



City of Hamilton

ORIENTATION SESSION AGENDA

Date: **Tuesday, November 8, 2022, 8:30 A.M.**
Location: **David Braley Health Sciences Centre
100 Main Street West**

Call to Order

1. **8:30 am to 8:45 am ARRIVAL, REFRESHMENTS & NETWORKING**
2. **8:45 am to 9:00 am OPENING REMARKS / ORGANIZATIONAL OVERVIEW**

Janette Smith, City Manager

- Land Acknowledgement
- Overview of the Orientation

Mayor-Elect Andrea Horwath

- Council-Elect Introductions

Janette Smith, City Manager

- Organizational Overview

AUDITORIUM

3. 9:00 am to 12:00 pm DEPARTMENTAL COUNCILLOR MEETINGS

City Manager's Office and All Departments

- Department Leadership Teams (DLT) Introductions
- Department Overview

VARIOUS MEETING ROOMS

Please refer to your Individual Meeting Schedule, which details the room you are scheduled to be in for the 30 minute interval (To be distributed at the meeting)

Please note that you have 5 minutes between each session to refresh your coffee or tea.

4. 12:00 pm to 1:00 pm LUNCH & NETWORKING

5. 1:00 pm to 2:00 pm GOVERNANCE: ROLE OF COUNCIL

Professor David Siegel, Political Science, Brock University

Room 2008

6. 2:00 pm to 2:30 pm COUNCIL & COMMITTEE OVERVIEW

Andrea Holland, City Clerk

- Council and Committee Structure and Schedule
- Review of the Procedural By-law
- Inaugural Meeting Overview
- Boards and Agencies

AUDITORIUM

7. 2:30 pm to 3:00 pm BREAK, REFRESHMENTS & NETWORKING

8. 3:00 pm to 3:30 pm LEGISLATIVE LANDSCAPE AND COUNCIL OBLIGATIONS

Lisa Shields, City Solicitor

- Overview of key legislation and Councillor's fiduciary duties and responsibilities

AUDITORIUM

9. 3:30 pm to 4:00 COUNCIL-STAFF RELATIONSHIP POLICY AND WORKFORCE OVERVIEW

Janette Smith, City Manager

- Overview of the Council-Staff Relationship Policy
- Statutory Officials
- Human Resources Overview

AUDITORIUM

10. 4:00 pm to 4:30 pm HUMAN RESOURCES ONBOARDING

Human Resources

- New and returning Councillor assistance

Room 2023

11. 4:00 pm to 4:30 pm COUNCIL TECHNOLOGY ONBOARDING

Information Technology/Clerks

- IT Technology pick up
- Technology and eSCRIBE Tutorials

Rooms 2010 & 2011



Hamilton

NEW COUNCIL ORIENTATION

Opening Remarks

November 8, 2022

Land Acknowledgement

The City of Hamilton is situated upon the traditional territories of the **Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas**.

This land is covered by the **Dish With One Spoon Wampum Belt Covenant**, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes.

We further acknowledge that this land is covered by the **Between the Lakes Purchase, 1792**, between the Crown and the Mississaugas of the Credit First Nation.

Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as **residents, neighbours, partners and caretakers**.

New Council Orientation

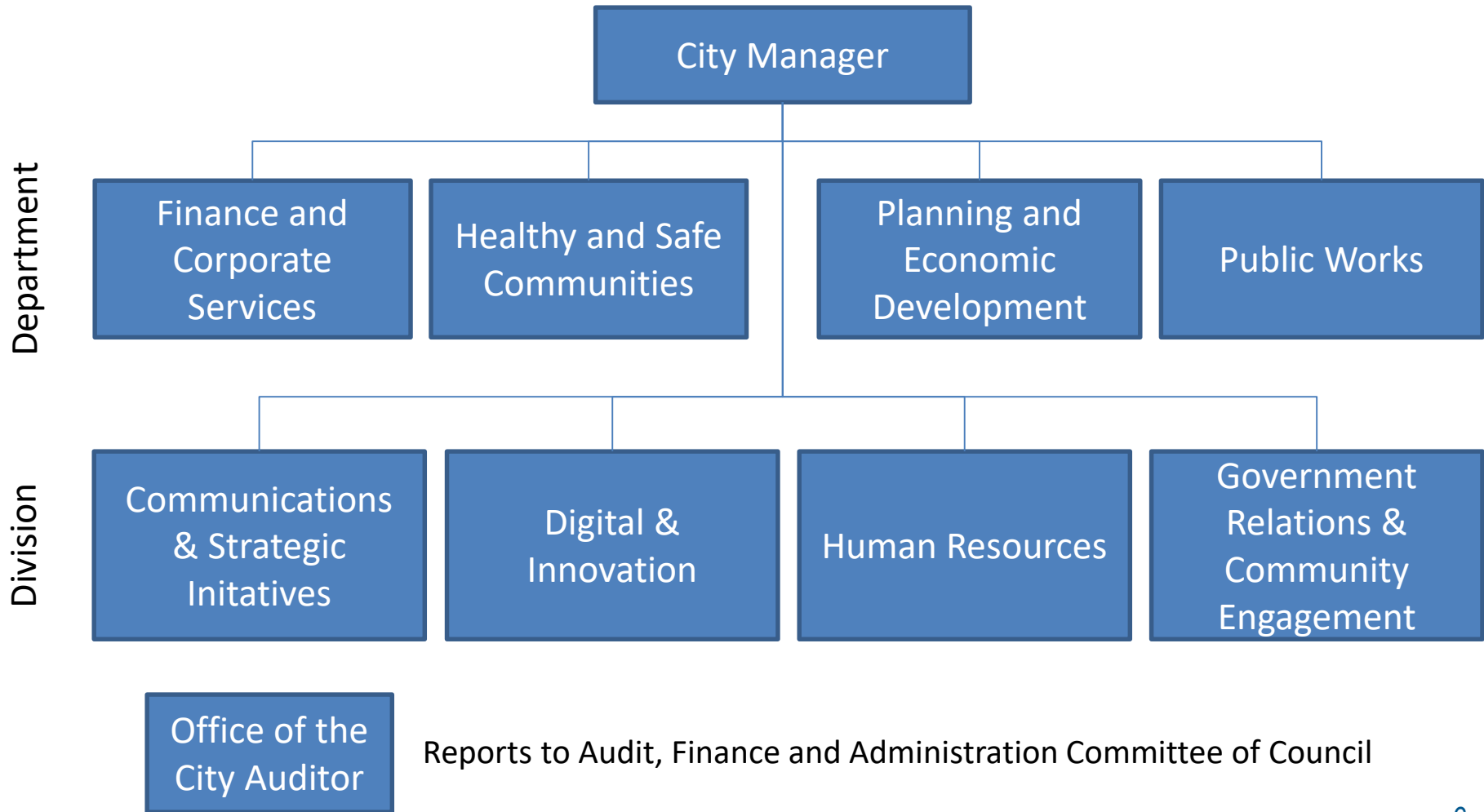
- Phased approach
- Begin with next two orientation days
 - Meeting Departmental Leadership Teams
 - Council and Committee structure overview
 - Key legislation, policies, and processes
 - Council-elect ward-by-ward briefings
- Upcoming Workshops
 - Conflict of Interest/Code of Conduct
 - Joint Stewardship Agreement
 - Statutory Standard of Care – Safe Drinking Water Act
- Association of Municipalities of Ontario New Councillor Training

Today's Agenda

- 9:00 – 12:00 **Departmental Councillor Meetings**
Rooms 2013, 2017, 2018, 2019, 2036
- 12:00 – 1:00 **Lunch**
- 1:00 – 2:00 **Governance: Role of Council**
Keynote Address from Professor David Siegal, Brock University
- 2:00 – 2:30 **Council Procedures**
Andrea Holland, City Clerk
- 2:30 – 3:00 **Break**
- 3:00 – 3:30 **Legislative Landscape and Council Obligations**
Lisa Shields, City Solicitor
- 3:30 – 4:00 **Council-Staff Relationship Policy**
Janette Smith, City Manager
- 4:00 – 4:30 **1-1 HR and IT support**
Room 2030, 2010 and 2011 respectively

Council-Elect Introductions

Organizational Overview



Departmental Information Note

Healthy and Safe Communities Department

Last updated: November 7, 2022

Purpose:

The Healthy and Safe Communities department works together across divisions to deliver effective and integrated health, human and social programs and services that results in improved quality of life for Hamiltonians.

Departmental Overview:

- 2,652.24 FTEs; Headcount: 4,313
- 2022 Budget:
 - Operating: Gross: \$723,381,000. Net: \$268,137,230
 - Capital: \$14,089,250 (as approved by council)
 - Reserve (as of December 31, 2021): \$16,303,645
- Office locations throughout the city. General Manager's Office at Lister Block - 28 James St. N., 5th floor.

Core Business:

- Hamilton Fire Department
- Hamilton Paramedic services
- Ontario Works
- Children's and Community Services
 - Indigenous Relations Team
- Recreation
- Housing Services (emergency shelter, social & supportive housing, affordable housing)
- Encampment Coordination
- Long-term Care
- Public Health Services

Council Approved Work Underway:

- 10 Year Council-Endorsed Master Plans for
 - Hamilton Fire Department (2019)
 - Hamilton Paramedic Services (2022)
 - Recreation (2022).
- Urban Indigenous Strategy
- Canada Wide Early Learning and Child Care Program (national childcare agreement)
- Public Health Services continued COVID-19 response and Recovery, addressing the deficits of care.
- Community Safety and Well Being Plan

- Implementation of the Housing and Homelessness Action Plan (2018 update)

Critical Deliverables:

- Addressing Significant social service and health human resource challenges across most divisions, including staff recruitment & retention along with need to prioritize staff wellness and work/life balance due to the length of the pandemic response and current COVID recovery workload across HSC
- City-Wide: Housing Sustainability and Investment Roadmap
- COVID Recovery Planning for services and programs
- Improvement on Ambulance Offload Delays
- Redevelopment of new wing for 64 residents at Macassa Lodge (44 existing residents and 20 new beds)
- Implementation of the Fixing Long-Term Care Act, 2021 (FLTCA)
- Decision on Encampment Coordination Response Pilot Extension
- Post-Pandemic Adaptation of Emergency Shelter and homelessness serving System
- Implementation of Housing Services Program for Affordable Housing Providers and strategy to address DC Exemption by-law

Departmental Information Note

Planning and Economic Development Department

Last updated: October 24, 2022, subject to change

Purpose:

Planning and Economic Development Department (PED) brings the City's vision to life through effective planning for existing and future communities, processing of development applications, support for new and existing businesses, delivery of major infrastructure and development projects, support for the City's heritage, culture and arts, and ensuring the health, safety and well-being of the public through compliance with municipal by-laws.

