



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

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| TO: | Chair and Members Capital Projects Work-in-Progress Review Sub-Committee |
| COMMITTEE DATE: | May 26, 2022 |
| SUBJECT/REPORT NO: | Capital Projects Status Report as of December 31, 2021 (FCS21079(b)) (City Wide) |
| WARD(S) AFFECTED: | City Wide |
| PREPARED BY: | Matt Hilson (905) 546-2424 Ext. 1444 Duncan Robertson (905) 546-2424 Ext. 4744 |
| SUBMITTED BY: | Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department |
| SIGNATURE: | |

Discussion of this Confidential 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

RATIONALE FOR CONFIDENTIALITY

Appendix "C" to Report FCS21079(b) is being considered in closed session as it contains information that could hinder the completion of the initiative if this information was to be released to the public.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff is recommending that Appendix "C" to Report FCS21079(b) remain confidential as it contains information pertaining to proposed or pending acquisition or disposition of land for City purposes, as well as, information pertaining to litigation or potential litigation, including matters before administrative tribunals, affecting the City. Appendix "C" contains projects that will remain open for several years moving forward and, therefore, requires maintained confidentiality.

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.

RECOMMENDATION(S) (CLOSED SESSION)

- (a) That CONFIDENTIAL Appendix “C” attached to Report FCS21079(b) respecting Capital Projects Status Report as of December 31, 2021, be received.
- (b) That CONFIDENTIAL Appendix “C” attached to Report FCS21079(b) respecting Capital Projects Status Report as of December 31, 2021, remain confidential.

RECOMMENDATION(S) (OPEN SESSION)

- (a) That Appendix “A” attached to Report FCS21079(b) respecting Capital Projects Status Report – Tax Supported, as of December 31, 2021, be received;
- (b) That Appendix “B” attached to Report FCS21079(b) respecting Capital Projects Status Report – Rate Supported, as of December 31, 2021, 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 third submission for 2021 based on forecasted and committed expenditures as of December 31, 2021.

Appendix “A” to Report FCS21079(b) reflects the status of open tax supported capital projects as of December 31, 2021 by program within the following areas: 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 FCS21079(b) reflects the status of open rate supported capital projects as of December 31, 2021 by program within the following departments: Planning and Economic Development and Public Works.

Appendix “C” to Report FCS21079(b) reflects the status of open confidential capital projects as of December 31, 2021 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 FCS21079(b).

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Table 1
City of Hamilton
Expenditure Summary by Program Area
As of December 31, 2021

| | Approved Budget | Expenditures/ Commitments | Available Balance | Percentage Complete (%) |
|-----------------------------------|---------------------|---------------------------|-------------------|-------------------------|
| Corporate Services | \$ 49,399,697.46 | \$ 35,723,843.52 | \$ 13,675,853.94 | 72.3% |
| City Manager | \$ 5,313,615.08 | \$ 3,632,660.89 | \$ 1,680,954.19 | 68.4% |
| Corporate Projects | \$ 16,869,791.33 | \$ 7,116,092.28 | \$ 9,753,699.05 | 42.2% |
| Outside Boards and Agencies | \$ 1,000,000.00 | \$ 353,712.86 | \$ 646,287.14 | 35.4% |
| Healthy and Safe Communities | \$ 135,483,715.63 | \$ 81,566,486.79 | \$ 53,917,228.84 | 60.2% |
| Planning and Economic Development | \$ 393,442,242.97 | \$ 259,505,611.26 | \$ 133,936,631.71 | 66.0% |
| Public Works | \$ 2,654,767,323.12 | \$ 1,684,831,193.76 | \$ 969,936,129.37 | 63.5% |

Note to Table 1: Expenditures and commitments reported as of December 31, 2021 are unaudited.

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

Table 2
City of Hamilton
Historical Comparison - Percentage of Completion
As of December 31, 2021

| | 2021 | 2020 | 2019 | 2018 |
|-----------------------------------|-------|-------|-------|-------|
| Corporate Services | 72.3% | 85.2% | 91.7% | 92.1% |
| City Manager | 68.4% | 47.7% | 50.7% | 63.4% |
| Corporate Projects | 42.2% | 50.1% | N/A | N/A |
| Outside Boards and Agencies | 35.4% | 72.2% | 43.4% | 95.0% |
| Healthy and Safe Communities | 60.2% | 62.4% | 76.6% | 72.8% |
| Planning and Economic Development | 66.0% | 59.4% | 62.5% | 59.6% |
| Public Works | 63.5% | 73.8% | 76.8% | 76.8% |

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.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Report FCS21079(b) 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 Capital Project managers have been requested to review and update the status of their projects in advance of Report FCS21079(b) being prepared.

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 report, staff determines if projects can be closed, as well as, monitors financial activity to ensure that Council is aware of any capital projects that 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 FCS21079(b) is based on expenditures and commitments to December 31, 2021.

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.

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.

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APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report FCS21079(b) – Capital Projects Status Report (Tax Supported)
as of December 31, 2021

Appendix “B” to Report FCS21079(b) – Capital Projects Status Report (Rate Supported)
as of December 31, 2021

Appendix “C” to Report FCS21079(b) – CONFIDENTIAL

MH/dt