7. Fairness to Hamilton Campaign Sub-Committee Report 13-001 (Item 8.2)

(a) Government Relations Strategy (CM13003) (Item 5.1)

(i) That a Special Meeting of the General Issues Committee be held respecting Council's strategic priorities for 2013 and 2014 and that this meeting focus on the following issues:

1. Identifying strategic priorities and attaching precise government relations strategies to individual priorities.

2. Identifying upcoming strategic priorities to address opportunities that may become available over this time period.

3. Identify the involvement of the Office of the Mayor in relation to individual strategic priorities.

(ii) That staff be directed to prepare a briefing for the Special General Issues Committee meeting that outlines their recent, ongoing and anticipated discussions with the provincial and federal governments on strategic priorities.

(iii) That local advocacy groups, such as the Hamilton Roundtable for Poverty Reduction, be invited to attend and present at the Special General Issues Committee meeting.

(iv) That the Office of the Mayor be requested to provide a presentation at the Special General Issues Committee meeting that outlines their past and ongoing government relations.

(v) That Report CM13003 respecting Government Relations Strategy, attached hereto as Appendix b, be approved in principle and referred to the Special General Issues Committee meeting.

8. Outstanding Business List Item Referral

That the following Outstanding Business List Item respecting community facilities be referred to the Public Works Committee pursuant to the recent departmental re-structuring changes:

Item B – Review and Update Option 4 - Strategic Renewal and New Construction Strategy (every 5 years)

FOR THE INFORMATION OF COUNCIL:

Council – February 13, 2013
TO: Chair and Members
Fairness to Hamilton Campaign
Sub-Committee

WARD(S) AFFECTED: CITY WIDE

COMMITTEE DATE: January 21, 2013

SUBJECT/REPORT NO:
Government Relations Strategy (CM13003) (City Wide)

SUBMITTED BY:
Chris Murray
City Manager

PREPARED BY:
Mike Kirkopoulos x 2261

SIGNATURE:

Council Direction:
N/A

Background:
Currently the City of Hamilton has two existing committees/structures designed to liaise with senior levels of government. These are the Fairness to Hamilton Committee and the Government Relations (GR) Contact Team.

The Fairness to Hamilton committee, formerly known as the Social Services Downloading Steering Committee, was established by Council in September 2005. Their mandate is to provide recommendations to the provincial and federal governments regarding the structure of social services funding and continue to build a broader coalition across Hamilton and the Province of Ontario.

In October 2011, Hamilton City Council also established the Government Relations Contact team. Its role is described through the following approved motion:

(a) That Hamilton City Council is committed to improving our best practices in government relations;

(b) That Council and the Fairness to Hamilton Campaign Committee shall maximize utilization of staff and elected officials with proven competencies in government relations;

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Values: Honesty, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork
SUBJECT: Government Relations Strategy (CM1300)

(c) That Council shall meet annually in an in-camera Council workshop pursuant to Section 239(3.1) Ontario Municipal Act to educate, train and improve the knowledge of elected officials and senior management in government relations best practices;

(d) That Council shall annually debate and approve a list of municipal priorities for discussions with all levels of government;

(e) That further to Appendix G of the City’s Procedural By-law respecting the Role of the Mayor, that a Government Relations Contact Team consisting of the Mayor, Chair of the Fairness to Hamilton Campaign Sub-committee and the City Manager and additional city staff or elected officials on an as required basis, be approved to assist the Mayor in advocating formal city council approved positions to senior levels of government.

As a result of both the aforementioned groups and a commitment through the City’s 2012-2015 Strategic Plan to improve the City of Hamilton’s Governmental Relations efforts this report is meant to provide a framework for the City’s future government relations activities.