Departmental Overview:

- FTE: 639
- Operating Budget: \$31.6M
- Capital: 54.7M Gross; \$10.5M Net
- Current level of reserve funding: \$150M
- Budget figures based on 2022 budget; reserve levels based on 2021 actuals.
- Office Locations:
 - Hamilton City Hall (General Manager's Office, Economic Development Division, Planning Division, Building Division, Growth Management Division)
 - 330 Wentworth Street North (Licensing and By-law Services Division)
 - Stelco Tower, (Transportation Planning & Parking Division)
 - Lister Block, 28 James Street North (Tourism and Culture Division, Visitor Experience Centre, Corporate Real Estate Office)
 - 80 Main Street West (Hamilton Municipal Parking System)
 - 36 Hunter Street East, 5th floor (LRT Project Office)

Core Business:

- Economic development including implementation of the Economic Development Action Plan, small business support programs, support for Business Improvement Areas, and support for the Hamilton Immigration Partnership Council (HIPC)
- Planning and development approvals
- Issuance of building permits in compliance with the Ontario Building Code and applicable law
- Long range growth planning, including GRIDS2 and community planning such as neighbourhood plans and secondary plans
- Coordination of growth-related infrastructure associated with new development areas
- Cultural heritage matters, including designations of heritage buildings and stewardship of heritage assets
- Art and cultural initiatives and programs, including public art and placemaking
- Tourism Hamilton and visitor attraction, tourism marketing, hosting of major events
- Design and delivery of the Hamilton LRT Project

- Planning for a multi-modal transportation network including preparation of the Transportation Master Plan, Complete Streets Guidelines, Truck Route Master Plan, Cycling Master Plan and support for the bike share system
- Managing the City's parking system, including parking enforcement
- Coordination of the City's climate change initiatives through the Climate Change Office
- Delivering the "Open for Business" initiative that identifies efficiencies through tracking key performance metrics (KPI's) and dashboards to minimize approval/review timelines
- Waterfront and West Harbour redevelopment
- Leading real estate and property matters
- Developing and enforcing municipal by-laws, including Business Licensing and Animal Services

Council Approved Work Underway:

PED's work is guided by the following Council-adopted plans and strategies:

- City of Hamilton Urban Official Plan and Rural Official Plan
- GRIDS2 and Municipal Comprehensive Review (Growth Related Integrated Development Strategy)
- 2021-2025 Economic Development Action Plan
- Climate Change Adaptation and Mitigation Strategy
- Transportation Master Plan, Parking Master Plan and Cycling Master Plan
- Tourism Strategy and Civic Museum Strategy

Critical Deliverables:

Items needing decision from council within 2 months of inaugural

- Implementation of GRIDS2 (pending provincial approval)
- Residential zoning initiative (including inclusionary zoning, parking standards)
- Licensing Short Term Rentals (STR)
- Encampments Response process
- Tourism Strategy 2023-2027
- Light Rail Transit matters (LRT)
- Climate Change initiative matters, including creation of Advisory Committee

Departmental Information Note

Public Works Department

Last updated: November 7, 2022, and subject to change

Purpose:

The Public Works Department brings the City's vision and mission to life through its core services including corporate facility management, infrastructure rehabilitation, roads operations, parks and green space maintenance, transit, and waste management which are essential to the lives of residents and visitors to the City.

Departmental Overview:

- FTEs: 2,406.74
- Operating Budget:
 - Tax/Levy Operation Budget: Gross \$379.6M, Net \$278.5M
 - Rate (Hamilton Water) Operating Budget: Gross \$257.8M, Net \$0M
- Capital Budget
 - Tax/Levy Capital Budget: Gross \$265.2M, Net \$125.8M
 - Rate (Hamilton Water) Capital Budget: Gross \$310.4M, Net \$162.4M
- Reserves
 - Tax Reserves: \$85.6M
 - Rate (Hamilton Water) Reserves: \$111.6M
- Main office located at 100 King Street West

Core Business:

- Corporate Asset Management
- Energy, Fleet and Facilities Maintenance
- Engineering Services – Design and Construction, Waterfront Development, Geomatics and Corridor Management and Infrastructure Renewal
- Environmental Services – Forestry, Landscape Architecture, Cemeteries, Horticulture, and Parks
- Hamilton Water – Water: Safe, high quality and consistent supply (Treatment and Distribution), Wastewater: Collection and Treatment, Stormwater Collection and Treatment, Combined Sewer Overflow and Watershed Management
- Hamilton Street Railway: Transit bus and paratransit services
- Transportation Operations & Maintenance / Chief Road Official
- Waste Management

Council Approved Work Underway:

- Main Street Two-Way Conversion
- Chedoke Creek and Cootes Paradise Remediation
- Woodward Drinking Water Facility Upgrade
- (Re)Envision the HSR: Network Redesign for the Future and Build out of the BLAST Network

Upcoming Deliverables:

- Corporate Asset Management Plan - Development of 33 City-wide asset management plans in 2023-2024 to current levels of service (LOS); 38 plans by 2025 to proposed LOS
- Hexagon and Enterprise Asset Management (EAM) Hexagon Implementation
- Waste Management Strategy; Parks Master Plan; Green Fleet Strategy; Future Transit Growth Strategy (7-10 Yr.-Master Plan integrated with (Re)Envision Strategy, Network redesign and LRT Integration); and, Flooding and Drainage Improvement Framework (FDIF)
- EA's – Chedoke Creek Storm Water Trunk, the Twinning of the Western Sanitary Interceptor and East Mountain Storm Water Trunk
- Extended Producer Responsibility (EPR) Blue Box Transition

Departmental Information Note

City Manager's Office

Last updated: November 7, 2022, and subject to change

Purpose:

The City Manager's Office advances corporate strategy and Council's priorities. The divisions located within the Office provide leadership, advice and support in service areas that cross all areas of the Corporation.

Departmental Overview:

- 121 FTEs
- Operates out of City Hall 2nd floor, 100 King St W 10 floor, 50 Main St E. 3rd Floor

Core Business:

- Advance corporate strategy and Council's priorities
- Advance Intergovernmental relations
- Advance equity, diversity and inclusion strategies and community engagement
- Deliver proactive and responsive communications
- Recruit, develop and retain a diverse and talented workforce
- Promote and support employee health and wellness
- Enhance data use and digital technologies
- Support a culture of innovation and continuous improvement
- Promote and manage risk, transparency and compliance

- Citylab partnership with McMaster, Mohawk and Redeemer reports in through the City Manager's Office
- CityHousing Hamilton reports operationally to a Board of Directors with Council as the Sole Shareholder. Administratively, the CEO liaises with the City Manager's Office, has 147.5 FTEs, \$52 million in operating budget, and \$9 million in capital.

Council Approved Work Underway:

- Equity, Diversity and Inclusion Framework and Implementation Plan to integrate EDI into City program/policy development and service delivery
- Development of Public Engagement Policy & Framework
- Execution of Our City Survey to obtain feedback from City residents
- Increasing access and use of data including more data sets on Open Hamilton and dashboards (eg Housing; Vision O); municipal benchmarking
- Our People (employee) Survey improvement action plans. Conducted every three years, most recently fall 2021

Upcoming Deliverables:

- Collective Bargaining starting in winter 2023
- Results of workforce/HR assessment related to recruitment and retention of top talent
- Refresh City's Government Relations priorities as needed
- Delivering on City's first Digital Strategy
- Evaluation of Fraud and Waste Hotline Pilot Program

Corporate Services

Last Updated: October 28, 2022, and subject to change

Purpose:

Corporate Services Department is responsible for the delivery of Financial Services and Corporate Support Services (Clerks, Customer Services, IT, Legal & Risk Management)

Departmental Overview:

- 497 FTEs
- Budget – Gross: \$52.8MN Net: \$39.7MN
- Office location: City Hall, 50 Main St., Central Library

Core Business:

- Corporate Services
 - Legislative Services, Council Relations
 - Elections
 - Clerks Programs and services provided
 - Citizen and Customer Services
 - Legal Services
 - Provincial Offences – Prosecution and Administration
 - Risk Management
- Financial Services
 - Accounting Services
 - Finance and Administration
 - Financial Planning and Policy
 - Investments
 - Non-Tax Revenue Collection
 - Payroll and Pensions
 - Procurement
 - Property Tax Billings and Collection

Council Approved Work Underway:

- Introduction of an enhanced 311 platform through a customer relationship management upgrade that will support the delivery of accessible services across multiple channels
- Vacant Home Tax Program Development
- Stormwater Financing Review
- Hamilton Future Fund Governance Review and Reserve Strategy
- Routine Disclosure & Active Dissemination

Critical Deliverables:

- 2023 Budgets (Inclusive of legislative changes)
- Virtual Trial Enhancements
- IT Strategy
- Records management and training to support open government

- Revise/update Procurement Policy

Contact List

Corporate Leadership Team





Last updated November 7th, 2022 and subject to change

Contact list includes the administrative support for the Senior Leadership Team, as they are key contacts for the Councillor's offices.

Contents

| | |
|--|----|
| City Manager's Office..... | 2 |
| Corporate Services..... | 5 |
| Health and Safe Communities..... | 8 |
| Planning and Economic Development..... | 13 |
| Public Works | 16 |

City Manager's Office

| | |
|---|--|
|  | <p>Janette Smith, City Manager Janette.Smith@hamilton.ca, (905) 977-0063 (c)</p> <ul style="list-style-type: none">• Oversees the administration of the City of Hamilton• Accountable to Council |
|  | <p>Rosanna Melatti, Executive Assistant to the City Manager Rosanna.Melatti@hamilton.ca, (905) 979-4529 (C), Ext. 5778 (w)</p> <ul style="list-style-type: none">• Manages the provision of executive support for the City Manager• The City Manager's Office liaison with Senior Leadership Team, City Council Offices, provincial and federal contacts, residents and key stakeholders |
|  | <p>Lora Fontana, Executive Director, Human Resources Lora.Fontana@hamilton.ca, (905) 973-1278 (c) Ext 4091 (w)</p> <ul style="list-style-type: none">• Member of the Senior Leadership Team• Provides leadership for the delivery of HR services for approximately 8000 employees• Ensure a strategic, partner-based, inclusive and employee-centred approach in the delivery of HR services• Ensure the delivery of HR services that enrich the culture and performance of the City |
|  | <p>Cheryl Lafferty, Administrative Coordinator Cheryl.Lafferty@hamilton.ca, Ext. 4330 (w)</p> <ul style="list-style-type: none">• Organize and prioritize the day to day meetings and deadlines for Executive Director, Lora Fontana• Ensure the Human Resources Leadership Team meets required deadlines and is up to date on information regarding the City of Hamilton |



Matthew Grant, Director Communications & Strategic Initiatives

Matthew.Grant@hamilton.ca, (905) 977-8045 (c), Ext. 1012 (w)

- Member of the Senior Leadership Team
- External Communications (e.g. media relations, social media, corporate website)
- Reputation Management
- Strategic Communications Planning and Support



Jessica McCormick, Administrative Assistant II to the Director of Communications and Strategic Initiatives

Jessica.mccormick@hamilton.ca, 905-977-0440 (c), Ext. 4543 (w)

- Organize and prioritize the day to day meetings and deadlines for Matthew Grant and Cyrus Tehrani
- Ensure the Communications and Digital Innovation Office teams meets required deadlines and is up to date on information regarding the City of Hamilton



Charles Brown CPA, CA, City Auditor

charles.brown@hamilton.ca, 905-973-2107 (c), Ext. 4469 (w)

- Audits: Compliance/Control Assessment; Value for Money; follow up
- Assessments: risk; lessons learned, opportunities
- Management Consulting
- Fraud, Waste, & Whistleblower
- Investigations
- Detection/Prevention work



Nenzi Cocca, Director, HR Systems & Operations

Nenzi.Cocca@hamilton.ca, (905) 973-0781 (c) Ext 3924 (w)

- HR information Management Systems & Technology
- Compensation, Benefits & Total Rewards
- Organizational Learning & Development
- HR Policy Governance



Jodi Koch, Director, Talent and Diversity

Jodi.Koch@hamilton.ca, (905) 977-7221 (c), Ext 3003 (w)

- Equity, Diversity, Inclusion and Accessibility
- Talent Services
- Human Rights and Harassment and Discrimination



Yakov Sluchekov, Director, Employee Health and Labour Relations

Yakov.Sluchekov@hamilton.ca, (905) 978-3517 (c), Ext. 2655 (w)

- Employee Labour Relations
- Return to Work Services
- Health, Safety and Wellness



Morgan Stahl, Director, Government Relations & Community Engagement

Morgan.stahl@hamilton.ca, (289) 556-6446 (c), Ext. 2178 (w)

- Government relations strategy, liaising with upper levels of government, advocacy
- Community Engagement with equity seeking groups, community organizations, businesses, and other local institutions
- Oversees the Cities corporate wide-public engagement policy and framework
- Administers the City Enrichment Fund



Adam Sweedland, CEO, CityHousing Hamilton

Adam.sweedland@hamilton.ca, cell TBD, Ext. 4604 (w)

- Leads CityHousing Hamilton, which operates affordable housing for all CHH-owned properties
- Ensures compliance with provincial and federal statutes and regulations, and municipal By-laws and policies
- Reports to Board of Directors – 5 Councillors and 4 citizen representatives



Cyrus Tehrani, Chief Digital Officer & Director of Innovation

Cyrus.Tehrani@hamilton.ca, (905) 979-2041 (c), Ext 2261 (w)

- Oversee CityLAB innovation hub
- Advance digital strategy and increase access and use of data for decision making, performance measurement and continuous improvement
- Work with external partners to execute both revenue and non-revenue partnership opportunities for the City

Corporate Services



Mike Zegarac, General Manager, Corporate Services

Mike.Zegarac@Hamilton.ca, 905-536-0622 (c), Ext. 6150 (w)

- Responsible for all activity that falls under the scope of Treasury and Corporate Services
- Responsible for ensuring internal controls in the form of policies, procedures and practices are developed and implemented in relation to the general and specific risks of the area



Shannon Leenders, Administrative Coordinator

Shannon.Leenders@Hamilton.ca, Ext. 4238 (w)

- Organize and prioritize the day to day meetings and deadlines for General Manager, Mike Zegarac
- Ensure the Corporate Services Leadership Team meets required deadlines and is up to date on information regarding the City of Hamilton



Shelley Hesmer, Acting Director, Financial Services, Taxation and Corporate Controller

Shelley.Hesmer@Hamilton.ca, 905-977-8675 (c), Ext. 4157

- Provides support services and monitoring in all areas of accounts receivable, accounts payable, business applications, accounting, payroll, pension, procurement and taxation



Andrea Holland, City Clerk

Andrea.Holland@Hamilton.ca, 905-977-7963 (c), Ext. 5409 (w)

- Council & Committee Services
- Freedom of Information
- Corporate Records
- Vital Stats
- Elections



Maria McChesney, Director, Information Technology

Maria.McChesney@Hamilton.ca, 905-973-2038 (c), Ext. 4562 (w)

- Information Technology Services including business application support, strategy and architecture, infrastructure and security services
- Provide spatial services (Geographical Information Systems) and data and business analytics services
- All infrastructure services for both voice and data, this includes service desk, contract management and support for the radio network for emergency services security



Brian McMullen, Director, Financial Planning Administration and Policy

Brian.McMullen@Hamilton.ca, 905-570-4762 (c), Ext. 4549 (w)

- Budgeting, financial planning, financial analysis, fiscal policy, development charges and community benefits charges
- Financial management, debt issuance, investments and reserve management
- Financial analysis and financial services for operating departments and legislative teams



Cindy Mercanti, Director, Customer Service, Provincial Offences Administration, and Financial Integration

Cindy.Mercanti@Hamilton.ca, 365-323-2768 (c), Ext. 2654 (w)

- Customer Contact Centre (546-CITY) – regular daytime and after-hour city-emergency support
- Service Channel – service counters located across the City to support accessible access to various City services
- Provincial Offences Administration – oversees POA court administration






Lisa Shields, City Solicitor, Legal and Risk Management Services

Lisa.Shields@Hamilton.ca , 289-527-9256 (c), Ext. 4636

- Contract and procurement support, LRT support, risk management, litigation and planning hearings and POA Prosecutions
- Provide legal support to Council and City departments

Healthy and Safe Communities

| | |
|---|---|
|  | <p>Angela Burden, General Manager, Healthy and Safe Communities angela.burden@hamilton.ca, (289) 556-8411 (c), Ext. 5647 (w)</p> <ul style="list-style-type: none">• Oversees long-term care, recreation, housing services, encampment coordination, children’s and community services, Ontario Works, fire and paramedic services and public health.• Provides and coordinates strategic leadership and direction for human and emergency services aligned under the City’s corporate mission, vision and values. |
|  | <p>Michelle Stephenson, Administrative Coordinator, Healthy and Safe Communities michelle.stephenson@hamilton.ca, (905) 379-0112 (c), Ext. 7869 (w)</p> <ul style="list-style-type: none">• Organize and prioritize the day to day meetings and deadlines for General Manager, Angie Burden• Ensure the Healthy and Safe Communities Leadership Team meets required deadlines and is up to date on information regarding the City of Hamilton |
|  | <p>Michelle Baird, Director, Housing Services michelle.baird@hamilton.ca, 365-324-6873 (c), Ext. 4860 (w)</p> <ul style="list-style-type: none">• Facilitates new affordable housing developments and works with partners to increase housing affordability.• Provides support to keep people housed, manages, and administers social housing.• Provides services to those experiencing homelessness including support to shelters and administration of the social housing waitlist |



Jessica Chase, Director, Children's and Community Services

jessica.chase@hamilton.ca, (905) 973-4938 (c), Ext. 3590 (w)

- Child Care and Early Years Centre System Management
- Community Strategies and Initiatives, such as Age Friendly Plan, Youth Strategy, Community Safety & Well-Being Plan.
- Indigenous Relations and moving forward on community initiatives within the Urban Indigenous Strategy.



Dave Cunliffe, Chief, Hamilton Fire Services

david.cunliffe@hamilton.ca, (905) 961-9112 (c), Ext. 3343 (w)

- Delivery of a City-wide Emergency Management Program and Plan, Fire Protection and Rescue Services.
- Level of service planning between urban and rural areas
- Emergency Management, Fire Dispatch, Training, Mechanical and Fire Prevention services.



Bonnie Elder, Director, Ontario Works

bonnie.elder@hamilton.ca, (905) 977-1737 (c), Ext. 4058 (w)

- Delivery of the Ministry of Children, Community and Social Services, Ontario Works program for the City of Hamilton
- Case work and income assistance for people who are in financial need
- Provides a wide range of health and non-health related benefits to persons in receipt of OW, ODSP and Low Income



Marty Hazell, Director, Encampment Response Coordination

marty.hazell@hamilton.ca, (905) 973-4888 (c), Ext. 4588 (w)

- Oversees the multi-disciplinary Encampment Coordination Team which respond to encampment issues
- Responsible for encampment response improvement, and quality assurance



Chris Herstek, Director, Recreation

chris.herstek@hamilton.ca, (905) 973-4279 (c), Ext. 4689 (w)

- Offers a range of aquatic, gymnasium, and community recreation programming for persons of all ages, including children's summer camps and municipal golf courses
- Manages the rental of recreation facilities



Holly Odoardi, Director, Long Term Care

holly.odoardi@hamilton.ca, (905) 973-1267 (c), Ext. 1906 (w)

- Oversees the operation of two Municipal long-term care homes – Macassa Lodge, and Wentworth Lodge
- Operates Adult Day programming and Meals on Wheels to support the older adult community of Hamilton



Michael Sanderson, Chief, Hamilton Paramedic Service

michael.sanderson@hamilton.ca, (905) 975-0398 (c), Ext. 7741 (w)

- Provides paramedic services to the city of Hamilton, including emergency response, pre-hospital advanced medical and trauma care, transports, community paramedic activities, public education, health care and safety promotion, and risk prevention activities
- Plans for future emergency response needs, such as infrastructure, optimizing service delivery, and operational integration



