



AUDIT, FINANCE AND ADMINISTRATION COMMITTEE REPORT 21-012

**9:30 a.m.
August 12, 2021
Council Chambers
Hamilton City Hall**

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

Absent: Councillor B. Clark - Personal

THE AUDIT, FINANCE AND ADMINISTRATION COMMITTEE PRESENTS REPORT 21-012 AND RESPECTFULLY RECOMMENDS:

1. CONSENT ITEMS (Item 7)

That the following Consent Items, be received:

- (a) 2019 Audited Financial Statements for City of Hamilton Business Improvement Areas (BIAs) (FCS21038) (City Wide) (Item 7.1)**
- (b) Ward Specific Funding Initiatives Update as of December 31, 2020 (FCS21064) (City Wide) (Item 7.3)**

2. Governance Review Sub-Committee Report 21-004 - June 25, 2021 (Item 10.1)

- (a) Poll Results – Recording of Advisory Committee Meetings (FCS21054) (City Wide) (Outstanding Business List Item) (Item 7.1)**

That Report FCS21054, respecting Poll Results – Recording of Advisory Committee Meetings, be received.

- (b) Virtual Participation of a Member of Council at Council, Standing Committee, Sub-Committee, Local Board, and Advisory Committee Meetings Outside of an Emergency (FCS21058) (City Wide) (Outstanding Business List Item) (Item 10.1)**

- (i) That Council approve the request for two (2) additional FTEs to support the provision of ongoing virtual participation of Members of Council and virtual delegations at Standing Committee and Sub-Committee meetings supported by the Office of the City Clerk, be referred to the 2022 budget deliberations for consideration;**

- (ii) That staff be directed to acquire the technology (equipment and the programming of software) to reconfigure the Council Chamber in order to conduct Hybrid meetings on an ongoing basis, to be funded from the Tax Stabilization Reserve at a cost not exceed \$30,000;
- (iii) That staff be directed to acquire the technology (equipment and the programming of software) to reconfigure Room 264 in order to conduct Hybrid meetings on an ongoing basis, to be funded from the Tax Stabilization Reserve at a cost not exceed \$30,000; and,
- (iv) That Council approve the amendments to the Procedural By-Law 21-021 outlined in **REVISED** Appendix “A” to Audit, Finance & Administration Report 21-012 to permanently allow Virtual Participation for Members of Council, Standing Committees, Sub-Committees, Citizen Advisory Committees, and delegations.

3. Governance Review Sub-Committee Report 21-005 - July 14, 2021 (Item 10.2)

(a) 2022 Municipal Election: Voting Methods and Tabulating By-law (FCS21073) (City Wide) (Outstanding Business List Item) (Item 10.1)

- (i) That the draft By-law attached as Appendix “A” to Governance Review Sub-Committee Report 21-005, to permit the continued use of optical scanning vote tabulators for the purpose of counting votes in municipal elections, and to permit the use of a special vote by mail as an alternative voting method that does not require electors to attend at a voting place in order to vote, which has been prepared in a form satisfactory to the City Solicitor, be approved;
- (ii) That a one-time increase of \$125,000 to the Election Expense Reserve (112206) be funded through the Tax Stabilization Reserve, to support a special vote-by-mail initiative for the 2022 municipal election; and,
- (iii) That the annual contribution to the Election Expense Reserve (112206) be increased by \$31,250 to cover the increased costs to deliver a special vote-by-mail for future municipal elections, be referred to the 2022 Operating Budget deliberations for consideration.

4. Review: Ward 3 Capital Reserve Administrative Oversight (AUD21008) (City Wide) (Item 10.3)

- (a) That Report AUD21008, respecting the Review: Ward 3 Capital Reserve Administrative Oversight Report, be received;

- (b) That the Management Responses as detailed in Appendix “B” to Audit, Finance & Administration Report 21-012, be approved; and,
- (c) That the General Manager of Finance and Corporate Services be directed to implement the Management Responses (attached as Appendix “B” to Audit, Finance & Administration Report 21-012) and report back to the Audit, Finance and Administration Committee by May 2022 on the nature and status of actions taken in response to the review report.