In the City Of Hamilton, government relations will:
- be consistent with the City Of Hamilton’s 2012-2015 Strategic Plan
- support priorities established by Council
- foster consistent and regular messaging
- understand and respect jurisdictional authority

In undertaking actions related to government relations, the City of Hamilton will:
- be open, honest, and transparent
- provide credible, reliable, factual information
- seek collaborative solutions and approaches
- establish regular meetings with Hamilton political representatives
- use media opportunities effectively and appropriately

The City of Hamilton will work with local, provincial and national institutions and agencies. These include but are not limited to:
- Association of Municipalities of Ontario (AMO)
- Federation of Canadian Municipalities (FCM)
- Large Urban Mayors Caucus of Ontario (LUMCO)
- Big City Mayors Caucus (BCMC)
- Ontario Municipal Social Services Association (OMSSA)
- Hamilton Chamber of Commerce
- Hamilton Centre for Civic Inclusion

There may also be opportunities to work with specific Provincial and Federal committees where they exist.

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Priority Areas:
Priority areas for government relations were developed in collaboration with City Council and Senior Management Team (SMT) as part of the 2012 – 2015 Strategic Plan.

These priority areas include:
- Infrastructure
- Transportation
- Housing
- AODA

On a more regular basis (yearly) as outlined in recommendation (d) of the Government Relations Contact Team motion:

(d) That Council shall annually debate and approve a list of municipal priorities for discussions with both senior levels of government;

Council may add additional areas of focus to the four priority areas that relate more to specific actions to be carried out on an annual basis.

Furthermore, there will also be priority given to developing a tri-partite agreement specific for Hamilton. These agreements are commonly described as Urban Development Agreements (UDA) in Canada. Examples of such agreements have occurred in other jurisdictions. For example, the Winnipeg Regeneration Strategy, and Vancouver’s Urban Development Agreement which specifically focused on Vancouver’s Downtown Eastside.

UDAs are tri-partite agreements of Canada’s three levels of government (local, provincial and federal), in which formal partnerships, structures and funding arrangements are created with the purpose of tackling complex and intersecting social and economic problems in an urban context. The resources provided in support of UDAs are a mix of ‘new’ contributions and those assembled through coordination and the redirection of existing financial allocations of municipal, provincial and federal governments. Equally important is the commitment of the partners to develop collaborative ways of working. UDAs are often helpful frameworks that allow levels of government to work in new ways with community organizations and citizens themselves.

UDAs require participation and partnership with non-profit organizations, “grass-roots” groups and citizens themselves. As such, these types of agreements offer a useful framework for Hamilton given our increased engagement with citizens. In addition, Hamilton’s focus on “place based” initiatives such as the Neighbourhood Development Strategy provides a good context to explore these types of agreements.

While these agreements offer a promising opportunity for Hamilton it is important to note that UDAs have all but disappeared in recent years. No new agreements are being developed currently and previous agreements have expired and were not renewed. In this current climate, Hamilton will need to look at creative new ways to encourage partnerships with senior levels of government.

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Mayor’s Role:
The role of the Mayor as it relates to the Government Relations Strategy is outlined in recommendation (e) of the Government Relations Contact Team motion passed by Council. It states that:

(e) That further to Appendix G of the City’s Procedural By-law respecting the Role of the Mayor, that a Government Relations Contact Team consisting of the Mayor, Chair of the Fairness to Hamilton Campaign Sub-committee and the City Manager and additional city staff or elected officials on an as required basis, be approved to assist the Mayor in advocating formal city council approved positions to senior levels of government.

Resourcing & Administration:
Administration, corporate coordination and support to the Fairness to Hamilton Committee, the GR Contact Team and the Government Relations Strategy are provided through the City Manager’s Office and Senior Management Team (SMT).

In addition, as outlined in parts (b) and (e) of the GR Contact Team motion, key staff representatives will be identified that have proven competencies in government relations. Once identified, staff will then work with the Mayor and/or interested Members of Council – i.e. this may include Chairs of Standing Committees, Chair of Sub-Committees, or councillors who have a particular area of interest. These teams/groups will work on the identified priorities areas and develop strategies and action plans for advocacy. If there is a requirement to seek out knowledge, either federally and/or provincially on specific projects, the City Manager’s Office will look to do so through the use of external experts.

