



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

<b>TO:</b>	Mayor and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	April 9, 2018
<b>SUBJECT/REPORT NO:</b>	Ward-Specific Funding Initiatives - Area Rating Special Capital Re-investment Reserves, Discretionary Spending, Cell Tower and Minor Maintenance Council Priority Capital Projects Update as of December 31, 2017 (FCS18014) (City Wide) (Outstanding Business List Item)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Samantha Blackley 905-546-2424 Ext. 2132
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy
<b>SIGNATURE:</b>	

**RECOMMENDATIONS**

- (a) That Project 3301809602 be created for the Hydro One contract under the Ward-Specific Non-Property Tax Revenues;
- (b) That annual reporting to Council of the balances and activities in the ward-specific funding initiatives including Wards 1 to 8 Area Rating Special Capital Re-investment Reserves, Ward-Specific Non-Property Tax Revenues, Cell Tower Revenues, Hydro One Contract Revenues and Minor Maintenance Council Priority Capital Projects, be approved;
- (c) That all grant contribution and sponsorship requests to utilize discretionary funding from Wards 1 to 8 Area Rating Special Capital Re-investment Fund above \$350 per named organization be approved by Council;
- (d) That the necessary Council approved policies, guidelines and procedures related to Ward-Specific Funding initiatives be amended as per recommendation (b);
- (e) That Appendix "A" to Report FCS18014, detailing the balance and projects funded from the Wards 1 to 8 Area Rating Special Capital Re-investment Reserves as of December 31, 2017, be received;

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- (f) That Appendix “B” to Report FCS18014 detailing the Wards 1 to 8 Area Rating Special Capital Re-investment Discretionary Spending as of December 31, 2017, be received;
- (g) That Appendix “C” to Report FCS18014, detailing the sponsorships, community events and office expenses from the Wards 1 to 8 Area Rating Discretionary Spending from the Area Rating Special Capital Re-investment Fund as of December 31, 2017, be received;
- (h) That Appendix “D” to Report FCS18014, detailing the Ward-Specific Non-Property Tax Revenues and Cellular Tower Revenues spending as of December 31, 2017, be received;
- (i) That Appendix “E” to Report FCS18014, detailing the Ward-Specific Minor Maintenance Capital project balance from Public Works as of December 31, 2017, be received;

**EXECUTIVE SUMMARY**

In accordance with the Ward-Specific Non-Property Tax Revenues (Report FCS16042), the General Manager of Finance and Corporate Services has the authority to establish ward-specific capital projects. As such, revenue from a license agreement with Hydro One Network Inc. in Ward 2 will be deposited to Project 3301809602 and all spending will be approved by Council through the Capital Budget, Council Report or Council Motion. The license agreement with Hydro One has a term from September 1, 2016 to December 31, 2020 with annual payments of \$25,000 plus a 3% inflation factor per year.

This Report recommends changes to align reporting practices of ward-specific funding initiatives including Wards 1 to 8 Area Rating Special Capital Re-investment Reserves, Ward-Specific Non-Property Tax Revenues, Cell Tower Revenues, Hydro One Revenues and Minor Maintenance Council Priority Capital Projects. Staff will provide an annual report as of December 31 to Council through the Audit, Finance and Administration Committee on the continuity of these ward-specific funding sources including, where appropriate, beginning balances, activities of revenues and expenditures and ending balances.

This Report recommends changes to the approval process for grants and sponsorship requests to utilize discretionary funding from Wards 1 to 8 Area Rating Special Capital Re-investment Fund. Councillors in Wards 1 to 8 receive \$1,678,609 annually of which \$100,000 is allocated as discretionary funds. The existing practice for utilizing these discretionary funds provides Councillors in Wards 1 to 8 with discretion and autonomy in the decision-making process. The existing practices for sponsorships allow for reimbursement from Elected Officials annual operating budget to a maximum of \$350 per named organization.