5. 2020 Reserve Report (FCS21063) (City Wide) (Item 10.4)

- (a) That the 2020 Reserve Report and the 2020 Reserves Detail Report, with 2019 Comparative figures and 2021-2023 Projections, attached as Appendix “A” to Report FCS21063, be received;
- (b) That a Neonatal Interfacility Reserve Policy, attached as Appendix “C” to Audit, Finance & Administration Report 21-012, be approved and that the reserve be established subject to the terms outlined in the Policy; and,
- (c) That a Community Paramedicine LTC Reserve Policy, attached as Appendix “D” to Audit, Finance & Administration Report 21-012, be approved and that the reserve be established subject to the terms outlined in the Policy.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

5. COMMUNICATIONS

- 5.2 Gabriel Nicholson, respecting Ward Specific Funding Initiatives Update as of December 31, 2020 (FCS21064) (City Wide).

Recommendation: Be received and referred to consideration of Item 7.3, Ward Specific Funding Initiatives Update as of December 31, 2020 (FCS21064) (City Wide).

The agenda for the August 12, 2021 Audit, Finance and Administration Committee meeting was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(i) July 8, 2021 (Item 4.1)

The Minutes of the July 8, 2021 meeting of the Audit, Finance and Administration Committee were approved, as presented.

(d) COMMUNICATIONS (Item 5)

Communications 5.1 to 5.2, were approved, as follows:

(i) Correspondence from David Broom, respecting Virtual Participation of a Member of Council at Council, Standing Committee, Sub-Committee, Local Board, and Advisory Committee Meetings Outside of an Emergency (Item 5.1)

Recommendation: Be received and referred to consideration of Item 10.1, Governance Review Sub-Committee Report 21-004.

(ii) Gabriel Nicholson, respecting Ward Specific Funding Initiatives Update as of December 31, 2020 (FCS21064) (City Wide) - Item 7.3. (Added Item 5.2)

Recommendation: Be received and referred to consideration of Item 7.3, Ward Specific Funding Initiatives Update as of December 31, 2020 (FCS21064) (City Wide).

(e) CONSENT ITEMS (Item 7)

The following Consent Items (Item 7), were received:

(i) Various Advisory Committee Minutes (Item 7.2):

- (1) Immigrant and Refugee Advisory Committee - June 10, 2021 (Item 7.2(a))
- (2) Committee Against Racism - April 27, 2021 (Item 7.2(b))
- (3) Hamilton Mundialization Advisory Committee - May 19, 2021 (Item 7.2(c))

(f) DISCUSSION ITEMS (Item 10)

(i) Governance Review Sub-Committee Report 21-004 – June 25, 2021 (Item 10.1)

The Chair advised that public notice was given for the amendments to the City of Hamilton Procedural By-law 21-021 to permanently allow virtual participation for members of Council, Standing Committees, Sub-

Committees, Citizen Advisory Committees and delegations, Item 2 of the Governance Review Sub-Committee Report 21-004, inviting interested parties to make virtual representations at today's meeting. There were no registered speakers.

(a) Poll Results – Recording of Advisory Committee Meetings (FCS21054) (City Wide) (Outstanding Business List Item) (Item 7.1)

That Report FCS21054, respecting Poll Results – Recording of Advisory Committee Meetings, be received.

(b) Virtual Participation of a Member of Council at Council, Standing Committee, Sub-Committee, Local Board, and Advisory Committee Meetings Outside of an Emergency (FCS21058) (City Wide) (Outstanding Business List Item) (Item 10.1)

- (i) That Council approve the request for two (2) additional FTEs to support the provision of ongoing virtual participation of Members of Council and virtual delegations at Standing Committee and Sub-Committee meetings supported by the Office of the City Clerk, be referred to the 2022 budget deliberations for consideration;
- (ii) That staff be directed to acquire the technology (equipment and the programming of software) to reconfigure the Council Chamber in order to conduct Hybrid meetings on an ongoing basis, to be funded from the Tax Stabilization Reserve at a cost not exceed \$30,000;
- (iii) That staff be directed to acquire the technology (equipment and the programming of software) to reconfigure Room 264 in order to conduct Hybrid meetings on an ongoing basis, to be funded from the Tax Stabilization Reserve at a cost not exceed \$30,000; and,
- (iv) That Council approve the amendments to the Procedural By-Law 21-021 outlined in **REVISED** Appendix "A" to permanently allow Virtual Participation for Members of Council, Standing Committees, Sub-Committees, Citizen Advisory Committees, and delegations.

