Committee of the Whole
REPORT 08-001
9:30 a.m.
January 7, 2008
Albion Room, Hamilton Convention Centre

Present: Mayor F. Eisenberger
Councillors B. Bratina, B. Clark, C. Collins, S. Duvall,
L. Ferguson, T. Jackson, B. McHattie, S. Merulla, M.
Pearson, D. Mitchell, R. Powers, T. Whitehead

Absent with regrets: Councillor R. Pasuta – Vacation
Councillor B. Morelli – Sick Leave
Councillor M. McCarthy – City Business

Also Present: G. Peace, City Manager
J. Rinaldo, General Manager, Finance and Corporate Services
G. Davis, Acting General Manager, Public Works
T. McCabe, General Manager, Planning and Economic Development
B. Browett, Acting General Manager HES/Fire Chief
J. Priel, General Manager, Community Services
Dr. E. Richardson, Medical Officer of Health
C. Biggs, Legislative Assistant, Clerks
M. Gallagher, Co-ordinator, Clerks

COMMITTEE OF THE WHOLE PRESENTS REPORT 08-001 AND RESPECTFULLY RECOMMENDS:
1. Ottawa Street Business Improvement Area (B.I.A.)
   Proposed Budget and Schedule of Payment for 2008
   (PED08022) (Wards 3 & 4) (Item 4.1)

   (a) That the 2008 operating budget for the Ottawa Street B.I.A.
       (attached as Appendix ‘A’ to Report PED08022) be approved in the
       amount of $131,822.00;

   (b) That the levy portion of the operating budget for the Ottawa Street
       B.I.A. in the amount of $126,322.00 be approved;

   (c) That the General Manager of Finance and Corporate Services be
       hereby authorized and directed to prepare the requisite by-law
       pursuant to Section 208, The Municipal Act, 2001, to levy the 2008
       budget as referenced in sub-section (a) above;

   (d) That the following schedule of payments for 2008 be approved:

       January $63,161.00
       June $63,161.00

       Assessment appeals may be deducted from the levy payments.

2. Westdale Village Business Improvement Area (B.I.A.)
   Proposed Budget and Schedule of Payment for 2008
   (PED08020) (Ward 1) (Item 4.2)

   (a) That the 2008 Operating Budget for the Westdale Village B.I.A.
       (attached as Appendix ‘A’ to Report PED08020) be approved in the
       amount of $120,000.00;

   (b) That the General Manager of Finance and Corporate Services be
       hereby authorized and directed to prepare the requisite by-law
       pursuant to Section 208, The Municipal Act, 2001, to levy the 2008
       budget as referenced in sub-section (a) above;

   (c) That the following schedule of payments for 2008 be approved:

       January $60,000.00
       July $60,000.00

       Assessment appeals may be deducted from the levy payments.
3. Concession Street Business Improvement Area (B.I.A.) Proposed Budget and Schedule of Payment for 2008 (PED08023) (Wards 6 & 7) (Item 4.3)

(a) That the 2008 Operating Budget for the Concession Street B.I.A. (attached as Appendix ‘A’ to Report PED08023) be approved in the amount of $78,600.00.

(b) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite by-law pursuant to Section 208, The Municipal Act, 2001, to levy the 2008 Budget as referenced in sub-section (a) above.

(c) That the following schedule of payments for 2008 be approved:

<table>
<thead>
<tr>
<th>Month</th>
<th>Amount</th>
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<tbody>
<tr>
<td>January</td>
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<tr>
<td>April</td>
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<td>$19,650.00</td>
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<tr>
<td>October</td>
<td>$19,650.00</td>
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Assessment appeals may be deducted from the levy payments.