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The existing guidelines for the City Enrichment Fund include a process for grant contribution requests and sponsorship requests. The existing guidelines for the Hamilton Future Fund Grant In-Take Process include a process for grant contribution requests and sponsorship requests. The existing practices for the Area Rating Special Capital Re-investment funds available for Councillors in Wards 1 to 8 allow for some discretion and autonomy for items that may appear to be sponsorships or grants.

Staff is recommending that requests for sponsorships and grants over \$350 per named organization utilizing discretionary funding from Area Rating Special Capital Re-investment Fund, be approved by Council through the Capital Budget, Council Reports or Council Motions.

This Report includes balances and activities for 2017, where appropriate, of these initiatives in the Appendices to Report FCS18014.

Appendix “A” to Report FCS18014 provides a summary of each of the Eight Area Rating Special Capital Re-Investment Reserves and the projects which they have funded as of December 31, 2017.

Appendix “B” of Report FCS18014 outlines the discretionary spending from the Wards 1 to 8 Area Rating Special Capital Re-investment Fund.

Appendix “C” of Report FCS18014 provides details on the sponsorship, community events and office expenses funded from the Eight Ward Special Capital Re-Investment discretionary funding as of December 31, 2017.

Appendix “D” of Report FCS18014 provides details on the Ward-Specific Non-Property Tax Revenues and Cellular Tower Revenues project spending.

Appendix “E” to Report FCS18014 provides details on Minor Maintenance Council Priority Capital projects for each of the Wards.

In addition, this Report addresses items referenced in correspondence referred to staff from the Audit, Finance and Administration Committee (AF&AC) at its meeting of January 22, 2018.

***Alternatives for Consideration – Pages 12-13***

## **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: There are no financial implications of the recommendations to Report FCS18014. Staff in the Corporate Services Department will be required to summarize the information on ward-specific initiatives and report annually to AF&AC.

Staffing: N/A

Legal: N/A

## **HISTORICAL BACKGROUND**

### **Area Rating Special Capital Re-investment**

Council, at its meeting on April 14, 2011, approved amendments to the previous area rating methodology, constituting an “Urban / Rural” model of area rating, through Report FCS11042, as follows:

- (a) That the following proposed amendments to the current method of area rating, constituting an “Urban / Rural” model of area rating, be approved:
  - (i) Elimination of Culture from area rating;
  - (ii) Area rating of Recreation based on urban / rural model;
  - (iii) Continuation of Area Rating of Parkland purchases by former area municipality;
  - (iv) Area rating of Fire services based on an urban / rural model to align to the Fire primary response area;
  - (v) Continuation of area rating Sidewalk Snow Clearing within the transit area of Ward 12;
  - (vi) Area rating of Sidewalks and Street Lighting based on an urban / rural model to align to the service area;
- (b) That the proposed urban / rural method of area rating, as identified in Recommendation (a), be phased-in over four years;
- (c) That changes to the area rating of Transit be deferred until completion of an approved implementation plan for Transit service improvements in response to the recently complete IBI Study;
- (d) That the tax shift variance be phased-in and re-invested into former City of Hamilton to address its infrastructure needs.

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With the area rating model approved, staff then prepared Report FCS12024 on the Policy for area rating fund administration and procedures which was approved by Council on February 22, 2012. Area Rating Special Capital Re-investment Policy (Report FCS12024) states:

- 1) Approved Special Capital Re-Investment will be allocated to affected Wards by Council for the purpose of investment in infrastructure projects and / or one-time funding of a principally capital nature to address the infrastructure deficit / shortfall.
- 2) Ward Councillors, within the affected wards, are provided adequate flexibility to identify infrastructure priorities within their Wards for consideration and approval of Council to ensure efficient and effective delivery of programs / services.
- 3) Funding through the Special Capital Re-Investment should not replace the Tax Supported Capital Budget, although consideration can be made to accelerate projects which may otherwise be deemed unaffordable.
- 4) Projects must be approved by Council and all potential operating and financial impacts should be identified.
- 5) Funding can be banked for the purpose of providing funding in whole, or in part, towards a financially significant infrastructure one-time investment.

