



AUDIT, FINANCE AND ADMINISTRATION COMMITTEE REPORT 24-013

**9:30 a.m.
July 11, 2024
Council Chambers
Hamilton City Hall**

Present: Councillors T. Hwang (Chair), M. Spadafora, C. Kroetsch, M. Tadeson, and A. Wilson

Absent with

Regrets: Councillors J. Beattie, B. Clark, and M. Wilson – Personal

THE AUDIT, FINANCE AND ADMINISTRATION COMMITTEE PRESENTS REPORT 24-013 AND RESPECTFULLY RECOMMENDS:

1. Parkland Dedication Reserve Status Report as of December 31, 2023 (FCS24006) (City Wide) (Item 9.1)

That Report FCS24006, respecting Parkland Dedication Reserve Status Report as of December 31, 2023, be received.

2. Proposed Amendments to By-law 12-094 – To Transition to the Canadian Overnight Repo Rate Average (CORRA) (FCS11079(b)) (City Wide) (Item 10.1)

That the draft By-law “To Amend By-law No. 12-094, being a By-law to authorize the borrowing of monies by way of bank loans in the principal amounts of \$38,000,000 and \$14,740,000”, attached as Appendix “A” to Report FCS11079(b), which has been prepared in a form satisfactory to the City Solicitor, be approved and enacted by Council.

3. Extension of Contract C12-13-21 Professional and Consultant Services Roster (FCS24038) (City Wide) (Item 10.2)

- (a) That Council approve a six-month extension of Contract C12-13-21, Professional and Consultant Services Roster, ending June 30, 2025, with the option to further extend an additional six months, ending December 31, 2025 at the discretion of the City Manager, the General Manager, Public Works Department and the General Manager, Planning and Economic Development Department;

- (b) That the Director of Procurement be authorized to negotiate a 2% increase in hourly rates and enter into and execute any amending agreement or documents required to give effect thereto with Rostered Candidates, in a form satisfactory to the City Solicitor; and
- (c) That any cost increase associated with amendments to the existing agreements be included in the 2025 budget.

4. Grants Sub-Committee Report 24-003 (July 3, 2024) (Item 10.3)

(a) City Enrichment Fund – Digital Pilot Program (GRA24003) (City Wide) (Item 5.1)

- (i) That the two-year Digital Pilot Program of the City Enrichment Fund, launched in 2022, with the objective to support organizations, events and activities that increase efforts to achieve digital equity, promote digital inclusion and spur greater adoption of broadband amongst underserved populations, be established within the City Enrichment Fund as a permanent component of the program;
- (ii) That funding for this initiative be referred to the 2025 budget cycle in the amount of \$100,000; and,
- (iii) That the item respecting the City Enrichment Fund - Digital Pilot Program be removed from the outstanding business list.

(b) City Enrichment Fund 2025 Program Updates and Improvements (GRA24004) (City Wide) (Item 7.1)

- (i) That a multi-year funding process, which focuses on returning programs, be established within the City Enrichment Fund as a 3-year pilot, with the ability to evaluate the success of this process thereafter;
- (ii) That the City Enrichment Fund adopt a sector based funding approach that supports funding models that are responsive to the unique needs of each program area, beginning with the 2025 funding cycle;
- (iii) That the Director of Government Relations and Community Engagement (or their delegate or as may be appointed by the City Manager to administer the City Enrichment Fund) be delegated the authority to create and amend all City Enrichment Fund forms, guidelines and policies program areas, including but not limited to, development and amendment of application forms, declarations, reporting requirements, auditing practices, determining eligibility criteria and funding streams, and shall report changes annually to the Grants Sub-Committee;

- (iv) That the Director be delegated the authority to execute any and all agreements, including any amendments and/or ancillary documents on behalf of the City in relation to the approved grants under the City Enrichment Fund, provided the documents comply with: all City policies and procedures, approved budgets and is a form satisfactory to the City Solicitor, and;
 - (v) That Item (c) on the Grants Sub-Committee Outstanding Business List respecting” That staff be directed to review the (CEF) fund’s current overall funding guidelines, program stream guidelines, related funding caps and report back to the Grants Sub-Committee with recommendations to ensure the fund is evolving with the needs of community” in advance of the 2025 intake” be identified as completed and removed from the outstanding business list.
- (c) City Enrichment Fund – Appeals Process (GRA24002(a)) (City Wide) (Item 7.2)**
- (i) That, the 2024 City Enrichment Fund Bridge Funding Process (as outlined in the attached Appendix “A” to Audit, Finance and Administration Committee Report 24-013), be approved;
 - (ii) That, the 2024 City Enrichment Fund Appeals Process (as outlined in the attached Appendix “B” to Audit, Finance and Administration Committee Report 24-013), be approved, and that staff be directed to report back on the permanency of an appeals process to the Grants Sub-Committee in advance of the 2025 recommendations;
 - (iii) That the Director of Government Relations and Community Engagement ((or their delegate or as appointed by the City Manager) (the “Director”) be delegated the authority to approve and execute any and all agreements, amendments and/or ancillary documents on behalf of the City in relation to the one-time 2024 Bridge funding process outlined in Appendix “A” attached to Audit, Finance and Administration Committee Report 24-013, and one-time 2024 Appeal funding process outlined in Appendix “B” attached to Audit, Finance and Administration Committee Report 24-013, provided the documents comply with: all City policies and procedures, and is in a form satisfactory to the City Solicitor;
 - (iv) That, the City Enrichment Fund Bridge Funding Process be funded one-time from the City Enrichment Fund Reserve #112230, and where additional funds are required from first from the Tax Stabilization Reserve 110046, up to a total combined maximum of \$418,016, be approved; and,
 - (v) That, the City Enrichment Fund Appeals Process be funded one-time from the Tax Stabilization Reserve (110046), up to a total maximum of \$50,000, be approved.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

The Committee Clerk advised there were no changes to the agenda:

The agenda for the July 11, 2024 Audit, Finance and Administration Committee meeting, was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(i) Approval of Minute of Previous Meetings (Item 4.1)

The Minutes of June 20, 2024, were approved, as presented.

(d) DELEGATIONS (Item 7)

(i) Bozica Sajatovic, respecting partial payment of taxes without an extension agreement in tax arrears certificate cancellation (approved June 20, 2024) (Item 7.1)

Bozica Sajatovic, addressed Committee respecting partial payment of taxes without an extension agreement in tax arrears certificate cancellation, with the aid of a presentation.

The delegation from Bozica Sajatovic, respecting partial payment of taxes without an extension agreement in tax arrears certificate cancellation, was received.

(e) ADJOURNMENT (Item 15)

There being no further business, the Audit, Finance and Administration Committee, was adjourned at 10:06 a.m.

Respectfully submitted,

Councillor Tammy Hwang, Chair
Audit, Finance and Administration
Committee

Tamara Bates
Legislative Coordinator
Office of the City Clerk

2024 City Enrichment Fund Bridge Funding Process

Objective: To provide returning City Enrichment Fund (CEF) applicants with an opportunity to receive one-time Bridge funding during a transitional year for the City Enrichment Fund. This is not intended as a multi-year commitment, nor a commitment to offer this process in future years.

Eligibility: To be eligible to apply for one-time Bridge funding, 2024 City Enrichment Fund applicants must meet all the following eligibility requirements. Those applications who do not meet these requirements may consider applying to the Appeals process as an alternative:

- Applicants must have received a funding recommendation as part of the 2024 CEF program.
- Applicants must have received an "A" rating as part of the adjudication process, those with a "B", "C", or "D" rating, DNQ, or applications that were "Withdrawn" are not eligible to apply.
- Applicants must be returning to the program, defined as the following:
 - **Returning Applicants:**
 - Organizations that applied for and received funding for the same program in the same CEF program area and stream in the immediate previous year.
 - Community Services: Includes applicants transitioning from the "Emerging Community Needs" stream to the first year in the stream of impact.
 - Funding must have been granted through program recommendations, not through motion, or other appeals methodology.
- Applicants must have received less funding in 2024 than the total amount received in 2023 through the annual CEF recommendations and appeals funding.
- Receiving Appeals funding in 2023 does not immediately qualify applicants for Bridge Funding in 2024, unless all other criteria are met.

- Applicants are only able to apply either to the Appeals funding process or the Bridge funding process but not both.
- Applicants must submit a brief application requesting and outlining the challenges faced due to the 2024 recommendations.

Implementation and Process:

1. Intake Period:

On July 25, 2024 an application form, through the grant portal, and Bridge funding information will be shared with all CEF applicants. The deadline to complete the form will be August 22, 2024. A reminder will be sent to applicants one week prior to August 22nd Bridge funding deadline.

2. Application Form Contents:

The Application form will require applicants to confirm that they meet the eligibility criteria (verified by CEF staff) and briefly describe the impact due to receiving less funding in 2024, compared to 2023 post-appeals allocations.

3. Rolling Review:

Bridge Funding applications will be reviewed on a rolling basis, with applicants receiving results in the order in which the completed applications are received.

4. Grant Approval:

The Director of Government Relations & Community Engagement will approve Bridge funding. Applicants must submit a form prior to the deadline, meet all of the criteria, and have enumerated an impact of reduced funding. Bridge funding amounts will be based on the following formulas:

A Rated Returning Applicants	100% of the difference between 2024 Recommended Grant, and 2023 Total CEF Funding (Recommendation + Appeal)
B, C, D Rated Applications, DNQ Applications, Withdrawn Applications, New Applicants of any Rating	No Funding Recommendations will be made.

