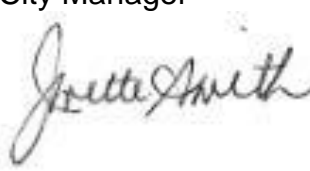




# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	July 4, 2022
<b>SUBJECT/REPORT NO:</b>	City Manager 2021 – 2022 Review (CM22011) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Shannon Honsberger (905) 546-2424 Ext 6524
<b>SUBMITTED BY:</b>	Janette Smith City Manager
<b>SIGNATURE:</b>	

## BACKGROUND

The City of Hamilton is committed to supporting all employees' growth and development by effectively managing performance through the Performance Accountability and Development 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 performance review presentation of the City Manager, Janette Smith, takes place annually, following the approval of the budget.

## INFORMATION

### 1. July 2021 – June 2022 Overview

A major focus of the last year was the continued management of COVID-19 impacts across the city. This included:

- Ongoing public health measures such as contact tracing, public health communications, and enforcement.
- A comprehensive sustained vaccination program to ensure access to two doses as well as booster shots of COVID-19 vaccine for all Hamiltonians 12 years of age and older. As of May 20<sup>th</sup>, 2022, over 1.2 million doses have been administered.
- 337 employees were redeployed to support this work between May 2021 and April 2022.

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- Adapting and increasing the shelter system capacity as well as operating warming centres during extreme cold alerts.

Through the success of the vaccination program, improved natural immunity to the virus, and the introduction of anti-virals, the city has been able to lift the state of emergency and return to a greater state of normalcy in Spring 2022. There continues, however, to be an emphasis on vaccinations, wearing masks when in crowded indoor settings and staying home if ill.

As the city moves away from emergency management, recovery work is well underway.

A COVID-19 Recovery Framework was tabled with Council in Q3 of 2021 which addressed:

- Municipal service recovery (i.e. reducing the digital divide, transit ridership recovery, reopening service counters, etc.).
- Term of Council priorities (i.e. climate mitigation and adaptation, expanding the cycling network, adaptation and transformation for people experiencing homelessness).
- Economic Recovery (i.e. Mayor's Task Force Recommendations, Economic Development Action Plan, Tourism, etc.).
  - 74% of the Mayor's Task Force on Economic Recovery recommendations have either been implemented or brought forward as part of the 2021-2025 Economic Development Action plan which was approved in Q4 2021. This represents a 54% increase over this time last year.
- Partnerships and collaboration with other governments (i.e. housing, digital infrastructure, procurement and sustainable financing).
- Return to the workplace, and employee mental health and wellbeing.

With respect to returning to the office, the city has prepared two reports to guide workplace transition: Our Future Work Models and Return to Work Strategy. Both reports were tabled with Council in Q3 2021. In alignment with these documents, the city has:

- Implemented the four models from Our Future Work Models: office employees, home employees, hybrid employees, and mobile and front-line employees.
- Reopened all service counters and resumed in-person Council meetings
- Begun to update Human Resources tools and policies to reflect these new working models.

Work also 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 (i.e., climate change, multi-modal transportation, homelessness and affordable housing, equity, diversity, and inclusion, integrated growth and development,

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trust and confidence in city government, fiscal health and financial management, healthy and respectful workplace).

Achievements since the 2020 – 2021 City Manager review include:

- Development of the draft “ReCharge Hamilton – Our Community Energy + Emissions Plan” and the “Hamilton Climate Change Impact Adaptation Plan” which were received by Council in June 2022.
- Council approval in Q3 2021 of the Equity, Diversity, and Inclusion framework and related training plan. A Senior Project Manager was hired in April 2022 to advance the work.
- Launch of an online Equity, Diversity, and Inclusion training module for all supervisors and above in June 2022.
- Committee receipt of the Landmarks and Monuments Review (June 2022)
- New Board of Directors and Executive Director at the Hamilton Anti-Racism Resource Centre are now in place. City staff are working with the Executive Director on sustainable funding and responding to hate-related incidents in the community.
- Continued implementation of the updated 10-year housing and homelessness action plan:
  - Rent Ready Program which supported 683 households pay rent, utility arrears, or first/last month’s rent,
  - Canada Ontario Housing Benefit used to support 192 households pay rent,
  - Use of \$34.5 million in federal investment via the Rapid Housing Initiative to build 155 affordable housing units,
  - Street outreach to 565 individuals in encampments, with 81 housed direct from encampments, and over 540 accessed shelter beds,
  - \$950,000 in annual funding towards a new shelter for women, Indigenous women, trans-feminine, trans-masculine and non-binary community members experiencing homelessness, and
  - Working with key stakeholders and the Province for operational funding for 100 homeless individuals who need significant mental health and addictions support to achieve successful tenancy.
- Updates to the Urban Official Plan, based on Council’s adoption of a “No urban boundary growth scenario” were approved by Council in May 2022 and will go to the Province for approval in June 2022.
  - Staff analysis of Bill 109 – More Homes for Everyone Act, 2022 is underway.
- Posted the Routine Disclosure/Active Dissemination Policy to the City website in that guides the disclosure of information to the public and supports transparency.
- Developed policies, procedures, and guidelines to support staff who manage personal information in the City’s custody.