4. Downtown Hamilton Business Improvement Area (B.I.A.) Proposed Budget and Schedule of Payment for 2008 (PED08019) (Ward 2) (Item 4.4)

(a) That the 2008 operating budget for the Downtown Hamilton B.I.A. (attached as Appendix ‘A’ to Report PED08019) be approved in the amount of $275,300.00;

(b) That the levy portion of the operating budget for the Downtown Hamilton B.I.A. in the amount of $238,00.00 be approved;

(c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite by-law pursuant to Section 208, The Municipal Act, 2001, to levy the 2007 budget as referenced in sub-section (b) above;

(d) That the following schedule of payments for 2008 be approved:

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<tr>
<th>Month</th>
<th>Amount</th>
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<tbody>
<tr>
<td>January</td>
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<td>$59,500.00</td>
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<tr>
<td>October</td>
<td>$59,500.00</td>
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Assessment appeals may be deducted from the levy payments.
5. **2008 Ancaster Village Core Advisory Committee Budget Submission (PED08021) (Item 4.5)**

(a) That the base budget submission of $1,500.00 for 2008 from the Ancaster Village Core Advisory Committee be approved.

(b) That, in addition to the base funding request for the Ancaster Village Core Advisory Committee, a one-time funding from the Volunteer Committee Reserve, in the amount of $1,000.00.

6. **2008 Tax Budget – Overview (Item 6.1)**

That Council formally request the Province to provide the City of Hamilton $20 million dollars to assist with the social services funding shortfall.

7. **Lister Block Update (Item 7.1)**

That the staff presentation respecting the Lister Rehabilitation Proposal, be received.

8. **Hamilton-Wentworth District School Board Property Update (Item 7.2)**

That staff be directed to make a proposal to the Hamilton Wentworth District School Board at their meeting on Thursday, January 10, 2008 and at future meetings, with respect to the concept of developing and furthering the synergies of McMaster Family Health Centre, the new Board of Education building with new office accommodation for the City’s Public Health Department as well as complementary private sector uses for a comprehensively designed development for the entire block.
FOR THE INFORMATION OF COUNCIL:

(a) CHANGES TO THE AGENDA

A revised agenda was circulated indicating the additional speakers who wish to address Council on the 2008 Budget. As well, Item 7.2 the Hamilton Wentworth District School Board Update, will now be entertained in closed session as the matter addresses a proposed or pending acquisition or disposition of land for municipal or local board purposes. The Clerk circulated a revised Agenda.

The agenda was approved as amended.

(b) DECLARATIONS OF INTEREST

None

(c) ADOPTION OF MINUTES

3.1 December 10, 2007

The Minutes of December 10, 2007 were adopted as presented.

(d) DELEGATION REQUESTS

The following delegation requests were approved:

5.1 Request to address Committee by Madina Wasuge, Hamilton Centre for Civic Inclusion respecting future plans

5.2 John Spatazzo, CYO respecting Marydale Park

(e) DELEGATIONS/PRESENTATIONS

9:30 a.m. to 12:30 p.m.

(i) 9:30 a.m. - Presentation – 2008 Tax Budget – Overview

Glen Peace and Joe Rinaldo provided an overview of the 2008 Budget. Presentation Highlights included the following:

- Emergency Medical Service Enhancements
- New and Expanded Transit Services
- Investment in Economic Development
Committee of the Whole

- Uploading over $10 million in Ontario Drug Benefit costs to Province
- 2008 Budget Impact Summary – Residential Impact
- Program Enhancements
- OMPF
- Tax Policies
- Area Rating
- Risks and Assumptions

Staff were directed to provide the following future reports:

(1) An update on what has been Provincially uploaded since the last budget or historically over the last couple of years

(2) Revenues and Assessment growth side of the equation – address the plan the City currently have in place for growth areas or high profile developments in the works

(3) Expenditures for winter control over the last five years

10:30 a.m. to 12:30 p.m.  Public Delegations

10:30 a.m. – HABIA
Megan Carnell, Barton Village BIA, Kathy Drewitt, Downtown Hamilton BIA, Mary Pocius, International Village BIA

Highlights of the presentation included the following:
Overview of BIAs
Activities/Events for each BIA
City of Hamilton Programs which benefit the BIAs
Capping/Increased Assessment
Commercial Vacancy Rate

10:45 a.m. Richard Reble – written presentation received (attached)
Mr. Reble addressed the following in his presentation:
- Tolling of the Red Hill Creek Parkway
- Increase in HSR fees

11:00 a.m. Stan Haworth – written presentation received (attached)
Mr. Haworth addressed the following in his presentation:
- Area Rating
- Slot Revenues from Flamborough Downs
- Red Hill Valley
- City’s Pension Fund

