.67</b>	<b>897,052.68</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 1,805,937.16**

**Ward 13 Council Priority Minor Maintenance (Proj. ID. 4032311613 & 4032111113)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 13	1,567,193.11			
Staffing Costs		21,386.00		
Alma - Shave and Pave		50,880.10		
Park Pathway Loop - Centennial Heights		4,070.41	171,000.00	
Road Resurfacing - Ward 13 - Carey St & Freelon Rd		118,451.60		
Carey - South end of Street to Concession 5W - trsf to CCBF		- 112,304.63		
Kirby Ave and Hunts St		95,445.14	68,054.51	
King - Bond St to Brock St - resurfacing (4032119111)	- 39,600.00			
Miscellaneous Charges - Legal, Print, etc.		1,637.88		
General inspections, testing, reporting		3,558.05		
<b>Balance</b>	<b>1,527,593.11</b>	<b>183,124.55</b>	<b>239,054.51</b>	<b>1,105,414.05</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 13	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	<b>360,000.00</b>	<b>170.95</b>	<b>-</b>	<b>359,829.05</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 13 CCBF	2,000,000.00			
Road & Sidewalks - Osler – South St to Grant and East St N – Hunter to York		354,612.78	94,770.15	
Geotec Investig'n for East St N		41,678.44	7,912.50	
Carey - South end of Street to Concession 5W - trsf from MM		112,304.63		
Miscellaneous Charges - Legal, Print, etc.		539.23		
East St N - Road Reconstruction		930,281.15	283,990.41	
<b>Balance</b>	<b>2,000,000.00</b>	<b>1,439,416.23</b>	<b>386,673.06</b>	<b>173,910.71</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 1,639,153.81**

CITY OF HAMILTON  
Ward Council Priority Minor Maintenance  
As of December 31, 2023

**Ward 14 Council Priority Minor Maintenance (Proj. ID. 4032311614 & 4032111114)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 14 - 4031911614	1,567,871.09			
Staffing Costs		21,386.00		
2021 Mountable Curb Program		22,236.01		
2022 Mountable Curb Program		54,950.51		
2023 Mountable Curb Program		53,312.85	2,609.33	
Miscellaneous Charges - Legal, Print, etc.		1,649.42		
Sidewalk Repairs & Mountable Curbs			237,000.00	
<b>Balance</b>	<b>1,567,871.09</b>	<b>153,534.79</b>	<b>239,609.33</b>	<b>1,174,726.97</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 5 - 4032311614	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	<b>360,000.00</b>	<b>170.95</b>	<b>-</b>	<b>359,829.05</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 14 CCBF	2,000,000.00			
C15-58-22(H) Falkirk Neighbourhood		1,131,108.55	471,994.56	
Shave & Pave & Sidewalk Program			381,000.00	
<b>Balance</b>	<b>2,000,000.00</b>	<b>1,131,108.55</b>	<b>852,994.56</b>	<b>15,896.89</b>

**Total Uncommitted Balance as of December 31, 2023**

**\$ 1,550,452.91**

**Ward 15 Council Priority Minor Maintenance (Proj. ID. 4032311615 & 4032111115)**

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 15 - 4031911615	1,234,879.35			
Staffing Costs		21,386.00		
Parkside Drive - C15-15-20		379,934.97		
Miscellaneous Charges - Legal, Print, etc.		1,640.46		
<b>Balance</b>	<b>1,234,879.35</b>	<b>402,961.43</b>	<b>-</b>	<b>831,917.92</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 5 - 4032311615	360,000.00			
Miscellaneous Charges - Legal, Print, etc.		170.95		
<b>Balance</b>	<b>360,000.00</b>	<b>170.95</b>	<b>-</b>	<b>359,829.05</b>

Description	Funding	Expenses	Committed	YE Balance
CP Minor Maintenance Ward 15 CCBF	2,000,000.00			
C15-60-22(H) Hamilton St - Dundas St to Silver Crt, Howard Blvd & Thomson Dr		713,412.19	380,345.61	
Miscellaneous Charges - Legal, Print, etc.		259.03		
<b>Balance</b>	<b>2,000,000.00</b>	<b>713,671.22</b>	<b>380,345.61</b>	<b>905,983.17</b>



**Total Uncommitted Balance as of December 31, 2023**

**\$ 2,097,730.14**





## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	November 7, 2024
<b>SUBJECT/REPORT NO:</b>	Grightmire Arena Lessons Learned Audit (AUD22004) – Management Responses Status Report (PW23007(c)/FCS23011(c)) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Shaba Shringi (905) 546-2424 Ext. 3142 Tina Iacoe (905) 546-2424 Ext. 2796
<b>SUBMITTED BY:</b>	Indra Maharjan Director of Corporate Facilities & Energy Management Public Works
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Mike Zegarac General Manager, Finance and Corporate Services Corporate Services
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

The Recommendations (Open Session) issued as part of the J.L. Grightmire Arena Lessons Learned Audit (AUD22004) presented at the Audit, Finance and Administration Committee on April 7, 2022, included the following:

- (c) That the General Manager of Public Works and the General Manager of Finance and Corporate Services be directed to implement the Management Responses (attached as Confidential Appendices “A” and “C” to Report AUD22004) and report back to the Audit, Finance and Administration Committee on a quarterly basis on the nature and status of actions taken in response to the audit report.

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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: Grightmire Arena Lessons Learned Audit (AUD22004) – Management Responses Status Report (PW23007(c)/FCS23011(c)) (City Wide) - Page 2 of 2**

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## **INFORMATION**





This Information Report is to provide an update on the progress made by the Corporate Facilities & Energy Management Division and the Procurement Division. All previous updates included in Appendix “A” to Report PW23007(c)/FCS23011(c) include updates on completed action items from Finance & Corporate Services Department (Procurement, Legal Services and Risk Management Services Divisions) in response to the audit recommendations, as directed.

An implementation plan for the 15 audit recommendations has been developed and work is underway in completing the action items. To date, staff have completed 14 of the 15 recommendations, and the one remaining action item is in progress. Updates from the respective Divisions are detailed in Appendix “A” to Report PW23007(c)/FCS23011(c).

A subsequent report will be provided to the Audit, Finance and Administration Committee in the Spring of 2025 and semi-annually going forward (as required), to present ongoing status updates on the recommendations from the Grightmire Arena Lessons Learned Audit (AUD22004).





## **APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report PW23007(c)/FCS23011(c) – Grightmire Arena Lessons Learned – Management Responses Update

**Completion Status Legend:**  
 Ongoing/ On Target  
 Progressing but delayed  
 Complete  
 Incomplete





**Grightmire Arena Lessons Learned Audit (AUD22004)  
Management Responses Status Report as of September 2024**

Recom. No.	Responsible Division	Audit AUD22004 Recommendation	Management Response (AUD22004)	Recommendation Action Plan	Expected Completion Date	Completion Status	Status Update	
							Q4 2024 PW23007(c)/FCS23011©	Q2 2024 PW23007(b)/FCS23011(b) Q3 2023 PW23007(a)-FCS23011(a) Q4 2022 (PW23007-FCS23011)
<b>Corporate Facilities &amp; Energy Management (CFEM) Division</b>								
1	Corporate Facilities and Energy Management Division	We recommend that management develop a risk assessment framework and process, and that formal evaluation of risk be conducted as part of the project planning for each capital project. This would inform and identify the project management approach to be taken, resources that should be allocated, as well as the issues and mitigations that need to be tracked and reviewed on an ongoing basis.	A risk assessment framework and process are planned for development as part of the continued implementation of the Quality Management System (QMS) in Public Works in 2022. The PW QMS team has developed and implemented project management documents (including a PM manual, project charter template, project transition checklist and closing report template) working with a cross-divisional team across the City.  Energy, Fleet and Facilities Management Division (EFFM) has further developed project initiation and close-out checklists, a project budget template and communications plan for capital projects to continually improve project management processes and mitigate risk. EFFM's 2022-2023 initiatives include further development of planning/ design and implementation/ construction phase checklists.	Risk Assessment Process	Complete	<input checked="" type="checkbox"/>	Recommendation Completed in Q3-2023.	<p><u>Q3 2023 – CFEM Update:</u> The PW QMS team developed and released a Risk Management Procedure in March 2023, which has been reviewed and is being implemented by CFEM. Risks are identified with mitigation mechanisms in the Project Charter as part of every capital project.</p> <p><u>Q4 2022 – EFFM Update:</u> EFFM has developed internal working committees for various continuous improvement initiatives. EFFM has also recently completed the recruitment for the Sr. Project Manager of the EFFM Quality Management Office, which will be in place by the end Q1 2023, following which new template documents will be prepared.</p>
3	Corporate Facilities and Energy Management Division	We recommend that contract management training be provided to project managers to ensure the City's rights under contract are protected and timely remedies can be implemented during the capital project process.	Contract management training will be provided to Project Managers involved in the planning and delivery of construction projects to ensure the City's rights are protected and timely remedies are implemented. Training will be provided once Legal and Procurement have confirmed delegated authority and available support.	Contract Management Training	Complete	<input checked="" type="checkbox"/>	Recommendation Completed in Q3-2023.	<p><u>Q3 2023 – CFEM Update:</u> CFEM staff participated in contract management training in April 2023.</p> <p><u>Q4 2022 – EFFM Update:</u> Contract Management Training is being organized by the Corporate Asset Management office on the new CCDC 2-2020 contract for all departments across Public Works. Training sessions will be scheduled in Q1-2023.</p>
4	Corporate Facilities and Energy Management Division	We recommend that management consider separating the roles of project management and contract management for capital projects in general, or alternatively with those that reach a pre-determined level of risk.	Current practices will be reviewed with Legal and Procurement to determine the changes necessary related to the roles of project and contract management in general, or when a pre-determined level of risk is reached. As defined by the Office of the City Auditor (OCA), contract management for capital projects (in comparison to contract administration), is strictly concerned with contract delivery/ adherence to the contract terms (i.e., role of a contract compliance specialist). As such, EFFM will review the existing Service Level Agreement (SLA) with Legal Services with regards to the requirement to engage an experienced Legal representative knowledgeable in construction contract law to enforce contract management practices for applicable high-risk projects.  EFFM will undertake a municipal scan to explore models for construction contract management successfully implemented by other municipalities in Ontario for multidisciplinary construction projects. Understanding that the City is bound by existing Legal and Procurement policies, and have limited ability/ flexibility to change processes, EFFM relies on the subject matter experts in these support divisions/department to provide guidance on contract management practices.	Municipal Scan - Roles of Project and Contract Management	Complete	<input checked="" type="checkbox"/>	Recommendation Completed in Q2-2024.	<p><u>Q2 2024 – CFEM Update:</u> Following the municipal scan and internal discussions with Procurement and Legal Services, staff will continue to utilize the most appropriate contract type for project delivery between those currently developed and available in the City. This includes Construction Management (CM/CCDC 5B) as an alternate contract delivery models utilized by various municipalities which mitigates risk and adversity in relationships between the consultant and contractor.</p> <p><u>Q3 2023 – CFEM Update:</u> A municipal scan was completed through the CFEM Director's Office in Q3 2023. Construction Management (CM/CCDC 5B) is one of the alternate contract delivery models utilized by various municipalities which mitigates risk and adversity in relationships between the consultant and contractor. Other municipalities have also expressed success with this model. CFEM &amp; Procurement have collaborated on a CCDC 5B contract template for Facilities projects, and this has been implemented on a number of CFEM projects in 2023. All the findings will be reviewed with Procurement and Legal Services to determine if there are any opportunities to separate the project management and contract management roles. This is on track to be completed by the Q4 2023 deadline.</p> <p><u>Q4 2022 – EFFM Update:</u> EFFM is on target to complete a municipal scan and working with Legal Services will initiate this in Q2 2023 once the EFFM Quality Management Office is in place, to be completed by the end of Q4 2023.</p>

**Completion Status Legend:**  
 Ongoing/ On Target  
 Progressing but delayed  
 Complete  
 Incomplete





**Grightmire Arena Lessons Learned Audit (AUD22004)  
 Management Responses Status Report as of September 2024**

Recom. No.	Responsible Division	Audit AUD22004 Recommendation	Management Response (AUD22004)	Recommendation Action Plan	Expected Completion Date	Completion Status	Status Update	
							Q4 2024 PW23007(c)/FCS23011©	Q2 2024 PW23007(b)/FCS23011(b) Q3 2023 PW23007(a)-FCS23011(a) Q4 2022 (PW23007-FCS23011)
7	Corporate Facilities and Energy Management Division	We recommend that project management processes be improved to ensure adequate project documentation is maintained by the City, including delays and deficiencies, ensuring that contract management administrative requirements are strictly adhered to, and formal communications with the contractor are timely, effective and sufficient.	<p>Project management processes will be improved with the planned introduction of a central filing system through the Enterprise Asset Management (EAM) project for all required project documentation, including delays and deficiencies. The EAM project is the medium-term solution to ensure adequate project documentation is always maintained. Implementation is expected by 2025.</p> <p>The existing EFFM Contract Analyst position along with a new Quality Management Office within EFFM will be redefined to add duties related to quality management and project record retention. A standard operating procedure detailing project management processes will also be introduced related to ensuring contract management and contract administrative requirements are strictly followed for timely and effective contractor communications.</p>	Project Documentation - Management and Control (EAM)	Complete	<input checked="" type="checkbox"/>	Recommendation Completed in Q3-2023.	<p><b>Q3 2023 – CFEM Update:</b> CFEM has reviewed the PW Project Management SOP and will follow the record retention requirements per the SOP as well as the new EAM system (once implemented). Project files for capital projects are currently maintained following the Divisional capital project folder template in alignment with Project Management principles. Future improvements will be made to incorporate document control through EAM once it is implemented for the Division.</p> <p><b>Q4 2022 – EFFM Update:</b> EFFM continues to collaborate with the departmental Public Works Quality Management System (PWQMS) and EAM project teams in the development of project management processes. EFFM has also recently completed the recruitment for the Sr. Project Manager of the EFFM Quality Management Office, which will be in place by the end of Q1 2023. Estimated Completion: Q4 2022 for Quality Management Office (QMO) and EAM implementation by 2025</p>
8	Corporate Facilities and Energy Management Division	We recommend that special contingency procedures and guidelines be developed for enhancing the oversight and contract management practices for projects in difficulty.	<p>A standard operating procedure will be developed for the management of contingency in order to enhance the oversight and contract management practices for projects in difficulty. This procedure will define roles and responsibilities, as well as ensure updates for all projects on a routine basis through a project tracker or similar mechanism while incorporating an existing escalation protocol.</p> <p>Since 2020, EFFM has implemented an escalation protocol through bi-monthly project status updates on significant/major capital projects, which allows senior management to be notified of any project issues.</p>	Critical Project Communications SOP	Complete	<input checked="" type="checkbox"/>	Recommendation Completed in Q2-2024.	<p><b>Q2 2024 – CFEM Update:</b> CFEM staff are following the recently released Public Works standard operating procedure for Communications, which was developed in collaboration with the CFEM QMO. Additionally, as mentioned in the previous Q3 2023 update, project management staff continue to utilize the Key Projects tracker for enhanced oversight of key projects.</p> <p><b>Q3 2023 – CFEM Update:</b> The PWQMS team has developed a Level II Communications SOP in collaboration with the CFEM QMO for the Public Works department. The SOP is currently in its review phase and will be released before the end of Q4 2023. This will be adopted and implemented by CFEM project management staff.</p> <p>Additionally, for enhanced oversight of key projects - CFEM has implemented a Key Projects tracker which is updated weekly and shared with CFEM's management team, as well as the GM of PW and his Administrative Coordinator. Divisional tracking includes key project, litigation files, HR requests, as well as Councilor and media requests. Updates are shared by CFEM's Director with the GM, who escalates critical items to Council through variance reporting, etc.</p> <p><b>Q4 2022 – EFFM Update:</b> EFFM has kept senior management and Council apprised of project status updates and will continue to do so. The standard operating procedure will be developed in 2023 once the EFFM Quality Management Office is in place.</p>
9	Corporate Facilities and Energy Management Division	We recommend that Public Works implement a process to share critical capital project information such as cost estimates with Procurement to ensure the procurement team has all relevant information for a capital project.	A standard operating procedure will be developed to document the process to share critical capital project information with Procurement to ensure the Procurement team has all relevant information for a capital project e.g. cost estimates tracked in advance of tender issuance. This information could be attached as supporting documentation to the existing project budget template, RFCTA form and Project Charter submitted at the time of tender.	Share Critical Capital Project Estimates with Procurement	Complete	<input checked="" type="checkbox"/>	Recommendation Completed in Q3-2023.	<p><b>Q3 2023 – CFEM Update:</b> Including the project budget as part of the Request for Contract/Tender Approval (RFCTA) form has met this recommendation and complies with the Procurement Policy. An additional SOP is not required in addition to following the Procurement forms.</p> <p><b>Q4 2022 – EFFM Update:</b> EFFM has started including the completed project budget as part of the Request for Contract/Tender Approval (RFCTA) package. The standard operating procedure will be developed in 2023 to document the process.</p>

