



## **AUDIT, FINANCE & ADMINISTRATION COMMITTEE REPORT 13-004**

9:30 a.m.

Monday, April 15, 2013

Council Chambers

Hamilton City Hall

71 Main Street West

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**Present:** Councillors M. Pearson (Chair), R. Powers (Vice Chair),  
B. Johnson and B. Morelli

**Absent with  
Regrets:** Councillor B. Clark - Illness

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### **THE AUDIT, FINANCE & ADMINISTRATION COMMITTEE PRESENTS REPORT 13-004 AND RESPECTFULLY RECOMMENDS:**

**1. 2012 Insurance Claims Review (FCS13037) (City Wide) (Item 5.1)**

That Report FCS13037, respecting the 2012 Insurance Claims Review, be received.

**2. Monthly Status Report of Tenders and Requests for Proposals for February 16, 2013 to March 8, 2013 (FCS13016(a)) (City Wide) (Item 5.2)**

That Report FCS13016(a), respecting the Monthly Status Report of Tenders and Requests for Proposals for February 16, 2013 to March 8, 2013, be received.

**3. Annual Performance Reporting – Savings Generated from the Management of Information Services Contracts (FCS13018) (City Wide) (Item 5.3)**

That Report FCS13018, respecting the Annual Performance Reporting – Savings Generated from the Management of Information Services Contracts, be received.

**4. Tax Appeals under Section 357 and 358 of the *Municipal Act* (2001) FCS13027(a) (City Wide) (Item 5.4)**

- (a) That Appendix “A” attached to Report 13-004, respecting the “Tax Appeals processed under Section 357 of the *Municipal Act*, 2001”, in the amount of \$165,235, be approved; and,
- (b) That Appendix “B” attached to Report 13-004, respecting the “Tax Appeals due to a Gross or Manifest Clerical Error, Pursuant to Section 358 of the *Municipal Act*, 2001”, in the amount of \$16,605, be approved.

**5. Succession Management and Leadership Development (HUR12017(a)) (City Wide) (Item 7.1)**

- (a) That the City Manager be directed to continue to work with Human Resources staff and the Senior Management Team to establish a corporate learning and Succession Development Program tailored to the current and emerging workforce development needs of the City;
- (b) That the City Manager be directed to allocate the resources necessary to evolve the City’s Succession Development Program over the next 2 to 3 years from within existing departmental budgets and current FTE complement across the corporation;
- (c) That the City Manager be directed to engage professional organizations and educational institutions, including local community educational institutions, with the requisite local government expertise as partners in the design and delivery of the City’s Succession Development Program; and,
- (d) That staff be directed to provide the Audit, Finance & Administration Committee with an annual progress report on the City’s Succession Development Program.

**6. Wi-Fi in Municipal Buildings and City Wide Parks (FCS13033) (City Wide) (Item 8.1)**

- (a) That the following be referred to the 2014 Budget Capital Budget process for consideration:
  - (i) That public facing Wi-Fi be installed in 26 City Recreation Centres, Community Centres and Arenas at a one-time implementation cost of \$128,000 with an annual operating impact of \$39,000 and 0.25 FTE;

- (b) That public facing Wi-Fi be installed in all Municipal Service Centres at a one-time implementation cost of \$7,000 to be funded from existing capital project number 2050757701; and,
- (c) That all City installed public facing Wi-Fi be branded and marketed as a service offered by the City of Hamilton and promoted in all suitable City promotional publications, at a one-time cost not to exceed \$3,000 for marketing and branding, to be funded from existing capital project number 2050757701;
- (d) That staff be directed to investigate the feasibility of establishing a citizen committee to build a mesh (wireless) network and report back to the Audit, Finance & Administration Committee.

**7. Initial Performance Audit Projects (AUD13015) (City Wide) (Item 8.2)**

That Appendix "C" attached to Report 13-004, respecting Initial Performance Audit Projects, be approved.

**8. Grants Sub-Committee Report 13-002 (Item 8.3)**

**(a) Community Partnership Program - Police Costs (GRA13004) (City Wide) (Item 4.2)**

That Report GRA13004, respecting the Community Partnership Program Police Costs, be received.

**(b) Rotary Club of Dundas - 2012 Canada Day Pancake Breakfast (Item 5.1)**

That the 2012 grant request from the Rotary Club of Dundas, in the amount of \$1,079, for their 2012 Canada Day Pancake Breakfast to be funded from the Community Partnership Program Reserve Account #112230, be approved.