Furthermore, Council may want to seek out expertise to make certain that we have a presence in both Ottawa and Toronto to ensure that there is an “eye/ear” on developing issues that would impact Hamilton.

Where appropriate and where Council approval is required on a particular position or policy, or direction is required, staff will bring this forward to the appropriate sub-committee and/or Standing Committee/General Issues Committee (GIC).

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(d) That a loan in the amount of $250,000 to be repaid over 25 years at an interest rate of 3.1% in accordance with the City's External Loan Guidelines for the first ten (10) year term be approved for The International Association of Firefighters, Local 288;

(e) That Real Estate staff of the Planning and Economic Development Department and the City Treasurer be authorized and directed to enter into a long term lease of the land at a nominal sum of $1 per year with an Option to Purchase with The International Association of Firefighters, Local 288, in accordance with the terms and conditions attached in Appendix 'A' of report FCS12033;

(f) That the Mayor and City Clerk be authorized and directed to execute all necessary documents in a form satisfactory to the City Solicitor;

(g) That the proceeds of the sale be used to pay the outstanding amounts owed by the HFFDC to the City.

6. 2012-2015 Strategic Plan (CM12001) (City Wide) (Item 7.2)

   (a) That the 2012 – 2015 Strategic Plan, including Vision, Mission, Values, Strategic Priorities (and related Strategic Objectives and Strategic Actions), as amended, (attached hereto as Appendix "A"), be approved and communicated to staff;

   (b) That staff be directed to report on progress made towards achieving the Strategic Actions outlined within the 2012 – 2015 Strategic Plan, on an annual basis.

NOTE: Appendix "A" was amended to include the following under "OUR Values": (See Appendix "A" attached hereto.)

Cost Conscious – WE must ensure that we are receiving value for taxpayers' dollars spent.”


   (a) Revision of Subsection 15.1 of the Council Code of Conduct and Comparison of Mississauga Judicial Inquiry Council Code of Conduct Recommendations to the Council Code of Conduct (City Wide) (LS12002) (Item 6.2)

      (i) That the amending by-law, attached as Appendix A, to Report 12-001 of the Accountability and Transparency Sub-Committee, deleting and replacing subsection 15.1 of Appendix H (Council
STRATEGIC PLAN 2012 – 2015
(as amended by City Council on April 25, 2012)

OUR Vision
To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

OUR Mission
WE provide quality public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Values
Honesty - WE are truthful and act with integrity.

Accountability - WE are responsible for our actions, ensuring the efficient, cost-effective and sustainable use of public resources.

Innovation - WE are a forward thinking organization that supports continuous improvement and encourages creativity.

Leadership - WE motivate and inspire by demonstrating qualities that foster effective decision making and promote success at all levels.

Respect - WE treat ourselves and others as we would like to be treated.

Excellence - WE provide municipal services through a commitment to meeting and exceeding identified standards.

Teamwork - WE work together toward common goals, through cooperation and partnership.

Equity - WE provide equitable access to municipal services and treat all people fairly.

Cost Conscious - WE must ensure that we are receiving value for taxpayers’ dollars spent.

OUR Priorities
Strategic Priority #1 – A Prosperous & Healthy Community
WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.

Strategic Priority #2 - Valued & Sustainable Services
WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.
Strategic Priority #3 - Leadership & Governance
WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.

Strategic Priority #1 – A Prosperous & Healthy Community
WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.

Strategic Objective
1.1 Continue to grow the non-residential tax base.
Strategic Actions
(i) Resolution of the Urban and Rural Official Plans appeal at the Ontario Municipal Board (OMB)
(ii) Complete the new Comprehensive Zoning By-law for commercial and mixed use nodes and corridors
(iii) Resolution of the Airport Employment Growth District (AEGD) Secondary Plan at the Ontario Municipal Board (OMB) and undertake implementation of Phase I
(iv) Implement a Land Banking Program with strategic acquisitions
(v) Complete servicing and new road infrastructure at City’s Business Parks
(vi) Develop a Bayfront Industrial Secondary Plan/Redevelopment Strategy
(vii) Take substantive steps towards implementing the new Agricultural Action Plan, as part of the overall Economic Development Strategy

Strategic Objective
1.2 Continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit.