Staff will provide answers to Mr. Haworth’s questions and disseminate the information to Mr. Haworth and to Council

11:15 a.m.  Isabel Sardella
Not in attendance

11:30 a.m.  Renee Wetselaar, Workers Arts and Heritage
Ms. Wetselaar addressed the following in her presentation:
- requested increase in funding for Workers Arts and Heritage Centre from $15,900 to $50,000 per year

Councillor McHattie asked Committee to consider moving this organization to the Boards and Agencies process or provide the funding through the Grants Process

11:45 a.m.  Deirdre Pike
Ms. Pike addressed the following in her presentation:
- affordable housing
- affordable living wage
- Access and Equity for programs and services – understaffed office – request increase in funding
- consultation process too late and limited involvement of community – suggest adding additional meetings for public consultation

12:00 p.m.  John Dolbec and Judi Partridge of the Hamilton Chamber of Commerce – written presentation received (attached)
Ms. Partridge addressed the following in the Chamber’s presentation:
- operational review of internal audit process – Booker Report

Staff will be meeting with the Audit Division and will provide an update to council in the near future on the recommendations outlined in the Booker Report.
12:15 p.m.  Tony Leblanc – written presentation received (attached)
Mr. Leblanc addressed the following in his presentation:
- increases in taxes – sewer and rater rate increase
- allotment base for departmental budgets
- snow removal costs
- recycling/dumping fees/garbage collection

12:30 p.m.  Don McLean
Mr. McLean addressed the following in his presentation:
- notice of meeting – not visible to most people
- consultation process should be at the beginning and through the budget process as well.
- climate change and the effects
- tolling of Red Hill Parkway – staff will provide Council with the report from 2004
- strengthening our transit system

A motion to receive the presentations was approved.

Committee recessed and reconvened at 1:35 p.m.

(iii) Lister Block Update

General Manager of Finance and Corporate Services provided an update on on-going discussions with proponents of Lister Block. Included in the presentation was a historical background, starting from the time of the 2005 redevelopment proposal.

Committee moved into closed session to discuss a proposed or pending acquisition or disposition of land for municipal or local board purposes and reconvened in Open Session.

The following motion moved by Councillor McHattie and Seconded by Councillor Merulla was lost on a recorded vote:

That the City continue to pursue the Peer Review of the Lister Block restoration project proposal, namely:
(a) request the required information from LIUNA-Hi-Rise in order to undertake the Peer Review;

(b) proceed with an RFP for the Peer Review following Council’s satisfaction with the proposal (i.e., retail space at street level; additional commercial space, etc.);

(c) request that the Province extend the deadline associate with the $7 million Provincial contribution to September, 2008;

(d) lease cost not to exceed $24 per square foot.

The motion **LOST** on the following standing recorded vote:

<table>
<thead>
<tr>
<th>Yeas:</th>
<th>Eisenberger, Whitehead, Merulla, McHattie, Ferguson</th>
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<tbody>
<tr>
<td>Total Yeas:</td>
<td>5</td>
</tr>
<tr>
<td>Nays:</td>
<td>Powers, Pearson, Mitchell, Jackson, Duvall, Collins, Clark, Bratina</td>
</tr>
<tr>
<td>Total Nays:</td>
<td>8</td>
</tr>
<tr>
<td>Absent:</td>
<td>McCarthy, Morelli, Pasuta</td>
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<tr>
<td>Total Absent:</td>
<td>3</td>
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(iv) **Hamilton-Wentworth District School Board Property Update**

General Manager of Planning and Economic Development provided an update on the proposal and was provided direction as noted in Item 8 of this report.

Committee recessed at 4:25 p.m. and reconvened at 7:00 p.m.

**7:00 p.m. to 9:00 p.m. – Public Delegations continued**

Deputy Mayor Councillor R. Powers assumed the Chair on behalf of Mayor Eisenberger who was attending a meeting with Finance Minister Dwight Duncan.