Amendment to Item 2 of Governance Review Sub-Committee Report 21-004 respecting Virtual Participation of a Member of Council at Council, Standing Committee, Sub-Committee, Local Board, and Advisory Committee Meetings Outside of an Emergency (FCS21058) (City Wide)

WHEREAS, the Municipal Act 2001, as amended, section 240 Subject to the procedure by-law passed permits “the head of council may at any time call a special meeting; and (b) upon receipt of a petition of the majority of the members of council, the clerk shall call a special meeting for the purpose and at the time mentioned in the petition”;

WHEREAS, the current Procedural By-law 21-021 is silent on section 240 and the Mayor may require the holding of a special meeting of the Council without notice, in order to consider and deal with urgent and extraordinary matters; and

WHEREAS, the deadline for a Request to Speak with a pre-recorded video was inadvertently omitted from the Procedural By-Law 21-021 and from the proposed amendments considered by Governance Review Sub-Committee on June 25, 2021.

THEREFORE BE IT RESOLVED:

That Appendix “A” to Item 2 attached to Governance Review Sub-Committee Report 21-004 respecting Virtual Participation of a Member of Council at Council, Standing Committee, Sub-Committee, Local Board, and Advisory Committee Meetings Outside of an Emergency (FCS21058) (City Wide), be revised to include the following additional **amendments** to the Procedural By-Law 21-021:

(i) **SECTION 3 – COUNCIL MEETINGS**

3.4 Special Meetings of Council

- (1) In addition to scheduled Council meetings, the Mayor may, at any time, summon a special meeting of Council by giving written direction to the Clerk stating the date, time, and purpose of the special meeting.
- (2) The Clerk shall summon a special meeting of Council when requested to do so in writing by a majority of Members of Council.
- (3) The Clerk shall give each Member of Council, or their designated staff, notice of a special meeting of Council at least 2 days before the time appointed for such meeting by:
 - (a) delivering a written notice personally;
 - (b) delivering such notice at their residence or place of business; or
 - (c) facsimile transmission or electronic mail to such residence or place of business.

- (4) The written notice to be given under subsection 3.4(3) shall state the nature of the business to be considered at the special meeting of Council and no business other than that which is stated in the notice shall be considered at such meeting.
- (5) Notwithstanding subsection 3.4(4), other business may be considered at a special meeting with at least two-thirds of the Members of Council present and voting in the affirmative.
- (6) The Clerk shall prepare the Order of Business for a special meeting of Council with the appropriate selection of agenda categories from subsection 3.11.
- (7) ***Notwithstanding subsection 3.4(3), on urgent and extraordinary occasions, with the consent of the majority of all the Members of Council, recorded in the Minutes, a special meeting of the Council may be called by the Mayor without notice to consider and deal with such urgent and extraordinary matters.***

(ii) **SECTION 5 – COMMITTEE MEETINGS**

5.12 Delegations

- (1) **INP** Persons who wish to appear as a delegation at an IN-PERSON meeting will appear in-person to address a Committee

ELE Persons who wish to appear as a delegation at a VIRTUAL/ HYBRID meeting will appear virtually to address a Committee

- (a) Persons wishing to delegate on a matter that is not listed on a Committee agenda, shall make a request in writing to the Clerk and the Clerk shall list the delegation request on the respective Committee's upcoming agenda. The requester will be notified of the date of the meeting where their delegation will be heard following Council's ratification of the Committee's Report.
- (b) Persons wishing to delegate on a matter that is listed on the Committee agenda, shall make a request in writing to be listed as a delegation to the Clerk no later than 12:00 noon the business day before the meeting. If the Committee is

meeting on a Monday, the deadline will be 12:00 noon on the Friday before.