Some examples of eligible projects listed within the detail of Report FCS12024 which approved this Policy include: “historical plaques, small beautification projects and one-time maintenance initiatives, to name a few.” The policy also notes that funding of a one-time nature may include funding that is committed in an effort to leverage similar funding from an outside organization or senior level of government.

Councillors in Wards 1 to 8 receive \$1,678,609 annually of which \$100,000 is allocated as discretionary funds from the Wards 1 to 8 Area Rating Special Capital Re-investment Fund.

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

## **Cell Tower Revenue and Ward-Specific Non-Property Tax Revenues**

From 2011 to 2016, cell tower revenues were deposited to City revenue and transferred to reserves that were established for ward-specific purposes. Council, at its meeting on June 22, 2016, approved AF&AC Report 16-010 containing recommendations, as amended to Ward-Specific Non-Property Tax Revenues (Report FCS16042) including that ward-specific, non-property tax revenues (net of any operating costs) be deposited in associated ward-specific capital projects. Requests to spend funds from these ward-specific capital projects would be submitted, whenever possible, and approved annually through the City of Hamilton Capital Budget Process. When deemed appropriate, other requests to spend funds from these ward-specific capital projects would be submitted to Council through in-year reports or motions. This change in accounting would facilitate tracking these ward-specific revenues separately.

Report FCS16042 gave the General Manager of Finance and Corporate Services the authority to establish ward-specific capital projects. As such, revenue from a recent license agreement in 2016 with Hydro One Network Inc. in Ward 2 will be deposited to Project 3301809602 and all spending will be approved by Council through the Capital Budget, Council Report or Council Motion. The license agreement with Hydro One has a term from September 1, 2016 to December 31, 2020 with annual payments of \$25,000 plus a 3% inflation factor per year. This license agreement was initiated for the operation of a large downtown transformer station on the north side of Wilson Street, immediately west of former Elgin Street and east of Mary Street. Under the current agreement, Hydro One has licensed a staging area on former Elgin Street, immediately to the east, for their plans to undertake a four-year construction project to upgrade and modernize this transformer station. The City's parcel is landscaped, paved and had been used as part of a larger parking lot serving Dr. Davey School. This parking area on the City-owned site will be lost during the term of this licence and an easterly row of parking spaces will be converted to a one-way lane for egress onto Wilson Street.

## **Minor Maintenance Council Priority Projects**

In 2012, the annual Minor Maintenance Council Priority Project was initiated which included one project for all City wards. Separate projects were created for each ward in 2014 to increase transparency. In the City's 2016 Tax Capital Budget, it was determined that these separate projects should exist for a period of three years, to decrease duplication of projects. Unspent funds from the previous years were merged to form one Minor Maintenance Council Priority Project per Ward, which received funding of \$633K in 2016. The annual budget process has provided \$200K each ward for a total of \$3M of funding for 2017 and 2018. Staff, in the Public Works Department, works with each Ward Councillor to program the capital infrastructure improvements. As per the City's Capital Budget Project Monitoring Policy, the balance and status of these capital projects are reported to the Capital Projects Work-in-Progress Sub-committee three times per year.

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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.*

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The requirement for annual reporting to Council can be added to the Area Rating Special Capital Re-investment Policy, Ward-Specific Non-Tax Revenue guidelines and procedures for Minor Maintenance Council Priority Capital Projects.

The changes to the approval process for grants and sponsorship requests for utilizing discretionary funding of the Area Rating Special Capital Re-investment Fund can be added to the Area Rating Special Capital Re-investment Policy.