**Completion Status Legend:**  
 Ongoing/ On Target  
 Progressing but delayed  
 Complete  
 Incomplete





**Grightmire Arena Lessons Learned Audit (AUD22004)  
 Management Responses Status Report as of September 2024**

Recom. No.	Responsible Division	Audit AUD22004 Recommendation	Management Response (AUD22004)	Recommendation Action Plan	Expected Completion Date	Completion Status	Status Update	
							Q4 2024 PW23007(c)/FCS23011©	Q2 2024 PW23007(b)/FCS23011(b) Q3 2023 PW23007(a)-FCS23011(a) Q4 2022 (PW23007-FCS23011)
12	Corporate Facilities and Energy Management Division	We recommend that communication with Council regarding projects in difficulty be timely and forthright, and that the risk assessment process (see Recommendation 1) be utilized to bring potentially unfavorable conditions and negative community impact to Council's attention in a proactive manner.	A standard operating procedure will be developed to document the procedure for timely and forthright communication of projects in difficulty to Council. This procedure will incorporate the output of the risk assessment process to ensure that potentially unfavorable conditions and negative community impact are proactively brought to Council's attention.	Critical Project Communications SOP	Complete	<input checked="" type="checkbox"/>	Q2 2024 – CFEM Update: Complete as noted in the response for recommendation #8.	Q3 2023 – CFEM Update: Please refer to the response for recommendation #8.  Q4 2022 – EFFM Update: EFFM has continued to keep Council and senior management apprised of project updates since the completion of this audit. The standard operating procedure will be developed in 2023.
13	Corporate Facilities and Energy Management Division	We recommend that the budget for the capital projects portfolio include sufficient funding for necessary corporate services, such as legal, financial, and contract management expertise, in order to ensure that they City's interests are protected during the completion of capital projects.	Corporate Services Financial Planning, Administration and Policy staff will work with the Corporate Asset Management team and the asset owners to assess the type of costs charged to Capital Projects and assess resources needed to support Capital Projects.  Under the Asset Management framework, staff will develop a definition of the cost of a Capital Asset including a review of operating costs recovered from Capital Projects. Staff will be looking to change our approach for costs that are recovered from Capital Projects, such that, capital projects may only include costs that are directly attributable to a capital project. Therefore, we will be reviewing costs for City project management, City contract management, other City overhead, City financial services, City and external legal services, etc. It is expected that the impact of any change will be assessed, and the pros and cons of alternatives will be provided. (Operating budget, capital financing costs, i.e. transfers to capital, may be needed to offset operating budget capital cost recoveries).	Capital Projects Portfolio Funding	Complete	<input checked="" type="checkbox"/>	Recommendation Completed in Q3-2023.	Q3 2023 – FPAP Update: A revised process to allocate operating costs in the budget and actuals to CFEM capital projects was implemented in 2019 and reviewed in Q3 2023. Costs directly attributable to capital projects are charged to CFEM capital projects. When unexpected project costs arise, financing sources are sought and the Capital Projects' Budget Appropriation and Work-in-Progress Transfer Policy is followed.  In addition, Corporate Services Financial Planning, Administration and Policy (FPAP) staff are working with all assets owners to develop consistent processes to allocate all costs directly attributable to capital projects in the budget development and in the actuals as Asset Management Plans are developed.  → CFEM Supplemental Comment: CFEM's project budget template is required to be completed for all large capital projects and includes an estimate for operating fee recoveries as a percentage of the project budget. Budget overage requests associated with unplanned project issues during the closing phase (such as litigation) would follow FPAP processes for additional funding requests.  Q4 2022 – EFFM Update: EFFM is continuing to work on this item. EFFM's project budget template includes an estimate for internal fee recoveries as a percentage of the project costs. This will be reviewed along with the costs of other stakeholders mentioned in the recommendation column. As noted in the update to Recommendation #7, EFFM's QMO office will be operational by the end of Q1 2023, and meeting the expected completion target will be part of its mandate.

**Completion Status Legend:**  
 Ongoing/ On Target  
 Progressing but delayed  
 Complete  
 Incomplete

**Grightmire Arena Lessons Learned Audit (AUD22004)  
 Management Responses Status Report as of September 2024**

Recom. No.	Responsible Division	Audit AUD22004 Recommendation	Management Response (AUD22004)	Recommendation Action Plan	Expected Completion Date	Completion Status	Status Update	
							Q4 2024 PW23007(c)/FCS23011©	Q2 2024 PW23007(b)/FCS23011(b) Q3 2023 PW23007(a)-FCS23011(a) Q4 2022 (PW23007-FCS23011)
14	Corporate Facilities and Energy Management Division	We recommend that management implement and/or strengthen processes to ensure that when faced with contractor claims for cost increases or time extensions due to alleged design issues, that these alleged design flaws are rigorously and independently evaluated, commensurate with their seriousness. In particular, design flaws that potentially impact safety should be promptly addressed and accountability/ liability for actual design flaws is assured.	<p>The EFFM Capital team through its new Quality Management Office, in collaboration with Legal Services &amp; Procurement will explore means of strengthening current process that is currently governed by both (i) CCDC-2 design-bid-build contract, which defines the role of the Consultant as the contract administrator (i.e. The Consultant will provide administration of the Contract as described in the Contract Documents), &amp; (ii) the Ontario Building Code (OBC), whereby, the capital construction projects delivered by EFFM require building permits in compliance with the OBC, which include a Commitment to General Review signed by the Prime Design Consultant and/or design Engineers to complete construction documentation, field inspections, review of shop drawings &amp; testing reports, &amp; contract administration services to ensure compliance with the design.</p> <p>Additionally, CCDC-2 also includes mechanisms for conflict resolution. EFFM will review the existing Service Level Agreement (SLA) with Legal Services with regards to the requirement to engage an experienced Legal representative knowledgeable in construction contract law to enforce contract management practices for applicable high-risk projects.</p> <p>This will allow the City to act promptly to enforce our contractual rights going forward in situations where alleged design flaws are raised during the construction phase.</p>	Strengthen Contract Claim Review Process & Revise SLA between Legal & CFEM	<b>Complete</b>	<input checked="" type="checkbox"/>	Recommendation Completed in Q2-2024.	<p><b>Q2 2024 – CFEM Update:</b> CFEM and Legal services have been working collaboratively to identify potential contractual concerns for construction projects for adherence to our contracts. Additionally, as noted in Legal Service's response to Recommendation #15, they have completed a review of the City's litigation process and all settlements over and above approved limits for staff will be presented to Council for approval. CFEM will work with Legal Services and comply with this improved process going forward.</p> <p><b>Q3 2023 – CFEM Update:</b> CFEM is in discussion with our colleagues in Legal Services to review revisions to the SLA, including engagement of an experienced Legal representative knowledgeable in construction contract law to enforce contract management practices for applicable high-risk projects. Legal is also reviewing the settlement process for litigation as part of Recommendation #15 assigned to them.</p> <p><b>Q4 2022 – EFFM Update:</b> EFFM will formalise a process in consultation with Legal Services, Risk Management and the Procurement Section, once the EFFM QMO office is operational in Q1 2023 (as noted in the update to Recommendation #7). Limited staffing resources have resulted in requiring an extension. EFFM will collaborate with Legal Services to review the Service Level Agreement in 2023.</p>

**Completion Status Legend:**  
 Ongoing/ On Target  
 Progressing but delayed  
 Complete  
 Incomplete

**Grightmire Arena Lessons Learned Audit (AUD22004)  
 Management Responses Status Report as of September 2024**

Recom. No.	Responsible Division	Audit AUD22004 Recommendation	Management Response (AUD22004)	Recommendation Action Plan	Expected Completion Date	Completion Status	Status Update	
							Q4 2024 PW23007(c)/FCS23011©	Q2 2024 PW23007(b)/FCS23011(b) Q3 2023 PW23007(a)-FCS23011(a) Q4 2022 (PW23007-FCS23011)
<b>Finance and Corporate Services Department (Procurement, Legal Services and Risk Management Services Divisions)</b>								
2	Procurement Section and Legal and Risk Management Services Division	We recommend that when using a CCDC 2 Stipulated Price contract for construction projects, that the current version be used and that the contract conforms with the changes introduced by recent changes to the Construction Act .	All construction contracts utilized through a procurement process are current with respect to the Construction Act . A working group of staff has been tasked with updating supplemental conditions to be used with the new CCDC 2-2020 Stipulated Price contract for implementation in June 2022.	CCDC 2-2020 Stipulated Price Contract	Complete	<input checked="" type="checkbox"/>	Recommendation Completed in Q3-2023.	<u>Q4 2022 – Procurement Update:</u> As of June 30, 2022, the updated CCDC 2-2020 is in effect and staff are using it as required. Staff has completed its review of the supplemental conditions to the contract and these are currently being used as well.
5	Procurement Section	We recommend that contractor performance for each contract be tracked and formally evaluated using a consistent and robust process, and that the use of contractor ratings from previous performance be considered for implementation as a procurement criterion in order to mitigate the risk of poor results.	It is within Procurement’s workplan to research and develop a more robust Vendor Performance Program. The context of this program has yet to be determined however, Procurement will investigate the potential to use contractor ratings from previous contract performance as a procurement criterion in order to mitigate the risk of poor results. Procurement also recognizes that significant consultation is required with both internal and external stakeholders in order for this program to be successful. EFFM Supplemental Comment: In discussions with Procurement, EFFM will participate in this initiative to develop a more robust Vendor Performance Program.	Robust Vendor Performance Program	Revised Completion: Q4 2024 Original AUD22004 Completion: Q4 2022	<input type="checkbox"/>	<u>Q4 2024 – Procurement Update:</u> Procurement is finalizing the Vendor Performance Program and implementation is scheduled for the end of 2024.	<u>Q2 2024 – Procurement Update:</u> Staff continues to work on the development and implementation of the Vendor Performance Program with the anticipation of its completion by end of Q2 2024.  <u>Q3 2023 – Procurement Update:</u> A Project Manager has been recruited to review and improve the City’s Vendor Performance Program and work has been initiated. Development of the new the Vendor Performance (VP) Program is ongoing, and is on track to be completed by the Q2 2024 deadline.  → <u>CFEM Supplemental Comment:</u> CFEM are keeping Procurement apprised of vendor issues and completing the current VP form as required. We will also continue to participate in this initiative with Procurement to develop a more robust Vendor Performance Program.  <u>Q4 2022 – Procurement Update:</u> Procurement is still experiencing a shortage of staffing resources to complete this work. A recruitment is under way for a project manager to develop and implement. This is a priority for Procurement Staff to complete.
6	Legal and Risk Management Services Division with Procurement Section	We recommend that the values used for liquidated damages be reviewed to ensure they adequately compensate the City for the damages of late delivery and daily costs incurred, and to motivate contractors to take prompt action to cure project delays/deficiencies. Where liquidated damages would likely fall short of what is necessary to motivate Contractors to meet schedule requirements, we also would recommend the use of bonus/penalty clauses and earn-backs in the Contract.	Staff will investigate and pursue best practices including discussion with other municipalities, on the approach to liquidated damages, bonus and penalty provisions pertaining to contractual dealings. Legal Services will aid Procurement in updating the approach to appropriately amending contracts arising from this investigation in order to best protect the City’s interests as permitted by these measures. Further, Procurement staff will engage and consult with client staff to assess consequences and controls in order to ensure appropriate application of the changes involved.	Contract Penalties & Bonuses Process Review	Complete	<input checked="" type="checkbox"/>	Recommendation Completed in Q2-2024.	<u>Q2 2024 – Legal Services Update:</u> Legal Services has incorporated updated liquidated damages language in capital construction contracts.  <u>Q3 2023 – Legal Services Update:</u> Legal Services is developing an updated process for liquidated damages, including standard clauses to be included in capital construction contracts. The process will also include references to the relevant sections of the Construction Act for staff reference. This is on track to be completed by the Q4 2023 deadline.  → <u>Q3 2023 – CFEM Supplemental Comment:</u> CFEM has provided assistance to Legal Services by sharing information received from other municipalities with respect to bonus/penalty clauses as part of the municipal scan completed per Recommendation #4.  <u>Q4 2022 – Procurement Update:</u> Procurement staff has had preliminary discussions with both internal staff (including Facilities, Hamilton Water, Legal Services) and external municipalities within Ontario. Limited staffing resources are such that an extension is required.
10	Procurement Section	We recommend that the practice of single sourcing of professional consulting firms be reviewed and be utilized only during exceptional circumstances. Professional consulting services generally should only be retained through a competitive process as outlined in the City of Hamilton’s Procurement By-law.	The City’s Procurement Policy sets out the requirements for awarding contracts to vendors. Staff agree that the most prudent mechanism to select a vendor is through a competitive process. However, where exceptional circumstances exist and a competitive process is not recommended, the appropriate approval to single source must be obtained either by the General Manager or Council.	Single-Source Contract Process Review	Complete	<input checked="" type="checkbox"/>	Recommendation Completed in Q3-2023.	<u>Q4 2022 – Procurement Update:</u> Procurement Section has developed and implemented a revised Policy 11 approval form specifically for consultants. The new form requests additional information to support the Policy 11 request as well as includes an acknowledgement by the client department that, pending the dollar value of the services, a formal contract with the vendor will be required.





**Grightmire Arena Lessons Learned Audit (AUD22004)  
 Management Responses Status Report as of September 2024**

**Completion Status Legend:**  
 ○ Ongoing/ On Target  
 ⚠ Progressing but delayed  
 ☑ Complete  
 ☒ Incomplete

Recom. No.	Responsible Division	Audit AUD22004 Recommendation	Management Response (AUD22004)	Recommendation Action Plan	Expected Completion Date	Completion Status	Status Update	
							Q4 2024 PW23007(c)/FCS23011©	Q2 2024 PW23007(b)/FCS23011(b) Q3 2023 PW23007(a)-FCS23011(a) Q4 2022 (PW23007-FCS23011)
11	Procurement Section	We recommend that a standard form of contract be developed and used for the procurement of architectural consulting as well as for contract administration services including terms and conditions specific to each type of service. Furthermore, we recommend contract management techniques be utilized to manage the consultant's performance based on these agreements.	Procurement has developed and currently utilizes various templated competitive procurement documents for the engagement of contract administration and architectural consulting services. For those circumstances where architectural or contract administration services are not procured through a competitive process, staff will ensure that a formal contract is to be executed with the vendor prior to any work being carried out. The next revision of the Procurement Policy will be amended to include this requirement.	Prime Design Consultant Standard Form of Contract	<b>Complete</b>	<input checked="" type="checkbox"/>	Recommendation Completed in Q3-2023.	<u>Q4 2022 – Procurement Update:</u> As noted in the update to Recommendation #10, the new Policy 11 form requires a formal contract with the vendor based on the value of services. Procurement has a standard form of contract for a Prime Consultant in place. Any standard terms of reference or scope of work required under the contract shall be created and maintained by Facilities and modified on a case by case basis to reflect project specific requirements.



**Grightmire Arena Lessons Learned Audit (AUD22004)  
 Management Responses Status Report as of September 2024**

**Completion Status Legend:**  
 Ongoing/ On Target  
 Progressing but delayed  
 Complete  
 Incomplete

Recom. No.	Responsible Division	Audit AUD22004 Recommendation	Management Response (AUD22004)	Recommendation Action Plan	Expected Completion Date	Completion Status	Status Update	
							Q4 2024 PW23007(c)/FCS23011©	Q2 2024 PW23007(b)/FCS23011(b) Q3 2023 PW23007(a)-FCS23011(a) Q4 2022 (PW23007-FCS23011)
15	Legal Division	We recommend that management review its process for approving settlements that exceed a predetermined threshold to ensure appropriate due diligence is being exercised over the proposed settlement amounts. Such process should be designed to provide Council with assurances that proposed settlements of significant cost were being subjected to the necessary scrutiny and validation and were properly supported.	Management supports reviewing its process to approve settlements to ensure appropriate checks and balances are in place before recommendations are made to Council. Staff will target completion of this review Q3, 2022, in advance of 2023 budget deliberations.	Settlement Review and Approval Process Review	Complete	<input checked="" type="checkbox"/>	Recommendation Completed in Q2-2024.	<p><b>Q2 2024 – Legal Services Update:</b> Legal Services presents all settlements over and above approved limits for staff to Council for approval. This is based on a legal analysis of the facts and issues related to the claim and what is in the best interest of the City.</p> <p><b>Q3 2023 – Legal Services Update:</b> Legal Services is reviewing and revising the settlement process for litigation in alignment with the Delegation of Authority By-Law, which is under development. The City Solicitor has directed that litigation files will be reported to Council on a quarterly or semi-annual basis, and proposed settlements that are beyond the authority of the City Manager and or where there is some significance will be provided to Council for instructions. This is in progress and to be implemented by Q4 2023, however the Delegation of Authority By-Law is a large initiative being led by the City Manager’s office and therefore the timeline may be impacted during their consultation and implementation phases.</p> <p><b>Q4 2022 – Legal Update:</b> A new City Solicitor joined the City in mid- October 2022 and as such, the timing of implementation of this review is deferred until the new City Solicitor has been given the opportunity to review.</p>


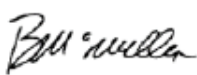
**Links to Previous Reports:**

- 1 [AFA - April 7, 2022 - Confidential AUD22004 - JL Grightmire Arena Lessons Learned Audit](#)
- 2 [AFA Committee - February 2, 2023 - Report PW23007-FCS23011 - Grightmire Arena Lessons Learned – Management Responses Status Report](#)
- 3 [AFA Committee - October 5, 2023 - Report PW23007\(a\)/FCS23011\(a\) - Grightmire Arena Lessons Learned – Management Responses Status Report](#)
- 4 [AFA Committee - May 16, 2023 - Report PW23007\(a\)/FCS23011\(a\) - Grightmire Arena Lessons Learned – Management Responses Status Report](#)





## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	November 7, 2024
<b>SUBJECT/REPORT NO:</b>	Water Meter Program Audit and Water Billing Service Transition Project (PW24070/FCS24059) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Cassandra Kristalyn (905) 546-2424 Ext. 3791 John Savoia (905) 546-2424 Ext. 7298
<b>SUBMITTED BY:</b>	Shane McCauley Director, Water & Wastewater Operations Public Works
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning Administration and Policy Corporate Services
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

The Audit, Finance and Administration Committee, at its meeting on January 19, 2023, received report AUD23002 Water Meter Program Audit and Water Billing Service Transition Project. Recommendation "C" of that report provided the following direction:

- (c) That the General Manager of Public Works be directed to implement the Management Responses and report back to the Audit, Finance and Administration Committee by July 2023 on the nature and status of actions taken in response to the audit report.

