




CITY OF HAMILTON
CITY MANAGER'S OFFICE
City Manager's Office

TO:	General Issues Committee
COMMITTEE DATE:	September 20, 2023
SUBJECT/REPORT NO:	Outstanding Business Item List Review (CM23021) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Shannon Honsberger (905) 546-2424 Ext. 6524
SUBMITTED BY:	Janette Smith City Manager, City Manager's Office
SIGNATURE:	

RECOMMENDATION

- (a) That the changes to the Outstanding Business List outlined in Appendix A and Appendix B to Report CM23021 be approved.
- (b) That going forward, items on the Outstanding Business List are reviewed at the start of each new term of Council. Those that are outstanding for more than five years, do not relate to the new Council's priorities, and are not required for legislative reasons, be removed.

ANALYSIS & RATIONALE

On June 27th, 2023, Council confirmed their Priorities for the 2022-2026 term of Council. In order to make meaningful progress on these initiatives, and deliver the 70 services to City residents and businesses, the organization must ensure the appropriate capacity by either adding resources if they currently do not exist or free up resources from projects that are out-of-date, non-aligned, or in competition for the same resources.

At the same time, there are a substantial number of Outstanding Business Items, many from previous terms of Council. Staff have reviewed all Outstanding Business Items to

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.

determine which ones are aligned with Council's Priorities and which ones are outdated or competing for resources.

As of August 2023, there were 239 Outstanding Business Items. Staff are recommending 143 items be removed and 57 be delayed. Should Council approve staff's recommended changes, the Outstanding Business List will be reduced from 239 to 96.

Of the items to be removed, listed in Appendix A to Report CM23021, the majority have already been completed or addressed through other reports. A minority of items are no longer relevant as there has been new Council direction, changing priorities, or new legislation. A few items on this list are those which staff do not feel align with current Council Priorities.

Of the items to be delayed, listed in Appendix B to Report CM23021, extensions ranging from 1 to 12 months are recommended. The items on this list have progressed slower than originally anticipated due to competing priorities within the same divisions or departments, as well as coordination with external parties. Delaying the projects identified would ensure focus could be given to the highest priority tasks. In addition, some items did not have a due date listed. To ensure there are dates for all items, we have identified due dates for them in Appendix B, as well.

In addition to these changes, staff are aware that there are several items from the 2014-2018 term of Council. While they were considered important for that time, they are no longer top issues for the City or being accomplished through more recent Council direction. To ensure staff are working on current issues, staff are recommending that a review of the Outstanding Business List be completed at the start of each term of Council, and those that are outstanding for more than five years, are not aligned with the new term of Council Priorities, and are not legislatively required, be removed. Staff are recommending five years to ensure items from the most recent term of Council are still retained.

To ensure Council is aware of all Outstanding Business Items, a list of the items where there are no recommended changes has been included in Appendix C to Report CM23021.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Eliminating some Outstanding Business Items will help ensure staff are focused on Council's Priorities and assist with workload pressures that were raised during the recruitment and retention strategy review. There are no significant budget savings from the elimination of the recommended items from the Outstanding Business List, but they do help free up staff time to focus on Council Priorities.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

All Senior Leadership and Director level management has been consulted to inform the recommended changes to the outstanding business list items captured in the appendices.

ALTERNATIVES FOR CONSIDERATION

None

APPENDICES AND SCHEDULES ATTACHED

Appendix A to Report CM23021: Outstanding Business List items to be Removed

Appendix B to Report CM23021: Outstanding Business List items to be Delayed

Appendix C to Report CM23021: Outstanding Business List items that are Recommended to Remain the Same