7:00 p.m. Thom Oommen

Mr. Oommen addressed the following in his presentation:

- public transit/fare increase
- paying for the expressway through taxes – unfair
- revoke recent fare increases
- implement toll system for expressway – use excess to fund transit

7:15 p.m. Jim Quinn
Mr. Quinn addressed the following in his presentation:
- evolution of biodiversity
- effects of global warming
- increase in HSR Fares
- housing and tax increases

7:30 p.m. Priya Verma (written presentation)
Ms. Verma addressed the following in her presentation
- outreach worker for SISO – provided an overview of the hate crime prevention program
- meeting the needs of diverse groups
- victim advocacy training

7:45 p.m. Craig Foye, Income Security Working Group
Mr. Foye addressed the following in his presentation:
- crisis of severe poverty in our community
- refrain from cuts or changes
- appreciated council’s decision respecting the national child benefit clawback
- social assistance rates
- work of the Income Security Working Group
- law reform for temp workers
- we are in an emergency crisis situation with respect to poverty levels

8:00 p.m. Andy Cranbury
Mr. Cranbury addressed the following in his presentation:
- Multi residential tax rate

8:15 p.m. Liz Weaver, Poverty Roundtable - not in attendance

8:30 p.m. Bill Rosart
Mr. Rosart addressed the following in his presentation:
- required provincial funding
- no staff/support security person
- Auchmar – needs to be developed
- Hamilton History Museum

8:45 p.m. Joanna Chapman
Ms. Chapman addressed the following in his presentation:
- Integrity commissioner listed as unaffordable
- the commissioner position must proceed and urged council to reconsider that decision

The presentations were received.

(f) GENERAL INFORMATION
Councillor Whitehead provided an update on the meeting recently held with Hamilton taxicab drivers. The Councillor advised committee of the establishment of a Taxi Liaison Committee and the suggestion of installing shields in cabs.

The meeting adjourned at 8:15 p.m.

Respectfully submitted,

Mayor F. Eisenberger

M. Gallagher, Co-ordinator
January 7, 2008
Hamilton Association of Business Improvement Areas (H.A.B.I.A.)

COMMITTEE OF THE WHOLE
PRESENTATION
January 7, 2008

HAMILTON'S BUSINESS IMPROVEMENT AREAS

Barton Village     Locke Street
Concession Street  Main Street West
Downtown Hamilton  Ottawa Street
Dundas             Stoney Creek
International Village Waterdown
King Street West   Westdale Village
HAMILTON’S BUSINESS IMPROVEMENT AREAS

- Over $850,000 annual levies injected back into our economy
- Represents $12,970,000 in annual commercial property taxes
- Represents over 7000 people employed
- Represents over $295,000,000 in assessment
- Represents invaluable volunteer hours of B.I.A. members
- Represents over 1300 property and business owners

WHAT IS A BUSINESS IMPROVEMENT AREA?

- A group of property and business owners who collectively develop, promote and protect the commercial viability of a defined area
- Established through municipal by-law
- Governed under The Municipal Act
ACTIVITIES OF A
BUSINESS IMPROVEMENT AREA

- Retention and Recruitment of Business and
  Investment Opportunities
- Marketing and Promotion
- Clean and Safe Initiatives
- Physical Improvements
- Recognition Awards
- Public/Private Partnerships
- Tourism and Economic Development

INTERNATIONAL VILLAGE 10TH ANNUAL MUSTARD FESTIVAL
Westdale Village
B.I.A.'s

Westitalia

Waterdown
B.I.A.'s
Christmas Celebrations
Barton Village B.I.A.

Planting in Woodlands Park

Downtown Hamilton B.I.A.

Art on the Street

Publication of The Downtowner
East Kiwanis Place in the Ottawa Street B.I.A.

Dundas B.I.A.
Dressed for the Holiday Season
2007 Excellence in Property Award Winners
## City of Hamilton Programs

- Commercial Property Improvement Grant Program
- Contribution towards Operating Budgets
- Commercial Assessments & Action Plans
- Streetscaping for Community Downtowns and B.I.A.s
- Free Christmas Parking
- Christmas Display Grant
- Sharing of Parking Revenue

## Festivals & Special Events

- 14 Special Events
- 4 Festivals
- Total Budget $378,000
- Attendance 110,000
Commercial Property Improvement Grant Program

Before

After

Gateways to the B.I.A.s
Taxes

- Capping/Increased Assessments
- Commercial Vacancy Rate
Oral Presentation to Committee of the Whole

Subject: Toll the Parkway

9:30 a.m., Albion Room, Hamilton Convention Centre

My subject is the tolling of the Red Hill Creek Parkway, but first a brief English lesson. The word *integrity*, according to the Nelson Canadian Dictionary of the English Language, means “the quality or condition being whole or undivided”. Paraphrased, it means “not speaking out of two sides of one’s mouth” or “not acting as one suffering from multiple personality disorder”.