**9. Watercourse No. 9 Drainage Liabilities (Item 10.1)**

- (a) That the accumulated interest for the drainage works completed for Watercourse No. 9; specifically as it relates to 1119 Barton Street East, Stoney Creek (\$60,000); and, 1103 Barton Street East, Stoney Creek (\$45,000), be waived;
- (b) That, on a go forward basis, no additional interest be added to the principle amounts of the outstanding Watercourse No. 9 drainage liabilities

for 1119 Barton Street East, Stoney Creek (\$176,149); and, 1103 Barton Street East, Stoney Creek (\$132,814); and,

- (c) That, should the land use for the property located at 1119 Barton Street East, Stoney Creek or the property located at 1103 Barton Street East, Stoney Creek change or either property be sold, interest on the outstanding balance for the drainage work completed would begin to accrue at that time.

**FOR THE INFORMATION OF COUNCIL:**

**(a) CHANGES TO THE AGENDA (Item 1)**

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

- (i) Added as Item 4.1 – a Delegation Request from Joey Coleman, respecting Item 8.1, Report FSC13033 – Wi-Fi in Municipal Buildings and City Wide Parks
- (ii) Added as Item 8.3 – Grants Sub-Committee Report 13-002, dated April 9, 2013
- (iii) Added as Item 10.1 – a Notice of Motion from Councillor Johnson, respecting Watercourse No. 9 Drainage Liabilities

The agenda for the April 15, 2013 Audit, Finance & Administration Committee meeting was approved, as amended.

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)**

**(i) March 25, 2013 (Item 3.1)**

The Minutes of the March 25, 2013 meeting of the Audit, Finance and Administration Committee were approved, as presented.

**(d) DELEGATION REQUESTS (Item 4.1)**

**(i) Joey Coleman, respecting Item 8.1, Report FSC13033 – Wi-Fi in Municipal Buildings and City Wide Parks (Item 4.1)**

Mr. Coleman addressed Committee respecting Report FSC13033 – Wi-Fi in Municipal Buildings and City Wide Parks. Mr. Coleman's comments included, but were not limited to, the following:

- This report is a good step, but it does not push innovation.
- Public engagement is necessary and there are people that want to help and be engaged.
- With regard to Wi-Fi in City parks, the City needs to consider a comprehensive review of public Wi-Fi in Hamilton.
- Requesting that the City establish a citizen committee to build a mesh (wireless) network.

The presentation from Joey Coleman, respecting Wi-Fi in Municipal Buildings and City Wide Parks, was received.

**(e) PRESENTATIONS (Item 7)**

**7.1 Succession Management and Leadership Development (HUR12017(a)) (City Wide) (Item 7.1)**

Chris Murray, City Manager, provided a PowerPoint presentation respecting Report HUR12017(a) - Succession Management and Leadership Development. The presentation included, but was not limited to, the following:

- Succession planning focuses on leadership and other critical roles that have the greatest impact on business strategy. The purpose is to build bench strength and groom talent over 6 months – 3 years.
- Challenges:
  - We have an aging workforce - Directors, Managers and Supervisors are aging together; average age of retirement is 61 years.
  - In 2012, 308 permanent employees left organization, 43% of this turnover was due to retirements.
  - By 2015, projections are 387 retirements, approximately 130 per year; 65 of these will be managers and above.

- Management hires are more competitive, taking longer, business continuity is disrupted, on-boarding takes 6 months to 2 years.
- External hires are more costly than internal hires.
- Barriers for the current talent pool to advance.
- It is important that this program is not only focused on replacing General Managers and Directors, but must be focused on all levels of the organizations.

The presentation, respecting Report HUR12017(a) – Succession Management and Leadership Development, was received.

A full copy of the presentation is available on line at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(f) Grants Sub-Committee Report 13-002 (Item 8.3)**

Information Item (e) of the Grants Sub-Committee Report 13-002, was amended by deleting the acronyms “ERCS” and “CPP”, the words “and Policy” and by adding the words “Special Events Advisory Team (SEAT)” before the word “Guidelines” to read as follows:

**(e) Event Road Closure Services (Item 5.3)**

Staff was directed to review, with the General Manager of Public Works, the reasons why the event road closure services were downloaded to the Community Partnership Program applicants and to determine the feasibility of amending the Special Events Advisory Team (SEAT) Guidelines to return those services to the Public Works Department for processing, and report back to the Grants Sub-committee.

**(g) NOTICES OF MOTION (Item 10)**

Councillor B. Johnson introduced the following Notice of Motion:

**(i) Watercourse No. 9 Drainage Liabilities (Item 10.1)**

- (a) That the accumulated interest for the drainage works completed for Watercourse No. 9; specifically as it relates to 1119 Barton Street

East, Stoney Creek (\$60,000); and, 1103 Barton Street East, Stoney Creek (\$45,000), be waived.