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**SUBJECT: Water Meter Program Audit and Water Billing Service Transition Project  
(PW24070/FCS24059) (City Wide) – Page 2 of 2**

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**INFORMATION**

This Information Report provides an update on the progress made by Hamilton Water and the Financial Planning Administration and Policy Divisions in response to the audit recommendations.

The audit contained nine recommendations. Six recommendations have been completed, and the remaining three are in progress. Appendix “A” to Report PW24070/FCS24059 provides an update on each recommendation.

Hamilton Water and the Financial Planning Administration and Policy Divisions will provide an update to the Audit, Finance and Administration Committee on the three remaining recommendations in Q4 of 2025.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report PW24070/FCS24059 – Water Meter Program Audit and Water Billing Service Transition Project – Audit Recommendations Status Report

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# **Water Meter Program Audit and Water Billing Service Transition Project**

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## **Audit Recommendations**

### **Update November 2024**

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## Recommendation 1

*The City should perform a job evaluation review of the key administrative and supervisory roles within the Program to validate the appropriateness of competency requirements, job descriptions and compensation level within the organization structure of the program.*

## Management Response

*Agree - Hamilton Water will leverage a consultant to complete a municipal comparison of the Meter Operations organizational structure, job duties, responsibilities and associated compensation. With the results of the municipal comparison City staff will work with Human Resources and Labour Relations specialists in order to make any necessary updates to the organizational structure of the Meter Operations Business Unit which will include, but is not limited to, a review of job titles, responsibilities, duties and compensation. - Responsibility – Hamilton Water*

## Status - Complete

Hamilton Water hired consultant Ernst and Young to compare the Meter Operations business unit with other municipalities. Based on their findings, updated Water Operations Clerk (WOC) and Superintendent of Service Coordination job evaluations were submitted to Human Resources (HR). The WOC job evaluation was evaluated, resulting in a change in salary grade from F to G. The Superintendent of Service Coordination job evaluation is under review by an HR Compensation Specialist, with results expected before the end of 2024. This evaluation has been delayed due to the cyber incident.

## Recommendation 2

*The City should review its program policy and procedures framework to address identified gaps, as well as identify opportunities to strengthen the framework and enhance authorities to better meet the needs of the City and support appropriate enforcement action.*

## Management Response

*Agree*

- 1. Consecutive Estimates Policy and other Corporate Finance Billing Policies – review and update as necessary. - Responsibility – Corporate Finance*
- 2. Waterworks By-law – Review opportunity to enforce private property repairs required for meter-related repairs, installations and maintenance activities. - Responsibility – Hamilton Water*
- 3. Master/Satellite Program – review program process and evaluate if a new and dedicated procedure is required for this program. If required, create new procedure. - Responsibility – Hamilton Water*
- 4. All program policies and procedure will be updated for accuracy upon completion of the Alectra billing contract. - Responsibility – Corporate Finance and Hamilton Water*

## Status – 1, 2, 3 Complete – 4 In Progress

1. Utility billing policies have been reviewed, and no amendments were identified. A consolidated Utility Billing and Collection Policy will be considered by Council in November 2024.
2. Bylaw 23-235 To Regulate the Management, Distribution and Maintenance of the Water Works Systems was passed in November 2023 and replaced Bylaw R84-026 Regional Waterworks By-law. This new bylaw includes enforcement for private property repairs required for meter work and the Primary/Submeter program, formerly known as the Mater/Satellite program.
3. The Primary/Submeter program was reviewed, and a specific procedure was established (Sub Water Meter Investigation and Installation PW-WW-CS-P-011-050).
4. Hamilton Water, Corporate Finance and third-party stakeholders are participating in ongoing workshops where needs are being identified in preparation for the end of the Alectra contract. After completing the transition to in-house water, wastewater, and stormwater utility billing, all program policies and procedures will be updated for accuracy.

### Recommendation 3

*The City should develop and implement their program performance management regime by ensuring that each key metric has documented baselines, targets, timeframes for measurement and an outline of how/when the metric would be measured, including the applicable data source and accountabilities.*

### Management Response

*Agree - We are in the process of creating automated metrics in a dashboard environment to generate the operational metrics that have been developed and refined over the past 8 months. Now that Meter Operations has 8 months of data to track the operations we are focusing on staffing and training and will then establish meaningful KPIs, including targets and baselines, based on approved and sustainable service levels.*

### Status – In Progress

The cyber incident has delayed the completion of this recommendation, causing the creation of the automated dashboard to be put on hold. While monthly metrics and KPIs were previously reported through reports and stakeholder meetings, the data required from the information management system, Infor Public Sector (formerly Hansen), for this reporting is currently unavailable. Baselines and targets have been set to maintain excellent service levels and ensure business health. Regular reporting and KPI refinement will resume once data becomes available after the cyber incident recovery.

### Recommendation 4

*The City should ensure that all vendor contracts establish performance management frameworks, including minimum standards, KPIs and performance reporting; and have sufficient contract mechanisms, including corrective actions clauses where performance does not meet minimum standards, to oversee vendor performance. This includes establishing a dedicated and experienced contract manager tasked with the responsibility of managing and overseeing contract and vendor performance.*

## Management Response

Agree

### **Alectra Contract (Corporate Finance)**

*With the support of Kaihen, Corporate Finance is working through procurement and contract negotiations for the vendors that will be providing services when the future billing solution is implemented. The vendor contracts are to include the recommended clauses re minimum standards, KPIs and performance reporting; and ensure there are corrective contract mechanisms where performance does not meet minimum standards. Additionally, Kaihen will be supporting the City as it adopts a Target Operating Model (TOM) for a utility billing organization structure. This will include a dedicated vendor management to oversee vendors' performance. - Responsibility – Corporate Finance*

### **Meter Maintenance Contract (Hamilton Water)**

*The current contract will be reviewed to ensure that appropriate language is in place to manage performance standards, including minimum reporting standards, KPIs and performance reporting and corrective action clauses. Gaps will be identified and the updated in the next iteration of the contractual documents.*

*Hamilton Water will also review the contract management responsibilities, identifying who is responsible for these tasks, and evaluate if a dedicated and experienced contract manager is required for improved management of this contract. - Responsibility – Hamilton Water*

## Status – Complete

**Alectra Contract** - Procurement related to various vendor functions to support in-house utility billing (billing system, customer portal, bill print and contact centre services) was completed in June 2024. All contracts included KPIs, reporting and vendor management terms. A Business Support Coordinator (BSC) FTE role has been approved within the Utility Billing organizational structure that will have vendor management as a primary function. The BSC role has successfully been filled as of August 2024.

**Meter Maintenance Contract** - The existing Meter Maintenance contract is up for renewal as of October 31, 2025. Hamilton Water is in the process of hiring a consultant to review the existing contract, conduct a municipal review and assist Hamilton Water in developing the terms of reference for the future RFP which will include more fulsome vendor management. A second Project Manager of Service Coordination position was approved under the billing transition project. This role will oversee the upcoming meter reading contract, manage other meter-related contractors, and administer and supervise the Meter Maintenance contract. The second Project Manager of Service Coordination position is expected to be filled before the end of the year.

## Recommendation 5

*The City should implement a regular operational meeting attended by all relevant program stakeholders to ensure consistency and alignment of information and progress to support program oversight and delivery.*

## Management Response



*Agree - Staff will hold at least 2 meetings/year with all stakeholders*

## Status – Complete

A regular semi-annual water meter and billing stakeholders meeting, including Hamilton Water, Corporate Finance, Alectra Utilities Corporation and Neptune Technology Group, has been implemented. To date, three stakeholder meetings have been completed on March 28, 2023, October 30, 2023, and April 25, 2024. The next meeting is scheduled for October 17, 2024.

## Recommendation 6

*The City should develop a Program KPI to track City inspections of Contractor (Neptune) activities.*

## Management Response

*Agree - KPIs will be developed and tracked to track City inspection of contractor (Neptune) activities. - Responsibility – Hamilton Water*

## Status – Complete

Pre cyber incident, Hamilton Water created an automatic inspection work order feature within Infor Public Sector to prompt City meter inspections for work completed by Neptune, ensuring timely completion. Due to the cyber incident in February 2024, Hamilton Water lost the Infor Public Sector system and the meter inspection work order automation and KPI reporting functionality. The replacement Enterprise Asset Management (Hexagon EAM) system is expected to include similar functionality. Hamilton Water is scheduled to be up and running with the new EAM system in Q1 2025.

Since the cyber incident, Water Operations Clerks (WOCs) have manually created and tracked meter inspections. An internal audit for February - August 2024 showed that 91-meter inspections were either missed or not documented. Immediate actions were implemented to resolve the missing meter inspections. As of September 9, all the meter inspections from August 17 and earlier have been completed, and all required pending meter inspections have been scheduled with an expected completion date of September 16. Moving forward, Hamilton Water has implemented several corrective actions, including:

1. Upon processing of a 38mm and larger meter change/installation, the WOC will immediately create and schedule the meter inspection on the Meter Technician/Investigator's calendar and,
2. To flag any missing inspections, The WOC will complete a daily audit using a programmed comparison worksheet that links the inspection work orders to the meter changeouts/installations.

On average (post cyber incident), it takes approximately 4 -6 weeks to complete the meter inspection from when Neptune completed the work. This is longer than our previous turnaround time as the work is manual due to the loss of automation.

## Recommendation 7

*The City should develop a report of all intermediate and large meter assets that are currently being estimated at zero consumption to identify, prioritize, and investigate any accounts that*

*are at risk of being improperly billed.*

## Management Response

*Agree - Hamilton Water has created a monthly QA report to identify zero consumption estimates. This monthly report will be shared with Alectra through Corporate Finance for action on the zero consumption estimates until such time that Alectra can recreate their own zero consumption estimates report through CC&B (Alectra reporting estimated for Q2 2023). Alectra will action this report and provide an update on this metric at the monthly operational meeting with Hamilton Water and Corporate Finance. Priority will be given to large and intermediate water meters (greater than 38mm). - Responsibility – Corporate Finance*

## Status – Complete

Hamilton Water and Alectra have created monthly reports to track meter assets with estimated readings or zeros. These include a zero-consumption report for all meters and a separate report for compound meters. Hamilton Water prioritizes the compound meter report first, followed by intermediate and large meters, and finally, small meters, based on how long they have been billed as zero or estimated. Many issues have been uncovered and resolved. From October 2023 - May 2024, over \$100,000 in back bills were recovered.

## Recommendation 8

*The City should perform follow-up assessments of the effectiveness of implemented corrective and preventative actions on at least an annual basis to ensure they are effectively addressing identified root causes of 2021-22 large billing issues.*

## Management Response

*Agree - The root cause of the 2021-2022 large billing issues has been addressed by updating Meter Operations process and procedures as outlined in the self-declared non-conformance. These procedures have been set for annual review. - Responsibility – Hamilton Water*

## Status – Complete

Hamilton Water has established an annual schedule for updating meter operations processes, procedures, and training. Additionally, topics like water meter dial and programming require semi-annual refresher training for relevant staff. The Hamilton Water Quality Analyst monitors the completion of these requirements using Hamilton Water's well-established quality management system.

## Recommendation 9

*Where possible, the City should examine opportunities to automate the processing and transfer of key data and information from program reporting into the City's asset management system, which is currently being manually performed by WOCs. Further, the implementation of formalized data validation tools would support accuracy of data and reporting. Opportunities to automate the processing, transfer, and validation of Water Meter Program data into the City's asset management system should be evaluated as a part of requirements for the procurement of a new billing solution/service provider.*

## Management Response

*Agree - Upon design and implementation of the new CIS billing system (Corporate Finance) and PW EAM (Public Works, Hamilton Water), the City of Hamilton will be prioritizing system integrations and process automations with the intent to automate data transfers, reporting and analytics for both the billing and meter operations programs. - Responsibility – Corporate Finance and Hamilton Water*

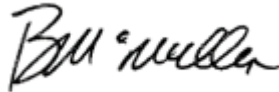
## Status – In Progress

Hamilton Water had implemented some minor automation, including automatically creating inspection work orders, automated metrics, and reports within the Infor Public Sector system. Due to the cyber incident in February 2024, Hamilton Water lost the Infor Public Sector system and the automation functionality. The replacement EAM system is expected to include similar functionality. Hamilton Water is scheduled to be up and running with the new EAM system in Q1 2025. In preparation for the upcoming EAM implementation, Hamilton Water has completed a workshop to identify eighteen manual processes that would be candidates for automation.





**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>	November 7, 2024
<b>SUBJECT/REPORT NO:</b>	Consolidated Utility Billing and Collections Policy (FCS24025) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	John Savoia (905) 546-2424 Ext. 7298
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

**RECOMMENDATION(S)**

- (a) That the draft Utility Billing and Collections Policy By-law, attached as Appendix "A" to Report FCS24025, be approved;
- (b) That the General Manager, Finance and Corporate Services, be delegated authority to approve bill adjustments and payment arrangements up to \$200,000 in accordance with the Utility Billing and Collections Policy By-law attached as Appendix "A" to Report FCS24025;
- (c) That staff be authorized and directed to prepare all necessary amending by-laws for Council approval to update references to utility billing and collections policies reflecting the enactment of the Utility Billing and Collections Policy By-law in a form acceptable to the City Solicitor for Council approval; and
- (d) That staff be authorized and directed to prepare the necessary by-law in a form acceptable to the City Solicitor to amend the Utility Billing and Collections Policy By-Law to reflect the cessation of Alectra Utilities Corporation as the City's utility billing agent once the City assumes utility billing and collection responsibilities.

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**SUBJECT: Consolidated Utility Billing and Collections Policy (FCS24025)  
(City Wide) – Page 2 of 4**

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**EXECUTIVE SUMMARY**

The Utility Billing and Collections Policy By-law (the “By-law”) provides a formal procedure in the process of billing and collecting of water, wastewater and storm use charges, accrued interest and other allowable fees on behalf of the municipality. The By-law will provide a clear process for staff eliminating the need for interpretation and the risk of differential treatment. The By-law supports fair and equitable processes with the goal of providing the highest level of customer service.

Since 2000, Hamilton City Council has approved the creation / amendment of several distinct policies related to the billing and collection of water, wastewater and storm use charges (refer to the Historical Background section of Report FCS24025 for the list of standalone billing and collection policies).

Staff is recommending that the standalone billing and collection policies be consolidated into one overarching By-law. The By-law will enhance transparency for customers and staff that administer the City’s billing and collection policies.

Alectra Utilities Corporation (“Alectra”) has been providing water and wastewater / storm account management and billing services to the City since December 2001. The related service level agreement has required Alectra to abide by Council’s approved billing and collection policies.

On August 6, 2021, the City was advised that Alectra’s Board of Directors, at its meeting of May 21, 2021, approved an Alectra staff recommendation to discontinue water and wastewater utility billing services (for details refer to Report FCS21082). In March 2024, an amending agreement was executed with Alectra to continue providing utility billing services for the City until December 31, 2025.

The completion of the billing transition implementation is October / November 2025 when City staff will assume responsibility for the billing and collection of water, wastewater and storm fees. A new Hamilton Utilities Billing (HUB) section is being created within a new Revenue Services Division of the Corporate Services Department (for details refer to Report FCS24015) that will process approximately \$300 M of annual billings related to over 160,000 active accounts.

Recommendation (d) of Report FCS24025 recognizes that the Utility Billing and Collections Policy By-law will need to be amended to reflect the cessation of Alectra Utilities as the City’s utility billing agent once the City assumes utility billing and collection responsibilities.

Staff has reviewed the current billing and collection policies and recommended some proposed changes as outlined in the Analysis and Rationale for Recommendation section of Report FCS24025.

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**SUBJECT: Consolidated Utility Billing and Collections Policy (FCS24025)  
(City Wide) – Page 3 of 4**

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**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: None.

Staffing: None.

Legal: Legal Services was consulted in preparation of the By-law and Report FCS24025.

**HISTORICAL BACKGROUND**

The Utility Billing and Collections Policy By-law will provide a formal procedure in the process of billing and collecting of water, wastewater and storm use charges, accrued interest and other allowable fees on behalf of the municipality. The By-law will provide a clear process for staff eliminating a need for interpretation or risk of differential treatment and establishing fair and equitable processes with the goal to provide the highest level of customer service.

Since 2000, Hamilton City Council has approved the creation / amendment of several distinct policies related to the billing and collection of water, wastewater and storm use charges:

- Billing Policies
  1. New Development Water Customer Attachment Billing Policy (PP-0014)
  2. Water and Wastewater / Storm Third Party Billing Arrangements
  3. Water and Wastewater / Storm Back-Billing Policy (PP-0015)
  4. Water and Wastewater Consecutive Estimated Accounts Policy (PP-0009)
  5. Water Leak Adjustment Policy (PP-005)
  6. Private Water Service Line Leak Wastewater Bill Adjustment Policy (PP-015)
  7. City of Hamilton Water and Wastewater / Storm Extraordinary Circumstances Bill Adjustment Policy (PP-0011)
- Collection Policies
  8. City of Hamilton Water and Wastewater / Storm Arrears Policy (PP-0004)
  9. City of Hamilton Water and Wastewater / Storm Billing Payment Arrangement Policy (PP-0012)
- Schedule A – Privacy Statement

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

If the recommendations contained in Report FCS24025 are approved, the current standalone utility billing and collection policies will be consolidated into a new Utility Billing and Collections Policy By-law.

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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: Consolidated Utility Billing and Collections Policy (FCS24025)  
(City Wide) – Page 4 of 4**

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**RELEVANT CONSULTATION**

Corporate Services – Legal Services has been consulted regarding the recommendations of Report FCS24025.