Strategic Actions
(i) Update the State of the Infrastructure Report (based on 2011 asset analysis)
(ii) Update ten year capital plan delivery prioritization (based on recommendations from completed Recreation Facility Studies and updated State of the Infrastructure Report)
(iii) Development of Biosolids Management Plan and water quality upgrade plan for the Woodward Wastewater Treatment Plant
(iv) Completion of a Refined Staging of Development Program and Wastewater Capacity Allocation Policy
(v) Ongoing implementation of strategies based on recommendations within the Storm Event Response Group (SERG) Study to address flooding issues
Strategic Objective
1.3 Promote economic opportunities with a focus on Hamilton’s downtown core, all downtown areas and waterfronts.

Strategic Actions
(i) Expand urban renewal incentives to the six community downtown areas
(ii) Finalize a development and servicing strategy for the west harbour lands, with a particular focus on Piers 5, 6, 7 & 8 and the Barton/Tiffany area
(iii) Negotiate the early termination of land leases for Piers 7 & 8 with the Hamilton Port Authority
(iv) Final resolution and Ontario Municipal Board (OMB) approval of the Setting Sail Secondary Plan
(v) Completion of the Waterfront Master Recreation Official Plan Amendment and the implementation of the Zoning By-law and financing strategy
(vi) Identify and implement high-priority actions to support the accelerated revitalization of Hamilton’s Downtown core
(vii) Complete implementation plan and financing strategy for Randle Reef
(viii) Complete Request for Proposal (RFP) and make decision on long term future of HECFI
(ix) Initiate development in the West Harbourfront and Waterfront (this includes the Bayfront Industrial area) and develop a commercial business strategy for Confederation Park
(x) Finalize plans for the creation of the Downtown McMaster Health Campus (MHC) including the consolidation of Public Health Services

Strategic Objective
1.4 Improve the City’s transportation system to support multi-modal mobility and encourage inter-regional connections.

Strategic Actions
(i) Complete the design and develop an implementation and financial plan for the delivery of higher-order transportation and enhanced transit service, including all-day GO Transit service and rapid transit
(ii) Implement revised eligibility criteria for DARTS (to ensure compliance with AODA legislation)
(iii) Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the associated transportation demand management (TDM) plan
(iv) Develop a Land Use Strategy, Urban Design Guidelines and implementation plans for the lands surrounding the James Street GO Station and along the A and B-line transit corridors
(v) Development of a strategy to enhance conventional transit service levels within the A Line and B Line corridors
Strategic Objective
1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.

Strategic Actions
(i) Complete the development of neighbourhood plans in selected priority neighbourhoods and complete a funding strategy to guide how the City of Hamilton will support the implementation of neighbourhood plans
(ii) Develop a strategy for acquiring land as a result of potential school closures, to address existing parkland shortages and identified outdoor recreation needs
(iii) Complete planning and feasibility studies for proposed facilities/services in new Pan Am Stadium precinct, and develop a capital funding strategy
(iv) Develop a mental health and addiction services coordination strategy between City of Hamilton and community partners to rationalize existing services and improve access to care (e.g. CREMS, social navigator)
(v) Develop and implement a maternal health strategy to decrease low birth weight by targeting smoking, nutrition and access to primary care
(vi) Improve access to children and family services in collaboration with community partners through the development and implementation of a single access point initiative
(vii) In support of the Hamilton Roundtable for Poverty Reduction’s action plan develop a program to improve access to healthy food for those in greatest need
(viii) Continue to work with the Seniors Advisory Committee, Hamilton Council on Aging and other community partners to develop an Age Friendly Initiative for Hamilton
(ix) Develop a plan (with cost impacts) to prevent childhood obesity
(x) Development of a Comprehensive Rental Housing Licensing Program - which incorporates the licensing of low density housing (semi/single detached housing with 8 units or less) and a proactive by-law enforcement program.
(xi) Implement a ten-year Housing and Homelessness Action Plan with strategies to support:
   • Increasing the supply of affordable rental and ownership housing
   • Developing a plan to improve housing affordability and geared to income that includes outlying communities in Hamilton with rising poverty issues
   • Providing individualized supports to facilitate housing retention and ownership
   • Providing quality, safe and suitable housing options
Strategic Objective
1.6 Enhance Overall Sustainability (financial, economic, social and environmental)