(c) Persons wishing to delegate with a pre-recorded video on a matter that is listed on the Committee agenda, shall make a request in writing to be listed as delegate to the Clerk no later than 12:00 noon two business days before the meeting. If the Committee is meeting on Monday, the deadline will be 12:00 noon on the Thursday before.

(d) All delegates (appearing VIRTUALLY or IN-PERSON) shall complete the "Request to Speak to a Committee of Council" form (available on the City's website at <https://www.hamilton.ca/council-committee/council-committee-meetings/request-speak-committee-council>).

(5) An IN-PERSON or VIRTUAL delegation **or a delegate with a pre-recorded video** of one or more persons, shall be limited to an oral presentation of not more than five minutes.

The following Motion was DEFEATED:

That the amendment be **amended** to remove the words "to consider and deal with such urgent and extraordinary matters" from the end of subsection (7), as follows:

(7) Notwithstanding subsection 3.4(3), on urgent and extraordinary occasions, with the consent of the majority of all the Members of Council, recorded in the Minutes, a special meeting of the Council may be called by the Mayor without notice. ~~to consider and deal with such urgent and extraordinary matters.~~

For further disposition of this matter, please refer to Item 2.

(g) ADJOURNMENT (Item 15)

There being no further business, the Audit, Finance and Administration Committee adjourned at 10:49 a.m.

Respectfully submitted,

Councillor Ferguson, Chair
Audit, Finance and Administration
Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk

PROPOSED AMENDMENTS TO THE PROCEDURAL BY-LAW 21-021

1. The proposed **amendments** to the Council Procedural By-law 21-021; that would be required to permit the virtual participation of a member of Council at Council, Standing Committee, Sub-Committee, Local Board, and Advisory Committee meetings outside of an emergency where the Council member cannot attend in person:

SECTION 1 - DEFINITIONS

1.1 In this By-law,

"ELE" means Electronic meeting procedures and applies to Virtual and Hybrid meetings ***during an emergency*** and used only when the procedures for Electronic meetings differ from In-Person (INP) procedures.

"Hybrid" means a proceeding where some members participate virtually and some members participate in-person at Council and Committee meetings ***during an emergency***.

"Virtual" means a proceeding where members participate online or on a computer screen, rather than In-Person during Council and Committee meetings ***during an emergency***.

SECTION 3 – COUNCIL MEETINGS

3.4 Special Meetings of Council

- (1) In addition to scheduled Council meetings, the Mayor may, at any time, summon a special meeting of Council by giving written direction to the Clerk stating the date, time, and purpose of the special meeting.
- (2) The Clerk shall summon a special meeting of Council when requested to do so in writing by a majority of Members of Council.
- (3) The Clerk shall give each Member of Council, or their designated staff, notice of a special meeting of Council at least 2 days before the time appointed for such meeting by:
 - (a) delivering a written notice personally;
 - (b) delivering such notice at their residence or place of business; or
 - (c) facsimile transmission or electronic mail to such residence or place of business.

- (4) The written notice to be given under subsection 3.4(3) shall state the nature of the business to be considered at the special meeting of Council and no business other than that which is stated in the notice shall be considered at such meeting.
- (5) Notwithstanding subsection 3.4(4), other business may be considered at a special meeting with at least two-thirds of the Members of Council present and voting in the affirmative.
- (6) The Clerk shall prepare the Order of Business for a special meeting of Council with the appropriate selection of agenda categories from subsection 3.11.
- (7) ***Notwithstanding subsection 3.4(3), on urgent and extraordinary occasions, with the consent of the majority of all the Members of Council, recorded in the Minutes, a special meeting of the Council may be called by the Mayor without notice to consider and deal with such urgent and extraordinary matters.***

3.7 Quorum

- (2) A majority of Members of Council is necessary to constitute a quorum of Council.
 - (2.1) ***A Member of Council participating in-person or virtually shall be counted in determining whether or not a quorum of Members is present at any point in time.***

