



CITY OF HAMILTON
City Manager's Office

INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	November 18, 2020
SUBJECT/REPORT NO:	City Manager's 2019 – 2020 Review (CM20008) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Lisa Zinkewich (905) 546-2424 Ext 5312
SUBMITTED BY:	Janette Smith City Manager
SIGNATURE:	

COUNCIL DIRECTION

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BACKGROUND

The City of Hamilton is committed to supporting all employees' growth and development by effectively managing performance through the Performance Accountability and Development (PAD) process. This process includes the City Manager, who is tasked with providing strategic leadership and guidance to the corporation in line with Council's strategic plan and priorities.

The PAD presentation of the current City Manager, Janette Smith, was to have taken place shortly after the approval of the 2020 City of Hamilton budget which occurred on March 20th, 2020. It was delayed due to the impact of the COVID-19 pandemic. The decision to delay the City Manager's presentation to the Fall of 2020 was made in consultation with the Mayor and Executive Director of Human Resources. As a result, the reporting period for the City Manager's current review is from the start of the City Manager's tenure, May 6, 2019 to October 2020.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high-quality cost-conscious public services that contribute to a healthy, safe, and prosperous community in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

INFORMATION

May 2019 - 2020 Overview

Following an orientation that included meetings with Councillors, staff and community stakeholders, City Manager Smith focused her efforts on establishing guiding priorities for City staff's work that were based on the collective direction of Hamilton City Council.

The priorities, referred to as Term of Council Priorities, were confirmed by Council in January 2020. They include a focus on climate change; multi-modal transportation; affordable housing and homelessness; equity, diversity and inclusion; integrated growth and development; maintaining trust and confidence in government; fiscal health and financial management; and, support for a healthy and respectful workplace.

These priorities guide the collective work of staff and influence department goals and priority setting. Within the timeframe of this review, a number of projects or achievements that align with the Term of Council Priorities have been completed, including:

- A comprehensive update to the City's 10-year Housing and Homelessness Action Plan;
- The City was a key participant and supporter in the creation of the Hamilton Health Team, one of the first health teams to be announced by the province of Ontario;
- The completion of a corporate-wide climate change plan, which is now being implemented;
- The completion and approval of the City's Urban Indigenous Strategy;
- The development and administration of an employment equity survey to compare staff composition with the community we serve;
- The engagement with equity-seeking groups to develop recommendations related to addressing hate and racism, and recruit board members for the new Hamilton Anti-Racism Resource Centre;
- The continued growth of the Airport Employment Growth District and the attraction of the Amazon Fulfilment Centre;
- Completion of the selection process for the City entertainment precinct;
- Completion of the West Harbour capital infrastructure work and planning approvals to facilitate private-sector investment;
- The development and continuing implementation of the Access by Design and Routine Dissemination and Disclosure policy;
- The launch of the Fraud and Waste Hotline;
- Approval of \$1 billion in building permits in 2020;
- Completion of a new development charge by-law;

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- The maintenance of the City's AA+ credit rating;
- Creation and implementation of the 2019-2020 Workplace Mental Health and Wellbeing Strategy; and,
- Successful negotiation of 6 collective bargaining agreements (since May 2019).

In addition, staff have begun to make progress on Council's direction to provide more proactive communications on City business and issues.

Since March 2020, significant work at all levels of the organization has been required to respond to the COVID-19 pandemic and accommodate the operational, staffing and financial impacts. The City has undertaken a sustained emergency response including:

- Implementing Public Health measures:
 - set up of COVID testing centres;
 - contract tracing;
 - unprecedented levels of public health communications; and,
 - when necessary, enforced the face coverings by-law and provincial orders around large gatherings.
- Supporting vulnerable populations, such as the homeless and seniors through:
 - creating extra shelter space at the First Ontario Centre; and,
 - worked closely with congregate settings and mobilized when there were immediate risks.
- Ensured child care spaces for essential service workers;
- Support of City employees to adapt service delivery with new health and safety measures;
- Expansion of on-line service offerings and phone payment options to ensure business continuity during COVID-19; and,
- Helping mitigate the economic impact through implementing Council approved tax deferrals and the on-street patio program.

Looking Ahead

In the coming months, the City will need to continue to prioritize the health and safety of residents and City staff, and to focus on the pandemic emergency response and recovery. COVID-19 has highlighted the importance of many of the Term of Council Priorities. Staff will focus on recent opportunities to advance those priorities such as the Rapid Housing Initiative and the COVID-19 Resilience Infrastructure Stream while

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simultaneously continuing our public health response and ongoing provision of City services.

To support the organization's longer-term capabilities, a review of the City Manager's Office is underway and is identifying several priority areas of focus to encourage innovation and accountability. Key priorities will include advancing the City's ability to access and use data to support decision making and continuous improvement. They will also include efforts to support groups and initiatives that champion equity, diversity and inclusion, as well as efforts to ensure the City's perspectives are heard and understood at Queen's Park and on Parliament Hill.

In order to return to the Council approved cycle for the City Manager Review, a check in will occur in spring 2021 following the 2022 budget approval.

APPENDICES

N/A