## **RELEVANT CONSULTATION**

- Councillors from Wards 1 to 8 provided information on the spending in their ward-specific capital reinvestment projects and reserves
- Staff in the Real Estate Section, Economic Development Division, Planning and Economic Development provided information on cell towers
- Staff in the Accounts Receivable Section, Financial Services Division, Corporate Services Department provided information on cell tower customer billing and collections
- Staff in the Public Works Department provided information on Minor Maintenance Council Priority Projects

## **ANALYSIS AND RATIONALE FOR RECOMMENDATIONS**

### **Area Rating Special Capital Re-investment**

The proposed recommendations in Report FCS18014 include annual reporting to Council of the balances and activities in the ward-specific funding initiatives including Wards 1 to 8 Area Rating Special Capital Re-investment Reserves, Ward-Specific Non-Property Tax Revenues, Cell Tower Revenues, Hydro One Contract Revenues and Minor Maintenance Council Priority Capital Projects. This additional reporting will increase transparency and public awareness on ward-specific funding and should have little impact on staffing.

This Report includes balances and financial activities, where appropriate, of these initiatives in the Appendices to Report FCS18014. Staff has recommended that similar reports be provided to Council annually as of December 31.

Appendix “A” to Report FCS18014 outlines the balance and financial activities in Wards 1 to 8 Special Capital Re-Investment Reserves and project spending from these reserves.

Appendix “B” to Report FCS18014 illustrates the discretionary spending of Wards 1 to 8 Area Rating Special Capital Re-investment Fund from 2012 to 2017. Table 1 provides a summary of the unspent discretionary funding by ward.

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Table 1  
 City of Hamilton  
 Wards 1 to 8 Area Rating Special Capital Re-investment Fund  
 2014-2017 Annual Unspent Discretionary Funding

Ward	2014 (\$)	2015 (\$)	2016 (\$)	2017 (\$)	Ward Total (\$)
Ward 1	43,019.83	9,557.76	257.02	21,167.60	74,002.21
Ward 2	24,094.33	7.52	4,485.91	34,487.27	63,075.03
Ward 3	15,687.01	9,759.65	3,169.88	25,000.00	53,616.54
Ward 4	57,890.49	13,295.53	2,809.31	20,787.64	94,782.97
Ward 5	3,013.00	4,553.45	967.08	30,006.04	38,539.57
Ward 6	327.50	1,401.79	50,584.82	3,944.29	55,963.13
Ward 7	21,826.34	18,136.42	45,063.88	64,525.00	149,551.64
Ward 8	45,482.09	3,800.54	15,659.44	29,912.50	94,854.57
<b>Annual Total</b>	<b>211,340.59</b>	<b>60,512.66</b>	<b>122,997.34</b>	<b>229,830.34</b>	<b>624,385.66</b>

If the discretionary funding remains unspent, the project is closed and the funding is returned to the reserve. The unspent funds for 2017 are expected to decrease, as not all the projects from 2017 are fully completed.

Table 2 summarizes, by Ward, the sponsorships and grant funding from the Special Capital Re-investment Fund from 2014-2017 as of December 31, 2017. Appendix “C” to Report FCS18014 provides details of grants, sponsorships, community events and office expenses related to participatory budgeting process for utilization of these funds.

Table 2  
 City of Hamilton  
 Wards 1 to 8 Special Capital Re-investment Fund  
 2014-2017 Sponsorships and Grants Funding from Discretionary Fund

Ward	2014 (\$)	2015 (\$)	2016 (\$)	2017 (\$)	Ward Total (\$)
Ward 1	450.00	1,150.00	2,000.00	-	3,600.00
Ward 2	51,752.49	62,800.00	27,000.00	-	141,552.49
Ward 3	82,388.27	19,880.50	25,000.00	-	127,268.77
Ward 4	3,000.00	26,281.63	116.00	48,000.00	77,397.63
Ward 5	66,676.00	5,710.50	30,517.88	16,085.01	118,989.39
Ward 6	-	1,000.00	2,800.00	-	3,800.00
Ward 7	-	-	-	-	-
Ward 8	-	-	2,204.45	15,000.00	17,204.45
<b>Total</b>	<b>204,266.76</b>	<b>116,822.63</b>	<b>89,638.33</b>	<b>79,085.01</b>	<b>489,812.73</b>

Over the last four years, sponsorships and grants from these funds have decreased.



