



General Issues Committee

REPORT 11-012

12:00 Noon

Thursday, April 14, 2011

Council Chambers

Hamilton City Hall

71 Main Street West

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

Also Present: C. Murray, City Manager
R. Rossini, General Manager, Finance and Corporate Services
B. Goodger, A/General Manager, Public Works
T. McCabe, General Manager, Planning & Economic Development
J. A. Priel, General Manager, Community Services
Dr. E. Richardson, Medical Officer of Health
H. Hale Tomasik, Executive Director, Human Resources &
Organizational Development
C. Biggs, Co-ordinator, Committee Services/Council/Budgets

THE GENERAL ISSUES COMMITTEE PRESENTS REPORT 11-012 AND RESPECTFULLY RECOMMENDS:

1. **Senior Management Team (SMT) 2011 Work Plan (CM11005) (City Wide) (Item 7.1)**
 - (a) That Appendix A to Report CM11005 titled, "Senior Management Team (SMT) 2011 Work Plan" be approved;
 - (b) That staff report back to Council for direction and resource approval where elements of the SMT 2011 Work Plan require specialized expertise/consulting, additional resources or costs beyond existing resources.

2. Tax and Rate Operating Budget Variance Report to December 31, 2010 (Unaudited) (FCS11032) (City Wide) (Item 8.1)

- (a) That the 2010 Tax and Rate Operating Budget Variance Report to December 31, 2010 be received for information;
- (b) That, subject to final audit, the Disposition of year-End Surplus/Deficit be approved as follows:

DISPOSITION / RECONCILIATION OF YEAR-END SURPLUS/ (DEFICIT)	\$	\$
Corporate Surplus from Tax Supported Operations		\$15,667,816
Less: Disposition to Self-Supporting Programs & Agencies		(\$1,238,777)
HECFI	(\$2,007,597)	
Police	\$453,489	
Library	\$315,330	
Balance of Corporate Surplus		\$14,429,039
Less: Transfer to Winter Control Reserve		(\$4,304,678)
Less: Transfer to Establish Commodity Stabilization Reserve		(\$1,500,000)
Less: Transfer Repayment to Intenal Debt - Operating		(\$2,083,395)
Less: Transfer to Destination Marketing Reserve		(\$50,000)
Less: Transfer to AODA WIP Account		(\$100,000)
Less: Transfer to Tax Stabilization Reserve		(\$6,390,966)
Balance of Tax Supported Operations		\$0
Corporate (Deficit) from Rate Supported Operations		(\$9,152,170)
Plus: Transfer from the Water/WasteWater Reserves		\$9,152,170
Balance of Rate Supported Operations		\$0

* - anomalies due to rounding

3. Capital Projects Status and Closing Report as of December 31, 2010 (FCS10073(b)) (City Wide) (Item 8.3)

- (a) That the December 31st, 2010, Capital Projects' Status and Projects' Closing Report and the attached Appendices A, B, C, D, E and F to report FCS10073(b) for the tax levy and the rate supported capital projects be received for information;
- (b) That the General Manager of Finance & Corporate Services be directed to close the completed capital projects listed in Appendix B to report FCS10073(b) in accordance with the Capital Closing Policy and that the net transfers be applied as listed below and as detailed by project in Appendix B to report FCS10073(b):

Summary of Net Transfers

	\$ To\From)
<u>Dedicated Reserves/Projects</u>	
Development Charge Reserves	(485,077)
Debenture Reduction (Police Station)	585,047
Development Charge Reserve (Police Station)	250,735
Park Development Reserve-104090	(62,956)
Rate Reserves	(118,532)
W.I. P. Project Transfer	(932,387)
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	(763,170)
Unallocated Capital Levy Reserve	364,218
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Net Transfers	(398,953)

- (c) That the Federal Gas tax funding for projects outlined in Schedule F be re-allocated between the Federal Gas Tax and the approved other sources of funding, to concur with the City's practice of allocating the Federal Gas Tax funds in the same year that the gas tax revenues are received to eligible projects.

FOR THE INFORMATION OF COUNCIL:**(a) CHANGES TO THE AGENDA (Item 1)**

The Clerk advised that there were no changes to the agenda.

On a motion, the agenda was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

None declared.