Elizabeth Richardson, Medical Officer of Health, Public Health Services

elizabeth.richardson@hamilton.ca, (905) 570-2720 (c), Ext. 3501 (w)

- Reports to the Board of Health
- Oversees public health measures in the City of Hamilton
- Provides public health programming such as infectious disease control, chronic disease and injury prevention, and environmental hazards
- Operates several clinics, such as immunization, dental, sexual health, and mental health and addictions



Kevin McDonald, Director, Healthy Environments, Public Health Services

Kevin.Mcdonald@hamilton.ca, (905) 961-4886 (c), Ext. 1984 (w)

- Provides programs and services regarding environmental health, chronic disease prevention, and tobacco control
- Ensures regulatory compliance through public and targeted awareness campaigns, regulatory inspections, and enforcement



Julie Prieto, Director, Epidemiology & Well-Being, Public Health Services

julie.prieto@hamilton.ca, (905) 973-3328 (c), Ext. 3528 (w)

- Monitors public health trends, including performance measurement and program evaluation, to better inform decision making
- Provides Mental Health and Addiction services focused on mental well-being, substance use prevention, harm reduction initiatives and outreach services for vulnerable populations.
- Supports the implementation and optimization of health information management, including privacy and security of records



Jennifer Vickers-Manzin, Director, Healthy Families Division, Chief Nursing Officer, Public Health Services

jennifer.vickers-manzin@hamilton.ca, (905) 981-4732 (c), Ext. 4888 (w)

- Provides family health programming from preconception to youth and parental supports
- Provides early identification for those at risk
- Develops and delivers programs to prioritize individuals most impacted by systemic barriers to good health







Jordan Walker, Director, Communicable Disease Control, Public Health Services

jordan.walker@hamilton.ca, (905) 379-1491 (c), Ext. 7365 (w)

- Manages infectious disease issues, including case and contact management
- Delivers vaccination program, including school-aged immunization, and community vaccinations for COVID-19
- Conducts education and awareness campaigns, inspections, and enforcement of infection prevention and control protocols

Planning and Economic Development

| | |
|---|---|
|  | <p>Jason Thorne, General Manager, Planning and Economic Development Jason.Thorne@hamilton.ca, 905-973-1492 (c), ext. 4339 (w)</p> <ul style="list-style-type: none">• Effective planning for existing and future communities,• processing of development applications,• support for new and existing businesses,• delivery of major infrastructure and development projects,• support for the City's heritage, culture and arts, and• ensuring the health, safety and well-being of the public through compliance with municipal by-laws. |
|  | <p>Christina Lam Tabata, Administrative Coordinator to the General Manager Christina.Lam.Tablada@hamilton.ca, 289-442-2026 (c), Ext. 5791 (w)</p> <ul style="list-style-type: none">• Organize and prioritize the day to day meetings and deadlines for General Manager, Jason Thorne• Ensure the Planning and Economic Development Leadership Team meets required deadlines and is up to date on information regarding the City of Hamilton |
|  | <p>Carrie Brooks-Joiner, Director, Tourism and Culture Carrie.Brooks-Joiner@hamilton.ca, 905-973-0993 (c), city ext. 3967 (w)</p> <ul style="list-style-type: none">• Creative Industries and Cultural Development (including Film Office)• Heritage Resources Management (including Civic Museums)• Placemaking Public Art and Projects• Tourism and Events (including Tourism Hamilton) |
|  | <p>Monica Ciriello, Director, Licensing and By-Law Services Monica.Ciriello@hamilton.ca, 905-973-0768 (c), city ext. 5809 (w)</p> <ul style="list-style-type: none">• Animal Services• Licensing• Municipal Law Enforcement |



Ashraf Hanna, Director of Growth Management, & Chief Development Engineer

Ashraf.Hanna@hamilton.ca, 289-442-7846 (c), city ext. 2123 (w)

- Development engineering
- Construction and Development Engineering
- Legislative approvals & staging of Development
- Growth Planning and Infrastructure Planning



Brian Hollingworth, Director, Transportation Planning and Parking

Brian.Hollingworth@hamilton.ca, 905-973-0534 (c), city ext. 2953 (w)

- Parking Enforcement and School Safety
- Transportation Planning Services
- Parking Operations



Robert Lalli, Director, Strategic Initiatives

Robert.Lalli@hamilton.ca, 905-973-0754 (c), city ext. 4674 (w)





- Strategy and Continuous Improvement
- Strategic Business Planning



Stephen Robichaud, Director of Planning & Chief Planner

Steve.Robichaud@hamilton.ca, 905-973-0652 (c), city ext. 4281 (w)

- Sustainable Communities
- Development Planning
- Heritage and Urban Design
- Zoning and Committee of Adjustment

| | |
|---|--|
|  | <p>Norm Schleeahn, Director, Economic Development Norm.Schleeahn@hamilton.ca, 289-260-0849 (c), city ext. 2669 (w)</p> <ul style="list-style-type: none"> • Commercial Districts and Small Business • Business Investment and Sector Development • Corporate Real Estate Office • Municipal Land Development Office • |
|  | <p>Tony Sergi, Director, Strategic Growth Initiatives Tony.Sergi@hamilton.ca, 905-977-0999, city ext. 2274</p> <ul style="list-style-type: none"> • Corporate Strategic Growth Initiatives • Development Charges Background Study |
|  | <p>Abdul Shaikh, Director, LRT Abdul.Shaikh@hamilton.ca, 905-334-8525 (c), city ext. 6559 (w)</p> <ul style="list-style-type: none"> • LRT Project Office |
|  | <p>Alan Shaw, Director of Building & Chief Building Official Alan.Shaw@hamilton.ca, 365-323-8194 (c), city ext. 2574 (w)</p> <ul style="list-style-type: none"> • Building Engineering • Building Inspections • Plan Examination |
| <p>Active Recruitment underway</p> | <p>TBD, Director of Climate Change Initiatives</p> |

Public Works



Carlyle Khan, General Manager, Public Works

carlyle.khan@hamilton.ca, (647)236-1652 (c), Ext: 2313 (w)

- Oversees the delivery of core services including corporate facility management, infrastructure rehabilitation, roads operations, parks and green space maintenance, transit, and waste management
- Provides leadership to the public works directors, and accountable to the City manager and Council



Rebeka Eisbrenner, Administrative Coordinator to the General Manager of Public Works

rebeka.eisbrenner@hamilton.ca, (289) 527-2482 (c), Ext: 4623

- Organize and prioritize the day to day meetings and deadlines for General Manager, Carlyle Khan
- Ensure the Public Works Leadership Team meets required deadlines and is up to date on information regarding the City of Hamilton



Maureen Cosyn Heath, Director, Transit, Hamilton Street Railway

Maureen.CosynHeath@hamilton.ca, (289) 253-4133 (c), Ext: 1860 (w)

- Public transit provision
- Maintenance of transit infrastructure
- Expansion of public transit to accommodate future need



Mike Field, Acting Director, Transportation Operations & Maintenance

mike.field@hamilton.ca, (289)260-5313 (c), Ext: 4576

- Roadway Safety
- Roadway Maintenance
- Transportation Operations



Cynthia Graham, Acting Director, Environmental Services

Cynthia.graham@hamilton.ca, (905) 546-6204 (c), Ext: 2373 (w)

- Municipal parks, open green spaces, recreational trails, horticultural city beautification features, and municipal cemeteries
- Maintain the urban and rural tree canopy on municipal property



Jackie Kennedy, Director, Engineering Services

jackie.kennedy@hamilton.ca, (289) 556-3265 (c), Ext: 1611 (w)

- Waterfront development
- Replacement and Redevelopment of right-of-way corridor infrastructure



Pat Leishman, Director, Corporate Asset Management

Patricia.leishman@hamilton.ca, (905) 870-2802 (c), Ext: 2629

- Corporate Asset Management
- Departmental Initiatives – Quality Management, Continuous Improvement, Sustainability and GM Initiatives
- Innovation & Enterprise Asset Management



Craig Murdoch, Acting Director, Energy Fleet and Facilities Management

Craig.Murdoch@hamilton.ca, (905) 977-0222 (c), Ext: 4490 (w)

- Energy Initiatives
- Fleet Services
- Facilities Management



Edward Soldo, Chief Road Official

edward.soldo@hamilton.ca, (905)379-7851 (c), Ext: 4622 (w)

- Acts as the Municipal Road Authority for the City's transportation network
- Transportation Quality Management System
- Oversight of the Light Rapid Transit (LRT) on behalf of Public Works with LRT Office (PED)



Angela Storey, Director, Waste Management

Angela.Storey@hamilton.ca, (905) 379-9868 (c), Ext: 6483 (w)

- Waste Policy and Planning
- Waste Collection and Downtown Cleanliness services
- Waste Recycling and Disposal



Nick Winters, Director, Hamilton Water

Nick.Winters@hamilton.ca, 905-973-4970 (c), Ext: 1474 (w)

- Water Treatment and Distribution
- Wastewater Collection and Treatment
- Stormwater Collection and Treatment
- Combined Sewer Overflow and Watershed Management

Governance: Role of Council

Presentation to
Council orientation session
City of Hamilton
November 8, 2022

David Siegel
Professor Emeritus
Brock University
dsiegel@brocku.ca

My goal for today

To provide a framework to help councillors and staff understand their respective roles, and how they can work together in the interest of their municipality.

Overview

- Role of council
- Role of staff
- Council-staff relations
- The public service bargain

Role of Council

Role of council - Ontario Municipal Act

Section 224 It is the role of council,

(a) to represent the public and to consider the well-being and interests of the municipality;

(b) to develop and evaluate the policies and programs of the municipality;

(c) to determine which services the municipality provides;

(d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;

(d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;

(e) to maintain the financial integrity of the municipality; and

(f) to carry out the duties of council under this or any other Act. .

Role of council - what council actually does

- Place shaping
- Understand the local political culture
- Deliberative body
- Make policy decisions
- Oversight of administration

Role of Staff

Role of staff - Ontario Municipal Act

Section 227 It is the role of the officers and employees of the municipality,

- (a) to implement council's decisions and establish administrative practices and procedures to carry out council's decisions;
- (b) to undertake research and provide advice to council on the policies and programs of the municipality; and
- (c) to carry out other duties required under this or any Act and other duties assigned by the municipality.

