



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	July 5, 2021
SUBJECT/REPORT NO:	City Manager 2020 – 2021 Review (CM21006) (City Wide)
WARD(S) AFFECTED:	City Wide
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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 City Manager, Janette Smith, takes place annually, following the approval of the budget. Due to the impact of the COVID 19 pandemic, the 2019 – 2020 City Manager Review was delayed until November 2020. This review covers the period of December 2020 to June 2021 to better align with the regular reporting schedule.

INFORMATION

December 2020 – June 2021 Overview

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.

Since March 2020, the City and the world have been dealing with the global COVID-19 pandemic, with the province of Ontario emerging from the third wave of infections only recently. From April 8th, 2021 through June 2nd, 2021 City of Hamilton case numbers were at their highest level since the start of the pandemic with province-wide State of Emergency and Stay-at-Home Orders in place. During this time, City leadership continued to focus on response efforts required to address the impact of COVID-19 on our community and ensure the uninterrupted provision of City services wherever possible. In addition to ongoing public health measures such as contact tracing, public health communications and enforcement of COVID-19 related by-laws and provincial orders, the City supported Public Health and health system partners to undertake a comprehensive sustained vaccination program to ensure access to two doses of COVID-19 vaccine for all Hamiltonians 12 years of age and older. In 2021 (as of May 28), this required the redeployment of 170 employees and the hiring of 230 new staff to set up and run mass vaccination and pop up clinics, mobile clinics for indigenous and racialized populations, and the vaccination hotline. Staff also continued to support vulnerable populations including homeless individuals and seniors in congregate settings. Many of the City's partners, community organizations and stakeholders played a key role in the collective response to the pandemic.

As the pandemic enters its 17th month, staff continue to provide City Services with public health measures in place to ensure both staff and public safety, maintain the emergency response, and implement a vaccination program while juggling the impact of the pandemic on their personal lives. This has required leadership at all levels to support both the physical and mental health of employees including connecting with staff working remotely and regularly reprioritizing work.

COVID-19 recovery work to date includes implementing recommendations from the Mayor's Task Force on Economic Recovery with 48% (49 of 103) recommendations completed. In addition, in alignment with the Housing & Homelessness Action Plan, staff are implementing interventions as part of its post-COVID adaptation and transition plan for Hamilton's housing and homelessness system which includes a one-time investment of \$2 million for housing allowances for clients of City funded Intensive Case Management programs and the approval of an evidence-based transition plan for Hamilton's emergency shelter system.

Beyond the City's COVID-19 response and recovery efforts to date, work continues in support of the Term of Council Priorities that were confirmed by Council in January 2020, with their importance reinforced throughout the COVID-19 pandemic. These are climate change; multi-modal transportation; affordable housing and homelessness; equity, diversity and inclusion; integrated growth and development; maintaining trust and confidence in City government; fiscal health and financial management; and support for a healthy and respectful workplace.

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Achievements since the 2019 – 2020 City Manager Review in November 2020, that align with the Term of Council Priorities include:

- Council approval of the Corporate Energy and Sustainability Policy which set a net zero target for greenhouse gas emissions (GHG) by 2050 and interim target of 50% GHG reduction by 2030. Council further supported this goal by approving the Green Fleet Strategy which includes 30 climate focused actions that are already being implemented and the acceleration of the Home Energy Retrofit Opportunity (HERO) Detailed Design Study;
- Launch of the Vision Zero dashboard and monthly education campaigns;
- Establishment of the Equity, Diversity and Inclusion Framework Steering Committee who are working to finalize the framework and strategy by which future City of Hamilton policy will be measured in order to address systemic discrimination and acknowledge diversity as one of the City's greatest strengths;
- Continued engagement to inform the hate prevention and mitigation strategy recommendations and the recruitment of the independent Board for the Hamilton Anti-Racism Resource Centre (HARRC);
- Continued implementation of the West Harbour Re-development Plan to advance development ready projects, asset and infrastructure rehabilitation, parks and public space development and marina management;
- Completion of public engagement to inform the 2021 – 2026 Economic Development Plan;
- Council approval of the Downtown Entertainment Precinct resulting in an estimated \$155 million in savings to taxpayers over 30 years;
- Council approval of the Community Safety and Well-Being Plan;
- Council approval of safety & security enhancements to the City Hall forecourt;
- Completion of the the cyber security audit and recommended actions underway;
- Council approval of the City's Corporate Privacy Policy to establish accountability, roles and responsibilities to support staff through legislated privacy requirements and principles of "Privacy by Design" to protect the privacy of individuals while balancing an open, transparent and accessible approach to governing; and
- Supported Council advocacy with senior levels of government that mitigated an estimated \$93M of financial pressures related to the pandemic response in 2020.

Looking Ahead

In order to meet the expectations of Council over the coming year, efforts will be focused on advancing COVID-19 recovery, Term of Council priorities, organizational people priorities and City Manager's Office priorities.

COVID-19 Recovery

The province entered the first step of its three-step Roadmap to Safely Reopen plan on June 9th, 2021. Each step will remain in place for at approximately 21 days to evaluate

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impacts on public health and health system indicators before moving to the next step. The City will continue to prioritize the health and safety of residents while supporting and promoting vaccination to prevent a fourth wave.

Recovery efforts will continue to be focused around further implementation of recommendations from the Mayor's Task Force on Economic Recovery, while addressing systemic issues highlighted in the Just Recovery Policy Paper and expanding on collaborative work taking place between Greater Toronto Hamilton Area (GTHA) municipalities in the areas of housing, digital infrastructure, procurement and sustainable financing. Internally, leadership will continue to support the health and wellness of all employees. Staff working from home since March 2020 will be transitioned back to the work space as in-person service delivery resumes and City policies will be updated to incorporate emerging workforce trends related to telecommuting, use of technology and health & safety considerations. A report will be brought forward in September 2021, detailing the focus of the City's recovery efforts.

Term of Council Priorities

The collective work of the organization is influenced by the Term of Council priorities.

Key City Manager deliverables include:

- Completing the Community Energy and Emissions Plan by Q1 2022;
- Council approval of an equity, diversity and inclusion (EDI) framework and related training for anti-racism, anti-oppression, unconscious bias and inclusionary best practices by Q3 2021;
- Operationalization of the Hamilton Anti-Racism Resource Centre (HARRC) Board by Q4 2021;
- Tabling the hate prevention and mitigation strategy recommendations with Council by Q3 2021, with implementation beginning shortly after;
- Continued implementation of the 10-year Housing and Homelessness Action Plan, including execution of approved Rapid Housing Initiatives by Q4 2022;
- Advancing GRIDS2 (Growth Related Integrated Development Strategy) to ensure conformity with Provincial Growth Plan by July 1, 2022, including the completion of the Land Needs Assessment survey and Council adoption of preferred growth strategy by October 2021.

Organizational People Priorities

To ensure City employees feel engaged and supported the second iteration of the Our People survey will be undertaken September 13 through October 4th, 2021. The results of the Our People Survey will be shared with leaders and Council in Q1 2022, with subsequent action planning initiated immediately after.

A recruitment strategy for leadership positions will be finalized in Q4 2021 with leadership continuing to support succession planning efforts to better inform promotional and development opportunities across the organization.

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City Manager's Office Priorities

In alignment with the outcome of the review of City Manager's Office functions that was completed in early 2021, staff are focusing on:

- Advancing the City's data capabilities to support decision-making, organizational performance management and driving a culture of continuous improvement and innovation;
- Development of a Government Relations Strategy ahead of upcoming federal and provincial elections; and
- Council approval of a new Public Engagement Policy in Q1 2022.

APPENDICES

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