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The City has a number of processes and practices for providing sponsorships and grants to organizations including:

- The annual operating budget for each Elected Official (maximum sponsorship of \$350 per named organization)
- City Enrichment Fund
- Hamilton Future Fund Grants
- In-year Council Motions, Reports
- Annual Budget

The guidelines outlined in Clarification of Councillor Sponsorships and Related Expenditures (Report FCS11108), as approved by Council at its meeting on December 14, 2011 (AF&AC Report 11-014), include:

- Expenses related to sponsorships and donations (including the purchase of event tickets) will be paid by the City.
- No sponsorships / donations are allowed after August 31 of an election year.
- Sponsorships / donations are not to be provided for any amounts levied in respect of any tax or user fees.
- Sponsorships / donations are limited to \$350 per named organization.
- Formal sponsorship of groups or organizations is available through the External Grant Program (now known as the City Enrichment Fund).

Staff is recommending that Council approval be required when Councillors submit requests for grants and sponsorships above \$350 per named organization utilizing their discretionary fund from the Area Rating Special Capital Re-Investment Fund to increase transparency and help ensure the funding is aligned to the corporate policy.

Table 3 details the concerns addressed at AF&AC, at its meeting on January 22, 2018, and the affected Wards.

Table 3  
City of Hamilton  
Wards 1 to 8 Special Capital Re-investment Fund  
Concerns Regarding Discretionary Spending

<b>Wards</b>	<b>Concerns</b>	<b>Amount (\$)</b>
Wards 1-8	Office Expenses	46,948.82
Wards 1-8	Community Events	66,798.79
Wards 1-8	Sponsorships	95,000.00
Ward 2	Hamilton Arts Council Website	60,000.00
Ward 2	Social Planning Salary	50,000.00
Ward 8	Boy Scouts	5,000.00
Ward 8	Hockey Team Trip	10,000.00

Each of the Councillors has reviewed their funding to help address these concerns. Some of the community events were funded through grants / sponsorships which are included separately in Appendix “C” to Report FCS18014.

Funding for Hamilton Arts Council was for the implementation of their website and to assist with program support for their three-year model. This funding was based on the requests of the last term of Council back in 2012 and was due to the limited funding provided to Arts, Culture and Sports prior to the Enrichment Fund.

Concerns regarding the Social Planning salary are related to Participatory Budgeting. Back in 2012, Ward 2 began the process of conducting Participatory Budgeting to provide residents with the opportunity to vote for programs that inspired and best represented their needs. The sum of \$1M was set aside from the Ward 2 Area Rating Capital Reserve to carry out this public budget process.

Leading up to the vote, many residents addressed concerns regarding the difficulties of engaging residents that live in apartment buildings. A social planning animator was thus hired to facilitate public discussions with these residents and assist them in their activism of making their neighbourhoods better. The animator continues to assist in bringing residents together while increasing awareness amongst the community. Funding for this service was from 2015-2016 through the discretionary account and did not continue in 2017.

The funding for the Boy Scout troupe from the Ward 8 Reserve was to help support the Code Red neighbourhood attend the jamboree. Without this funding, many children would have been unable to attend what could be a trip of a lifetime. The funding from the Ward 8 Reserve for the hockey team trip was to help assist a local team attend and compete as representatives of the City of Hamilton in the out of province tournament.

**Cell Tower Revenue and Ward-Specific Non-Property Tax Revenues**

Appendix “D” to Report FCS18014 provides details on non-property tax revenue and related expenses. Table 4 summarizes the cellular towers on City-owned property and the estimated annual rental revenue.

Table 4  
Ward-Specific Non-Property Tax Revenue  
Cellular Tower Revenue

<b>Cell Tower</b>	<b>Ward</b>	<b>Estimated Annual Amount (\$)</b>
28 York Boulevard	2	21,600
75 Balsalm Avenue (Tim Hortons Field)	3	28,000
14-28 Sherwood Park Road *	10	26,522
415 Arvin Avenue	10	39,065
385 Jerseyville Road West	12	29,478
70 Olympic Drive	13	38,115
Dundas Water Tower-Sutter Crescent	13	28,423
115 Cole Street	15	27,595

Notes to table: \* Approved but not started yet

Table 5 summarizes the revenue and spending of the Cellular Tower Revenue in Appendix “D”.

Table 5  
Ward-Specific Non-Property Tax Revenue  
Cellular Tower Revenue and Spending

<b>Ward</b>	<b>Revenue (\$)</b>	<b>Spending (\$)</b>	<b>Project Balance (\$)</b>
Ward 2	127,075.00	(79,725.00)	47,350.00
Ward 3	155,208.52	(103,835.93)	51,372.59
Ward 10	85,284.67	-	85,284.67
Ward 12	168,340.02	-	168,340.02
Ward 13	163,883.10	(25,093.00)	138,790.10
Ward 15	134,658.23	-	134,658.23

Table 6 summarizes the Minor Maintenance Council priority projects balance for each Ward as of December 31, 2017. Appendix “E” to Report FCS18014 also highlights the updated balances for 2018 as of March 7, 2018.

Table 6  
 Minor Maintenance Council Priority (CP)  
 Projects Balance as of December 31, 2017

<b>Project ID</b>	<b>Ward #</b>	<b>2017 Balance (\$)</b>
4031611601	CP Minor Maintenance Ward 1	1,390,160
4031611602	CP Minor Maintenance Ward 2	1,483,521
4031611603	CP Minor Maintenance Ward 3	70,441
4031611604	CP Minor Maintenance Ward 4	890,353
4031611605	CP Minor Maintenance Ward 5	138,131
4031611606	CP Minor Maintenance Ward 6	345,264
4031611607	CP Minor Maintenance Ward 7	615,697
4031611608	CP Minor Maintenance Ward 8	120,444
4031611609	CP Minor Maintenance Ward 9	581,227
4031611610	CP Minor Maintenance Ward 10	677,843
4031611611	CP Minor Maintenance Ward 11	205,001
4031611612	CP Minor Maintenance Ward 12	1,247,119
4031611613	CP Minor Maintenance Ward 13	611,157
4031611614	CP Minor Maintenance Ward 14	563,832
4031611615	CP Minor Maintenance Ward 15	95,656

**ALTERNATIVES FOR CONSIDERATION**

An alternative is listed for each recommendation requiring an alternative.

Recommendation (b) Alternative 1: Council could consider more frequent reporting than the recommended annual reporting to Council of the balances and activities in the ward-specific funding initiatives.

PROS: Providing information on these funds more frequently provides Council with better information.

CONS: The effort required to produce the information on these funds would not affect decision-making.

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Recommendation (d) Alternative 1: Council could consider a different dollar threshold to the recommendation that Council approve all grant contribution requests and sponsorship requests above \$350 (excluding City Enrichment Fund Program and Hamilton Future Fund Grant Program).

PROS: Administrative efficiency is improved.

CONS: Transparency is reduced.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement and Participation**

*Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.*

**Economic Prosperity and Growth**

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

**Built Environment and Infrastructure**

*Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.*

**Our People and Performance**

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

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” – City of Hamilton Reserve History – Wards 1-8 – Special Capital Re-investment

Appendix “B” – Area Rating Special Capital Re-Investment Fund – Discretionary Spending Wards 1-8 as of December 31, 2017

Appendix “C” – Area Rating Special Capital Re-Investment Fund – Ward Discretionary Spending on Grants, Sponsorships, Community Events and Office Expenses 2014 to 2017

Appendix “D” – Non-Property Tax Revenue per Ward as of December 31, 2017

Appendix “E” – Minor Maintenance Council Priority Capital Projects from December 31, 2017 to March 7, 2018

SB/dt