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

Staff has reviewed the current utility billing and collection policies and recommended some proposed changes as outlined below:

**Consolidated Utility Billing and Collections Policy**

Staff is recommending that the various standalone utility billing and collection policies listed in the Historical Background section of Report FCS24025 be consolidated into one overarching policy. A consolidated policy will enhance transparency and ease of reference for customers and staff that administers the City's billing and collection policies. As part of this consolidation, policies have been reviewed for consistency. Minor changes have been made to ensure definitions and terminology within the By-law are consistent, but the substance of the existing policies has been maintained except for the change to delegated authority for billing payment arrangements set out below.

**Billing Payment Arrangement Policy**

When the Payment Arrangement Policy was first established in 2008, standard / special payment arrangements that exceed \$100 K required approval from City Council typically via a recommendation report to the Audit, Finance and Administration Committee. As water and wastewater rates have more than doubled since 2008, there have been increasingly more instances where back billings for large use customers have exceeded \$100 K resulting in payment arrangements requiring Council approval. Hence, staff is recommending that the General Manager, Finance and Corporate Services, be granted delegated authority to approve bill adjustments and payment arrangements up to \$200 K.

**ALTERNATIVES FOR CONSIDERATION**

N/A

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report FCS24025 – City of Hamilton Utility Billing and Collections Policy By-law

JS/dt



**Authority:** Item X, Audit, Finance and  
Administration Committee  
Report 24-xxx (FCS24025)  
CM: November xx, 2024, City Wide  
Dated:

**Bill No. XXX**

**CITY OF HAMILTON**

**BY-LAW 24-XXX**

**Being a By-law to Repeal and Replace  
Policies for Utility Billing and Collections**

**WHEREAS** it is deemed expedient to exercise the powers conferred on Council by the Municipal Act, 2001, S.O. 2001, c.25;

**AND WHEREAS** it is deemed expedient to repeal certain former utility billing and collections policies and replace them with these consolidated utility billing and collections policies

**NOW THEREFORE** the Council of the City of Hamilton enacts as follows:

**REPEAL**

1. The following Polices (together the "Former Policies") are hereby repealed:
  - (a) New Development Water Customer Attachment Billing Policy (PP-0014);
  - (b) Water and Wastewater / Storm Third Party Billing Arrangements;
  - (c) Water and Wastewater / Storm Back-billing Policy (PP-0015);
  - (d) Water and Wastewater Consecutive Estimated Accounts Policy (PP-0009);
  - (e) Water Leak Adjustment Policy (PP-005);
  - (f) Private Water Service Line Leak Wastewater Bill Adjustment Policy (PP-015);

- (g) City of Hamilton Water and Wastewater / Storm Extraordinary Circumstance Bill Adjustment Policy (PP-0011);
- (h) City of Hamilton Water and Wastewater / Storm Arrears Policy (PP-0004);  
and
- (i) City of Hamilton Water and Wastewater / Storm Billing Payment Arrangement Policy (PP-0012).

## **TRANSITION**

2. The repeal of the Former Policies does not:
  - (a) affect the previous operation of the repealed Former Policies;
  - (b) affect a right, privilege, obligation or liability that came into existence under the repealed Former Policies;
  - (c) affect an offence committed against the repealed Former Policies, or any penalty, forfeiture or punishment incurred in connection with the offence;
  - (d) affect an investigation, proceeding or remedy in respect of a right, privilege, obligation or liability, or a penalty, forfeiture or punishment described in the Former Policies.
3. An investigation, proceeding or remedy described in the Former Policies may be commenced, continued and enforced as if the Former Policies had not been repealed or revoked.
4. A penalty, forfeiture or punishment described in the Former Policies may be imposed as if the Former Policies had not been repealed or revoked.

## **SEVERABILITY**

5. Should any section of this By-law be declared by a Court of competent jurisdiction to be ultra vires or illegal for any reason, the remaining parts shall nevertheless remain valid and binding, and shall be read as if the offending section or part had been struck out.

## REFERENCES

6. Any reference to any of the Former Policies including references to the Former Policies in other City by-laws shall be deemed to be a reference to this Utility Billing and Collections Policy By-law.

## SHORT TITLE

7. This By-law may be referred to as the Utility Billing and Collections Policy By-law.

## SCHEDULE AND APPENDIX

8. Schedule "A" which is attached hereto, forms part of this By-law.
9. Appendix "A" - Privacy Statement attached to Schedule A forms part of this By-law.

## EFFECTIVE DATE

10. The provisions of this By-law shall become effective on the date approved by City Council.

**PASSED** this \_\_\_\_\_ day of November, 2024.

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Andrea Horwath  
Mayor

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Matthew Trennum  
City Clerk

# Utility Billing & Collections Policy

## Schedule A to By-law 24-XXX



Hamilton

### City of Hamilton By-Law 24-xxx

Utility Billing Section • Revenue Services  
Corporate Services

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## DEFINITIONS AND INTERPRETATION

Words and phrases used in this Utility Billing and Collections Policy By-law for the City have the following meanings, unless expressly stated otherwise.

**"Abnormally high water usage"** means Utility Billing for a Customer where the recorded metered water consumption for the Customer is two (2) or greater than the historical daily average consumption of that Customer for the same property and for a similar time period from the previous year.

**"Alectra"** means Alectra Utilities Corporation.

**"Back-bill(ing)" or "Catch-up bill(ing)"** means the portion of a bill which represents charges not previously billed for Utility service that was delivered to the Customer during a period before the current billing cycle where services were Under-billed.

**"City"** means the City of Hamilton unless the context requires otherwise.

**"Customer"** means a person who uses or applies to use the Utility services of the City.

**"Financial hardship"** is defined as a state of financial disadvantage which results in a residential Customer being unable to pay an outstanding amount as required without affecting the ability to meet the basic living needs of the residential Customer or a dependant of the residential Customer.

**"ICI"** means industrial, commercial, and institutional.

**"Income Producing Residential Rental Properties"** are properties where the owner registered on title is different than the occupant and/or where the properties pay business taxes.

**"Leak"** means an unintentional water loss caused by broken and/or malfunctioning plumbing fixtures and/or pipes within a residence or building. A leak occurs when there is a failure of the plumbing system to do what it was designed to do.

**"Not-for-profit"** are corporations and /or organizations that carry on activities without the purpose of gain for its members and any profits to the corporation and /or organization.

**"Payment Arrangement"** means an agreement a Customer enters into with Alectra to make payments for the outstanding water and wastewater/storm arrears over a period of time.

**"Payment Extension"** means an allowance of additional time to pay in full the current billing. An approved extension allows for payment to occur within five business days of the invoice due date without incurring additional fees or penalties.

**"Payment Instalment"** is defined as a partial payment of the total amount of outstanding Utility arrears repaid in equal instalments at fixed intervals (usually every month).

**"Personal Information"** means recorded information about an identifiable individual, including:

- Information relating to the race, national or ethnic origin, colour, religion, age, sex, sexual orientation or marital or family status of the individual;
- Information relating to the education or the medical, psychiatric, psychological, criminal or employment history of the individual or information relating to financial transactions in which the individual has been involved;
- Any identifying number, symbol or other particular assigned to the individual;
- The address, telephone number, fingerprints or blood type of the individual;
- The personal opinions or views of the individual except if they relate to another individual;
- Correspondence sent to an institution by the individual that is implicitly or explicitly of a private or confidential nature, and replies to that correspondence that would reveal the contents of the original correspondence;
- The views or opinions of another individual about the individual; and
- The individual's name if it appears with other personal information relating to the individual or where the disclosure of the name would reveal other personal information about the individual.

**"Service Valve"**, also commonly referred to as street valve or curb stop, controls the water running to a premise from the City's water main. Service valves are usually located outside the residence typically at or near the property line, either in the front, back or side of the property (for example: lawn, driveway, or private sidewalk). Service valves are owned and operated by the City. However, any water lines from the service valve to the premises are owned, operated, and maintained by the property owner.

**"Third-Party"** means a person other than the Customer, the City, Alectra, or an agent of any of them.

**"Under-billed" or "Under-billing"** means an occurrence of past billings for less than the appropriate amount whether discovered by the Customer or the City. The cause of the under-billing may include but is not limited to any of the following reasons or combination thereof:

- stopped meter;
- metering equipment failure;
- missing meter now found;
- switched meters;
- double metering;
- incorrect meter connections;
- incorrect use of any prescribed apparatus respecting the registration of a meter;
- incorrect meter multiplier;
- the omission/application of an incorrect rate;
- incorrect reading of meters or data processing; and
- tampering, fraud, theft or any other criminal act.

**"Unoccupied"** means a dwelling and/or building in which occupants are absent from the property for a time period of seventy-two (72) hours or more, due to such matters as vacation or prolonged illness.

**"Utility"** or **"Utilities"** means both the system that is used to provide any of the following services or things for the public (which can include both public and private properties): water, wastewater, or stormwater and the corresponding service that is provided.

**"Utility Billing"** means billing related to a Utility.

**"Vacant"** means a premise that, regardless of the presence of furnishings, is not occupied by any person for a period exceeding 90 consecutive days. A newly constructed dwelling and/or building is also considered to be vacant after it is completed and before the occupant(s) move in. A dwelling and/or building is also vacant when the occupants move out and before any new occupant moves in.

**"Waterworks By-law"** means the City's Waterworks By-law 23-235 or any successor thereto.



**BILLING POLICIES**  
**POLICY #1 - New Development Utility Customer**

This Policy #1 - New Development Utility Customer (Policy #1) details the processes for the commencement of Utility Billings related to new development construction of single residential, ICI properties and multi-residential properties.

The Waterworks By-law stipulates that all properties, once connected to the City's waterworks system, are to install a water meter and remote reading device. However, non-metered water is being supplied to properties with newly installed water services during construction of new developments and before the installation of a water meter. Policy #1 ensures that the commencement of Utility Billings associated with new development construction occurs in a timely and consistent manner.

**Single Residential New Developments**

Water billing will commence on the date of the first insulation inspection in one of the following manners, as per Table 1 below:

1. Metered - If a meter is installed, the billing will reflect actual water consumption.
2. Unmetered - If a meter is not installed, billing will occur on a flat rate basis (1 cubic metre per day) until the meter has been installed. To avoid unmetered flat rate billings, the property owner should ensure the water meter has been installed before requesting insulation inspection.

**Table 1**

<b>Metering Stakeholders</b>	<b>Key Roles and Responsibilities</b>
Property Owner <ul style="list-style-type: none"> <li>• individual / developer/ contractor</li> </ul>	<ul style="list-style-type: none"> <li>• Initiates development with purchase of building and servicing permits (meter installation and construction water fees paid with building permit)</li> </ul>
Building Division	<ul style="list-style-type: none"> <li>• Issues building and servicing permits</li> <li>• Performs inspections associated with building permit</li> <li>• Will not schedule occupancy inspection unless water meter has been installed</li> </ul>
Financial Planning, Administration and Policy Division	<ul style="list-style-type: none"> <li>• Provides to Alectra a monthly listing of new residential properties that have reached the insulation inspection stage of the building permit process</li> </ul>

<b>Metering Stakeholders</b>	<b>Key Roles and Responsibilities</b>
Hamilton Water Customer Service Section	<ul style="list-style-type: none"> <li>• Manages water meter installations</li> <li>• Forwards meter installation work orders to meter contractor</li> <li>• Forwards completed meter installation work orders to Alectra for billing purposes</li> </ul>
Meter Contractor - Neptune Technology Group Inc.	<ul style="list-style-type: none"> <li>• Supplies, installs and replaces water meters for Hamilton Water</li> </ul>
Alectra	<ul style="list-style-type: none"> <li>• City's water and wastewater/storm billing agent</li> <li>• Commences water billings for new homes based on direction from City</li> </ul>

Note: Detailed process flowchart of the related meter installation process is available upon request.

### Multi-residential and ICI New Developments

Water billing will commence on an unmetered/ flat rate basis on the date when water is turned on at the property in the following manners as per Table 3 below:

1. "Single" unmetered basis – Billing will occur on a flat rate basis until the meter has been installed or the date of the initial plumbing inspection. Flat rates are progressive based on the size of the meter that will be installed (refer to Table 2 below). For example, 4m<sup>3</sup>/day flat rate where a 50mm meter will be installed.
  
2. "Triple" unmetered basis - If a meter is not installed at the date of the initial plumbing inspection, billing will change to triple flat rate until the meter has been installed. To avoid unmetered triple flat rate billings, the property owner would need to ensure that the water meter has been installed before a plumbing inspection is requested.

**Table 2**

<b>Unmetered Rates by Meter Size</b>				
<b>Meter to be installed</b>		<b>Unmetered m<sup>3</sup>/day</b>	<b>2024 Costs *</b>	
inches	mm		Daily	Monthly **
< 1	15-21	1.0	\$4.28	\$128.40
1	25	1.5	\$6.42	\$192.60
1.5	38	2.5	\$10.70	\$321.00
2	50	4	\$17.12	\$513.60
3	75	9	\$38.52	\$1,155.60
4	100	16	\$68.48	\$2,054.40
6	150	36	\$154.08	\$4,622.40
8	200	64	\$273.92	\$8,217.60
10	250	100	\$428.00	\$12,840.00

\*Combined water & wastewater / storm.

\*Rates set annually as part of Rate Budget Process.

\*\* 30-day month

**Table 3**

<b>Metering Stakeholders</b>	<b>Key Roles and Responsibilities</b>
Property Owner <ul style="list-style-type: none"> <li>• individual/ developer/ contractor</li> </ul>	<ul style="list-style-type: none"> <li>• Initiates development with purchase of servicing (construction water fees paid with servicing permit), water meter and building permits</li> </ul>
Growth Management Division <ul style="list-style-type: none"> <li>• Development Approvals Section</li> </ul>	<ul style="list-style-type: none"> <li>• Issues water servicing and water meter permits (at the same time)</li> <li>• Provides copies of permits to Meter Operations</li> </ul>
Growth Management Division <ul style="list-style-type: none"> <li>• Construction Section</li> </ul>	<ul style="list-style-type: none"> <li>• Issues water servicing and water meter permits (objective to issue both at the same time)</li> <li>• Provides copies of water permits to Hamilton Water Meter Operations</li> <li>• Activates water services; where meter is to be installed at the property line in a chamber and requires a meter spacer, water is not to be activated until after spacer is installed</li> <li>• Advises Meter Operations and Finance of all water service line activations including dedicated firelines</li> </ul>
Building Division	<ul style="list-style-type: none"> <li>• Issues building permits</li> <li>• Performs inspections associated with building permit</li> <li>• Where water meter is not installed at the property line, will not schedule occupancy inspection unless the meter has been installed</li> </ul>
Financial Planning, Administration and Policy Division	<ul style="list-style-type: none"> <li>• Advises Alectra to commence unmetered/flat rate billings</li> <li>• Identifies properties that have reached the plumbing inspection stage of the building permit process and advises Alectra where no meter has been installed to increase to triple unmetered/flat rates</li> </ul>
Hamilton Water Customer Service	<ul style="list-style-type: none"> <li>• Manages water meter installations</li> <li>• Forwards meter installation work orders to meter contractor</li> <li>• Forwards completed meter installation work orders to Alectra for billing purposes</li> </ul>
Meter Contractor - Neptune Technology Group	<ul style="list-style-type: none"> <li>• Supplies, installs and replaces water meters for Hamilton Water</li> </ul>
Alectra	<ul style="list-style-type: none"> <li>• City's Utility Billing agent commences water billings based on direction from City</li> </ul>

Note: Detailed process flowchart of the related meter installation process is available upon request.

## **POLICY #2 - Third Party Billing Arrangements**

As of June 1, 2018, residential Utility accounts have been set up under and invoices have been sent to the registered owner(s) of the property. All residential tenant-held accounts redirected as of May 31, 2018, will be grandfathered resulting in no change to those billings until such time as the tenants vacate the property. As the grandfathered tenants move out, the accounts will be changed to the owner/landlord's name and future invoices will be sent to the owners. Although payments from tenants/ other non-owners will continue to be accepted, the invoices will only be issued to the property owners and it will remain their responsibility to ensure invoices are paid on time.

Staff, in conjunction with Alectra, have developed and implemented a communication strategy to advise property owners of the changes to residential tenant billing. A number of issues have been identified with residential tenant-held accounts as follows:

- Significant tenant arrears are transferred to the property tax roll.
- Landlords claim they are unaware of tenant arrears and/ or the tenant account is being billed on consecutively estimated billings.
- Residential tenants pay for water loss related to plumbing issues that are the responsibility of their landlord.
- Tenant billing involves increased City/ Alectra staff resources in obtaining access to the property's water meter reading equipment.
- Frequently changing a name(s) referenced on the water and wastewater account associated with rental properties.

In contrast, accounts directed to non-residential tenants or property managers have not resulted in the volume and/ or frequency of difficulties as experienced with residential tenants.

The gradual elimination of residential tenant billing is expected to yield the following benefits:

- Avoid the residential tenant payment delinquency issue by having the property owner/landlord pay the water bill and collect the water and wastewater storm costs from their tenant as a condition of the lease agreement.
- The landlord will have the opportunity to save accrued interest charges and administrative costs related to tenant arrears transfers to the tax roll. Alectra charges interest at a rate of 1.5 percent per month (19.56 percent per year) starting six calendar days after the due date, compounded daily, up to the point unpaid arrears are transferred to the tax roll occurring at 60 calendar days after the monthly bill due date. An administrative fee is also charged for each tax roll transfer occurrence. The City applies interest on outstanding amounts transferred to the tax roll at a rate of 1.25 percent per month (15 percent per year).
- A consistent practice will result whereby all residential Utility Billing invoices will be sent to the owners.

- With the Utility bill in the owner's name, potential water leakage will more readily be identified. Leaks result in unexpectedly large water bills which are often unpaid by tenants.
- Water conservation and preservation is enhanced as owners directly receiving the Utility bill are more apt to ensure the property is properly maintained including repairing / updating fixtures and plumbing.
- Access for maintenance of water meter reading equipment is greatly improved when the property owner / landlord is the property account holder.