3.11 Order of Business

- (1) The Order of Business for scheduled IN-PERSON / VIRTUAL / HYBRID meetings of Council, unless amended by Council in the course of the meeting, shall be as follows:
 - (a) Approval of Agenda
 - (b) Declarations of Interest
 - (c) Ceremonial Activities ~~***(ELE - During a VIRTUAL/HYBRID meeting ceremonial activities shall only be permitted to take place Virtually)***~~
 - (d) Approval of Minutes of Previous Meeting
 - (e) Communications
 - (f) Committee Reports

- (g) Motions
- (h) Notice of Motions
- (i) Statement by Members (non-debatable)
- (j) Council Communication Updates
- (k) Private and Confidential
- (l) By-laws and Confirming By-law
- (m) Adjournment

- (2) ***All Ceremonial Activities at Council meetings will take place virtually, during an Emergency.***

SECTION 5 – COMMITTEE MEETINGS

5.4 Quorum

- (1) The quorum for all Committees shall be a half of the membership rounded up to the nearest whole number.

- (1.1) A Member of a Committee participating in-person or virtually shall be counted in determining whether or not a quorum of members is present at any point in time.***

5.11 Order of Business

- (1) The general Order of Business for the IN-PERSON / VIRTUAL / HYBRID scheduled meetings of Committees, unless amended by the Committee in the course of the meeting, shall be as follows:
- (a) Ceremonial Activities ~~***(ELE – During a VIRTUAL/HYBRID meeting ceremonial activities shall only be permitted to take place Virtually)***~~
 - (b) Approval of Agenda
 - (c) Declarations of Interest
 - (d) Approval of Minutes of Previous Meeting
 - (e) Communications
 - (f) Delegation Requests
 - (g) Consent Items
 - (h) Staff Presentations
 - (i) Public Hearings/ Delegations

- (j) Discussion Items
- (k) Motions
- (l) Notice of Motions
- (m) General Information/Other Business
- (n) Private and Confidential
- (o) Adjournment

(3) *All Ceremonial Activities at Committee meetings will take place virtually, during an Emergency.*

5.12 Delegations

- (1) **INP** Persons who wish to appear as a delegation at an IN-PERSON meeting will appear in-person to address a Committee

ELE Persons who wish to appear as a delegation at a VIRTUAL/ HYBRID meeting will appear virtually to address a Committee

- (a) Persons wishing to delegate on a matter that is not listed on a Committee agenda, shall make a request in writing to the Clerk and the Clerk shall list the delegation request on the respective Committee's upcoming agenda. The requester will be notified of the date of the meeting where their delegation will be heard following Council's ratification of the Committee's Report.
- (b) Persons wishing to delegate on a matter that is listed on the Committee agenda, shall make a request in writing to be listed as a delegation to the Clerk no later than 12:00 noon the business day before the meeting. If the Committee is meeting on a Monday, the deadline will be 12:00 noon on the Friday before.
- (c) ***Persons wishing to delegate with a pre-recorded video on a matter that is listed on the Committee agenda, shall make a request in writing to be listed as delegate to the Clerk no later than 12:00 noon two business days before the meeting. If the Committee is meeting on Monday, the deadline will be 12:00 noon on the Thursday before.***
- (d) All delegates (appearing VIRTUALLY or IN-PERSON) shall complete the "Request to Speak to a Committee of Council" form (available on the City's website at <https://www.hamilton.ca/council-committee/council-committee-meetings/request-speak-committee-council>).

- (5) An IN-PERSON or VIRTUAL delegation ***or a delegate with a pre-recorded video*** of one or more persons, shall be limited to an oral presentation of not more than five minutes.

SECTION 8 – ORDER AND DECORUM

- 8.5** No person except members of Council or a Committee, the Clerk, and officials authorized by the Clerk, shall:
- (a) be allowed on the floor while an IN-PERSON / ***HYBRID*** meeting is being held, namely where members of Council or Committee, the Clerk, and officials authorized by the Clerk are seated and from which they speak;
 - (b) before or during an IN-PERSON / ***HYBRID*** meeting of the Council or a Committee, place on the desks of members or otherwise distribute any material whatsoever unless such person is so acting with the approval of the Clerk.