Lack of integrity has been demonstrated by the decision to make users of the transit system pay for HSR’s increased costs in the form of higher fares. A decision born of integrity would have resulted in fees for users of our police services, firefighting services, recreational services, library services, and any other form of public service that our municipality provides, not just transit service. Such a decision would, of course, amount to political suicide. An alternate decision, a better one, could have been to let the public share rising transit costs through increased taxes, as happens in the case of the costs of all other services. The reasonableness of this second suggestion is apparent in the arithmetic. If the HSR’s $1.8 million increased cost had been added to the tax levy, taxes would have increased by only $12 per household. Instead of taking either of these two approaches, you chose to hit the poor with an added $96 per year for an adult pass and an added $84 per year for a student pass. Hasn’t someone somewhere said if you want the measure of a society’s humaneness, look at how it treats its disadvantaged?

If your argument for increasing bus fares was that transit service differs from all other services in that it benefits only its users and not the community at large, think again. Not only is inexpensive transit an affordable means of transportation for our financially disadvantaged citizens, it will be and should be: 1) a magnet for the growing numbers of people who feel challenged by the increasing costs of running a car, 2) a way of improving air quality and reducing physical problems attributable to bad air, and 3) a way of addressing the present and future negative impacts of global climate change and peak oil, the latter of which you have been made aware of by Richard Gilbert and Daniel Lerch, and
some of you, even before those two experts, through approximately sixty-five e-mails that were sent to you by me under the title *Peak Oil Digest*.

Before I pitch my argument for tolling the Parkway, let’s take a look at increasing transportation costs from a broader perspective. HSR’s $1.8 million increased cost is relatively small in comparison with an annual operating bill of $2.65 million for the Parkway and combined debt-servicing bill of $8.2 million in 2008 and $9.2 million for the Linc and the Parkway.

Considering the great disparity between HSR’s costs and the Expressway’s, it seems an odd choice to focus on the smaller one and to dump it on the one in six Hamiltonian households that doesn’t own a car. In downtown Ward 2, nearly four in ten households don’t own a car and in Ward 3 next door, the figure is almost three in ten. These areas are the ones that record the highest HSR use. By contrast, there is no fee for users of the Parkway despite the fact that 44% of Hamilton households own at least two vehicles, ranging from 38% in Wards 4 and 6 to over 75% in Ancaster and Flamborough.

If somebody had to pay increased user fees, wouldn’t it make sense to apply the fees to the persons who could most afford them? If you have missed my point, I mean owners of vehicles. And here is where I finally get to my subject: tolling the Red Hill Creek Parkway. Even if you applied Hwy. 407’s exorbitant rates of 18 cents per kilometre for off-peak times and 19.25 cents for peak times, a trip down the valley would still be almost a dollar cheaper than the new HSR fares. I’ll grant you that Hwy. 407’s rates draw a good deal of criticism. So reduce them. If you charged a humble rate of 10 cents per kilometre, you’d still rake in about $14 million per year, even after paying the cost of tolling equipment. This amount, by the way, is more than the combined cost of debt-servicing for the Linc and the Parkway and the cost of the Parkway’s yearly maintenance, leaving money to pay for increasing transit costs and improving transit service as well. If you decide to toll the Linc as well, the income would be significantly greater.
SUBMISSION TO HAMILTON CITY COUNCIL JAN.7/08 ON DRAFT 2008 BUDGET

Mr. Mayor, Councillors, City Staff, Ladies, & Gentlemen, good morning and best wishes for the New Year. May all your problems be little ones in 2008.