### **POLICY #3 - Back-billing**

The purpose of this Policy #3 - Back-billing Policy (Policy #3) is to provide Customers with a transparent and consistent procedure for the processing of Utility Back-bills.

The City's Waterworks By-law and wastewater by-laws provide the municipality the authority and responsibility to bill and collect from Customers for all Utility services utilized. The by-laws do not specifically limit the City's ability to Back-bill as their premise is to bill for services used. With the by-laws providing the guiding principles, staff has developed this Utility Billing and Collections Policy By-law that is designed to result in consistent application when dealing with billing exceptions that result from equipment malfunctions, administrative errors and property-owner oversights.

The discovery of a Back-bill requirement may be made by either the Customer or Alectra. Back-bills are not issued for a Customer's failure to pay a previously issued Utility bill.

#### **Notification**

The City, directly or through its billing agent, Alectra, notifies the Customer by postal mail, email, phone or by a personal visit of the reason for the Back-bill.

#### **Back-billing Limits and Calculations**

##### **Over / Under-billing Resulting from Utility Errors**

- Any Utility account found to be Under-billed or over-billed shall be corrected immediately.
- Accounts found to have been Under-billed will be Back-billed for the correct amount for the period of the Under-billing but not to exceed 24 months.
- Accounts found to have been over-billed will be credited for all amounts that were over-billed within the past 24 months.
- For residential accounts, the Back-bill may also be limited if there has been a change in property ownership to reflect when the current owner assumed responsibility of the account if less than 24 months prior.

##### **Over / Under-billing Resulting from Errors by Others**

- If the General Manager of Finance and Corporate Services or its designate determines that the failure to bill for services used was not the result of a City error and instead resulted from an illegitimate connection to the public Utility system, the account will be Back-billed for all unbilled Utility services that have been provided.
- The Back-bill will be attributed to an illegitimate connection any time the Customer did not obtain the necessary permits for the connection, or it is determined by the City that the meter was bypassed.
- The Customer's payment of a Back-bill does not preclude the levying of other appropriate fees and penalties or the prosecution for theft of Utility services.

#### Catch-up Billings

- Catch-up Billing occurs where previous bills have been based on estimated water use and once an actual water meter reading is obtained, the actual water use for previous billing periods was higher than what was estimated. All consumption registered through the meter will be billed when an actual reading is received.

#### Estimated Back-Bills

- Where the City is required to estimate the Customer's usage in order to produce a Back-bill, in most cases, the estimated Back-bill will be based on the subject property's normalized average daily consumption. However, the City may also consider any available information to determine a reasonable estimate.

#### Payment of Back-Billing

- The City offers Customers an optional payment arrangement to pay a Back-bill. If requested by the Customer, the repayment term will be equivalent, in length, to the Back-billing period with other terms and conditions as set out in Policy # 9 - Payment Arrangement.
- Interest for Under-billed accounts will not be applied to the Back-billed amount. Similarly, for over-billed accounts, interest will not be paid on the refunded amount.

#### Non-Payment of Back-Billing

- As per Policy # 8 - Arrears, in the event the Customer does not pay the Back-bill upon receipt or accept an optional deferred payment plan, unpaid Utility accounts are transferred to the property tax roll 60 days post invoice due date.

#### Case-by-Case Consideration of Errors

- Each account which is determined to be in error will be reviewed on a case-by-case basis to consider the cause of the error, the cost of research and correction, the knowledge and / or intent of the Customer, the payment history and longevity of the Customer, the Customer's ability to pay, the applicable limitations period, the discoverability of the loss by the City and any other circumstances that deserve consideration.

## **POLICY #4 - Consecutive Estimated Accounts**

This Policy #4 - Consecutive Estimated Accounts (Policy #4) details the protocol, followed by the City and its Utility Billing agent, Alectra, in rendering estimated accounts where actual water consumption cannot be confirmed due to City's inability to obtain access to a water meter or water metering equipment for the purpose of meter reading, installation, inspection, maintenance, or repair of Utility property.

Pursuant to the Waterworks By-law, billing for the supply of water in the City is, in part, based on the consumption registered on the water metering equipment. Where no water meter has been installed, billing is based on a non-metered or flat-rate basis. The Waterworks By-law requires Customers to provide access to the City to the water meter and related equipment for the purpose of meter reading, installation, inspection, maintenance, or repair. Where access to the water meter and related equipment is not provided and actual water consumption cannot be obtained by the City, water consumption is billed based on estimated amounts. Policy #4 applies to circumstances where consecutive estimated accounts are issued due to the inability of the City or its agents to obtain access to the water meter and related equipment.

### **CONSECUTIVE ESTIMATED ACCOUNTS**

Where access to the water meter and related equipment is not provided for the purpose of meter reading, installation, inspection or repair of Utility property and actual water consumption cannot be obtained by the City, water consumption will be billed based on consecutive estimated water account protocol set out in Tables 4 and 5 below.

### **SERVICE DISCONNECTION**

If the consecutive estimated account protocol and resulting ongoing estimated accounts, do not result in the City achieving access to the water meter and related equipment, the City may disconnect (shut-off) water service to residential premises (except for multi-residential) provided any of the following conditions exist:

- Access, satisfactory to the General Manager of Public Works or its designate, is not provided to the premises or the water metering equipment for the purpose of meter reading, installation, inspection, maintenance or repair for at least 12 consecutive calendar months;
- Following notice from the City or its agents, an obstruction that prevents meter reading, installation, inspection, maintenance or repair was not removed by the Customer to the satisfaction of the General Manager of Public Works or its designate, for at least 12 consecutive calendar months;
- Premise is determined to be vacant and at least three consecutive estimated invoices were issued; or
- At least two increased consecutive estimated invoices (either 2m<sup>3</sup>/day or 3m<sup>3</sup>/day) remain unpaid resulting in arrears transfer to the property tax roll.



Disconnections of water service will **not** occur:

- on a Friday, a weekend, a legal holiday, the day before a holiday, or on any day City administration offices are not open for business;
- between November 1 to April 30, except for vacant properties;
- for multi-residential and ICI accounts;
- for sub-meters commonly referred to as satellite meters.

Following service disconnection, the water service will not be turned back on until access, satisfactory to the General Manager of Public Works or its designate, is provided to the water meter and related equipment. Where conditions are found that do not allow for the Utility work to be performed, the City, at its sole discretion, may turn on the water service where the Customer makes arrangements within a specified timeframe to permit the work to be completed. The Customer must adhere to these arrangements, failing which the water service may again be disconnected, which will result in additional applicable fees.

**Notification**

Notice of planned service disconnection will be provided to the owner or occupant of the affected premises by personal service or prepaid mail or by posting the notice on the premises in a conspicuous place. Depending on staff availability, the service disconnection may occur within ten (10) business days following the initial disconnection date provided on the notice.

**Table 4: Consecutive Estimated Water Account Protocol 1 – Single Residential**

Consecutive Estimated Monthly Billing	Communication / Activities		Bill Estimate Calculation
	Alectra	City (Hamilton Water Division)	
1	- Meter reader leaves meter read request door hanger for Customer	- None required	- Consumption estimate based on the prior 12-month historical average usage for the account - If no history or < 2 billing periods, use 1m <sup>3</sup> /day

Consecutive Estimated Monthly Billing	Communication / Activities		Bill Estimate Calculation
	Alectra	City (Hamilton Water Division)	
2	<ul style="list-style-type: none"> <li>- Meter reader leaves meter read request door hanger for Customer</li> <li>- Generate work order to HW to address estimates</li> </ul>	<ul style="list-style-type: none"> <li>- Receive work order from Alectra and commence process to attend site for required meter equipment repair or touchpad relocation</li> </ul>	<ul style="list-style-type: none"> <li>- Consumption estimate based on the prior 12-month historical average usage for the account</li> <li>- If no history or &lt; 2 billing periods, use 1m<sup>3</sup>/day</li> </ul>
3	<ul style="list-style-type: none"> <li>- Meter reader leaves meter read request door hanger for Customer</li> </ul>	<ul style="list-style-type: none"> <li>- None required</li> </ul>	<ul style="list-style-type: none"> <li>- Consumption estimate based on the prior 12-month historical average usage for the account</li> <li>- If no history or &lt; 2 billing periods, use 1m<sup>3</sup>/day</li> </ul>
4	<ul style="list-style-type: none"> <li>- Meter reader leaves meter read request door hanger for Customer</li> <li>- Letter issued to account holder (to property owner if different from account holder) informing of access issue resulting in City exercising right to move to double flat billing. Where current estimates &gt; 2m<sup>3</sup>/day, use 2 times historical usage. Notification provided that if issue not rectified within 30 days the City may exercise authority to move to triple flat rate billing</li> </ul>	<ul style="list-style-type: none"> <li>- None required</li> </ul>	<ul style="list-style-type: none"> <li>- Consumption estimate based on double flat rate billing (2m<sup>3</sup>/day)</li> </ul>
5	<ul style="list-style-type: none"> <li>- Meter reader leaves meter read request door hanger for Customer</li> </ul>	<ul style="list-style-type: none"> <li>- None required</li> </ul>	<ul style="list-style-type: none"> <li>- Consumption estimate based on double flat rate billing (2m<sup>3</sup>/day)</li> </ul>

Consecutive Estimated Monthly Billing	Communication / Activities		Bill Estimate Calculation
	Alectra	City (Hamilton Water Division)	
6	- Meter reader leaves meter read request door hanger for Customer	- Letter issued to property owner informing of access issue and notification that City will exercise authority to triple flat rate billing	- Consumption estimate based on triple flat rate billing (3m <sup>3</sup> /day)
7 to 11	- Meter reader leaves meter read request door hanger for Customer	- None required	- Consumption estimate based on triple flat rate billing (3m <sup>3</sup> /day) until such time as the meter issues have resolved to the City's satisfaction with metered billings restored with actual readings enabled
12 and thereafter	- Meter reader leaves meter read request door hanger for Customer	- Shut-off in certain circumstances	- Consumption estimate based on triple flat rate billing (3m <sup>3</sup> /day) until such time as the meter issues have resolved to the City's satisfaction with metered billings restored with actual readings enabled and/or shut-off

**Table 5: Consecutive Estimated Water Account Protocol 2 – Multi-Residential and ICI**

Consecutive Estimated Monthly Billing	Communication/Activities		Bill Estimate Calculation
	Alectra	Hamilton Water	
1	- Meter reader leaves meter read request door hanger for Customer	- None required	- Consumption estimate based on the prior 12 average usage for the account - If no history or < 2 billing periods, use average consumption of similar Customers
2	- Meter reader leaves meter read request door hanger for Customer - Generate work order to HW to address estimates	- Receive work order from Alectra and commence process to attend site for required meter equipment repair or touchpad relocation	- Consumption estimate based on the prior 12-month historical average usage for the account - If no history or < 2 billing periods, use average consumption of similar Customers
3	- Meter reader leaves meter read request door hanger for Customer	- None required	- Consumption estimate based on the prior 12-month historical average usage for the account - If no history or < 2 billing periods, use average consumption of similar Customers

Consecutive Estimated Monthly Billing	Communication/Activities		Bill Estimate Calculation
	Alectra	Hamilton Water	
4	<ul style="list-style-type: none"> <li>- Meter reader leaves meter read request door hanger for Customer</li> <li>- Letter issued to account holder (to property owner if different from account holder) informing of access issue resulting in City exercising right to move to double historical consumption billing. Notification that if issue not resolved within 30 days, the City may exercise authority to triple actual historical billings (if no historical available bill or if it is suspected that the historical usage is not accurate, use 2x actual consumption of similar Customers)</li> </ul>	<ul style="list-style-type: none"> <li>- None required</li> </ul>	<ul style="list-style-type: none"> <li>- Consumption estimate based on the prior 12-month historical average usage for the account</li> <li>- If no history or &lt; 2 billing periods, use average consumption of similar Customers</li> </ul>
5	<ul style="list-style-type: none"> <li>- Meter reader leaves meter read request door hanger for Customer</li> </ul>	<ul style="list-style-type: none"> <li>- None required</li> </ul>	<ul style="list-style-type: none"> <li>- Consumption based on double actual historical billings (if no historical available or if it is suspected that the historical usage is not accurate, bill 2x actual consumption of similar Customers)</li> </ul>

Consecutive Estimated Monthly Billing	Communication/Activities		Bill Estimate Calculation
	Alectra	Hamilton Water	
6	- Meter reader leaves meter read request door hanger for Customer	- Letter issued to property owner informing of access issue and notification provided that City will exercise authority to triple actual historical billings (if no historical available bill or if it is suspected that the historical usage is not accurate, use 3x actual consumption of similar Customers)	- Consumption based on double actual historical billings (if no historical available or if it is suspected that the historical usage is not accurate, bill 2x actual consumption of similar Customers)
7 to 11	- Meter reader leaves meter read request door hanger for Customer	- None required	- Consumption based on triple actual historical billings (if no historical available or if it is suspected that the historical usage is not accurate, bill 3x actual consumption of similar Customers)
12 and thereafter	- Meter reader leaves meter read request door hanger for Customer	- None required	- Consumption estimate based on triple flat rate billing (3m <sup>3</sup> /day) until such time as the meter issues have resolved to the City's satisfaction with metered billings restored with actual readings enabled

## **POLICY #5 - Leak Adjustment**

### **City and Customer's Responsibilities**

As outlined by the Waterworks By-law, the City's ownership and maintenance obligations for the water distribution system include the public water mains and the portion of the water service line up to and including the water curb valve located at the property line. The water meter is owned and maintained by the City.

The property owner is responsible for the water service line from the water curb valve to the structure, as well as the premise plumbing and fixtures. It is the Customer's responsibility to keep their water lines and plumbing system in good working order. That said, water leaks do occur from time to time resulting in unexpectedly high water bills.

### **Water Leak Adjustment Protection**

The City has partnered with ServLine, a subsidiary of HomeServe USA Corp. (ServLine) to provide the City's residential water Customers with water leak adjustment coverage of one (1) adjustment of up to \$3,000 for leaks on the Customer's premises during any 24-month rolling period. This coverage provides payment of unexpectedly high water bills due to qualifying leaks. See Item F below for services impacted by this protection. The following conditions, provisions and limitations apply:

- A. Qualifying Leaks** - Any leak, other than those non-qualifying leaks listed below, that generates a minimum additional charge resulting in a City water utility bill that is twice the average water bill of that Customer calculated over a twelve (12) month period, up to a maximum adjustment of \$3,000 during any twenty-four (24) month period. For water Customers who have been on the City's water system for less than twelve (12) months, a water leak adjustment will not be made until at least three (3) months of average usage has been established.
- B. Non-Qualifying Leaks or Usage** - The following leaks or use of water do not qualify for a water leak adjustment under this Policy #5 – Leak Adjustment:
- Residential Customers who do not have an individual water meter and/or the meter is greater than 50mm in size;
  - Mastered metered Residential;
  - ICI Customers;
  - Leaks associated with structures that have been left or abandoned without reasonable care for the plumbing system (i.e., unattended homes that have not had the building control water valve turned off inside the structure and water drained from plumbing system or homes that have been left for any period of time without heat);
  - Leaks on water service lines, irrigation systems or irrigation lines;
  - Filling of water features, fountains or fish ponds or leaks associated with water features;
  - Filling of, leaks associated with, and/or general water usage associated with outdoor recreational activities such as, but not limited to, hot tubs, pools, slip-n-slides and sprinklers;

- Watering of lawns or gardens and washing or pressure-washing driveways, cars, windows or siding of any structure;
- Negligent or intentional acts such as leaving water running (i.e., failing to winterize outside water faucets, leaving the outside faucet on, interior faucets left running, and/or any other water left on in the home without a faulty plumbing issue), meaning there must be an actual break and repair for leak reimbursement; neglect of private property;
- Leaks in any structure other than the primary residential structure, such as, but not limited to, detached garages or storage buildings;
- Water loss due to theft, vandalism, or construction damage;
- Leaks associated with water using equipment prohibited by the City's Waterworks By-law (for example, municipal water-powered backup sump pumps).

### **C. Submission of Claims**

1. Claims must be submitted to ServLine within sixty (60) days from the billing date.
2. Claims must be accompanied by proof that the leak has been repaired before an adjustment will be made (i.e., copy of invoice for materials, bill from plumber, receipt for repair parts utilized by the homeowner for repair, meter consumption information, when available).
3. Contact ServLine to initiate a claim.

**D. Limitations** - A leak adjustment can encompass no more than four (4) billing cycles. No Customer shall receive more than one (1) leak adjustment during any twenty-four (24) month period. Water leak adjustment coverage assists with the payment of high water bills due to qualifying water leaks but does not provide any reimbursement for the repair or replacement of water lines or plumbing fixtures. Customers who qualify for leak adjustments will be responsible for paying their four-month average bill. ServLine will pay up to \$3,000 of an excess water bill resulting from a qualifying leak. Amounts in excess of \$3,000 will continue to be the responsibility of the Customer.

**E. Enrollment** – As of January 1, 2022, all Residential Customers who have an individual water meter up to 50mm in size were transitioned into the enhanced program, for the water leak adjustment coverage through the City's partner, ServLine. Qualifying new Residential Customers are automatically enrolled.

**F. Services Impacted** - Leak adjustments approved are applicable to water and wastewater / storm charges.

### **Contacting ServLine**

All questions concerning this water leak adjustment policy should be directed to ServLine who administers the program on the City's behalf.



## **POLICY #6 - Private Water Service Line Leak Wastewater Bill Adjustment**

This Policy #6 - Private Water Service Line Leak Wastewater Bill Adjustment Policy (Policy #6) provides Customers who utilize City water services the opportunity to request adjustments of wastewater bills and associated fees, penalties and interest accrued, when Utility Billings increase significantly, as a result of private watermain/service line leak(s), where the leak(s) are downstream of the property's water meter. An adjustment would only occur where the City's Hamilton Water Division determines that the leaking water from the private watermain/service line leak(s) likely did not enter the City's sanitary sewer, storm sewer or combined sewer system.