Example: In 2023, applicant X received \$10,000 in CEF funding , and an appeals amount of \$5000, to a total 2023 funding amount of \$15,000. Applicant X applied again in the same program area and stream for the same program as last year, this year applicant X received an A Rating through adjudication, and a funding recommendation of \$10,300. If a Bridge funding application is

submitted and approved, Applicant X would be eligible for \$4,700 in Bridge funding.

(2023 Funding Recommendation + 2023 Appeals Funding Amount)
– 2024 Funding Recommendation = Bridge Funding Maximum.

5. Funding Agreements:

Funding agreements will be issued to applicants who are approved by the Director of Government Relations & Community Engagement.

6. Reporting:

A communication update will be sent to Council in mid-September outlining all Bridge requests received, and those approved by the Director of Government Relations & Community Engagement.

7. Accountability:

Recipients of Bridge Funding are required to report back on this funding, as part of their 2024 CEF Final Report. All policies around use of funds, payment schedule and requirements of the broader CEF program continue to be applicable.

2025 City Enrichment Fund Administrative Updates

The City Enrichment Fund (CEF) program is operated with a continuous improvement lens. Each year staff assess CEF to apply administrative improvements across all areas of the program. The following table outline the incoming CEF program updates to better serve applicants, staff, and reflect the community/tech/expectations.

Update	Rational and Impact
<p>New application intake period.</p> <p>October 1- November 15</p>	<p>To accommodate community engagement, the 2024 intake period was moved to Nov.1-Dec 15. Staff received unexpected positive feedback about the pushed intake period from many applicants.</p> <p>A Oct.1 – Nov. 15 intake period accommodates applicants during the demanding September and December months and shortens the overall CEF timeline.</p> <p>Agriculture applicants commented that a moved intake period would interfere less with harvest season, and for many arts and cultural organizations a later intake period is preferred, avoiding the busy September schedules.</p> <p><i>Status: In progress</i></p>
<p>CEF Funding Agreement</p>	<p>Modernizing the CEF Funding Agreement to better outline the roles and responsibilities of both the City of Hamilton and grant recipient, to reduce risk, and improve clarity of obligations for both parties. Phase 1 included extensive revisions to the funding agreement through the City Solicitors office. Phase 2 will be continued improvement of these agreements including signatures from Director of Government Relations & Community Engagement on behalf of the City, and varied levels of agreement dependent on applicant funding levels.</p> <p><i>Status: Phase 1 Complete; Phase 2 In progress</i></p>
<p>Grant Portal</p>	<p>The grant portal currently consists of a single online submission form that was designed with generalized language and included questions not applicable to each program area.</p> <p>Following a successful pilot period, the grant portal is being updated to offer submission options specific to each program area, using accessible language and prompts.</p> <p><i>Status: In progress</i></p>
<p>Guidelines and Handbooks Information</p>	<p>Update guidelines and handbooks to provide clearer and consistent language overall including:</p> <ul style="list-style-type: none"> • Provide additional definitions within the glossary, including clarification of new vs returning applicants, resident of Hamilton

	<p>and others where applicable</p> <ul style="list-style-type: none"> • Provide clearer policy language – particularly on number of applications per program an applicant is eligible to submit. <p><i>Status: In progress</i></p>
<p>IDEA Inclusion, Diversity, Equity, Accessibility data questions updates</p>	<p>Current IDEA data collection pre-dates City’s IDEA as terminology City wide. Working with internal performance and evaluation specialists to ensure data is both comparable to previous years, and collects more nuanced information regarding who is reflected on the governing bodies of grantees, who they serve, and who is present within their audiences/clients.</p> <p><i>Status: In progress</i></p>
<p>Budget Form and applicant program</p>	<p>Improve user friendliness of budget form and update question language to seek clarity on applicants’ ability to scale programs depending on grant levels received.</p> <p><i>Status: In progress</i></p>
<p>Program Area Updates</p>	<ul style="list-style-type: none"> • Digital, updated to Digital Equity - <ul style="list-style-type: none"> ○ Updates to Digital Program if approved as permanent component of CEF, including potentially revised streams for one-time versus ongoing projects. • Communities Culture and Heritage <ul style="list-style-type: none"> ○ Events & Established Activities – Small Requests- increase maximum request from \$5,000 to \$15,000 <ul style="list-style-type: none"> ▪ Enable events which are performing poorly in Events & Established Activities -Large to be more successful in smaller request category, many applicants apply within the large category due to funding maximums, not understanding that differing set of criteria. ○ New Projects- Lower request from \$35,000 to \$15,000 <ul style="list-style-type: none"> ▪ Set expectations for groups approaching CEF for the first time to have reasonable requests for new events or projects. This lower request amount will then provide a straightforward path as they become eligible to apply from New Projects to Events & Established Activities -Small ○ One application per organization to CCH-New Projects and E&EA- Large <ul style="list-style-type: none"> ▪ To manage increasing requests to the Communities, Culture & Heritage Stream <p><i>Status: In progress</i></p>