Strategic Actions
(i) Development of an Environmental Roundtable that, through collaborative efforts with community partners, would highlight accomplishments and address issues related to environmental sustainability
(ii) Development of a Community-based Climate Change Action Plan
(iii) Develop and confirm a community vision that will form the basis for future strategic plans, re-visiting the role of Vision 2020 and looking towards overall Sustainability (financial, economic, social and environmental)

Strategic Priority #2 - Valued & Sustainable Services
WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.

Strategic Objective
2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.

Strategic Actions
(i) Complete a Service Delivery Review, establishing performance measures and identification of recommended service levels
(ii) Develop and implement a redeveloped website and associated management plan to provide more on-line transactions
(iii) Implement the call handling review recommendations
(iv) Develop an Information Services governance model and identify areas for improvement, consolidation and savings
(v) Review the feasibility regarding the implementation of an Employee Suggestion Program for the City of Hamilton
(vi) Develop and implement a Financial Sustainability Plan
(vii) Implement a Value for Money performance audit program
(viii) Develop a Corporate template for Departmental business plans, aligning to the 2012 – 2015 Strategic Plan and future budgets

Strategic Objective
2.2 Improve the City’s approach to engaging and informing citizens and stakeholders.

Strategic Actions
(i) Establish a policy and begin to implement a coordinated citizen and stakeholder engagement program
(ii) Develop a community and corporate engagement plan for key initiatives (includes Infrastructure Services, Human Services Plan, Community Visioning & Strategic Planning)
(iii) Develop and implement an Open Data strategy
Strategic Objective

2.3   Enhance customer service satisfaction.

Strategic Actions

(i) Complete the Open for Business review including the development of metrics/indicators for evaluation purposes, implement recommendations including enhanced support to the City’s One Stop Business Centre

(ii) Create an online system for the digital submission of applications and permits

Strategic Priority #3 - Leadership & Governance

WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.

Strategic Objective

3.1   Engage in a range of inter-governmental relations (IGR) work that will advance partnerships and projects that benefit the City of Hamilton.

Strategic Actions

(i) Develop an intergovernmental relations strategy to promote City priorities

(ii) Adopt infrastructure, transportation, housing, downloading and AODA as initial priority areas relative to intergovernmental relations advocacy, funding priorities and grant programs

(iii) Develop and maintain a list of priority and “shovel-ready” projects, across all Departments, in order to more efficiently present opportunities for collaboration with other levels of government

Strategic Objective

3.2   Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.

Strategic Actions

(i) Implement a workforce management strategy which includes:

   • A profile of the current workforce, including early retirements
   • A forecast of workforce supply and skill demands
   • Development of a succession planning program for leadership and critical need positions
   • Developing a leadership and management development plan
   • Developing an attraction and retention strategy that fosters a diverse and inclusive workforce

(ii) Revise the existing performance management system and implement across organization

Strategic Objective

3.3   Improve employee engagement

Strategic Actions

(i) Develop and implement an internal communication strategy
(ii) Enhance the Corporate Employee Recognition Program
(iii) Implement the Healthy Workplace Strategy

**Strategic Objective**

**3.4 Enhance opportunities for administrative and operational efficiencies**

**Strategic Action**

(i) Leverage technology to streamline workflow processes, enable better workforce management, and assist in management decision making through:
- Position Management
- Automated Workflow & Approvals & Employee & Manager Self-Service
- Time, Attendance & Scheduling Technology (KRONOS)

(ii) Implement the Employee Attendance Management Action Plan to decrease absenteeism

As amended and approved by City Council on April 25, 2012