- (b) That, on a go forward basis, no additional interest be added to the principle amounts of the outstanding Watercourse No. 9 drainage liabilities for 1119 Barton Street East, Stoney Creek (\$176,149); and, 1103 Barton Street East, Stoney Creek (\$132,814).
- (c) That, should the land use for the property located at 1119 Barton Street East, Stoney Creek or the property located at 1103 Barton Street East, Stoney Creek change or either property be sold, interest on the outstanding balance for the drainage work completed would begin to accrue at that time.

The Rules of Order were waived to allow for the introduction of a Motion respecting Watercourse No. 9 Drainage Liabilities.

**(h) GENERAL INFORMATION/OTHER BUSINESS (Item 11)**

**(i) Various Advisory Committee Minutes (Item 11.1):**

The following Advisory Committee minutes were received:

1. Immigrant & Refugee Advisory Committee Meeting Minutes, January 10, 2013 (Item 11.1(a))
2. Immigrant & Refugee Advisory Committee Meeting Minutes, February 14, 2013 (Item 11.1(b))
3. Lesbian, Gay, Bisexual, Transgender & Queer Advisory Committee Meeting Minutes, January 17, 2013 (Item 11.1(c))
4. Committee Against Racism Meeting Minutes, January 22, 2013 (Item 11.1(d))
5. Committee Against Racism Meeting Minutes, February 26, 2013 (Item 11.1(e))
6. Hamilton Mundialization Committee Meeting Minutes, February 20, 2013 (Item 11.1(f))
7. Status of Women Committee Meeting Minutes, February 28, 2013 (Item 11.1(g))

**(ii) Advisory Committee Resignations (Item 11.2):**

The following Advisory Committee resignations were received:

11.2(a) Dustin Rouse, Immigrant & Refugee Advisory Committee

11.2(b) Mimoza Kajtazi, Committee Against Racism

**(ii) Amendments to the Outstanding Business List (Item 11.3)**

The following items were removed from the Outstanding Business List:

(i) Item "N" – Succession Management and Leadership Development

(ii) Item "R" – Wi-Fi in Municipal Buildings and City Wide Parks

**(i) ADJOURNMENT (Item 13)**

There being no further business, the Audit, Finance & Administration Committee, adjourned at 10:27 a.m.

Respectfully submitted,

Councillor M. Pearson, Chair  
Audit, Finance & Administration Committee

Stephanie Paparella  
Legislative Coordinator  
Office of the City Clerk



City of Hamilton  
 Corporate Services Department  
 Taxation Division  
 Section "357" Appeals of the Municipal Act, 2001

Appeal No.	Property Address	Roll Number	Explanation	YEAR	Amount
357-12-118	695 Arvin Ave	003130147000000	Tax Class Conversion now mainly commercial with one industrial tenant	2012	-20,955.10
357-12-235	11 Teal Ave	003140300000000	Tax Class Conversion does not meet criteria for GTN tax class	2012	0.00
357-12-237	165-167 Highway 8	003290374000000	Gross or Manifest Error zoning of property did not change after consolidation	2012	-3,006.40
357-12-224	13 King St E	003355124000000	Demolition of all structures now commercial vacant land	2012	-174.53
357-12-204	777 Green Mountain Rd	003510202000000	Gross or Manifest Error Section 40 MOS signed for 2012	2012	0.00
357-12-238	166 Green Mountain Rd	003610706000000	Demolition of main building one structure still standing	2012	-235.54
357-12-141	9 Azalea Ct	003655112720000	Gross or Manifest Error incorrect square footage of garage	2012	-206.70
357-12-207	602 Bay St N	020113013300000	Tax Class Conversion now all residential	2012	-192.24
357-12-189	50 Mary St	020154046800000	Tax Class Conversion now all residential	2012	-2,445.07
357-12-243	231 Burlington St E	020171082400000	Gross or Manifest Error denied - Section 33 filed	2012	0.00
357-12-208	405 King St E	030212017800000	Fire Dec13 building demolished due to tax class change from RT to CX no change	2012	0.00
357-12-209	403 King St E	030212018100000	Fire Dec 13 building damaged unusable	2012	-121.35
357-12-065	460 Barton St E	030215016000000	Tax Class Conversion 2nd floor now residential	2012	-3,751.89
357-11-250	548 Barton St E	030237506400000	Tax Class Conversion now all residential	2011	-1,060.56
357-12-248	156 Sanford Ave S	030243005800000	Major Renovations on second level apartments	2012	-513.12
357-12-249	15 Sherman Ave S	030261039200000	Major Renovations on 3 of the 4 units	2012	-413.36
357-11-231	3 Beach Rd	030271049100000	Tax Class Conversion processing plant sold remainder is storage and administration	2011	-4,913.31
357-12-007	3 Beach Rd	030271049100000	Tax Class Conversion processing plant sold remainder is storage and administration	2012	-9,659.77
357-12-211	29 Lincoln St	040286032100000	Fire buidling demolished	2012	-573.98
357-12-192	86 London St N	040311043100000	Gross or Manifest Error remove value of garage that was demolished 20 years ago	2012	-28.51
357-12-251	139 Windermere Rd	050391091000000	Tax Class Conversion property now being used for a commercial operation	2012	-65,384.75
357-12-110	1212 Leaside Rd	050403090900000	Tax Class Conversion now all residential	2012	-1,389.73
357-12-212	30 Hollydene Pl	050462081000000	Demolition of inground pool	2010	-36.45
357-12-+074	304 Grays Rd	050471032700000	Tax Class Conversion samll portion hair salon the rest residential	2012	-3,728.73
357-12-194	300 Lake Ave N	050481076300000	Demolition of structures in 2010 buidling still assessed on the roll	2012	-341.49
357-12-256	999 Upper Wentworth St	070652060100000	Demolition of the village court units	2012	-31,557.92
357-12-261	60 Martindale Cres	140280520000000	Major Renovations denied under Schedule 26 of Bill 187	2012	0.00
357-12-263	7 Huntsman Gate	303930230000000	Gross or Manifest Error incorrect pool size	2012	-48.28
357-12-223	2501-2525 Highway 56	901310708000000	Demolition of original structure	2012	-14,496.34
				<b>TOTAL</b>	<b>-165,235.12</b>

