



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

|                           |  |
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| <b>TO:</b>                | Chair and Members<br>Capital Projects Work-in-Progress Review Sub-Committee                                |
| <b>COMMITTEE DATE:</b>    | February 23, 2021  |
| <b>SUBJECT/REPORT NO:</b> | Capital Projects Status Report as of September 30, 2020<br>(FCS20078(a)) (City Wide)                       |
| <b>WARD(S) AFFECTED:</b>  | City Wide  |
| <b>PREPARED BY:</b>       | Tran Trang (905) 546-2424 Ext. 6151<br>Duncan Robertson (905) 546-2424 Ext. 4744                           |
| <b>SUBMITTED BY:</b>      | Brian McMullen<br>Director, Financial Planning, Administration and Policy<br>Corporate Services Department |
| <b>SIGNATURE:</b>         |  |

**Discussion of Confidential Appendix “C” of this Report in closed session is subject to the following requirement(s) of the City of Hamilton’s Procedural By law and the *Ontario Municipal Act, 2001*:**

- A proposed or pending acquisition or disposition of land for City purposes
- Litigation or potential litigation, including matters before administrative tribunals, affecting the City

**RECOMMENDATION(S)**

- (a) That the Capital Projects Status Report – Tax Supported, as of September 30, 2020, attached as Appendix “A” to Report FCS20078(a), be received;
- (b) That the Capital Projects Status Report – Rate Supported, as of September 30, 2020, attached as Appendix “B” to Report FCS20078(a), be received;
- (c) That the CONFIDENTIAL Appendix “C” to Report FCS20078(a), be received.

## **EXECUTIVE SUMMARY**

In accordance with the Capital Projects' Monitoring Policy (Report FCS14031), staff has committed to provide the Capital Projects Work-in-Progress Review Sub-Committee (CPWIP) with a Capital Projects' Status Report three times a year as of June 30, September 30 and December 31. This is the second submission for 2020 based on forecasted and committed expenditures as of September 30, 2020.

Additional information on the status of select open capital projects was shared with the General Issues Committee Report FCS20101(b) as part of Capital Budget deliberations. The third and final submission of the Capital Projects Status Report as of December 31, 2020 is planned to come to CPWIP in June 2021.

Appendix "A" to Report FCS20078(a) reflects the status of open tax supported capital projects as of September 30, 2020 by program within the following departments and boards: Corporate Services, City Manager, Corporate Projects, Outside Boards and Agencies, Healthy and Safe Communities, Planning and Economic Development and Public Works.

Appendix "B" to Report FCS20078(a) reflects the status of open rate supported capital projects as of September 30, 2020 by program within the following departments: Planning and Economic Development and Public Works.

Appendix "C" to Report FCS20078(a) reflects the status of open confidential capital projects as of September 30, 2020 by program within the following departments: Corporate Services, Planning and Economic Development and Public Works.

Table 1 represents the total Council approved capital budgets for specific program areas: budget, expenditures / commitments, available balance and percentage complete for each program area. Totals do not include the confidential projects listed in Appendix "C" to Report FCS20078(a).

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**Table 1  
Expenditure Summary by Program Area as of September 30, 2020**

|                                      | <b>Approved<br/>Budget</b> | <b>Expenditures /<br/>Commitments</b> | <b>Available<br/>Balance</b> | <b>Percentage<br/>Complete (%)</b> |
|--------------------------------------|----------------------------|---------------------------------------|------------------------------|------------------------------------|
| Corporate Services                   | \$79,944,228               | \$58,040,299                          | \$18,608,045                 | 76.7%                              |
| City Manager                         | \$5,459,700                | \$2,510,802                           | \$2,760,335                  | 49.4%                              |
| Corporate Projects                   | \$19,897,611               | \$8,152,190                           | 9,808,654                    | 50.7%                              |
| Outside Boards<br>and Agencies       | \$3,849,822                | \$1,430,786                           | \$2,419,036                  | 37.2%                              |
| Healthy and Safe<br>Communities      | \$147,790,895              | \$79,027,783                          | \$55,794,637                 | 62.2%                              |
| Planning and Economic<br>Development | \$445,794,553              | \$238,994,229                         | \$195,529,416                | 56.1%                              |
| Public Works                         | \$2,405,211,358            | \$1,280,125,928                       | \$755,792,340                | 68.6%                              |

Table 2 shows the trend over the last four years for project completion percentage by program area.