(c) STAFF PRESENTATIONS (Item 7.1)

City Manager Chris Murray provided a power point presentation to the Committee outlining the Senior Management Team (SMT) 2011 Work Plan (WP) which included the following:

- Policital Landscape – Council wants, how to achieve and target
- SMT 2011 Work Plan – Leadership and Governance; Prosperity; Sustainable Services

- Alignment – City’s Vision, Strategic Plan; Corporate Priority Plan
- Conditions for Success

Mr. Murray indicated that he will be bringing a report forward on how the Strategic Plan will be approached, and will address the role of Vision 20/20. Reports will also be brought forward on the LRT, Pan Am and other priority issues.

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

- City’s website does not convey a professional message
- More businesses moving out of Dundas than moving in
- Why is West Harbour not included in the Work Plan for the waterfront
- Currently showcasing Brownfield properties to developers
- Need to address succession planning in the work force
- “Competitive Intelligence” – look at how/what other municipalities are doing differently than us

On a motion, the presentation by the City Manager respecting the Senior Management Team (SMT) 2011 Work Plan, was received.

There being no further business, the Committee adjourned at 1:27 p.m.

Respectfully submitted

Councillor L. Ferguson
Deputy Mayor

Carolyn Biggs, Co-ordinator
Committee Services/Council/Budgets
April 14, 2011

2011 Senior Management Team Work Plan

Leadership & Governance

- ⇒ Foster positive relations between staff and Council
- ⇒ Provide strategic and administrative direction
- ⇒ Promote a culture of employee engagement

Sponsor *	Action
C. Murray	<p>Update Strategic Plan to refine direction of Council and the corporation through 2015</p> <ol style="list-style-type: none"> 1) Deliver Council Workshop (Fall) to develop agreed upon priorities 2) With Council, revise the City's Strategic Plan (2012-2015), based on agreed upon strategies (from Fall workshop) 3) Develop an integrated corporate planning cycle that identifies when, during each term of Council, various initiatives should be completed (e.g. Community Visioning, Strategic Plan, Budgeting, Business Planning)
H. Tomasik R. Rossini	<p>Improve workforce management and administrative oversight</p> <ol style="list-style-type: none"> 1) Develop and implement policies and procedures for: <ul style="list-style-type: none"> ○ departmental reorganizations ○ selection, appointments and internal promotions ○ vacancy management ○ complement control ○ budget control ○ consultant assignments
H. Tomasik	<ol style="list-style-type: none"> 2) Implement mechanisms and processes to reduce employee related costs in 2011 3) Implement action plan in response to recruitment and selection audit 4) Implement position management system across all departments 5) Review attendance management support program

2011 Senior Management Team Work Plan

Leadership & Governance

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- ⇒ Provide strategic and administrative direction
- ⇒ Promote a culture of employee engagement

Sponsor *	Action
H. Tomasik	<p>Improve Employee Engagement</p> <ol style="list-style-type: none"> 1) Enhance Corporate Employee Recognition Program 2) Develop new performance management system that includes learning and development plans and an implementation roll-out plan for 2011-2013 3) Develop and implement an internal communication strategy that provides all employees with a line of sight to corporate direction
H. Tomasik	<p>Build organizational capacity to ensure organization has workforce capable of delivering business objectives today and into the future</p> <ol style="list-style-type: none"> 1) Develop a workforce planning strategy including a corporate workforce profile and a workforce technology plan that is integrated with strategic and business planning 2) Create Leadership Development Framework and pathway that develops current and aspiring leaders 3) Build change management capacity to support organizational change
H. Tomasik G. Davis E. Richardson J. Priel	<p>Negotiate new collective agreements with CUPE 5167, ATU, CUPE 1041, ONA (Public Health), CUPE (Lodges) and OPSEU</p>
C. Murray	<p>Evaluate options, functions and recommendations for an Auditor General</p> <ol style="list-style-type: none"> 1) Report to Council in regard to an Auditor General position

2011 Senior Management Team Work Plan

Prosperity

- ⇒ Increase the number of Living Wage jobs
- ⇒ Grow the non-residential assessment base
- ⇒ Create Healthy Neighbourhoods

Sponsor *	Action
<p>T. McCabe</p>	<p>Increase Economic Opportunities for the Downtown and Waterfront</p> <ol style="list-style-type: none"> 1) Develop “one plan” of action for the downtown and a governance model (bringing together committees, planning tables and groups working on aspects of downtown re-vitalization, including existing research and studies) to establish a priority set of actions that are achievable over the next 4 years 2) Accelerate existing actions that revitalize the economic potential and assessment growth of the downtown and waterfront: <ul style="list-style-type: none"> ○ Aggressively pursue all-day GO Service to a station on James Street North ○ Finalize model for a Development Corporation ○ Finalize the West Harbour Master Recreational Plan ○ Strive to complete OMB negotiations/Hearings regarding the Setting Sail secondary plan ○ Conclude negotiations with the Port Authority for Transfer of Piers 7 and 8 to the City
<p>G. Davis</p>	<ol style="list-style-type: none"> 3) Identify funding sources and complete implementation plan for Randle Reef