Role of staff - what staff actually does

- Provide advice to council based on professional, administrative principles
- Implement council decisions conscientiously and loyally
- Deliver services with proper regard to economy, efficiency, and effectiveness

Council-Staff Relations

Roles of councillors and staff

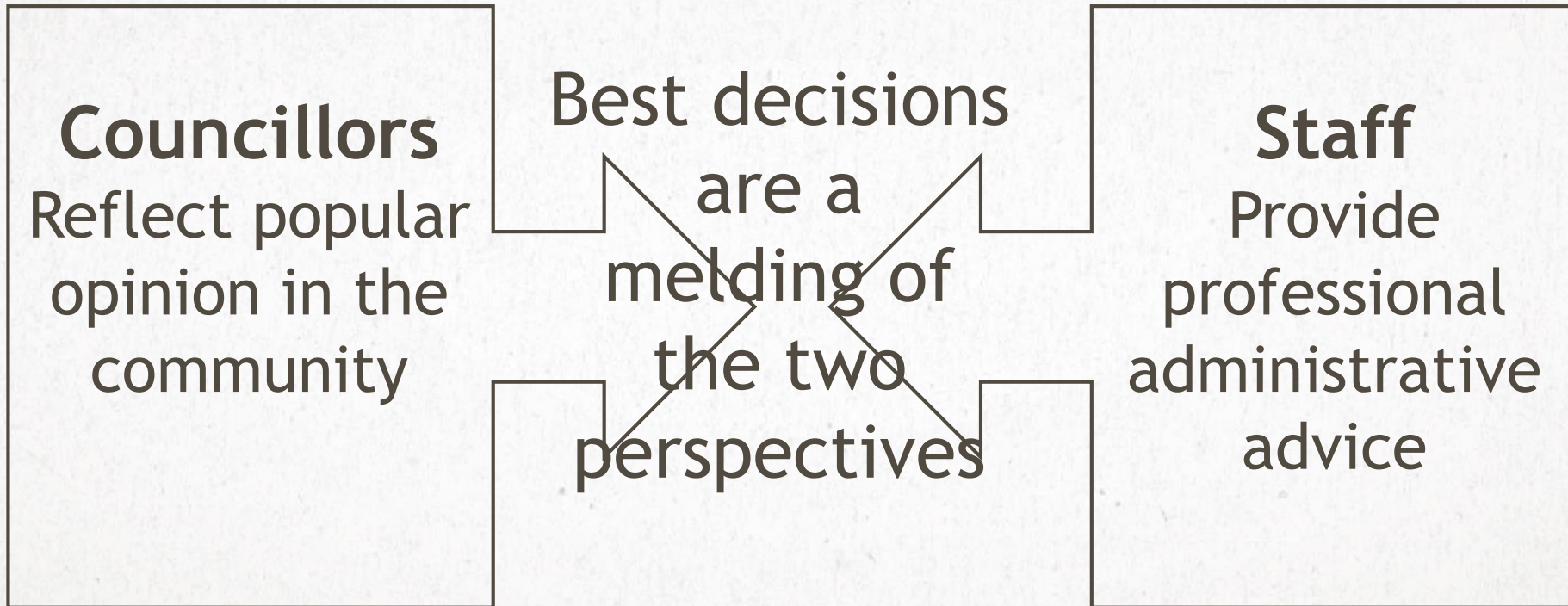
Councillors

- Representatives of the community
- Sensitive to local political issues

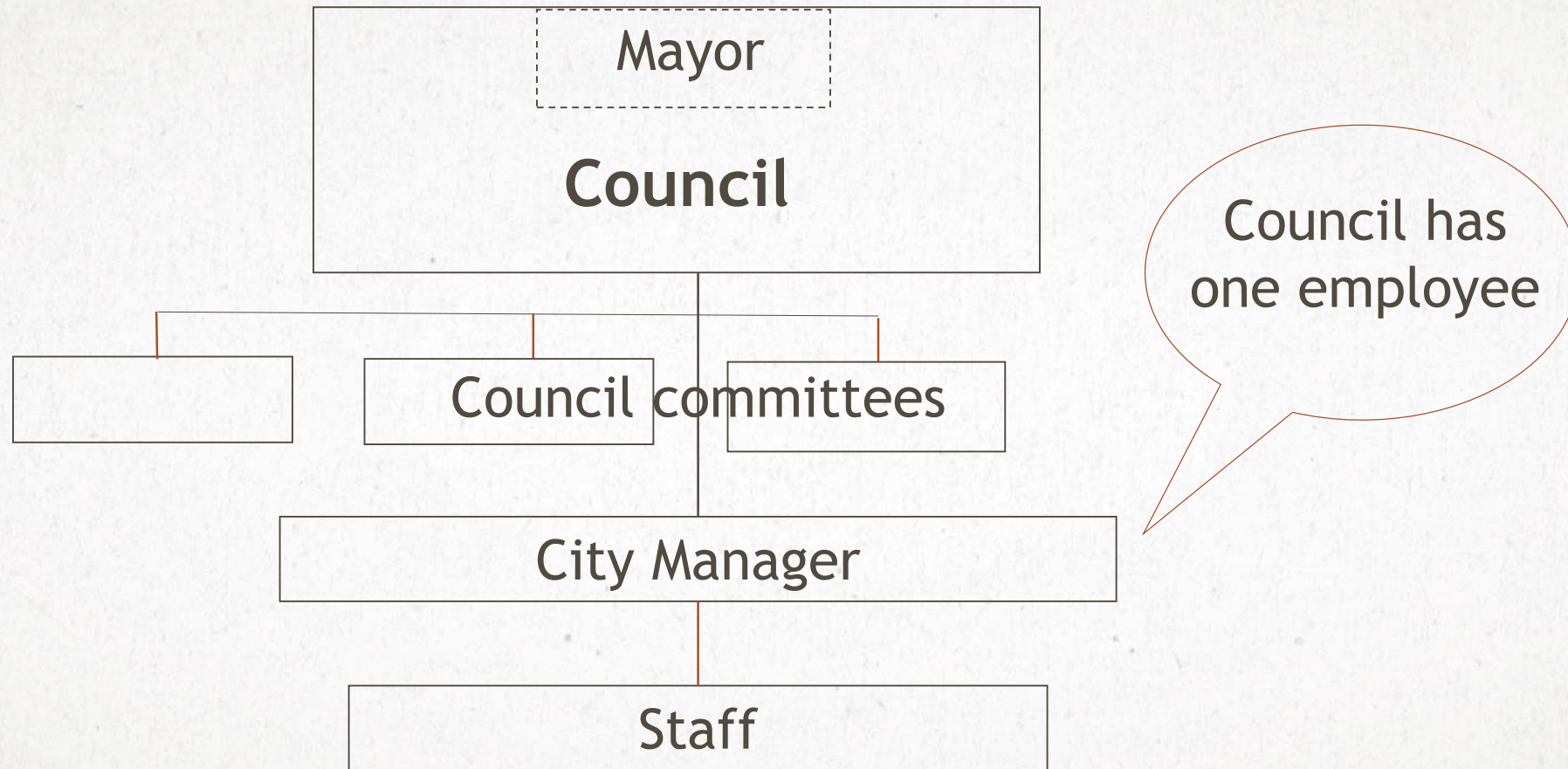
Staff

- Substantive administrative knowledge
- Professional experts

Complementary roles of council and staff



Council-Manager structure



Staff works for council

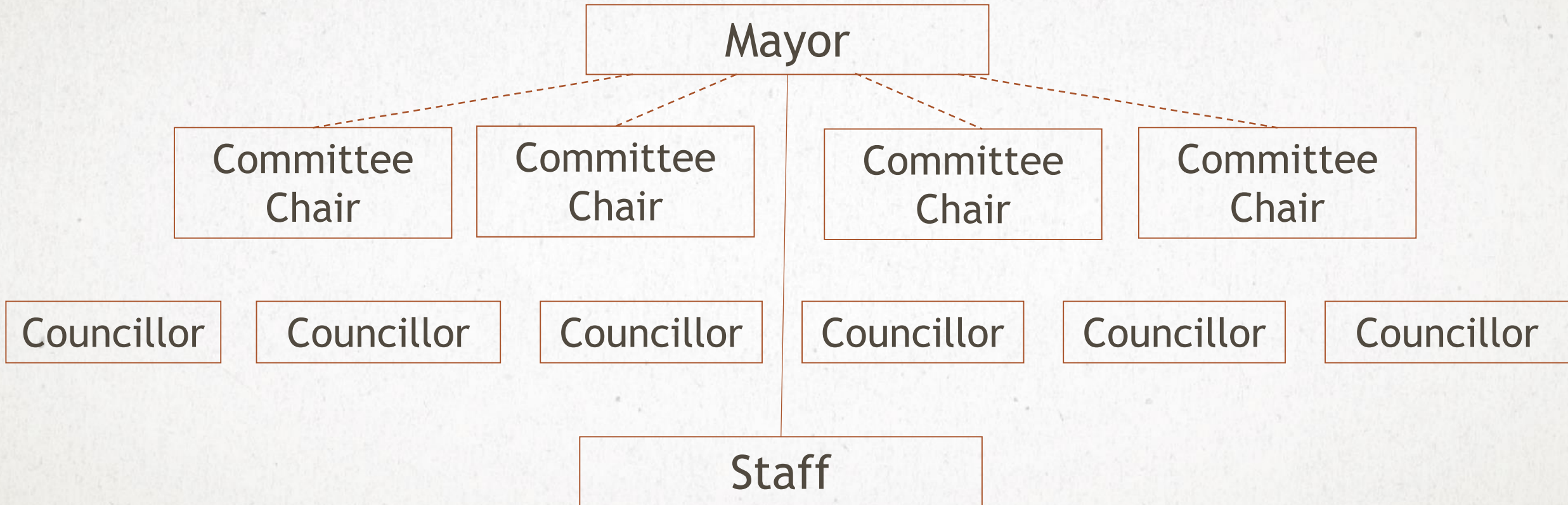
Principles of council-staff relations (Council-Manager system)

- Staff works for council
- Staff implements policies of current council conscientiously and loyally
- Staff shares information equally with all members of council
- Staff avoids preferential relationships with members of council

Council-Manager structure

- Council does what it does best - deliberates and makes policy
- Council communicates that policy to its one employee
- City Manager ensures that policies are coordinated across departments
- Council can hold its one employee accountable for service delivery

Organization of council (Strong mayor system)



Staff works for the mayor

The Public Service Bargain

The public service bargain

- Bargain between council and staff
- Establishes rules of interaction
- Creates mutual expectations
- Implicit bargain - avoid legalisms
- Each side gives up something in exchange for gaining something else

The policy advice bargain

Staff members will provide their best professional, administrative advice without regard to the political implications of that advice.