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Within the City Manager's Office, there has been a focus on:

- Ensuring a healthy and supportive workplace with the completion of the 2021 Our People Survey with a 62 % response rate. Results were tabled with Council in Q1 2022, rolled out to all staff and now action planning is underway.
- Government relations planning
  - Federal election priorities approved by Council in August 2021.
  - Government relations strategy approved in April 2022.
  - Provincial election proprieties approved April 2022.
- Public engagement policy and framework
  - Scope of work approved by Council in October 2021.
- Access and use of data
  - Increased the number of datasets available on Open Hamilton by 9%.
  - Vision 0, COVID-19, and housing dashboards launched.
  - HR dashboard continues to expand.
  - a new budget system has been implemented to integrate operating and capital budgets resulting in more efficient, effective, and accurate reports.

## **2. Looking Ahead 2022 - 2023**

Moving forward with COVID-19 recovery will include:

- A review of the City's COVID-19 Emergency response.
- The Emergency Operations Centre will monitor virus activity in the community as we move into fall and winter.
- Increase online service delivery.
- COVID-19 recovery plans for health and social service programs.
- Continued work with partners on community impacts.

In order to advance the Term of Council priorities over the coming year, efforts will be focused on:

- Begin implementation of the Community Energy and Emissions Plan and Climate Change Impact Adaptation Plan actions once approved by Council (Q2 2022) including sustainable resourcing model.
- Completing Light Rail Transit related agreements and advance the Light Rail Transit project in partnership with Metrolinx and Ministry of Transportation.
- Present the Complete, Liveable, Better Streets Design Manual to Council Q3 2022.
- Executing the Equity, Diversity, and Inclusion framework including anti-discrimination training, and advance the Urban Indigenous Strategy Workplan.
- Develop a sustainable Housing Delivery Model and Investment Framework across the continuum that is responsive, reduces dependency on unsustainable interventions, leverages all available housing and Planning Act tools, and accounts for future pressures in the system including end of mortgage and end of operating financial models by Q3 2022.

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- Developing and implementing strategies to adapt to and mitigate impacts of More Homes for Everyone Act, some of which will be implemented in Q2 and in Q4.
- Seeking Council approval of the Asset Management Plan for core assets (roads, bridges, water, wastewater and stormwater) by July 2022 and completing an Asset Management Strategy by Q4 2022 detailing the city's approach to asset management for all assets.
- Presenting the recommended Public Engagement Policy and Administrative Framework to Council Q2 2022.
- Continuing to advance access by design and privacy by design principles across the organization.

Human Resources organizational priorities are more important than ever before as we adapt to the new work models; see the impacts of the pandemic on employees' mental health and well-being; and face increased competition for top talent. Simply put, we are in a fight to retain and recruit talent.

In fact, Strategy Corp, a firm that specializes in providing strategic advisory services, conducted its annual survey of Ontario Chief Administrative Officers in 2021 and for the first time in the history of the survey, the top area of concern was human resources. The City will:

- Analyze, and action items highlighted in the December 2021 Our People Survey.
- Review the implementation of Our Future Work Models strategy to address impacts on facility needs, and other policies that may need to be modified to modernize our workplace and ensure we are competitive.
- Advance succession planning, recruitment and retention strategies and address barriers to retain and compete for top talent.
- Enter collective bargaining in early 2023. Preparations for this process will take place through the remainder of 2022.

Priorities within the City Manager's Office will be to:

- Implement the Council-approved Government relations strategy.
- Advance enterprise electronic and records management across the corporation,
- Increase access and use of data for decision making and identification of continuous improvement initiatives.
- Orient new members of Council.
- Update the City's Strategic Plan and establish term of Council priorities with the new Council.

## **APPENDICES**

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