SECTION 9 – MEETINGS CLOSED TO THE PUBLIC

For the purposes of this section, "Committee" means any advisory or other committee, subcommittee or similar entity of which at least 50% of the members are also members of Council.

- 9.5** ***A member of Council, of a Local Board or of a Committee of either of them can participate virtually in a meeting that is closed to the public.***

SECTION 10 – VIRTUAL PARTICIPATION AT COUNCIL AND/OR COMMITTEE MEETINGS

~~**10.1** ***Virtual participation is prohibited at Council and/or Committee meetings, except where permitted during an Emergency as set out in subsection 10.2.***~~

- 10.1** Virtual participation, in accordance with the *Municipal Act, 2001* and/or any other applicable legislation, is permitted by members of Council at Council and/or Committee meetings ~~***during an emergency***~~ when attending in-person is not possible.

- 10.2** Virtual participation, in accordance with the *Municipal Act, 2001* and/or any other applicable legislation, is permitted by Citizen Committee members at Committee meetings ~~***during an emergency***~~ when attending in-person is not possible.

- 10.3** Virtual participation, that is consistent with the obligation to hold public meetings in accordance with the *Municipal Act, 2001* and/or

any other applicable legislation, or at a Standing Committee of Council is permitted by members of the public at Committee meetings.

10.4 *Members of Council and Citizen Committee members who intend on participating at a meeting virtually should advise the Clerk at least 2 days prior to the meeting.*

10.5 *The Mayor, Deputy Mayor, Chair or Vice Chair presiding at a Council or Committee meeting shall attend in-person at a HYBRID meeting.*

SECTION 11 – IN-PERSON / VIRTUAL / HYBRID MEETINGS DURING AN EMERGENCY

11.1 All VIRTUAL ~~/HYBRID~~ Council and Committee meetings shall be streamed live.

11.2 *All IN-PERSON / HYBRID Council and Committee meetings may be streamed live.*

11.3 *Upon being apprised that an IN-PERSON / HYBRID meeting is interrupted and cannot proceed with its live feed, due to loss of connection, sound or video, the meeting will continue as long as quorum is maintained and the connection will be resumed as soon as possible.*

11.4 Upon being apprised that a VIRTUAL meeting is interrupted and cannot proceed with its live feed, due to loss of connection, sound or video, the meeting will be recessed for up to 15 minutes.

11.5 If the live feed of a VIRTUAL meeting cannot be resumed within 15 minutes, the meeting will be considered adjourned with the names of the Council/Committee members present and any decisions of Council/Committee up to the point in time of the interruption shall be recorded in the minutes of the meeting. The Council/Committee meeting will be rescheduled to another day or the next regularly scheduled meeting date.

- 2.** The proposed ***amendments*** to the Council Procedural By-law 21-021, that would be required to permit the virtual participation of Advisory Committee and Sub-Committee members (public) at Advisory Committee and Sub-Committee meetings outside of an emergency where the Advisory Committee or Sub-Committee member cannot attend in person:

SECTION 10 – VIRTUAL PARTICIPATION AT COUNCIL AND/OR COMMITTEE MEETINGS

10.2 Virtual participation, in accordance with the *Municipal Act, 2001* and/or any other applicable legislation, is permitted by Citizen Committee members at Committee meetings ~~during an emergency~~ when attending in-person is not possible.

10.4 *Members of Council and Citizen Committee members who intend on participating at a meeting virtually should advise the Clerk at least 2 days prior to the meeting.*

10.5 *The Mayor, Deputy Mayor, Chair or Vice Chair presiding at a Council or Committee meeting shall attend in-person at a HYBRID meeting.*

- 3.** The proposed **amendments** to the Council Procedural By-law 21-021, that would be required to continue to permit delegations to appear virtually:

Sections 5.12 and 5.13 of the Council Procedural By-law 21-021, currently permits delegations to appear virtually without any references to 'during an emergency', therefore, only one proposed **amendment** to Section 5.12 (1) INP would be required to permit virtual delegations at an IN-PERSON meeting whether during or outside of an emergency.