Council will consider staff advice in a respectful manner. If council chooses to reject that advice, it will do so without public, personal criticism of staff.

Importance of the policy advice bargain

- Best policy decisions are made when each side fulfils its role
- Council needs honest professional, administrative advice
- Staff must feel comfortable providing professional, administrative advice

The management bargain

The city manager will have reasonably complete authority to manage the public service including the ability to supervise, hire, promote, discipline, and fire staff on a merit basis.

Council can hold the city manager accountable for the efficiency and effectiveness of the public service, but council refrains from becoming involved in managing the public service.

Importance of the management bargain

- Council has one person who is responsible for quality of management
- Council does not need to become involved in details of management
- Council can focus on policy-making
- City manager has authority to build an effective management team reporting to city manager

The overarching bargain

Staff will be loyal to the current council, provide professional advice, and carry out the instructions of council in a conscientious and loyal manner.

Council will consider staff advice carefully, treat staff with respect, and provide staff with security of tenure based on proper performance of duties.

Importance of the overarching bargain

- Council benefits from a high-quality, professional staff that carries out council directives in a conscientious and loyal manner.
- Staff benefits from working in a respectful environment where they can present their advice without fear of unfair criticism
- The result is good decisions that are reflective of both the local political culture and professional, administrative advice

Conclusion

My original goal

To provide a framework to help councillors and staff understand their respective roles, and how they can work together in the interest of the municipality.

Importance of good council-staff relations

- Council and staff have separate, but complementary roles
- Council works well as a deliberative and policy-making body
- Staff members are experts in advising on policy and delivering services
- Working together maximizes benefit to residents of the municipality

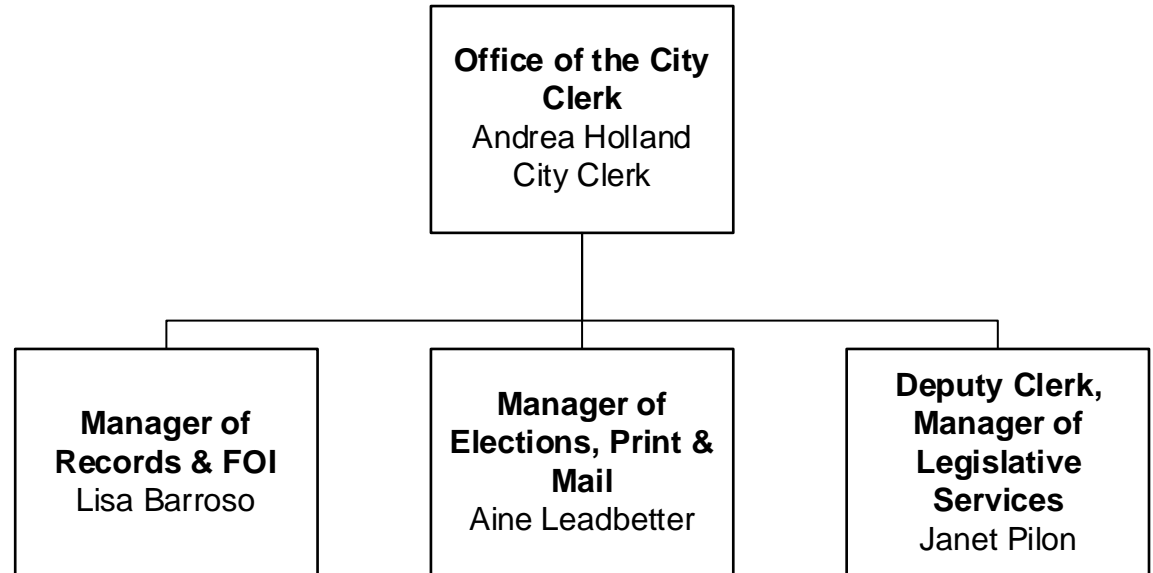


Hamilton

COUNCIL AND COMMITTEE OVERVIEW

November 8, 2022

Office of the City Clerk



Agenda

- Overview of the Governance Structure of Committees and Council
- Role as a Member of Council
- Additional Training Sessions

Council Structure

**Hamilton
City Council**

**Special
Advisory Task
Forces**

**Standing
Committees**

- Audit Finance and Administration
- Board of Health
- Emergency and Community Services
- General Issues
- Planning
- Public Works

**Selection
Committee**

**Citizen
Membership
Advisory
Committees**

**Sole
Shareholder
Corporations**

**Council/citizen
Membership
Advisory
Committees**

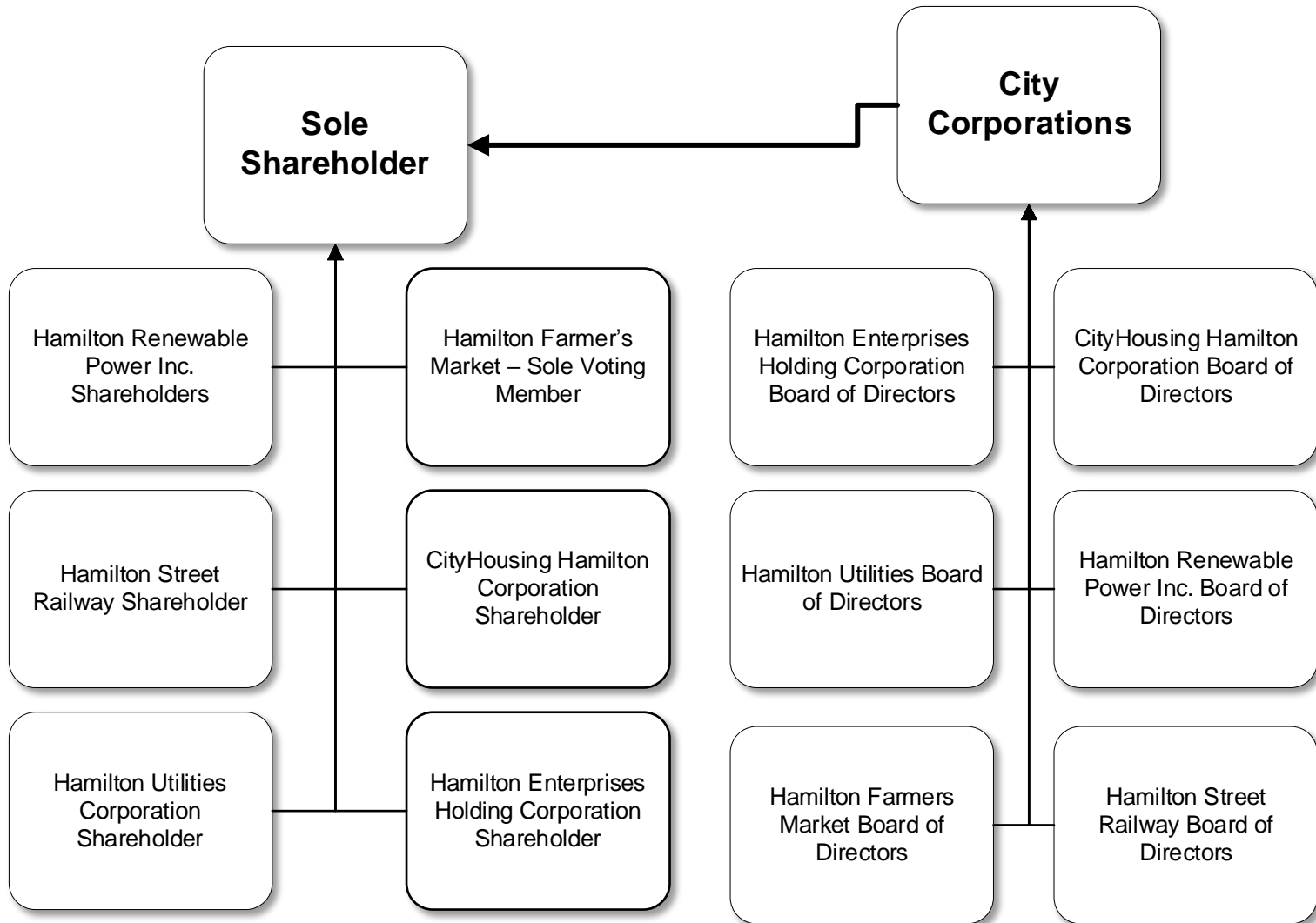
**City Corporations
Board of Directors**

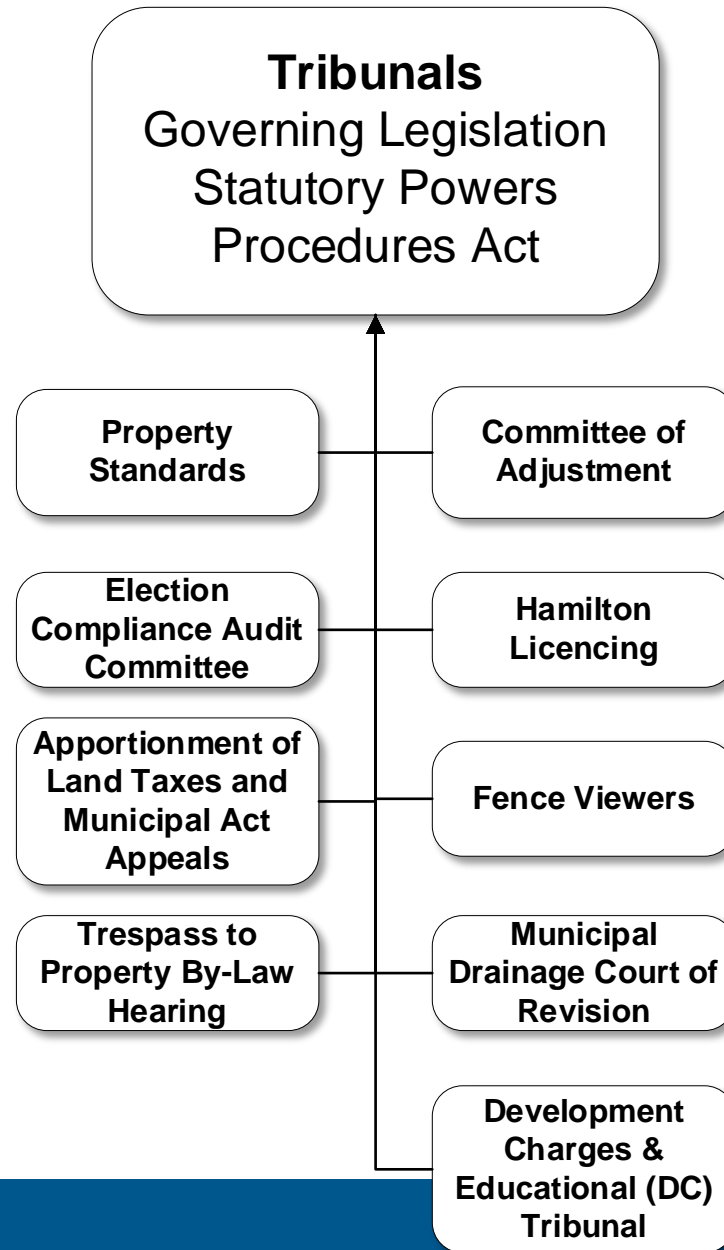
**Council/Citizen
Sub-Committees of
Council**

**Council only Sub-
Committees of
Council**

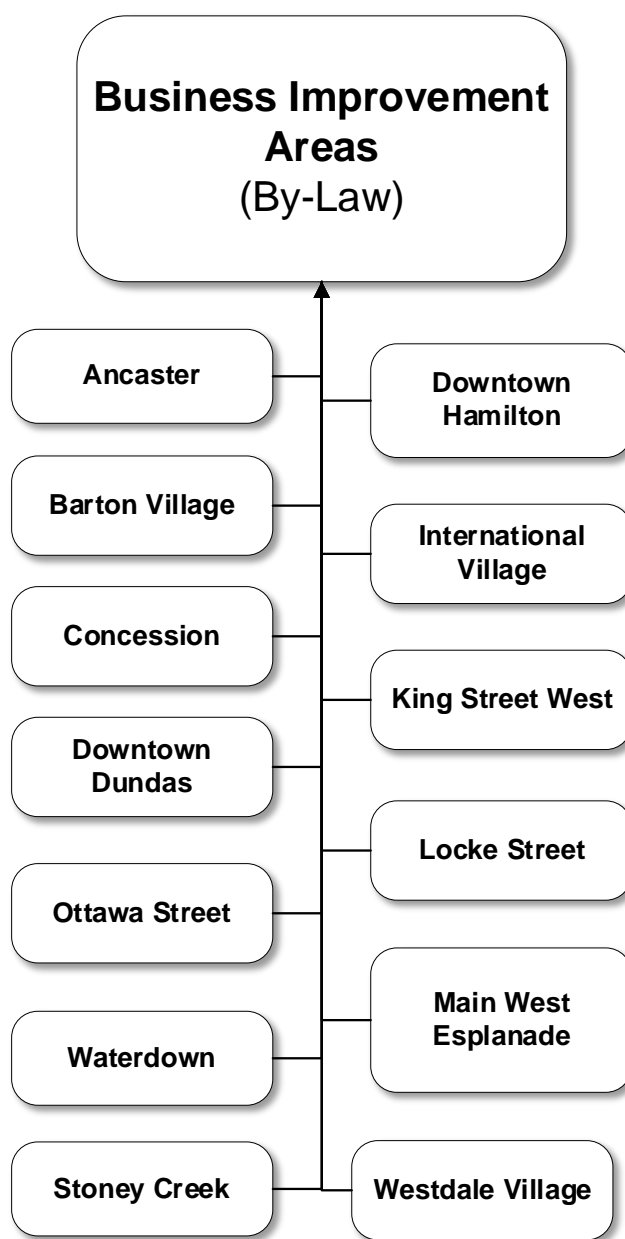


Shareholder/Boards Structure





Business Improvement Areas



Ceremonial Role

Ceremonial Role of a Member of Council

- Represent the City at Official Functions – at times delegated by the Mayor
- Community and constituency functions
- Promoting Public Involvement
- Participating and fostering activities

Ceremonial Duties

- Hosting national and international dignitaries
- Hosting Delegations
- Civic Ceremonies
- International Missions
- Honouring Residents

Clerks Supporting Role

- Advice and Counsel on protocol
- Official Policy advice for gifts and commemorative items
- History of Relationships

Upcoming Training

Procedural By-Law and Inaugural Procession Overview

- November 14, 2022 – Clerks providing Procedural By-Law training with a mock meeting. Additionally, an Inaugural Meeting walkthrough.

Integrity Commissioner/Lobbyist Registrar

- The Integrity Commissioner will be delivering a workshop session through a General Issues Committee Meeting to cover the Council Code of Conduct and the Municipal Conflict of Interest Act (MCIA)

Freedom of Information and Protection of Privacy

- Council Members and their staff - provide an overview of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) - obligations

Upcoming Training

Records and Information Management

- Council Members and their staff - provide advice on record keeping principles

Lobbyist Registry By-Law Overview

- **Council Members and their staff - provide an overview of the Council Lobbyist Registry – its function and your obligations**

Resource Material

The presentations and the documents that have been referred to during today's and tomorrow's Orientation Sessions are available in the eSCRIBE Resource Library, along with pertinent polices, reports, etc.

Please contact the Clerk's Office if there is any information or material you require and we will do our very best to obtain the information for you.



Hamilton

QUESTIONS?



Hamilton

LEGISLATIVE LANDSCAPE & COUNCIL OBLIGATIONS

Lisa Shields, City Solicitor, Legal Services

Municipal Act, 2001

- Municipalities are created entirely by provincial legislation, *the Municipal Act, 2001* (the “Act”).
- The Act prescribes what municipalities may do, what they are required to do, and how they do it. The Act also sets out how the broad powers in the Act are to be interpreted.



Snapshot of Municipal Powers

- Governance structure of the municipality
- Accountability and transparency
- Financial management
- Public assets
- Economic, social, and environmental well-being
- Health safety and well being of persons
- Protection of persons and property, including consumer protection
- Highways, parking, and traffic
- Transportation systems
- Waste management
- Public utilities
- Culture, parks, recreation, and heritage
- Drainage and flood control
- Structures: fences and signs
- Parking
- Animal control
- Economic development services
- Business licensing

The Municipal Act, 2001: The Role of Mayor

Per Sections 225 and 226.1 of *the Municipal Act*

- The Mayor has a prominent and very public profile. They are the Chief Executive Officer of the municipality and provide leadership to Council. However, municipal decisions are made by Council as a whole.
- Generally, the Mayor does not have any more power than any other member of Council to make decisions on behalf of the municipality. Each member of Council only has one vote.
- We note that the *Strong Mayors, Building Homes Act* was passed by the Province on September 8, 2022. While the impact of the relevant portions of this act has been limited to Ottawa and Toronto, future changes may impact Hamilton.

The Municipal Act, 2001: The Role of Council

Section 224 of *the Municipal Act*,

- The key responsibilities of a Councillor are to support the municipality and its operations while ensuring that the public and municipality's well-being and interests are maintained. Specifically:
 - To represent the public and to consider the well-being and interests of the municipality;
 - To act as a fiduciary, including to ensure that the municipality's financial and administrative resources are being used as efficiently as possible; and
 - As a policy maker to provide direction for municipal operations.

How Council Exercises its Powers

By-laws

Per Subsection 5(3) of the *Municipal Act, 2001*:

- A municipal power, including a municipality's capacity, rights, powers and privileges under section 9 (natural person power) shall be exercised by by-law unless the municipality is specifically authorized to do otherwise.

Resolutions

- In Hamilton, staff make recommendations in reports which form the basis for Council resolutions or Council prepares separate motions. All resolutions and motions are captured by a confirming by-law enacted as part of each Council meeting.

Council's Additional Roles

- A Councillor or Council as a whole may act as a director, or a shareholder, or as a sole voting member of a corporation.
- In the event a Councillor is required to take on this additional role, they should be aware that fiduciary and other obligations may arise as a result of their appointment.
- A director must act within the powers of the Corporation's constitution:
 - A director has a duty to promote the success of the Corporation;
 - A director must exercise independent judgment;
 - A director must use reasonable care, skill and diligence in their roles;
 - A director must avoid conflicts of interests or any attempt to be given personal benefit for making decisions (in the case of municipal Councillor's there is provincial legislation governing their duties for conflicts of interest).

Council's Additional Roles

- A Member of Council or Council as a whole may act as a Director, or a shareholder, or as a sole voting member of a corporation.
 - For example, a member of Council is required to sit as a Director for the Hamilton Farmer's Market Corporation. Additionally, all of Council may act as the sole voting member for the entity.
- In the event a member of Council is required to take on this additional role, Council members should be aware that fiduciary and other obligations may arise as a result of their appointment. Fiduciary duty in its simplest form means that Councillors should exercise good stewardship and due diligence with respect to your decision-making.
- However, it is possible that a conflict of interest may arise between their obligations to the municipality and to the corporation. Advice should be sought from the Integrity Commissioner should this arise.

Protection under the Indemnification By-Law

- Section 279 of *the Municipal Act, 2001* states that a municipality may act as an insurer with respect to the protection of its members of Council or employees from risks of pecuniary loss or liability caused by their responsibilities with the municipality.
- The City's Indemnification by-law, enacted in 2001, indemnifies Councillors who were acting honestly and in good faith with a view to the best interest of the City.
- In the case of a criminal or administrative action, it requires that the member of Council have reasonable grounds for believing that the conduct was legal.
- If these criteria are not met, the obligation to indemnify does not arise.

Libel and Slander

- Unlike MPs and MPPs, Members of Council do not have any privilege with respect to defamatory statements made during meetings.
- Defamation is communication about a person that tends to hurt their reputation. It causes people who read or hear the communication to think less of the person. The communication must be made to other people, not just to the person it's about. If defamation is spoken, then it is called slander. If it is written, it is called libel.
- Truth of the comment and fairness of the comment are defences to claims of defamation. Questions in this area should be directed to the Integrity Commissioner.

Integrity Commissioner

- The Integrity Commissioner (IC) is an independent and impartial position reporting directly to Council.
 - Pursuant to section 223.3 of the *Municipal Act*, municipalities are required to provide access to an integrity commissioner.
- The Integrity Commissioner helps ensure members of Council, members of Local Boards and Citizen Committee members:
 - conform to a high ethical standard;
 - adhere to the City of Hamilton's By-law 16-290: Code of Conduct for Members of Council;
 - Code of Conduct for Members of Local Boards (pending);
 - Hamilton Advisory Committee/Task Force Code of Conduct; and
 - any other applicable City procedures, rules or policies.
- The Integrity Commissioner performs four basic roles: Advisory, Education, Complaint Investigation, and Complaint Adjudication.



Other Legislation

Authority for important municipal activities can also be found in many other acts, including the *Planning Act*, the *Building Code Act, 1992*, the *Housing Services Act, 2011* the *Police Services Act*, the *Fire Protection and Prevention Act, 1997*, the *Emergency Management and Civil Protection Act*, the *Municipal Elections Act, 1996*, and the *Ontario Works Act, 1997*.

Highlight of *Strong Mayors, Building Homes Act, 2022*

- Received Royal Assent on September 8, 2022
- Amends *City of Toronto Act* and *Municipal Act, 2001*
- Applies to the cities of Toronto and Ottawa
- Gives Mayor the following powers:
 - Appoint the CAO or delegate the power to Council;
 - Hire certain department heads or delegate the power to Council;
 - Create new committees and appoint the Chair and Vice-Chairs of these committees or boards;
 - Direct items for Council's consideration;
 - Propose the City budget for Council's consideration.

Bill 109 – *More Homes for Everyone, 2022*

- Received Royal Assent on April 14, 2022
- Made a number of changes to the Planning Act, including requiring a municipality to refund zoning by-law amendment and site plan application fees if a decision is not made within statutory time frames.
- Also gives Minister new powers regarding Official Plan Amendments and new Official Plans.

Bill 23 – *More Homes Built Faster, 2022*

- Introduced on October 25, 2022 and is on the second reading before the legislature.
- Amends a number of statutes and significantly changes the land development process in Ontario.
- These changes affect the *Development Charges Act*, parkland dedication under the *Planning Act*, inclusionary zoning, community benefits charges (CBC's) among other development-related provisions.



Hamilton

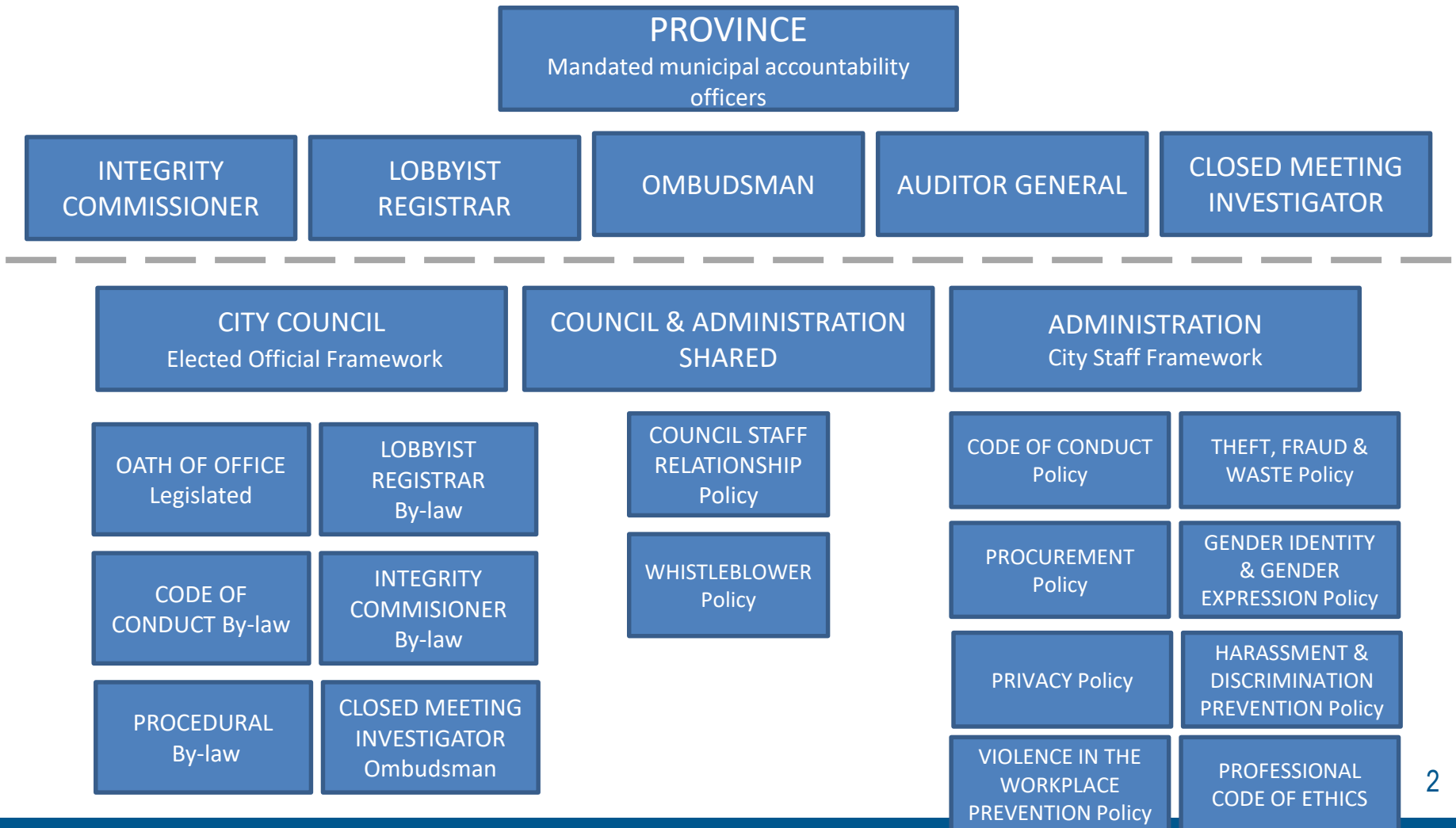
QUESTIONS?



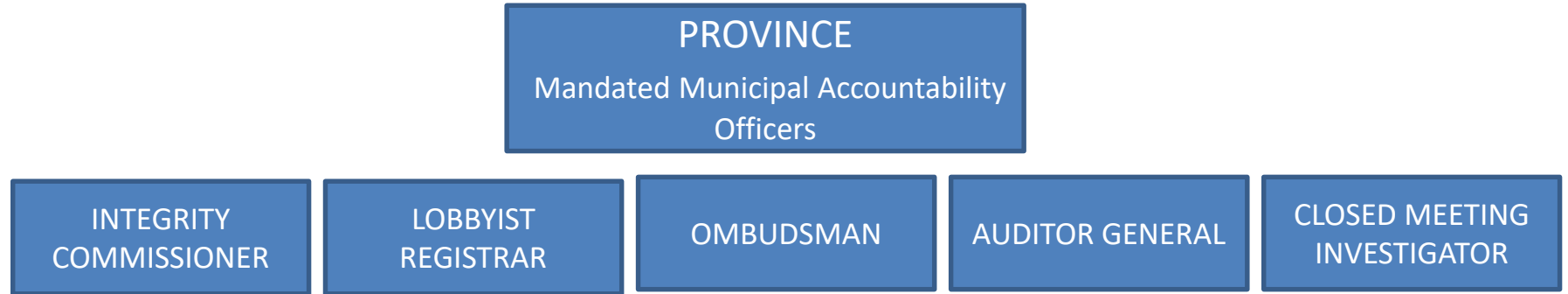
COUNCIL-STAFF RELATIONSHIP POLICY & WORKFORCE OVERVIEW

November 8, 2022

Ethics and Accountability Framework



Province





ADMINISTRATION City Staff Framework

CODE OF CONDUCT
Policy

THEFT, FRAUD &
WASTE Policy

PROCUREMENT Policy

GENDER IDENTITY &
GENDER EXPRESSION
Policy

PRIVACY Policy

HARASSMENT &
DISCRIMINATION
PREVENTION Policy

VIOLENCE IN THE
WORKPLACE
PREVENTION Policy

PROFESSIONAL CODE
OF ETHICS



Shared Policy

COUNCIL & ADMINISTRATION
SHARED

COUNCIL STAFF
RELATIONSHIP
Policy

WHISTLEBLOWER
By-law



- Council/Staff Relationship Policy - Resulted from the Bellamy Report
- Provincially mandated through Legislation

Council-Staff Relationship Policy

Guiding Principles

- Shared responsibility
- Accountability and Transparency
- Respect for roles and professional boundaries
- Uphold the vision, mission, and culture of the City, work together to achieve strategic priorities
- Mutual respect, honesty, professionalism
- Communicate transparently, in a timely manner and in good faith
- Do not make statements which reflect negatively on the city or individual
- Respectful of each others time and workload

Council-Staff Relationship Policy

Roles and Responsibilities

- Mayor
 - Chief Executive Officer of the Municipality and Head of Council
- Council
 - Represent the Corporation, provide direction and create policy
- City Manager
 - Accountable to Council, leads staff, and connects with community
- Senior Leadership
 - Provide advice to Council, implement Council decisions

Statutory Officials

Building Code Act:

- Chief Building Official

Health Protection & Promotion Act:

- Medical Officer of Health

Fire Code Act:

- Fire Chief

Municipal Act:

- Chief Administrative Officer or City Manager (By-Law #19-044)
- City Clerk
- Treasurer
- Auditor General (By-Law #19-180)

* Some city staff also accountable to licensing and regulatory bodies (i.e. nurses, engineers, lawyers)

Workforce Overview

- 8500+ Staff
 - 78% unionized, 71% full time, 79% permanent positions
- 2021 Our People Survey Results
 - Pride in their work and working for the City
 - Would recommend us as an employer
 - Challenges in communication, employee recognition, ability to be innovative, career advancement opportunities, and access to leadership
 - External harassment/bullying
- Occupational Health and Safety Act Obligations

Workforce Overview, cont'd

- Pandemic Recovery
- Fight for Talent
 - Currently reviewing policies and practices to ensure we are an employer of choice
- Disconnecting from Work Policy



Hamilton

QUESTIONS?