As outlined by the City's Waterworks By-law, the City's ownership and maintenance obligations for the water distribution system includes the public watermains and the portion of the water service line up to and including the water curb stop located at the property line. The water meter is owned and maintained by the City.

The property owner is responsible for the private watermain/service line from the water curb stop to the structure, as well as the premise plumbing and fixtures. It is the Customer's responsibility to keep their water lines and plumbing system in good working order. However, the City recognizes that water leaks do occur from time to time. Water leaks that occur downstream of a property's water meter will affect the property's Utility bills. Water meters may be located at the property line typically in underground chambers for some multi-residential and ICI properties.

Policy #6 sets out specific eligibility criteria that a Customer must meet in order to qualify for a billing adjustment due to increased Utility Billings related to downstream private watermain/service line leaks. As Utility Billings are based on potable water usage, Policy #6 aims to ensure that fundamental user fee principles related to Utility services are maintained.

Policy #6 provides staff with the delegated authority to make decisions on bill adjustments related to private watermain/service line leaks supporting the principle of a user-pay Utility system. A user fee is a charge imposed by the City for the primary purpose of covering the cost of providing a service, directly raising funds from those who benefit from the public good or service being provided. Policy #6 recognizes that water from private watermain/service line breaks may not enter into the City's sanitary sewer, storm sewer or combined sewer system and therefore, should not be subject to wastewater treatment charges.

### **REQUIREMENTS FOR UTILITY BILLING ADJUSTMENTS**

Under Policy #6, a credit adjustment may be available up to a maximum of twelve (12) months and up to \$200,000 to qualifying Customers who experience a private watermain/ service line leak when determined by the City that the water did not enter the City's sanitary sewer, storm sewer or combined sewer system. Adjustments for \$200,000 or greater are to be brought forward for the consideration of the Audit, Finance and Administration (AFA) Committee.

**Adjustment Amount (Credit)** – The Customer's Utility Billings may be adjusted based on the amount of water associated with the private watermain/service line leak(s) costed at the applicable year's wastewater rates.

**To qualify for such determination:**

- It is the property owner's responsibility to keep the private watermain/service line and their plumbing system in good working order.
- To qualify for a service line leak adjustment, the eligible watermain/service line leak(s) must generate a minimum additional charge of at least two (2) times the average of the past twelve (12) months' bills.
- An adjustment would only occur where the City determines that the leaking water from private watermain/service line leak(s) likely did not enter the City's sanitary sewer, storm sewer or combined sewer system.
- The Customer agrees to permit City personnel to access the Customer's property to conduct inspections and determine that the leakage did not enter the City's sanitary sewer, storm sewer or combined sewer system.
- Upon receipt of an abnormally high water bill, the Customer has actively attempted to address the leakage in a reasonable timeframe. The claim must be accompanied by proof that the leak(s) has been repaired before an adjustment will be made (i.e., copy of invoice for materials, contractor invoice).

**OTHER CONDITIONS / EXCLUSIONS**

- Water loss due to theft, vandalism or construction damage is not eligible for relief under this Policy. Resolving these issues is the responsibility of the Customer.
- Leaks associated with structures that have been left or abandoned. In accordance with the Waterworks By-law, for all Vacant properties, the water service should be shut off at the property line.
- Leaks on irrigation systems or irrigation lines.
- Filling of water features, fountains or fish ponds, or leaks associated with water features.
- Filling of or leaks associated with and/or general water usage associated with outdoor recreational activities such as, but not limited to, hot tubs, pools, slip-n-slides and sprinklers.
- Watering of lawns or gardens and washing or pressure-washing driveways, cars, windows or siding of any structure.
- Water loss due to theft, vandalism or construction damage.

The Customer is required to keep their Utility account current with payment in full or establish a payment arrangement pending consideration in order to be eligible for billing adjustments under this Policy. Any unpaid amounts under appeal will be treated in the same manner as all other unpaid accounts so that collection activity continues as per the City's Policy #9 - Payment Arrangement.

## **POLICY #7 - Extraordinary Circumstances**

This Policy #7 - Extraordinary Circumstances Policy (Policy #7) provides residential, not-for-profit, and institutional Customers who utilize City water services the opportunity to request adjustments to abnormally high water and wastewater/storm billings which result from unexplained or extraordinary and unusual circumstances and are not attributable to identified leaking situations.

Policy #7 sets out specific eligibility criteria that a Customer must meet in order to qualify for a billing adjustment for an abnormally high Utility Billing resulting from unexplained or extraordinary and unusual circumstances.

Policy #7 is intended to apply to situations that are not associated with plumbing failures, that do not qualify for relief under Policy #5, and that may result in an undue financial hardship for some Customers.

To provide staff with the authority to consider and permit adjustments to unusually high Utility Billing which result from unexplained and/or extraordinary and unusual circumstances and are not caused by an identified leaking situation.

### **REQUIREMENTS FOR WATER AND WASTEWATER / STORM BILLING ADJUSTMENTS**

Under Policy #7, a billing adjustment may be available to qualifying Utility Billing Customers who experience high Utility Billings for abnormally high water usage which falls under one of the two categories:

1. Unexplained Consumption Increase; or
2. Extraordinary Circumstance.

Situations that are eligible for relief under Policy #5 are **not** eligible for billing adjustments under Policy #7.

**Adjustment Amount (Credit)** – The Customer's billing may be adjusted for up to 50% of the change between the average consumption of the affected property and the bill for the period of abnormally high water usage. If there is no prior year history, the credit if granted, will be based on the average consumption of similar Customers.

#### **1. Unexplained Consumption Increase** – a situation where:

- The water meter has been tested and found to be measuring water consumption within prescribed standards for accuracy and is otherwise free from defects that could affect the measurement of water consumption. In accordance with the Waterworks By-law, the cost of water meter testing when requested by a Customer is borne by the property owner if the meter tests within the accuracy standards as set out by American Water Works Association (AWWA). If the water meter does not meet the accuracy standards, then the cost of the test and the cost to replace the meter are borne by the City;

- The abnormally high water usage relates to a limited period of water usage of no greater than 120 days in duration and, in the sole determination of the General Manager of Finance & Corporate Services or its designate, cannot reasonably be attributed to:
  - other known activities;
  - an act or omission of the Customer, an occupant of the property or a person within the Customer's or occupant's control; or
  - a leak or other defect in the private plumbing system of the Customer's property (such leak situations and potential remedies are normally addressed under Policy #5).

**For the purposes of such determination:**

The Customer must submit a signed copy of an *Unexplained High Water Use Billing Adjustment Request Form* available from the City's Billing agent, Alectra; and

The Customer must also complete a declaration that:

- the unexplained abnormally high water usage is not the result of an apparent or deliberate act of the Customer such as pool filling or irrigation use and there is no reasonable explanation for the high usage;
- the Customer agrees that an unexplained abnormally high water usage billing adjustment will NOT be available where:
  - there exists a cross connection with a well or other water source on the subject Customer's property;
  - the unexplained abnormally high water usage was caused by equipment which was improperly installed, malfunctioned due to manufacturer's defect, or is covered by any written warranty e.g., sump pumps or water softeners covered by new home warranties; or the Customer's Utility account with the City is not in good standing;
- The Customer must provide to the General Manager of Finance & Corporate Services, at the Customer's cost, written verification from a plumbing contractor, licensed to carry on business in the City, that the private plumbing system for the Customer's property is free from leaks or other defects that may affect water consumption and that upon careful inspection of the system there are no other factors that may explain the increased consumption;
- The Customer must provide to the General Manager of Finance & Corporate Services any documentation or other information in the Customer's possession or knowledge in respect to the private plumbing system for the subject property, occupants of the subject property and the Customer's water consumption during the billing period in question as the General Manager of Finance & Corporate Services may request; and
- The Customer agrees to permit City personnel to access the Customer's property to conduct inspections.

## **2. Extraordinary Circumstances** – a situation where:

- The likely cause of an increase in water consumption is known but there are unique and unusual circumstances and given the potential for undue financial hardship for some Customers, a potential billing adjustment may be available under Policy #7;
- Customers through no fault of their own have incurred high water bills for abnormally high water usage due to natural disaster or construction activities not under contract by the property owner and/or tenant. The Customer must provide evidence of no relief available from third party sources such as insurance claims; or
- Customers experience high water bills due to abnormally high water usage where the detection and correction of the usage could not have been reasonably been accomplished in time to avoid the excessive water usage. Examples include where Customers are medically incapable (written evidence may be requested) of addressing a leaking situation in a timely fashion.

### **For the purposes of such determination:**

The General Manager of Finance & Corporate Services is delegated the authority to determine Policy application in extraordinary circumstances.

## **OTHER CONDITIONS / EXCLUSIONS**

- Policy #7 is only available to eligible Customers who have high water billings for abnormally high water usage. Water consumption must have returned to normal (average) levels;
- The abnormally high water usage in question must have occurred over the last three Utility Billings;
- Only one billing adjustment (if granted) is available per property owner with a maximum adjustment of 120 days;
- Requests for billing adjustments must be received by Alectra and/or the City within 60 calendar days of the billing date in which the abnormally high water usage was reflected;
- Water loss due to theft, vandalism or construction damage is not eligible for relief under Policy #7. Resolving these issues is the responsibility of the Customer;
- Policy #7 does not apply where a dwelling is unoccupied for more than 72 hours. For extended absences, Customers should consider shutting off the water supply (except where water is used for heating) and draining all the pipes and appliances. In accordance with the Waterworks By-law, whenever any premises having water service becomes a vacant premise (as defined under that By-law), the owner is required within twenty-four (24) hours of vacancy to notify in writing, the City's Water Division to shut off the water at the street line; and
- The Customer is required to keep their Utility account current with payment in full or establish a payment arrangement pending consideration in order to be eligible for billing adjustments under Policy #7. Any unpaid amounts under appeal will be treated in the same manner as all other unpaid accounts so that collection activity continues as per Policy #8.

## COLLECTIONS POLICIES

### POLICY #8 - Arrears

This Policy #8 - Arrears (Policy #8) details the account collections protocol including the timing of certain collection activities when accounts for Utility services provided by the City are unpaid and past due.

The City has a service agreement with Alectra for the provision of Utility Billing, account collection and meter reading services. Policy # 8 is administered by Alectra pursuant to that service agreement.

#### Utility Account Collection Process

1. Invoices are issued with a due date of 24 calendar days from the invoice creation date.
2. Payments by mail will be processed as of the date the payment is received. The Customer is responsible to ensure that payments are received by Alectra on or before payment deadlines.
3. Partial payment received on an account that is in arrears will be applied to penalties and interest first and then to applicable Utility charges. For a converged invoice (electricity service plus water and wastewater / storm services), partial payments received will be applied to electrical service payment first and then water and wastewater/storm charges.
4. A service charge shall be applied by Alectra if a payment is dishonoured by the bank for any reason.
5. All unpaid fees and charges will be charged interest at a rate of 1.5% per month starting six (6) calendar days after the due date compounded daily from the due date. This interest rate is applicable up to the point of unpaid arrears being transferred to the property tax account as outlined in Step 4 of Table 6 below.
6. If the fees and charges for the supply of Utility services are not paid when they become due, the City may transfer the unpaid fees and charges to the property tax account in accordance with the provisions of the *Municipal Act, 2001*. The transferred outstanding balance will be subject to interest being applied at a rate as specified by the Late Payment Charges for the Non-Payment of Taxes By-law 20-045, as amended.
7. Accounts that fall into arrears follow the collection protocol below. The collection protocol applies to residential, institutional, commercial and industrial water accounts and provides:
  - Initial invoice is issued to account holders setting out the amount due for the fees and charges for the supply of Utility services;
  - Reminders are sent to account holders and property owners of their obligation to pay fees and charges for the supply of Utility services;
  - Opportunity is provided for payment in accordance with Policy #8; and
  - Enforcement steps are taken in accordance with Policy #8 when the invoice/account remains unpaid.

**Table 6**

<b>Steps</b>	<b>Circumstance</b>	<b>Response</b>	<b>Result</b>
1	Account outstanding 10 calendar days beyond due date	"Past Due Reminder Notice" mailed to account holder on the 10 <sup>th</sup> day	Payment of amount due or account remains outstanding
2	Account outstanding 17 calendar days beyond due date	"Final Notice" is mailed to account holder on the 19 <sup>th</sup> day (where arrears exceed notice threshold amount)	Payment of amount due or account remains outstanding
3	Account outstanding 30 or more calendar days beyond due date	"Arrears Letter" is mailed to account holder and the property owner (if different from the account holder) following the 30 <sup>th</sup> day advising of pending action if payment not received within 15 days.	Payment of amount due or account remains outstanding
4	Account outstanding 60 or more calendar days beyond due date	Outstanding amount transferred to property tax account roll. "Utility Arrears Transfer to Tax Letter" is mailed to the property owner. Applicable tax account transfer fee added to each property tax account.	City Utility revenue secured

**Customer Notifications**

Reasonable efforts are undertaken by the City and Alectra to provide the following notifications:

**Past Due Reminder Notice** – mailed by Alectra to account holder of accounts 10 calendar days after the due date. This notice provides a reminder to the account holder of the overdue status and requests payment within 10 calendar days.

**Final Notice** – mailed by Alectra to account holder 19 calendar days after the due date. This notice provides notice of account overdue status and requests immediate payment.

**Utility Arrears Letter** – mailed by Alectra to account holder and property owner (if different from the account holder) 30 or more calendar days after the due date. This notification advises of the past due water and/or wastewater / storm arrears and advises of a two-week period for the payment to be made. It further notifies that the outstanding amount plus an applicable administrative fee will be added to the property tax account if the arrears are unpaid.

Alectra will ensure that arrears notices, where there is an absence of an assigned tax roll number for the new property:

- are sent to the purchaser (account holder);
- advise the purchaser that arrears will remain on the Alectra water account;
- advise the purchaser that the balance continues to accrue interest at a rate of 1.5% per month; and
- advise the purchaser that balances that remain outstanding 60 or more days, plus accrued interest and an applicable administrative fee, will be immediately transferred to the property tax roll once a tax roll number has been assigned and communicated to Alectra.

***Utility Arrears Transfer to Tax Letter*** – mailed to property owner by the City's Taxation Section advising that Utility arrears, plus any accrued interest and an applicable administrative fee has been added to the tax account.

Alectra's property owner database is updated on a monthly basis with the City's Corporate Services Department (Taxation Section) records.

### **Rental Properties**

Where a landlord-tenant relationship exists, the protocol outlined in Table 6 is followed. Where the tenant is named as the account holder, the Past Due Reminder Notice and the Final Notice will be received by the tenant. The Arrears Letter advising of the potential transfer of arrears to the property tax roll is sent to both the account holder and the property owner.

Where a tax account transfer has occurred and if a person other than the property owner has been designated as the Utility bill recipient, further Utility bills may be sent to the property owner.

### **Condominium Water Arrears**

Condominium properties are comprised of many individually assessed units, each with an assessed owner. In many cases, water supplied to a condominium property is measured and accounted for by a single bulk water meter that records water consumption for the entire property.

The water fees of a condominium corporation that remain outstanding 60 days after their due date may be transferred to the tax accounts of that corporation's individual condominium units on a pro-rata basis equal to the proportions, expressed in percentages, allocated to the units, in which the owners are to contribute to the common expenses as set out in the declaration of the condominium corporation.

Additionally, the General Manager, Finance and Corporate Services, may exempt units, in whole or in part, from their proportionate share of Utility arrears where such units are directly supplied with metered water.



### **Newly Built Properties Utility Arrears**

To accommodate the Utility Billing for purchasers who have taken possession of newly built properties, the City will update the Utility account to the purchaser's name(s) and will bill accordingly.

All newly developed properties are assessed by the Municipal Property Assessment Corporation (MPAC) which assigns an assessment roll number which the City uses for taxation purposes as the property's tax roll number. However, the assignment of a roll number may not occur until long after the transfer of title to the purchaser's name(s) has occurred.

During this period where the purchaser is receiving the Utility bill and a tax roll number has not yet been assigned, any unpaid Utility balances that remain outstanding 60 or more calendar days beyond the invoice due date will be retained by Alectra.

Alectra will ensure that arrears notices, where there is an absence of an assigned tax roll number for the new property:

- are sent to the purchaser (account holder);
- advise the purchaser that arrears will remain on the Alectra Utility account;
- advise the purchaser that the balance continues to accrue interest at a rate of 1.5% per month; and
- advise the purchaser that balances that remain outstanding 60 or more days, plus accrued interest and an applicable administrative fee, will be immediately transferred to the property tax roll once a tax roll number has been assigned and communicated to Alectra.

### **Tax Exempt Property Water Arrears**

Accounts held by entities such as government, hospitals, education, and not-for-profits, may be exempt from taxes. Overdue amounts for Utility services owed by any exempt entities may be transferred to the tax account for the property, and or disconnection of service for non-payment may occur. If disconnection of service for non-payment occurs, the account will be charged the applicable fee for turning the water service off/on.

### **Authority to Transfer Arrears to Tax Roll**

Pursuant to section 398(2) of the *Municipal Act, 2001*, the municipality may add unpaid public utility fees and charges, which include Utility arrears, to the tax roll for the property to which the public utility was supplied.

Ontario Regulation No. 581/06 additionally identifies such fees or charges associated with the supply of Utility services as having "priority lien status" as described in Section 1 of the *Municipal Act, 2001*, such that, when added to a property tax account because of payment default, these fees and charges:

- may be collected in the same manner as taxes on the property;
- may be recovered with costs as a debt due to the municipality from the assessed owner of the property at the time the fee was added to the tax account and from any subsequent owner of the property or any part of it;

- are a special lien on the property in the same manner as taxes under subsection 349(3) Act; and
- may be included in the cancellation price under Part XI of the *Municipal Act, 2001*, in the same manner as are taxes on the property, in the event that a Tax Arrears Certificate is registered on title of the property.