5.12 Delegations

- (1) **INP** Persons who wish to appear as a delegation at an IN-PERSON meeting will appear in-person **or virtually** to address a Committee

AUD21008
Review: Ward 3 Capital Reserve Administrative Oversight

**RECOMMENDATIONS
AND
MANAGEMENT RESPONSES**

Recommendations

The following 5 recommendations will strengthen controls and increase process efficiencies related to reserve administration to reduce the risk and impact of errors:

1. That the Corporate Services Department implement a process to ensure that the Financial Planning, Administration and Policy Division is provided with all confidential Committee and Council reports and minutes so that they can be reviewed to ensure that City financial records are updated with the relevant financial implications from these reports.

It is important that City financial records are complete and accurate, while ensuring the confidentiality of the reports is maintained.

Management Response

Agreed. Finance staff will work with Clerk's office to ensure a process that balances the need for financial accuracy with the need to maintain appropriate confidentiality of records.

Expected completion date: Q3 2021

2. That a process be developed to reconcile actual reserve spending and future reserve commitments in the PeopleSoft Financial system and Reserve spreadsheets.

Management Response

Agreed. An update of the current Reserve Forecast SOP will begin in the summer with the introduction of the new budget software (Questica).

Expected completion date: Q3 2021

3. That the reconciliation process developed for Recommendation #2 continue for at least six months after going live with the Questica system to ensure reserve information within the PeopleSoft Financial and Questica systems produce accurate and complete reports.

Management Response

Agreed. The intention is that, in the new budgeting platform, the reserve information will be kept up-to-date (live), which will require regular reconciliations by associated staff to ensure the reports are pulling information accurately.

Expected completion date: Q1 2022

4. That this new reconciliation process and related expectations be incorporated into the Supervisor's job description and performance appraisal, as well as the Section's written operating procedures or work instructions.

Management Response

Partially Agree. We agree that the development of Standard Operating Procedures for updating the Council Action Items Worksheet is necessary. We believe that the existing job description captures the requirement to establish and document procedures and would therefore be captured in the annual performance appraisal process.

Expected completion date: Q3 2021

5. That a standard operating procedure be developed, approved and implemented for the communication of financial errors that exceed a pre-determined threshold, any related corrections/adjustments to Council and to inform other impacted stakeholders.

Management Response

Partially Agree. A standard operating procedure will be established to inform impacted stakeholders of financial errors that exceed a pre-determined threshold. The reporting or informing of financial errors will be conducted as per the Capital Projects' Monitoring Policy and the Budget Control Policy.

Expected completion date: Q1 2022

Reserve Policy – Neonatal Interfacility Transfers	 Hamilton	Corporate Services Department
Policy No:		
Page 1 of 2		Approval:

POLICY STATEMENT	This Policy sets out the guidelines for the sources, uses and appropriate target level for the balance in the Neonatal Interfacility Transfers Reserve.
PURPOSE	To fund the life-cycle replacement, conversion and fit-up of a Paramedic Service ambulance and related equipment which is dedicated to supporting the Ministry of Health's Neonatal Interfacility Transfers program.
SCOPE	This Policy applies to all City employees who manage financial resources.
PRINCIPLES	<p>The following principles apply to this Policy:</p> <p>Authority:</p> <ul style="list-style-type: none"> The General Manager of Finance and Corporate Services has the authority to recommend the use of the Neonatal Interfacility Transfers Reserve in accordance with the Provincial funding agreement terms and conditions. <p>The source of funds that are to be transferred to this Reserve include:</p> <ul style="list-style-type: none"> Funds received from the Province specified for the life-cycle replacement, conversion and fit-up of a Paramedic Service ambulance and related equipment which is dedicated to supporting the Ministry of Health's Neonatal Interfacility Transfers program. replacement of a paramedic Annual Council approved operating budget transfer to reserve. Year-end operating budget surplus, subject to final approval of the Tax and Rate Operating Budget Variance Report by Council. Repayment of principal plus interest for any internal borrowings from the reserve as per policies and procedures. Remaining balances in reserves approved for closure. Investment income earned on the reserve's balance as per policies and procedures. One-time unexpected sources of operating revenues. <p>The use of funds from this Reserve is not permitted for any other use in accordance with the Provincial funding agreement.</p>
RESERVE BALANCE TARGET LEVEL	<p>The balance in the reserve has a target level and ceiling as follows:</p> <p>Target Level: \$250,000</p>