2011 Senior Management Team Work Plan

Prosperity

- ⇒ Increase the number of Living Wage jobs
- ⇒ Grow the non-residential assessment base
- ⇒ Create Healthy Neighbourhoods

Sponsor *	Action
J. Priel	<p>Develop and implement a strategy for healthy neighbourhoods (lower & upper City)</p> <ol style="list-style-type: none"> 1) Identify priority neighbourhoods to begin resident-led neighbourhood planning process <ul style="list-style-type: none"> ○ Form the cross-departmental technical advisory team that will support the resident-led neighbourhood planning process ○ Convene neighbourhood steering committee in each neighbourhood ○ Conduct asset mapping exercise in each neighbourhood and develop a vision for where neighbourhood would like to go ○ Develop structure (sub-committees, design days etc.) to begin to develop strategies to support the vision ○ Launch “early actions” in neighbourhoods to demonstrate success 2) Develop and implement strategy to invest funds from neighbourhood project reserve to support “early action” projects or other priorities identified through resident-led neighbourhood planning process 3) Work with community partners (funders and service providers) to deploy integrated community development worker team in priority neighbourhoods <ul style="list-style-type: none"> ○ Train team in Asset Based Community Development ○ Deploy team to assist residents in connecting with neighbourhood resources and planning efforts and act as a liaison with City departments 4) Work with community partners (funders and service providers) to implement a training institute related to community development work. This institute would provide training opportunities for staff (City and community) and residents to develop competencies related to community development and effective community leadership 5) Develop and launch tools that will facilitate sharing the stories of Hamilton’s great neighbourhoods 6) Demonstrate a multi-sector approach to dealing with the health, housing and addiction issues in the “core” <ul style="list-style-type: none"> ○ Develop a collaborative response between Community Services, Public Health, Police Services and community partners to respond in a fast and effective manner to individuals requiring connection to community services and supports

2011 Senior Management Team Work Plan

Sustainable Services

- ⇒ Deliver services in an efficient and effective manner
- ⇒ Develop a financial sustainability strategy
- ⇒ Provide taxpayer value for money

Sponsor *	Action
R. Rossini	<p>Develop Financial Sustainability Plan</p> <ol style="list-style-type: none"> 1) Deliver Council Workshop (May) to develop agreed upon strategies to address Financial Sustainability 2) Develop detailed Financial Sustainability plan, based on agreed upon strategies (from May workshop) for presentation to Council
R. Rossini	<p>Deliver service strategy to reduce service delivery costs and improve service to citizens</p> <ol style="list-style-type: none"> 1) Deliver Council Workshop (April) to develop agreed upon strategy to address Service Delivery <ul style="list-style-type: none"> ○ Develop detailed service delivery review plan for presentation to Council that will lead to a detailed list of citizen facing and internal services with cost and performance and a 4 year service delivery review plan to address delivery, cost reductions, risks and impacts 2) Advance internal service efficiency initiatives <ul style="list-style-type: none"> ○ Call Handling Consolidation – report back to call handling review subcommittee on direction regarding call rationalization study ○ Web Strategy – deliver 4 year strategy and begin implementation to improve service to citizens and businesses via the web ○ Develop IT governance model and identify areas for improvement, consolidation and savings (e.g. investigate rationalization of systems and improve internal processes) 3) Evaluate options and recommendations for staff cost saving program
T. McCabe	<ol style="list-style-type: none"> 4) Open for Business Review <ul style="list-style-type: none"> ○ Comprehensive stakeholder review, development of measurements/indicators for customer satisfaction and identification of opportunities for improvement and creating a better business environment
C. Murray	<p>Improve quality, consistency and coordination in our approach to engaging citizens</p> <ol style="list-style-type: none"> 1) Develop and implement a model for coordinating citizen engagement and a work plan for improving the quality of citizen engagement work across the organization

* Sponsor is defined as the SMT member that has carriage of the initiative. This member of SMT is responsible for providing support to the initiative and will report back to SMT and Council as required.