The Waterworks By-Law, as amended, also permits the collection of Utility arrears in the same manner as property taxes by transferring arrears amounts to the property tax roll.

## **POLICY #9 – Payment Arrangement**

This Policy #9 - Payment Arrangement (Policy #9) allows City Customers the opportunity to pay off past-due bill balances to keep their accounts in good standing. Payment Extension or deferred Payment Arrangements are a reasonable measure to ensure the City recovers water and wastewater/storm revenue without creating undue hardship for City Utility Customers.

A Payment Extension allows for payment of an account to occur within 5 business days of the invoice due date without the Customer incurring additional fees or penalties. A Payment Arrangement allows for the past-due amounts to be spread out over a specified period of time payable in equal installments at fixed intervals (usually every month). These payments are called Payment Instalments. Customers are required to pay the agreed-upon Payment Instalment in addition to paying their regular Utility charges in full by the bill due date each month. Payment Arrangements must be requested prior to a transfer of unpaid Utility fees and charges to the tax roll for the property to which services were supplied.

### **BACKGROUND**

The City seeks to structure and administer Policy #9 to maximize the successful collection of Utility service amounts owing to the City while allowing the Customer to retain active Utility service. Policy #9 allows for a consistent approach to Customer service and reinforces regular payment of outstanding fees and charges.

Policy #9 affords an opportunity to Customers, under specified circumstances, to request payment accommodations for payment of their outstanding Utility bills in the form of Payment Extensions and Payment Arrangements. Payment Extensions and Payment Arrangements are discretionary and the City is not obligated to grant them. Requests for payment accommodations will be assessed on a case-by-case basis. Payment Extension and Payment Arrangements are meant to be used from time to time and not habitually.

### **PAYMENT EXTENSIONS**

The City recognizes that from time to time Customers need an extension to pay their current Utility bill due to unforeseen circumstances. An approved extension allows for payment to occur within five business days of the invoice due date without incurring additional fees or penalties. The granting of the payment extension will be at the sole discretion of the City's billing agent, Alectra.

### **PAYMENT ARRANGEMENTS**

Payment Arrangements allow City utility Customers the opportunity to pay past-due Utility bill balances and keep their account in good standing. With a Payment Arrangement, the outstanding amount is paid over a specified period of time payable in equal installments at fixed intervals (usually every month).

## Eligibility

A Customer is eligible for a Payment Arrangement if:

- Customer has an active account;
- Customer does not currently have a Payment Arrangement with a Utility company to pay off previous Utility arrears;
- Customer has not contravened a previous Payment Arrangement within the past twelve months;
- Customer has not filed or is in not the process of filing for bankruptcy or proposal to creditors;
- There is no evidence of unauthorized alteration to the water meter and/or piping to by-pass the water meter on the property for which the Payment Arrangement request is being filed; and
- Where a tenant is the account holder, the property owner must provide Consent in writing for the Payment Arrangement.

## Conditions

**Payment Arrangements are subject to the following requirements:**

- Customers are required to make a partial payment equal to, at minimum, the Customer's average bill prior to establishing a Payment Arrangement;
- In addition to keeping Payment Instalments current, all new and future charges must also be paid on time; and
- Upon Default in complying with the terms of a Payment Arrangement, the outstanding balance will become immediately due and subject to usual late payment interest and charges. All unpaid arrears up to the date of the default will be transferred to the property tax roll.

Any of the following constitutes "Default" of a Payment Arrangement:

- Failure to pay a Payment Instalment when due;
- Payment of an amount that is less than the agreed-upon Payment Instalment; or
- Failure to pay the full amount of new/future charges (not associated with the Payment Arrangement) before account enters collections.

The following factors will be considered when determining the eligibility, length and other particulars of a Payment Arrangement:

- Customer's ability to pay;
- The amount of the bill resulting in the payment accommodation request;
- Customer's previous payment history;
- The reason for the payment accommodation request;
- The length of time the bill has remained unpaid; and
- Any special circumstances creating an extreme hardship for the Customer.

## STANDARD PAYMENT ARRANGEMENTS

With Standard Payment Arrangements, Customers having difficulty paying their past-due Utility bill amounts can apply to have the arrears payable over a specified period of time in equal instalments set at fixed intervals (usually every month). Customers may contact the City's billing agent, Alectra, directly to discuss their payment options and situation.

### Residential, Institutional and Not-for-profit Customers

- Residential, Institutional, and not-for-profit Customers are required to make a partial payment equal to, at minimum, the Customer's average bill prior to establishing a Payment Arrangement.
- The remaining balance must be paid over no more than a 24-month payment period, to be set by the Utility company or Alectra, with interest applied at a rate of 1.25 percent per month (15 percent per year).

### Commercial and Industrial Customers

- Commercial and Industrial customers are required to make a partial payment equal to, at minimum, the Customer's average bill prior to establishing a Payment Arrangement.
- The remaining balance must be paid over no more than a 12-month payment period, to be set by the Utility company or Alectra, with interest applied at a rate of 1.25 percent per month (15 percent per year).

### Tenants

- Tenant(s) must obtain a written consent from the owner(s) registered on title to the property for which a Payment Arrangement is sought for the Payment Arrangement. The consent must be in the form provided by the City. The written consent may be obtained from the owner directly by the Tenant(s), or, at the request of the Tenant(s), may be obtained by Alectra on the Tenant's behalf. No Payment Arrangement will be established without the written consent of the owner.
- Tenant Customers are required to make a partial payment equal to, at minimum, the Customer's average bill prior to establishing a Payment Arrangement.
- The remaining balance to be paid over no more than a 24-month payment period, to be set by Alectra, with interest applied at a rate of 1.25 percent per month (15 percent per year).

## Landlords

- The City, through Alectra, provides the opportunity for Utility bills to be sent to a person other than the property owner such as a tenant or property manager and to be paid for by that person. However, this does not affect the property owner's liability for the charges. Where the water bill is sent to anyone other than the property owner and remains unpaid, subsection 398(2) of the *Municipal Act, 2001* permits the City to add unpaid Utility fees and charges to the tax roll of the property to which the public utility was supplied. In such circumstances, the fees and charges added to the tax roll will have priority lien status as described under section 1 of the *Municipal Act, 2001*. Where a tenant who is in receipt of water bills, contacts Alectra to request a Payment Arrangement for post-due bills related to water and wastewater/storm fees and charges, Alectra or the tenant will inform the property owner of the proposed plan for their consent.
- Landlords that retain the water bill for their Income Producing Residential Rental Properties may contact Alectra should they experience payment difficulties to discuss Payment Arrangement options.
- Landlord Customers are required to make a partial payment equal to, at minimum, the Customer's average bill to establish a Payment Arrangement.
- The remaining balance to be paid over no more than a 24-month payment period, to be set by Alectra, with interest applied at a rate of 1.25 percent per month (15 percent per year).

## SPECIAL PAYMENT ARRANGEMENTS

There may be situations where the Payment Arrangement terms and conditions are extended beyond the Standard Payment Arrangements limitations dependent on various situations as outlined below:

### **Water Leak and Extraordinary Circumstance Policy Considerations**

Customers seeking consideration under Policy #5 - Leak Adjustment or Policy #7 - Extraordinary Circumstances may enter into a short-term Payment Arrangement, typically under four months, as the Customer's account must remain in good standing pending the outcome of requests made under those policies. Interest on the outstanding balances is waived until such time as the decision is made under those policies and/or a Standard Payment Arrangement approved.

### **Back-billings**

Accounts may be Back-billed on occasion. Understanding that a Back-bill may cause hardship, the City may offer Customers a Payment Arrangement with a repayment term that aligns with the time period of the Back-bill (even where the repayment term exceeds the maximum term available under Standard Payment Arrangements). The Payment Arrangement may be approved with no applicable interest or penalties assessed as long as the account remains current and the scheduled Payment Instalments are made.

### **Low Income Payment Arrangements (LIPA)**

Special Payment Arrangement terms are available for residential Customers who meet income eligibility requirements set by the City. These Low Income Payment Arrangements increase the amount of time for qualified Customers to pay off their past-due Utility bill balances over and beyond the term limits under Standard Payment Arrangements. The Payment Arrangement may be approved with no applicable interest or penalties assessed as long as the account remains in good standing. Additionally, qualified low income Customers may be assessed a down payment less than their account average bill amount, as well as, possible reduction of incurred late payment fees.

Qualified Customers of Alectra's Low-income Energy Assistance Program (LEAP) are eligible for a LIPA.

Other Customers seeking to qualify for a LIPA must complete an application form providing documentation and proof of total gross household income for all family members. Eligibility will be determined where family income falls below the LEAP Income Cut-Off for the family size published by the Ontario Energy Board for the billing year the application for the LIPA is made by the Customer.

### **Financial Hardship**

The City recognizes that residential Customers can experience periods of financial hardship affecting their capacity to pay past-due water and wastewater/storm bills due to life events that are typically of an unplanned or uncontrollable nature such as:

- unemployment;
- medical illness;
- physical or intellectual disability of the Customer or dependant affecting their capacity to pay;
- death in the family;
- change in the family unit;
- domestic violence;
- sudden loss of income or substantial reduction in income;
- legal proceedings;
- natural calamity such as fire, flood or storm damage; or
- other unforeseen factors affecting Customer capacity to pay, such as an increase in non-discretionary spending.

Offering flexible Payment Arrangements, based on the Customer's capacity to pay, assists Customers with solutions to manage their ongoing Utility costs and payments. Approval of a Financial Hardship Special Payment Agreement increases the amount of time for qualified Customers to pay off their past-due water and wastewater/storm bill balances over and above the term limits under a Standard Payment Arrangement. The Payment Arrangement may be approved with no applicable interest or penalties assessed as long as the account remains in good standing. Additionally, qualified financial hardship Customers may be assessed a down payment less than their account average bill amount, and with possible reduction of incurred late payment fees.

When considering a Customer's ability to pay, the Customer's financial situation and their ability to meet the overall costs of their basic living needs will be considered.

Basic living needs include:

- Rent or mortgage;
- Other utilities (e.g., electricity, phone and gas);
- Food and groceries;
- Transportation (including transit, fuel and car expenses);
- Childcare and school fees;
- Clothing; and
- Medical and dental expenses.

To assess whether a Customer is experiencing financial hardship, the following information and/or documents relating to their personal circumstances may be requested:

- Employment status;
- Income and Basic Living Needs;
- Dynamic of household / number of dependants;
- Capacity to pay;
- How much the Customer can afford to pay; and
- Other financial commitments.

The Customer will be assessed as experiencing financial hardship and will be assisted through a Financial Hardship Special Payment Arrangement if information provided by the Customer indicates that:

- The Customer is unable to pay their past-due Utility bill balances in accordance with the Standard Payment Arrangement terms due to financial hardship; and
- It appears that the Customer will be unable to pay past-due Utility bill balances without affecting their ability to meet basic living needs.

Financial Hardship Special Payment Arrangements are available only for residential Customers with the exception of owners/landlords of Income Producing Residential Rental Properties.

### **Extended-term Payment Arrangements**

All Customers may request a Payment Arrangements with extended repayment terms that exceed the Standard Payment Arrangement terms for situations not related to a Back-bill, LIPA or Financial Hardship. At the sole discretion of the City, these requests may be considered and, where approved, interest may be applicable to any arrears subject to such Payment Arrangements at a rate of 1.25 percent per month (15 percent per year).



## **PAYMENT ARRANGEMENT APPROVAL & ADMINISTRATION REQUIREMENTS**

### **Approvals**

- Standard / Special Payment Arrangements up to \$5,000: may be approved by Alectra in accordance with Policy #9 with monthly reporting to the City of all active payment arrangements.
- Standard / Special Payment Arrangements between \$5,000 and up to \$200,000: may be approved by the General Manager of Finance and Corporate Services or the Director of Financial Planning, Administration and Policy.
- Standard / Special Payment Arrangements of \$200,000 or greater: may be approved by City Council.

### **Administration**

- The City and Alectra, as applicable, administer Payment Extensions and Payment Arrangements in accordance with Policy #9.
- Payment Extensions are wholly administered by Alectra.
- Payment Arrangements up to \$5,000 with Standard Payment Arrangement terms are wholly administered by Alectra.
- Payment Arrangements of \$5,000 or greater and/or Special Payment Arrangements are administered by Alectra based on prior direction and approval from the City.

## APPENDIX A - Privacy Statement

### 1) INTRODUCTION

Alectra handles all Utility Billing for the City. In order to provide you with water, wastewater and stormwater services, Alectra collects and maintains personal information for the use of the City. This information is collected by Alectra for the City under the legal authority of the *Municipal Act, 2001* Part III – Sections 78 - 91, 96, 97 and Part XII – Sections 227, 391 and 398.

All personal information collected is protected under the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA). The City is committed to protecting information about identifiable individuals who are its Customers. The City uses the Personal Information of its Customers to provide services, manage its water, wastewater and stormwater operations, promote water, wastewater and stormwater programs including the water and wastewater/storm protection plan and grants that may be available to its Customers.

This Privacy Statement will be reviewed from time-to-time for revisions to reflect changes to the City's operations or MFIPPA. Customers are encouraged to review this Privacy Statement from time-to-time for revisions.

Customers who receive Utility services from the City will be deemed to have accepted the terms and conditions of this Privacy Statement.

**For the purpose of this APPENDIX A - Privacy Statement, the following definitions shall apply:**

**"Collection"** means the act of gathering, acquiring, recording or obtaining Personal Information from any source, including third parties, by any means.

**"Consent"** except where inconsistent with the context means the act of voluntarily agreeing to the collection, use and Disclosure of Personal Information for defined purposes. Consent can be either express or implied and can be provided directly by the individual or by someone authorized to provide consent on behalf of the individual. Express consent may be given orally, electronically or in writing and does not require any inference on the part of the City or Alectra. Implied consent may be reasonably inferred from an individual's action or inaction by the City or Alectra.

**"Disclosure"** means the release of personal information by any method (e.g., sharing information by any means such as verbally, sending an email, posting online) to any person.

## 2) POLICY

### **PRIVACY QUESTIONS / REQUESTS**

If you have any questions or concerns about this Privacy Statement, please direct inquiries to [hamiltonutilitiesbilling@hamilton.ca](mailto:hamiltonutilitiesbilling@hamilton.ca).

### **NOTICE OF PURPOSES: COLLECTION, USE AND DISCLOSURE OF PERSONAL INFORMATION**

The City uses the Personal Information of its Customers to provide services, manage its water, wastewater and stormwater operations, promote water, wastewater and stormwater programs including the water and wastewater protection plan and grants that may be available to its Customers.

This personal information will be used to provide you with ongoing service for billing, collection and conservation, which includes the following purposes:

- For establishing and maintaining responsible commercial relations with Customers including providing services, billing for services, sending notices about services, responding to Customer enquiries and otherwise providing Customer service;
- For settlement, processing and the collection of past due accounts including notification of landlords (where applicable) of the opening of an account and of unpaid accounts;
- For law enforcement purposes and complying with legal requirements, including purposes consistent with those for which the information was obtained; and
- For effective water, wastewater and stormwater management and provision of ongoing service to Customers, including system planning, conservation planning, programs and initiatives including a water and wastewater protection plan.

Individuals are invited to ask the City for an explanation of the purposes the City has identified for the use of Personal Information. Individuals should direct their questions to: [hamiltonutilitiesbilling@hamilton.ca](mailto:hamiltonutilitiesbilling@hamilton.ca).

Unless permitted or required by law, the City shall not use Personal Information for any new purpose without first obtaining Consent.

Alectra on its own behalf and in accordance with applicable legislation may disclose a Customer's Personal Information in relation to Alectra's electricity utility accounts (as accounts for Utilities and electricity are often converged):

- To its employees, agents or consultants who require the information in the performance of their duties for the City or Alectra on the City's behalf;
- To an agent retained by the City or by Alectra on its behalf in connection with the collection of the Customer's account or otherwise to collect a debt;
- To credit grantors and reporting agencies;
- To a person who, in the reasonable judgment of the City or Alectra on its behalf, is seeking the information as an agent of the Customer;

- To persons as permitted or required by Applicable Law, including, for example, compelling circumstances affecting the health or safety of an individual or compassionate circumstances to facilitate contact with a relative or friend of an injured or ill individual or for insurance purposes; and
- For purposes consistent with those for which the information was obtained.

The City (or Alectra on its behalf) may disclose Personal Information to external (third-party) consultants and service providers (Service Providers), including legal counsel or insurance providers. These Service Providers include, for example, legal and information technology services, which require the information to provide their services to the City or Alectra. By contract, the City and Alectra require Service Providers to protect Personal Information to the same degree as they protect the information.

Your personal information is not shared with any third parties without your prior Consent except for the above or a consistent purpose and where required or permitted by law.

### **CONSENT**

In general, the use of services by a Customer, constitutes implied Consent for the City to collect, use and disclose Personal Information for the purpose of providing the services.

A Customer may withdraw Consent to the continued use of his or her Personal Information on reasonable notice. This is, however, subject to any legal requirements for the City or Alectra on its behalf to continue to use the information. Customers are invited to discuss the implications of withdrawing Consent to any particular use or Disclosure of their Personal Information with the City. Customer inquiries should be directed to [hamiltonutilitiesbilling@hamilton.ca](mailto:hamiltonutilitiesbilling@hamilton.ca).

### **SECURITY OF PERSONAL INFORMATION**

The City and Alectra on its behalf limits access to Personal Information to those of its employees and agents who require the information to perform their duties.

