



Housing Audits: Barton Tiffany Temporary Shelters Investigation and Lessons Learned

Recommendations and Management Responses



January 15, 2026

Management responses provided by Housing Services,
Healthy and Safe Communities, City of Hamilton.

Introduction

The following recommendations aim to help the City improve project delivery in future initiatives that may be similar in nature, and address lessons learned. We stress the importance of utilizing in-house expertise (such as legal, procurement and engineering) as early as possible. Some of the recommendations aim to help the City rectify outstanding issues from the Tiffany-Barton Temporary Shelter project.

Recommendation 1

That a framework of expectations and requirements for “major projects” management and tracking be established, and when implemented, Senior Leadership Team designate such major projects according to pre-established criteria, including dollar thresholds, complexity, service impacts and Council priority rankings. The framework should establish expectations for early engagement of expertise, including clear accountability for departmental leadership to assign subject-matter experts, and requirements for properly structured contract management and project management, including project charters, dedicated project leadership and resourcing, and appropriate tools, due diligence requirements, governance structures and standards for reporting to Council when there is an expected budget overage.

Management Response

Agree/Disagree/Not Applicable

Expected Completion:

Recommendation 2

For projects that are assessed to be “major projects”, it is recommended the project owner(s) establish a formal project governance body such as a steering committee, with membership and leadership that takes account not only of the originating program area, but of the disciplines and business areas needed to make the project successful, and ensures those disciplines are actively engaged through appropriate departmental assignment. A steering committee should provide executive oversight, strategic guidance and support for the project and set the tone for project controllership.

Management Response

Agree/Disagree/Not Applicable

Expected Completion:

Recommendation 3

That the City provide training to management and project leaders dedicated to the principle that procurement, contract management, financial control and project management are core competencies of managerial leadership.

Management Response

Agree/Disagree/Not Applicable

Expected Completion:

Recommendation 4

That standard procedures and minimum requirements be established for the due diligence that is to be performed on new vendors to the City.

Management Response

Agree/Disagree/Not Applicable

Expected Completion:

Recommendation 5

That Public Works, Housing Services and other applicable staff work with Legal Services to review the deficiencies and any potential claims with respect to Microshelters Inc. unmet deliverables to the City on the Barton Tiffany project.

Management Response

Agree/Disagree/Not Applicable

Expected Completion:

Recommendation 6

That the City should consider revising and refining its contract terms as per Confidential Appendix "B" to this report, to ensure that the appropriate provisions are included for consultant engagements and for time and materials construction contract engagements. Specifically, including an audit clause in time and materials contracts.

Management Response

Agree/Disagree/Not Applicable

Expected Completion:

Recommendation 7

The City develop more robust requirements and Procurement staff review procedures for the justification of single source procurement, including expectations for research and analysis, sufficient to allow decision makers to be assured of having appropriate information at their disposal to make informed decisions.

Management Response

Agree/Disagree/Not Applicable

Expected Completion:

Recommendation 8

That the City ensure that Public Works (PW) is engaged early and meaningfully in all of the City's construction projects, regardless of where the project originates, through timely, explicit assignment of qualified PW staff by departmental leadership. This engagement should include ensuring that knowledgeable PW staff actively participate in risk identification, project planning steps, contract administration, regulatory requirements and governance.

Management Response

Agree/Disagree/Not Applicable

Expected Completion:

Recommendation 9

That the City implement a payment policy where advance payments to vendors are avoided and/or strictly controlled in accordance with defined criteria and authority levels established by Council.

Management Response

Agree/Disagree/Not Applicable

Expected Completion:

Recommendation 10

That Senior Leadership consider the adoption of enterprise risk management as a standard business practice in managing programs, functions, and projects, and in evaluating the readiness of key initiatives being proposed to decision makers.

Management Response

Agree/Disagree/Not Applicable

Expected Completion:

Recommendation 11

To improve contract management, the City should consider having a set of pre-vetted contracts with the key provisions for parties that the City is potentially engaging on a typical project (consultants, contractors, suppliers). This would help remove the ambiguity about the appropriateness of certain contracts and gaps between the parties' respective responsibilities, before situations arise similar to what occurred on this Project.

In addition to a suite of contracts, the City could provide their project team with a "playbook" that outlines all the important mechanisms available under each contract to ensure the City is properly utilizing the tools available under the contracts.

Management Response

Agree/Disagree/Not Applicable

Expected Completion: