



## **General Issues Committee**

### **MINUTES**

**9:30 a.m.**

**Thursday, November 17, 2011**

**Council Chambers**

**Hamilton City Hall**

**71 Main Street West**

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**Present:** Deputy Mayor M. Pearson (Chair)  
Mayor B. Bratina  
Councillors B. Clark, C. Collins, J. Farr, L. Ferguson,  
S. Merulla, B. Morelli, T. Jackson, B. Johnson, J. Partridge,  
R. Pasuta

**Absent with Regrets:** Councillors B. McHattie, R. Powers – City Business  
Councillor S. Duvall – Vacation  
Councillor T. Whitehead – Personal

**Also Present:** C. Murray, City Manager  
R. Rossini, General Manager, Finance and Corporate  
Services  
G. Davis, General Manager, Public Works  
T. McCabe, General Manager, Planning & Economic  
Development  
J. A. Priel, General Manager, Community Services  
T. Bendo, Director, Planning and Business Improvement,  
Public Health  
P. Barkwell, City Solicitor  
C. Biggs, Co-ordinator, Committee Services/Council/Budgets

#### **THE FOLLOWING ITEMS WERE REPORTED TO COUNCIL FOR CONSIDERATION:**

**1. Collective Bargaining – Amalgamated Transit Union Local 107  
(New Business)**

**(Collins/Partridge)**

That the verbal update provided by staff with respect to the status of Collective Bargaining – Amalgamated Transit Union Local 107, be received. **CARRIED**

**2. 2012 Tax-Supported Operating Budget Presentation**

**(Morelli/Merulla)**

That the following staff presentations respecting, 2012 Tax-Supported Operating Budget, be received:

- (a) Public Works
- (b) Public Health
- (c) Corporate Services
- (d) Planning
- (e) City Manager's Office
- (f) Community Services.

**CARRIED**

**FOR THE INFORMATION OF COUNCIL:**

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

The Clerk advised of the following changes:

**PRIVATE & CONFIDENTIAL**

- (i) Property Acquisition(s) for Economic Development Purposes (Item 7.1)  
– **WITHDRAWN**
- (ii) Bargaining Update respecting the Amalgamated Transit Union Local 107  
(Added as Item 7.2)

**(Clark/Partridge)**

That the agenda be approved, as amended.

**CARRIED**

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

None

**(c) APPROVAL OF PREVIOUS MINUTES**

**(Johnson/Ferguson)**

That the Minutes of the October 27, 2011 meeting of the General Issues Committee be approved as presented.

**CARRIED**

**(c) PRIVATE AND CONFIDENTIAL**

**(Farr/Morelli)**

That the Committee move In Camera at 9:40 a.m. pursuant to Sub-section 8.1(d) of the City's Procedural By-law and Section 239(2)(d) of the Municipal Act as the subject matter pertains to labour relations and/or employee negotiations with respect to the Amalgamated Transit Union Local 107. **CARRIED**

That the Committee reconvene in Open Session at 10:00 a.m. **CARRIED**

**(d) PRESENTATIONS****5.1 Draft 2012 Tax Budget – Departmental Presentations**

Rob Rossini, General Manager of Finance and Corporate Services, provided introductory comments, indicating that the purpose of today's Workshop was to provide very high level departmental presentations i.e., pre-look snapshots at how budgets are being developed, what are some of the issues recognized at the departmental level; and the opportunity for the Committee to provide input.

**(a) Benchmarking/Performance Indicators**

- Why measure?
- Benefits
- Challenges

Public Works presentation is a draft template for the departmental presentations which will begin the formal deliberations process in late January 2012. The presentation incorporates additional information on services, performance/activity indicators. The Committee was encouraged to provide feedback.

**(b) Public Works**

Gerry Davis provided an overview of the services; not getting into specific costs, but important to understand what the community is looking for.

Division Directors for each program will provide more detailed presentations in January.

Format of presentation includes:

- Context
  - Strategy: Vision, Corporate Strategic Plan, Corporate Priority Plan, SMT Work Plan, Public Works Business Plan;
  - Tactics: Department and Division Plans
- Overview of Services

- Strategic Planning; Engineering Services; Water; Waste Water; Storm Water; Operations and Waste Management; Cemeteries; Forestry; Horticulture; Parks; Road Maintenance; Storm Water Facility Maintenance; Waste Management; Transportation, Energy Fleet & Facilities; Office of Energy Initiatives; Central Fleet; Corporate Facilities Management; Traffic Operations; Transit
- 2012 Plan and Outlook
  - 2012 and Beyond: Maintaining current levels of service; managing fleet costs; managing energy costs and external contracts; review and develop revenue sources; employee management – efficient use of staff, performance and attendance management, staff retention, succession planning; complying with complex Provincial Acts and Legislation; planning and delivering Capital Programs
- 2012 Budget Drivers
  - Asset Base Growth by Asset type, 2010 inventory, 2011 inventory and change in inventory 2010-2011
  - Weather trends
  - Contractual detail
  - Office of Energy Initiatives Update
  - Commodities – Fuel, electricity, natural gas
  - Renewable Energy
  - Recycling Program revenues
  - Transit Fare revenues, history, comparison
  - Winter Control Program
  - Winter Roads Budget
- 2012 Draft Budget
  - 2012 Net Operating Budget by Division
  - Complement

#### Comments/Information Requests

- Do not want to lose sight of illegal dumping
- Office of Energy Initiatives is good news
- Staff to distribute inventory of class of vehicles, including buses
- Capital Works tour is a good indicator and start line to get a sense of the issues and capital works requests; staff responded that a tour will be planned for September 2012
- Update on Borer's Creek
- How are staff dealing with enhancements i.e., new programs, extended services, etc.; staff responded that enhancements will be brought forward as part of the overall budget process for

deliberations; staff-initiated enhancements will be discussed at SMT

**(c) 2012 Tax Budget – Departmental Presentations**

Presentations were provided by the following staff on their respective departmental budgets:

- (i) Public Health – Teresa Bendo
- (ii) Corporate Services – Rob Rossini
- (iii) Planning – Tim McCabe
- (iv) City Manager’s Office – Chris Murray
- (v) Community Services – Joe-Anne Priel.

Each Department presentation outlined the following areas:

- 2011 Budget Variance Projections and Potential Implications for 2012
  - Explanation/Implications for 2012
- Additional 2012 Budget Issues and Opportunities
  - Pressures/Challenges
- 2012 Draft Budget
  - 2012 Draft Budget by Funding Source
- 2012 Draft Departmental Priorities

Following each presentation, staff responded to questions of the Committee.

Comments of the Committee included, but were not limited to, the following:

**Public Health**

- Request that consideration be given to include a line item in the Departmental priorities reflecting community/constituency consultation on neighbourhood matters

**Corporate Services**

- In response to the status of the service delivery review, staff responded that as a result of the work plan which was developed in a workshop held in the Summer, work is now underway to issue an RFP for consulting services; a team has been put together and they are reviewing what is mandatory/discretionary; this document will be presented to the Committee

**Planning**

- Has thought been given to making a small business enterprise group as a mobile initiative; staff responded that they will try to pilot this and send out shuttle buses

- Would be interesting to see how much advertising is spent across divisions and if spending can be focused on key areas; staff responded that expenditures at major media outlets is being reviewed; will review where departments are investing in terms of mainstream media and publications
- Consult with Councillors Clark and Partridge on parking issues to provide feedback before report is presented to the Planning Committee

#### **City Manager's Office**

- With respect to Accommodation budget, is there a way to get some kind of short and long-term updates in terms of where these pressures sit for 2013 and beyond, and make some plans
- Develop corporate policy that when pressures are in the budget process, what steps should be taken with respect to Accommodation

#### **Community Services**

- With respect to the status of restructuring in Recreation, staff responded that Phase 3 is complete and will be rolling out last Phase of the restructuring
- Investigate possible sponsorships for Arts and Culture Awards; suggest that the contractor work with staff to pursue sponsorship

The Committee lost quorum at 2:35 p.m. and the meeting stood adjourned; however, those remaining were provided the budget presentation with respect to Fire and EMS from Chief Rob Simonds and Brent Browett.

The presentation included the following:

- HES – Administration, Corporate Radio, Emergency Management and Fire
  - 2011 Budget Projected Variance
  - 2011 Budget Variance Explanation
  - 2012 Draft Budget
  - Major Cost Drivers
- Fire Service
  - How Fire Protection Needs are Determined
  - Community Risk Profile
  - Service Profile
  - Service Determinants
  - OMBI Comparators
  - 2012 Draft Budget
  - 2012 Major Cost Drivers

- EMS/Paramedic Service
  - 2011 Budget Projected Variance
  - 2011 Budget Variance Explanation
  - Pressures and Challenges
  - Opportunities for 2012
  - 2012 EMS Draft Budget/Priorities
  - Community Risk Profile – Paramedic
  - Benchmark – Hamilton EMS (OMBI)
  - 2012 Budget Priorities – Paramedic

Respectfully submitted

Councillor M. Pearson  
Deputy Mayor

Carolyn Biggs, Co-ordinator  
Committee Services/Council/Budgets  
November 17, 2011