<i>Reserve Policy – Neonatal Interfacility Transfers</i>	 Hamilton	Corporate Services Department
Policy No:		
Page 2 of 2		Approval:

	Target Ceiling: \$300,000 (adjusted for the future cost of the life-cycle replacement, conversion and fit-up of a Paramedic Service ambulance and related equipment)
GOVERNING LEGISLATION	This reserve is governed by an agreement between the City of Hamilton Paramedic Services with the Ministry of Health for the Province of Ontario to deliver land inter-facility ambulance transports for critically-ill neonatal and pediatric patients facilitated by the specialized transport team that operates out of the McMaster Children's Hospital (MCH).
RESPONSIBILITY FOR THE POLICY	Corporate Services Department Director of Financial Planning, Administration and Policy
POLICY HISTORY	N/A

Reserve Policy – Community Paramedicine Long-Term Care		Corporate Services Department
Policy No:	Hamilton	
Page 1 of 2		Approval:

POLICY STATEMENT	This Policy sets out the guidelines for the sources, uses and appropriate target level for the balance in the Community Paramedicine Long-Term Care Reserve.
PURPOSE	To fund the life-cycle replacement, conversion and fit-up of Paramedic Service vehicles and related equipment which is dedicated to supporting the Ministry of Long-Term Care's Community Paramedicine Long-Term Care program.
SCOPE	This Policy applies to all City employees who manage financial resources.
PRINCIPLES	<p>The following principles apply to this Policy:</p> <p>Authority:</p> <ul style="list-style-type: none"> The General Manager of Finance and Corporate Services has the authority to recommend the use of the Community Paramedicine Long-Term Care Reserve in accordance with the Provincial funding agreement terms and conditions. <p>The source of funds that are to be transferred to this Reserve include:</p> <ul style="list-style-type: none"> Funds received from the Province specified for life-cycle replacement, conversion and fit-up of Paramedic Service vehicles and related equipment which is dedicated to supporting the Ministry of Long-Term Care's Community Paramedicine Long-Term Care program Annual Council approved operating budget transfer to reserve. Year-end operating budget surplus, subject to final approval of the Tax and Rate Operating Budget Variance Report by Council. Repayment of principal plus interest for any internal borrowings from the reserve as per policies and procedures. Remaining balances in reserves approved for closure. Investment income earned on the reserve's balance as per policies and procedures. One-time unexpected sources of operating revenues. <p>The use of funds from this Reserve is not permitted for any other use in accordance with the Provincial funding agreement.</p>
RESERVE BALANCE TARGET LEVEL	<p>The balance in the reserve has a target level and ceiling as follows:</p> <p>Target Level: \$250,000</p>

<i>Reserve Policy – Community Paramedicine Long-Term Care</i>		Corporate Services Department
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	Target Ceiling: \$300,000 (adjusted for the future cost of the life-cycle replacement, conversion and fit-up of Paramedic Service vehicles and related equipment)
GOVERNING LEGISLATION	This reserve is governed by an agreement between the City of Hamilton Paramedic Services with the Ministry of Long-Term Care for the Province of Ontario to support seniors on the provincial long-term care waitlist, or soon to be eligible for long-term care, by providing them with community paramedicine services in their own homes.
RESPONSIBILITY FOR THE POLICY	Corporate Services Department Director of Financial Planning, Administration and Policy
POLICY HISTORY	N/A