



**Date:** April 28, 2020

**Report to:** Board of Directors  
CityHousing Hamilton Corporation

**Submitted by:** Tom Hunter  
Chief Executive  
Officer/Secretary

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**Subject:** **CHH Procurement Policy Improvement Response to AF&A Report #AUD17021, 395 Mohawk Road East, Parking Lot (Report #17027a)**

**RECOMMENDATION:**

That Report #17027a be approved and sent to Audit, Finance and Administration (AF&A) Committee to finalize the response to AF&A Report #AUD17021. Report #17027a provides an update on the final work with the Mohawk Project and identifies the improvements made to procurement and project management at CityHousing Hamilton (CHH).

A handwritten signature in blue ink that reads "Tom Hunter".

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Tom Hunter  
Chief Executive Officer/Secretary

**EXECUTIVE SUMMARY:**

During the November 23, 2016 meeting of AF&A Committee the Director of Audit Services was instructed to “undertake a review of the implementation of the renovation and/or repairs to the parking lot project at 395 Mohawk Road East and report back to the AF&A Committee”.

The purpose of the review was to investigate and report on the circumstances surrounding the escalation of cost of the Mohawk Road East Project including reasons for any cost increase, and the effectiveness of processes to plan, procure and resource the project to its approved budget.

At a subsequent AF&A meeting on August 16, 2017, the “Findings and Observations” and “Management Response” were presented in Audit Report 2016-08 (Appendix A). The resolution at this meeting was “That Report AUD 17021, respecting the Audit Report 2016-08 – Review of CityHousing Hamilton Parking Lot Project at 395 Mohawk Road East, be forwarded to the CityHousing Hamilton Board of Directors for their consideration and response to the Audit, Finance & Administration Committee”.

The CHH Board received this information in Report#17027.

In response to the Audit Report, CHH revised both the scope of the 395 Mohawk Project and implemented a framework for reviewing its policies relating to procurement and project management.

It was brought to the attention of CHH, that a response back to AF&A Committee was still required. The intention of Report#17027a is to provide a summary of the work that was completed at 395 Mohawk Road East and the improvements made to procurement and project management to the satisfaction of the CHH Board and then share Report #17027a with the AF&A Committee.

#### **BACKGROUND:**

In October 2015, Council committed \$350,000 of the Ward 7 Area Rating reserve account to CHH in order to expand the parking lot and relocate parking lot entrances at 395 Mohawk Road East. The cost estimate for this project contained various costs for the parking lot entrance relocation and parking lot expansion such as demolition, lighting, sod, concrete curbs and asphalt paving. In the fall of 2016, it was identified that \$115,325 had been spent on consultants and estimates for the completion of the project had risen to \$1.1 million. The project work was curtailed until an audit was complete and the scope of the project could be redefined. It was during the November 23, 2016 meeting, the Audit, Finance and Administration Committee directed the Director of Audit Services to “undertake a review of the implementation of the renovation and/or

repairs to the parking lot project at 395 Mohawk Road East and report back to the Audit, Finance & Administration Committee”.

**DISCUSSION:**

The Review identified policies that CHH should develop to assist organizational improvement. To date CHH has completed 24 Procurement Policies which align with City of Hamilton’s procurement policies (Appendix B). As well, to guide this work, CHH has worked towards responding to each of the “Observations of the Existing System” that were identified in the Internal Audit Report 2017-03 (Appendix C).

It was necessary to redefine the scope of the 395 Mohawk Road East Project. Outlined below is the revised scope and associated costs:

A total of 26 parking spots (4 barrier free)	
Consultant Revisions, Tender & Admin	\$ 45,680.00
Construction	\$ 344,417.45
Tree Protection Plan Review COH	\$ 1744.65
Migratory Bird nest report	\$ 496.50
Tree Removal	\$ 4,700.00
Signage (Visitors, speed bump)	\$ 2,586.00
	<b>\$ 399,624.60</b>

There was extensive tenant engagement throughout this entire project and CHH was able to improve the project in the following ways:

- Provided larger and clearer signage for the secondary entrance
- Added speed bumps for traffic control,
- Assigned visitor parking so that seniors and barrier free spots were closest to the building,
- Placed thick hedges at edge of parking & building to stop headlights spilling into units at the ground floor,
- Provided a pathway to access public transport – in hopes of reducing use of neighbour’s property (Caldwell) as a short cut,
- Placed benches along walkways at key rest spots,
- Provided a significant landscaped area at the edge of the parking adjacent to Mohawk to create visual and auditory barriers.



## **CONCLUSION:**

The completed policies align with the City of Hamilton's procurement policies, demonstrate compliance with the Review and underline CHH's commitment to continuous. The scope of the project was redefined and resulted in an expansion of the parking lot at 395 Mohawk Road East.

## **ALIGNMENT TO THE 2017-2021 STRATEGIC PLAN:**

This report implements:

### **Community Engagement & Participation**

CityHousing Hamilton has an open, transparent and accessible approach in working with its residents to make a positive impact on the community.

### **Built Environment and Social Infrastructure**

CityHousing Hamilton is committed to finding new ways to be innovative that will contribute a dynamic City characterized by unique infrastructure, buildings, and public spaces. The maintenance, renewal and new development of our housing stock will ensure that the quality of life, well-being and enjoyment of our residents', influences the design and planning of our homes.

### **Our People Our Performance**

CityHousing Hamilton aims at delivering consistent and excellent service for all its residents, while searching for ways to increase efficiencies and effectiveness in how we operate. To provide the highest quality of service to our residents within current resources, we work to empower staff to deliver on our service commitments by strengthening staff competencies, standardizing operating processes, streamlining services and technology and holding staff accountable to better respond to the needs of residents.

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Mission: We provide affordable housing that is safe, well maintained and cost effective and that supports the diverse needs of our many communities.