I have some comments on Area Rating. I know some councillors would like this terminated. It is well known that the residents in the suburbs, particularly Flamborough, held their noses and reluctantly submitted to amalgamation. Some attribute this to an emotional reaction but it is really based on economics. There have been serious economic consequences for Flamborough and none of the promised benefits have arisen – lower taxes – no, more accountability – no, less bureaucracy – no, better services – no. Mr Rinaldo, G.M. Financial Services, advised Flamborough Chamber of Commerce that eliminating area rating with increased harmonized services would result in a 14.2% increase in Flamborough taxes and 1.4% decrease in Hamilton. Accordingly, I ask those councillors with designs on area rating to use some sensitivity and consider the economic realities and political imperatives on this issue.

Secondly, the move to reorganize ward boundaries based on population, this would take representation away from suburban areas and add to areas in the former City of Hamilton. This simply would not be acceptable to suburban areas and objections would be taken to the highest level with demands to be allowed to opt out of Unicity. Amalgamation has already severely undermined our democratic representation and principal of accountability as our formerly 7 councillors are now only two with minimum influence in a large City Council.

Thirdly, the issue of Slot Revenues from Flamborough Downs, usually about 2 million. The facility is in Flamborough and Town Council negotiated with the Province that its share of proceeds would be directed for its area. Accordingly, and having regard to the heavy economic demands amalgamation forced on Flamborough, we feel any revenue from the slots is rightfully our entitlement. Further, during the last municipal election campaign, the Mayor and both our Councillors agreed the slot revenues should be for the benefit of Flamborough and we expect this commitment to be kept.

Turning to the draft budget, why was it necessary to approve 2,603,000 in maintenance for Red Hill Valley (a ½% increase in the tax rate) when it is a brand new road? Are there design or engineering problems?

The projected actual expenditures for 2007 exceeded the 2007 budget by 5,124,095. Was the 2007 tax rate understated by 1% or do budget controls require review? To cover this the City must increase taxes by 1% this year.
The driver in this budget is employee related costs which exceed 2007 projected actuals by 28,213,000. This represents 54.5% of the total increase requested in the 2008 budget and 83% of the net levy and tax impact of 5 1/2%. I am not suggesting the City is overstaffed or paying extravagant salaries (they likely are not) only that it takes big dollars to run a big, bureaucratic amalgamated city and it is consequently virtually impossible to keep the annual budget levy increases to within inflation rate.

Lastly, is the city pension fund fully funded? What is the total taxes in arrears 3 years or more, total in litigation and total reserve for write-offs?

Thank you.

S. Haworth
31 Acredale Drive
P.O. Box 83
Carisle, Ontario
L0R 1H0
Your Worship Mayor Eisenberger, Councillors,

City Staff, ladies and gentlemen.

On behalf of the Hamilton Chamber of Commerce as a Director of the Board and Vice Chair of the Governmental Affairs committee, I thank you for the opportunity to provide public comment here today on the budget process for 2008.

In the spirit of building continued collaboration with the Mayor, Council and City Staff we want to emphasize that it is our intent today, to provide information and comment which the Chamber feels will benefit the taxpayers and businesses in Hamilton by ensuring we are getting maximum value for tax moneys spent by the City.

By way of background and for context, the Hamilton Chamber of Commerce is the oldest, largest and most broadly based business organization within the City of Hamilton. It has been consistently the recognized "Voice of Business" in
Hamilton since 1845, predating the City itself. Today we are comprised of 1,900 individual members, representing 1,150 businesses of all sizes and sectors that collectively employ 75,000 people full time. About 300 of these members voluntarily give of their time monthly to look at a variety of issues impacting business and the broader community through our various standing committees, task forces and two Divisions of Ancaster and Dundas. We also work collaboratively with Flamborough and Stoney Creek Chambers of Commerce.

In mid February 2007 the Hamilton Chamber’s Government Affairs Committee identified the internal audit process of the City of Hamilton as one of the Committee’s priorities for 2007/2008. Specifically, the committee looked into the benefits of a Value for Money Audit process, also known as Performance Auditing.

Ms. Fay Booker of Booker and Associates did a presentation to our committee. Value for Money auditing is primarily taking place in municipal governments such as the City of Toronto and Winnipeg. It is used to assess the stewardship of public tax money ensuring that good value is received for money spent. It is also extensively used at the Federal and Provincial levels as well as some
charitable organization.