City of Hamilton  
 Corporate Services Department  
 Taxation Division  
 Section "358" Appeals of the Municipal Act, 2001  
 Realty Tax Applications for overcharges

B- overcharge (Assessment Roll)  
 B1 -overcharged-application denied  
 E - Exempt

Appeal No.	Property Address	Roll Number	Reason	Explanation	Year	Amount
358-12-057	9 Azalea Ct	003655112720000	B	incorrect square footage above garage	2011	-158.74
358-12-076	502 Bay St N	020113013300000	B	no commercial activity in years - just came to owners attention	2011	-192.02
358-12-077	502 Bay St N	020113013300000	B		2010	-192.21
358-12-032	460 Barton St E	030215016000000	B	the second floor incorrectly assessed as commercial changed to residential	2011	-3588.55
358-12-033	460 Baftron St E	030215016000000	B		2010	-3416.09
358-11-136	548 Barton St E	030237506400000	B	garage was used residentially in 2010	2010	-1057.24
358-13-001	150 Hillyard St	031247002000000	B	to correct the supplementary billings on tenant #0200 incorrect area and therefore assessment was used	2011	-1118.96
358-13-002	150 Hillyard St	031247002000000	B		2010	-1104.49
358-13-003	150 Hillyard St	031247002000000	B		2009	-1086.42
358-12-070	86 London St N	040311043100000	B	garage was demolished years ago and never reported	2011	-28.31
358-12-071	86 London St N	040311043100000	B		2011	-28.10
358-12-034	304 Grays Rd	050471032700000	B	adjust CT/RT split a small hair salon on premises	2011	-3544.51
358-12-073	300 Lake Ave N	050481076300000	B	structure demolished in 2010 still on the 2011 roll	2011	-25.57
358-12-096	7 Huntsman Gate	303930230000000	B	incorrect pool size was recorded listed at 800 sq ft but is only 576 sq ft	2010	-26.40
358-12-095	7 Huntsman Gate	303930230000000	B		2011	-37.79
					<b>Total</b>	<b>-15,605.40</b>

**APPENDIX "A"**  
**CITY OF HAMILTON**  
**PROPOSED INITIAL PERFORMANCE AUDIT PROJECTS**

<b>Audit Project</b>	<b>Project Description</b>
Cheques	The City incurs more cost to issue a cheque payment as opposed to an electronic fund transfer (EFT) for low dollar value cheques. Cost savings may be realized if cheque payments were replaced using EFTs. A cheque listing will be extracted from the financial system and analyzed to determine when it is more efficient to issue an EFT payment. Related cost savings will be calculated.
License Revenue	Most businesses in Hamilton require a license to operate legally. Additional revenue may be realized by identifying unlicensed businesses. This project will entail identifying unlicensed businesses and calculating the related license revenue.
Employer Paid Parking	Employees who use their vehicle for City business at least three times per week are eligible for employer paid parking under the <i>Employee Parking Policy (Downtown)</i> . The <i>Employer Paid Parking Procedure for Confirming Continued Eligibility</i> contains a trip analysis to evaluate whether employees remain eligible to receive employer paid parking. Cost savings may be realized if the parking is no longer provided to employees who do not validate their continued eligibility. An analysis will be performed to identify ineligible employees and the related cost savings.
Global Positioning System Analysis	Various City vehicles are equipped with Global Positioning System (GPS) technology. Management may use recorded GPS travel information to assess employee productivity. This project will entail comparing GPS records to documented work assignments in order to identify areas where productivity and efficiencies may be gained.