**Table 2  
Percentage of Completion Comparison as of September 30, 2020**

|                                   | <b>2020</b> | <b>2019</b> | <b>2018</b> | <b>2017</b> |
|-----------------------------------|-------------|-------------|-------------|-------------|
| Corporate Services                | 76.7%       | 82.7%       | 40.4%       | 67.8%       |
| City Manager                      | 49.4%       | 50.5%       | 61.0%       | 58.5%       |
| Corporate Projects                | 50.7%       | N/A         | N/A         | N/A         |
| Outside Boards and Agencies       | 37.2%       | 58.5%       | 87.9%       | 71.9%       |
| Healthy and Safe Communities      | 62.2%       | 75.8%       | 62.6%       | 66.0%       |
| Planning and Economic Development | 56.1%       | 55.5%       | 54.9%       | 56.8%       |
| Public Works                      | 68.6%       | 76.0%       | 75.3%       | 83.9%       |

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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.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: N/A

Staffing: N/A

Legal: N/A

**HISTORICAL BACKGROUND**

The Capital Projects Status and Capital Project Closing reports are submitted to City Council three times a year as of June 30, September 30 and December 31.

On July 10, 2015, Council approved changes to the City's Capital Projects' Monitoring Policy (Report FCS14031). Previously, staff reported on the status of the Capital Work-in-Progress projects to their respective Standing Committees. The amended Policy has staff submitting the status of the Capital Work-in-Progress projects to the Capital Projects Work-in-Progress Sub-Committee.

On December 14, 2011, Council approved Report FCS11073(a) which directed staff to review the Capital Projects Status and closing process and that a process where departments report to their respective Standing Committees on the status of the Capital Work-in-Progress projects be implemented. Reports were submitted to Standing Committees three times per reporting year, as of June 30, September 30 and December 31. Regular reporting will allow Standing Committees to review the status of a fewer number of projects, in greater detail, applicable to their area of oversight. Reporting to the Standing Committee began for the June 30, 2013 reporting period.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Report FCS20078(a) meets the requirements of the Capital Projects' Monitoring Policy (Report FCS14031) including:

- That a Capital Projects Status report be submitted to Capital Projects Work-in-Progress Sub-Committee three times a year as of June 30, September 30 and December 31.

**RELEVANT CONSULTATION**

All relevant Capital Project managers have been consulted on the status of their projects.

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

Council approved that capital projects are reviewed in accordance with the City's approved Capital Projects' Monitoring Policy (Report FCS14031). For each variance report, staff determines if projects can be closed, as well as, monitors financial activity to ensure that Council is aware of any capital projects which deviate significantly from approved budgeted amounts.

The purpose of the Capital Projects Status Report is to provide a framework to ensure clarity, transparency and accountability over Capital Projects by placing staff accountable for mitigating cost overruns, ensuring that Capital Projects are completed in a timely matter and encouraging detailed, accurate and consistent reporting on the status and timely closure of Capital Projects.

The financial information in Report FCS20078(a) is based on expenditures and commitments to September 30, 2020.

## **ALTERNATIVES FOR CONSIDERATION**

Not applicable.

## **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.

### **Healthy and Safe Communities**

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

### **Clean and Green**

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

### **Built Environment and Infrastructure**

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

**Culture and Diversity**

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

**Our People and Performance**

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

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report FCS20078(a) – Capital Project Status Report (Tax Supported)  
as of September 30, 2020

Appendix “B” to Report FCS20078(a) – Capital Project Status Report (Rate Supported)  
as of September 30, 2020

Appendix “C” to Report FCS20078(a) – CONFIDENTIAL

TT/DR/dt