Ms. Booker also indicated Booker and Associates had performed an internal audit review and recommendations for the city of Hamilton through an RFP process back in 2005. The Chamber contacted the city and received the “Internal Audit Report” dated September 2005 and documented minutes of the Strategic Planning and Budgets Committee.

**BACKGROUND “Internal Audit Report”:**

On November 17, 2004 the City of Hamilton’s Strategic Planning and Budgets Committee recommended that Council re-affirm its decision to conduct an operational review of the internal audit process at the City of Hamilton, and that the City Manager be directed to issue a request for proposal for an independent external review/quality assessment of the Internal Audit Division in 2005. The tender process was completed, and Booker and Associates was awarded the contract to complete the review for a sum not to exceed $50,000. The review was completed and results were presented to the subcommittee in September of 2005.
The purpose of the operational review of the City of Hamilton’s Internal Audit process was to illustrate opportunities and make recommendations for improvements based on best practices used in other public (government) internal audit operations and to capture the roles that the process could provide and the resources required to perform them.

A well functioning Internal Audit process is an invaluable resource in the public sector given the extensive accountability factor. The Internal Audit process provides the governance level with assistance in performing oversight duties by providing relevant information focused on the areas of highest risk for the City. The process can also assist in providing for a strong control environment by keeping a focus on the need for the right controls to be in place to provide for safeguarding of assets, compliance with laws and regulations, integrity of information, as well as the efficiency and effectiveness of operations.

The Booker report submitted to the Strategic Planning and Budgets Committee made a series of 40+ recommendations to improve the Internal Audit process, to be more in-line with those of the Auditor General. Investing in these improvements would provide a return for taxpayers through better efficiency and lower cost in City operations, the deterrence of fraud, and most importantly,
provide better information to enable Council to set the proper tone for the City's operations and to provide effective oversight.

**Hamilton Chamber of Commerce Policy Recommendation**

The Hamilton Chamber Of Commerce is generally supportive of the direction of the Booker and Associates report and requests an update from the City of Hamilton on the implementation of the recommendations outlined in the report titled "External Review of the Internal Audit Division (contract No. C1-01-05) prepared by Booker and Associates in September of 2005.

In closing, we want to again emphasis we understand the enormous task that the Mayor and Councillors and City staff have with the budget deliberations. We would like to draw your attention to those recommendations in the Booker Report marked as "Immediate &/or Short Term" doables, and ask that there be focus on the status of the deliverables outlined in the report.

We also want to emphasis the benefits of following the Booker recommendations such as benchmarking and ensuring that taxpayers receive maximum value for money spent. That said, we also understand there is
realistically only so much detail that council can reasonably be expected to accomplish. The solution needs to be to develop a performance audit process that will help staff and assist council to identify where administrative and other crucial cost savings can be found, without cutting much needed programmes.

And, finally the Chamber agrees fully and completely with the City and Council, that there exists a definite "fiscal imbalance" with funding from the Province of Ontario to the determinant of Hamilton. This only makes the budgeting exercise more needlessly challenging for Council and staff than it otherwise should be. While we will continue to work in co-operation with the City to see this injustice revoked, and commend City Council for doing their best to try to manage an unreasonable scenario, the City must still go the "extra mile" in ensuring that we are doing everything reasonable to maximize the "value for taxpayers moneys spent"; to that end we respectfully submit our recommendations,

Judi Partridge, Vice Chair
Hamilton Chamber Governmental Affairs
& Director, Hamilton Chamber Board

Presented January 7th, 2008
Committee of the Whole
City of Hamilton
Re: City Budget

Should scrutinize budget of departments from onset not just add to existing budget. If allotment have been used to pay for equipment does the allotment need to continue indefinitely?

One snow storm cost 1.5 million dollar for city clean up and say they need 1.3 million in extra cash. What happened to the money that was not used in previous cleanups was it put aside for future cleanups needs or used for other items.

The Management of recycling stated a shortfall was likely caused by scavengers. The money saved from dumping fee and the selling of the recycled items should offset some of the cost of garbage collection. This added revenue does not seem to benefit the participants for their efforts such as offsetting the tax increases on the cost of community activities.

If a major saving in the budget cost is achieved all department employees should receive a reward of 10% of the savings equally and the other 90% set aside for future unforeseen expenses which should encourage thriftiness.

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