Where Personal Information has been used to make a decision about a Customer, the City will retain the information in accordance with its records retention by-law, unless otherwise agreed to with the Customer. The City will maintain reasonable systematic controls, schedules and practices for records retention and destruction. Personal Information that is no longer necessary or relevant for the identified purposes or required to be retained will be destroyed, erased or made anonymous in compliance with legal obligations.

The City and Alectra employ a number of different security safeguards to protect Personal Information against risks. These risks include, for example, loss, theft, unauthorized access, Disclosure, copying, use, modification or destruction. The security safeguards include, for example, technological ones such as firewalls and passwords, physical ones such as controlled access to its facilities, and administrative ones such as enforcing compliance with this Privacy Statement.

The City requires all its employees and agents who have access to Personal Information, as a condition of their employment, to treat Personal Information in accordance with its MFIPPA obligations and this Privacy Statement and provides its employees with training about Personal Information management.

### **ACCESS TO ONE'S OWN PERSONAL INFORMATION**

Upon written request, the City will provide a Customer or employee a reasonable opportunity to review his or her own Personal Information, except in limited circumstances set out in MFIPPA. The City will provide notice if there will be a fee for accessing Personal Information and, as a security measure, may require identification before providing access.

The City will correct or complete a record of Personal Information (unless it is believes that the information is accurate or complete) and will record any unresolved differences as to accuracy or completeness in the individual's file.


### **CHALLENGING COMPLIANCE**

Inquiries regarding the collection, retention and use of personal information in accordance with this agreement can be directed to [privacy@hamilton.ca](mailto:privacy@hamilton.ca). The City will investigate all complaints concerning compliance with the Privacy Statement. If a complaint is found to be justified, the City will take appropriate measures including, if necessary, changing its practices.





**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
**Financial Services and Taxation Division**

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	November 7, 2024
<b>SUBJECT/REPORT NO:</b>	Consultation on Province-wide Enabling of the Use of Pay-on-Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the <i>Planning Act</i> (FCS24058) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Lindsay Gillies (905) 546-6875 Ext.5491
<b>SUBMITTED BY:</b>	Kirk Weaver Acting Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

**RECOMMENDATION(S)**

- (a) That Council adopts the submissions and recommendations as provided in Appendix "A" to Report FCS24058 regarding ERO 019-9198: Enabling the Use of Pay-on-Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the *Planning Act*;
- (b) That the General Manager, Finance and Corporate Services, be authorized and directed to confirm the submissions made to the Province regarding ERO 019-9198: Enabling the Use of Pay-on-Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the *Planning Act*, attached as Appendix "A" to Report FCS22085; and
- (c) That the General Manager, Finance and Corporate Services and the City Solicitor be authorized to make submissions pertaining to ERO 019-9198: Enabling the Use of Pay-on-Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the *Planning Act* and any associated future opportunities for consultation, consistent with the comments and concerns raised in Report FCS24058.

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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.

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**SUBJECT: Consultation on Province-wide Enabling of the Use of Pay-on-Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the *Planning Act* (FCS24058) (City Wide) – Page 2 of 6**

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## **EXECUTIVE SUMMARY**

On September 16, 2024, the Province released ERO 019-9198: Enabling the Use of Pay-on-Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the *Planning Act* (“Surety Bond Regulation”). The Surety Bond Regulation sets out proposed terms that, if included in a surety bond, would be required to be accepted by a municipality should a developer submit a complying surety bond as security for a land-use planning agreement (development agreement).

The stated objective of the proposed Surety Bond Regulation is to help developers free up funds for housing projects through the use of an alternative financial tool. This objective can theoretically be achieved through the use of surety bonds because, unlike a cash security or a letter of credit, surety bonds do not require dollar for dollar capital from the developer for the issuer to provide a surety bond.

The purpose of Report FCS24058 is to provide information and obtain endorsement of staff comments on the proposed Surety Bond Regulation.

The City of Hamilton has been accepting pay-on-demand surety bonds since the summer of 2021. Given the Province’s expressed desire to mandate this financial tool to all municipalities, staff generally supports the requirements proposed by the Province. However, staff remains concerned about the Province mandating the use and terms, without leaving municipalities with the ability to customize the financial tool for their own needs.

The Province provided for consultation on the Surety Bond Regulation. The consultation deadline was October 16, 2024. In order to meet the Provincial deadline, staff comments have been submitted to the Province and are contained in the attached Appendix “A” to Report FCS24058. If the recommendations in Report FCS24058 are approved by Council, the General Manager, Finance and Corporate Services, will notify the Province that the submissions that were made have been adopted by Council for the City of Hamilton.

**Alternatives for Consideration – Not Applicable**

## **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The Surety Bond Regulation, as drafted, is expected to have minimal to no financial impact to the City. This is because there are few variations from the City’s existing Development Agreement Surety Bond Policy (FPAP-DA-001) as summarized in Table 1 and the frequency of the City needing to draw on securities has historically been low.

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**SUBJECT: Consultation on Province-wide Enabling of the Use of Pay-on-Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the *Planning Act* (FCS24058) (City Wide) – Page 3 of 6**

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Staffing: None.

Legal: There are no legal implications related to adopting the recommendations in Report FCS24058. Once a Surety Bond Regulation is in force, Legal staff will need to support the review and evaluation of surety bonds provided, alongside the legislation and support the update of the City's existing Development Agreement Surety Bond Policy (FPAP-DA-001).

## **HISTORICAL BACKGROUND**

- December 9, 2020      The General Issues Committee, received as Item 8.1, a presentation and report from the Mayor's Task Force on Economic Recovery. The presentation included a request to review the use of surety bonds as financial security for development projects to secure municipal agreements.
- June 3, 2021      Audit, Finance and Administration Committee, through Report FCS21056 / LS21021, approved a Development Agreement Surety Bond Policy (FPAP-DA-001) and requested staff to bring a report back to committee after 24 months of accepting the first Surety Bond. This policy was adopted on a go-forward basis only.
- March 30, 2022      Bill 109, the *More Homes for Everyone Act, 2022* completes its first reading. Schedule 5, *Planning Act*, includes a provision that would provide the Minister with authority to make certain regulations respecting surety bonds and other instruments in connection with approvals with respect to land use planning.
- April 8, 2022      City Council, through Report PED22112, received information regarding Bill 109, the *More Homes for Everyone Act, 2022* and approved the comments which the Mayor submitted to the Province.
- April 14, 2022      Bill 109, the *More Homes for Everyone Act, 2022* received Royal Assent. Schedule 5, *Planning Act*, includes a provision that provides the Minister with authority to make certain regulations respecting surety bonds and other instruments in connection with approvals with respect to land use planning.

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**SUBJECT: Consultation on Province-wide Enabling of the Use of Pay-on-Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the *Planning Act* (FCS24058) (City Wide) – Page 4 of 6**

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August 17, 2023	An update on the City’s use of “Development Agreement Surety Bond Policy (FPAP-DA-001)” is provided through Report FCS21056(a) “Development Agreement Surety Bonds”. Staff was directed to explore a full cost recovery model to permit replacements of previously provided letters of credit or cash securities with a surety bond.
September 5, 2024	Audit, Finance and Administration Committee, through Report FCS21056(b), approved a process for permitting developments to replace previously provided letters of credit or cash securities with a surety bond. Development Agreement Surety Bond Policy (FPAP-DA-001) is updated.
September 16, 2024	The Surety Bond Regulation is released by the Province with a 30-day consultation period.
October 9, 2024	Staff level comments on the Surety Bond Regulation were submitted to the Province and attached as Appendix “A” to Report FCS24058.
October 16, 2024	The deadline for submitting comments on the Surety Bond Regulation.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

There are no policy implications or legislated requirements related to adopting the Recommendations in Report FCS24058. Once a Surety Bond Regulation is formalized, the City will need to update its practices to reflect the requirements of the Regulation and update its Development Agreement Surety Bond Policy (FPAP-DA-001) to ensure compliance with the Regulation. A summary of the differences between the City’s Policy and the proposed Surety Bond Regulation can be found in Table 1.

## **RELEVANT CONSULTATION**

Legal and Risk Management Services Division, Corporate Services Department  
 Planning Division, Planning and Economic Development Department  
 Growth Management Division, Planning and Economic Development Department

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

Staff has reviewed the Surety Bond Regulation and provided staff level comments to the Province, attached as Appendix “A” to Report FCS24058.

**SUBJECT: Consultation on Province-wide Enabling of the Use of Pay-on-Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the *Planning Act* (FCS24058) (City Wide) – Page 5 of 6**

The Surety Bond Proposal has been presented as the elements which will be contained in the Regulation. As with any piece of legislation, the detail and language choices matter. Generally, given that the Province intends to mandate the use of surety bonds, staff is supportive of the elements proposed by the Province. Table 1 summarizes the key terms in the City’s Surety Bond Policy against the proposed Surety Bond Regulation.

**Table 1  
Summary of City’s Development Agreement Surety Bond Policy (FPAP-DA-001)  
compared to the proposed Surety Bond Regulation**

<b>Item</b>	<b>City’s Policy</b>	<b>Proposed Surety Bond Regulation</b>
Licensing	An active institution monitored by the Office of the Superintendent of Financial Institutions (OSFI). [Note 1]	Licensed under the <i>Insurance Act</i> to write surety insurance. Includes issuers overseen by Financial Services Regulatory Authority of Ontario (FSRA). [Note 1]
Years of Operation	Incorporated in Canada for no less than 10 years	N/A
Credit Rating	Dominion Bond Rating “A” or higher; Fitch Ratings “A-” or higher; Moody’s Investors Services Inc. “A3” or higher; or Standard and Poor’s “A-” or higher.	Dominion Bond Rating “A” or higher; Fitch Ratings “A-” or higher; Moody’s Investors Service Inc. as “A3” or higher; Standard and Poor’s “A-” or higher; A.M. Best Company, Inc. as “A” or higher.
Guaranteed Payment	Yes	Yes
Timely Payment	10 business days	15 business days
Partial Drawdowns	Yes	Yes
Cancellation	90 days’ notice Replacement required 30 days prior to termination Otherwise, bond remains in force	90 days’ notice Replacement required within 60 days of notice Otherwise, bond remains in force

Note 1: OSFI provides oversight to federally regulated institutions as well as foreign institutions, FSRA provides oversight at the provincial level.

As can be seen, there are few differences between the City’s current policy and the proposed Surety Bond Regulation.

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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: Consultation on Province-wide Enabling of the Use of Pay-on-Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the *Planning Act* (FCS24058) (City Wide) – Page 6 of 6**

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The following summarizes the change requests that staff has raised to the Province in the staff level comments attached as Appendix “A” to Report FCS24058:

- Staff has requested guidelines versus requirements be included in the final regulation.
- Staff has requested an opportunity to be consulted on the specific language of the regulation.
- Staff has requested that municipalities be permitted to include additional terms as they deem necessary. For example, the existing City requirement that the issuer be incorporated in Canada for no less than 10 years.
- Staff has requested that municipalities be provided with the discretion to reject surety bonds where there is evidence of negative experiences with an issuer.
- Staff has requested that the Province issue a public list of all eligible issuers and their credit ratings to ease the administrative burden to municipalities.
- Staff has requested a consideration of a 10-day payout requirement versus the 15 days proposed in the Surety Bond Regulation.
- Staff has requested discretion on the part of the municipality regarding an option to draw on the bond versus the bond remaining in place, should an issuer provide an intention to terminate a bond.

#### **ALTERNATIVES FOR CONSIDERATION**

Not Applicable

#### **APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report FCS24058 – City of Hamilton Staff Submission on ERO 019-9198: Enabling the Use of Pay-on-Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the *Planning Act*

LG/dt



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General Manager, Finance and Corporate Services  
Corporate Services Department  
1<sup>st</sup> Floor, 71 Main Street West

October 9, 2024

ERO Number: 019-9198

Ruchi Parkash, Director, Municipal Finance Policy Branch  
Ministry of Municipal Affairs and Housing  
17<sup>th</sup> Floor, 777 Bay Street  
Toronto, Ontario  
M7A 2J3

Dear Director Parkash:

**Subject: City of Hamilton Submission on Proposed Regulation Notice:  
*Enabling the Use of Pay-on-Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the Planning Act***

Thank you for the opportunity to provide comments on ERO 019-9198: *Enabling the Use of Pay-on-Demand Surety Bonds to Secure Land-Use Planning Obligations under Section 70.3.1 of the Planning Act* ("Surety Bond Regulation"). Please accept the following comments for consideration.

As communicated by the Province of Ontario (Province), the Provincial commenting period closes at 11:59 pm on October 16, 2024. Given the short timeline provided to municipalities to comment on the Surety Bond Regulation, City of Hamilton (City) staff has assembled a letter that highlights initial thoughts/requests. The City's final comments will be forwarded to the Province once they have been endorsed by Council in November 2024.

The City is committed to working with the Province to address the Housing Crisis in a thought out and responsible manner. The City has been accepting pay-on-demand surety bonds since the summer of 2021. To date, the City has not needed to draw on one. The pay-on-demand surety bond as a tool for municipalities to secure development agreements is still considered new and, as such, the complexities that may arise across the sector are in their infancy. It is noted that pay-on-demand surety bonds as security for construction have been in place since 2018 and the Province provided a template bond which has been successful (Form 5, Construction Lien Act); no template appears to be proposed related to the use of pay-on-demand surety bonds as security for development agreements and the City's comments are based on no template being mandated.

City of Hamilton  
ERO:019-9198

For ease of review, the City's comments have been grouped into the same six categories presented in the Surety Bond Regulation. In addition, the City has added a General Feedback category and Concluding Comments:

1. General Feedback
2. Licensing Requirements
3. Credit Rating Requirements
4. Guaranteed Payment
5. Timely Payment
6. Partial Drawdowns
7. Cancellation
8. Concluding Comments

### **General Feedback**

The pay-on-demand surety bond as a tool for municipalities is still considered new and, as such, the complexities that may arise across the sector are in their infancy. **The City requests that the Province include guidelines for surety bonds rather than requirements for surety bonds in the Surety Bond Regulation.**

The Surety Bond Regulation has been presented as elements which will be contained in the Regulation. As with any piece of legislation, the detail and language choices matter. Without the exact language and structure that will be used it is not possible to truly understand the impacts of this proposed regulation on Municipalities. **The City requests that the Province release the specific language intended for the Regulation, with a 90 day consultation period, so that the industry and municipalities can provide meaningful and specific feedback.**

The Surety Bond Regulation has a number of terms presented, municipalities may have specific needs in addition to the presented terms; such as a requiring the issuer have been in operation a certain number of years, no expiration date of the surety bond, specific notice methods, etc. **The City requests that the Surety Bond Regulation be clear that a municipality may include additional terms as deemed necessary by the municipality.**

The Surety Bond Regulation would require that municipalities accept surety bonds from all licensed issuers (provided they meet the credit rating requirements) and does not permit municipalities to apply discretion to accepting surety bonds should municipalities encounter negative experiences with an issuer. For example, not making payments within the agreed time frames. **The City requests that municipalities be provided discretion to reject surety bonds from issuers where there is evidence of negative experiences with that issuer.**

## Licensing Requirements

The Surety Bond Regulation proposes that surety bond would need to be issued by an insurer licensed under the Insurance Act. **The City is generally supportive of this requirement.** However, to ease the administrative process for municipalities, **the City requests that the Province maintain a public list of eligible companies and their credit ratings that is updated regularly.**

## Credit Rating Requirements

The Surety Bond Regulation proposes minimum credit ratings that an issuer would need to meet. **The City is generally supportive of this requirement and the credit ratings proposed.** However, to ease the administration of processes for municipalities, **the City requests that the Province include the credit rating for eligible companies in a public list that is updated regularly.**

The Surety Bond Regulation does not address what options are available to a municipality should the credit rating of an issuer fall below the minimum requirements while the surety bond is held. **The City requests that the Surety Bond Regulation be clear that a municipality may require a new security or draw on the surety bond should the issuer's credit rating fall below the minimum credit rating.**

## Guaranteed Payment

The Surety Bond Regulation proposes that the surety bond issuer would be required to pay the municipality "if the municipality determines, in its sole discretion, that the principal has defaulted". **The City is generally supportive of a guaranteed payment provision provided the language absolutely precludes the assertion of defences by the bond issuer, or the taking of any other action that would result in a lower level of security than would be obtained from cash security or irrevocable letters of credit.**

## Timely Payment

The Surety Bond Regulation proposes that payment would be required from the issuer "to the municipality within 15 business days of being provided with a written notice of default." The City's current surety bond Policy requires payment within 10 business days and this was accepted by the industry as reasonable. **The City is generally supportive of this 15 day requirement; however, encourages that the timeline align with the 10 day requirement under Form 5 in the Construction Lien Act.**

## Partial Drawdowns

The Surety Bond Regulation identifies that "a municipality would release portions of the security when it is satisfied that the condition of development has been fulfilled". This is the same as how security by letter of credit functions, i.e. the municipality, in its sole

discretion determines when a portion of the security can be released. **The City is generally supportive of this requirement and requests that it be clarified that partial drawdowns are at the sole discretion of the municipality.**

### **Cancellation**

The Surety Bond Regulation proposes a 90 day notice for intention to terminate and a replacement security is required within 60 days of receipt of that notice; otherwise the surety bond would remain in full force. **The City requests that where an intention to terminate is received, that the municipality be able to rely on the bond remaining in force and also be provided an option that can be exercised at the municipality's discretion to draw on the security if a replacement is not provided.**

### **Concluding Comments**

The City is generally supportive of the elements proposed to be contained in the Regulation. As with any piece of legislation, the detail and language choices matter. **The City requests that the Province include guidelines for surety bonds rather than requirements for surety bonds in the Surety Bond Regulation and that the Province release the specific language intended for the Regulation, with a 90 day consultation period, so that the industry and municipalities can provide meaningful and specific feedback.**

Yours truly,



Mike Zegarac  
General Manager, Finance and Corporate Services  
City of Hamilton