



**EXCELLENCE THROUGH EFFICIENCY AND EFFECTIVENESS**

**E3 TASK FORCE**

**June 8, 2011**

**Council Chamber**

**Attendance:**

Regional Councillor Gord Landon  
Regional Councillor Joe Li  
Councillor Alex Chiu  
Councillor Don Hamilton  
Councillor Alan Ho  
Councillor Logan Kanapathi

**Regrets:**

Mayor Frank Scarpitti  
Deputy Mayor Jack Heath  
Regional Councillor Jim Jones  
Councillor Caroline Moretti  
Councillor Howard Shore

**Staff**

John Livey, Chief Administrative Officer  
Jim Baird, Commissioner of Development Services  
Andy Taylor, Commissioner of Corporate Services  
Don Taylor, Manager of Executive Operations  
Jamie Bosomworth, Manager of Strategy and Innovation  
Stephen Chait, Director of Economic Development  
Catherine Conrad, Town Solicitor  
Sharon Laing, Director of Human Resources  
Joel Lustig, Treasurer  
Victoria McGrath, Director of Sustainability  
Rino Mostacci, Director of Planning & Urban Design  
Nancy Marchant, Senior Human Resources Consultant  
Bessie Mok, Manager of Compensation & Benefits  
Tim Moore, Director of Building Standards  
Sara Tam, Manager of Business Planning & Innovation  
Meg West, Manager of Strategic Initiatives  
Laura Gold, Council/Committee Coordinator

The Excellence through Efficiency and Effectiveness - E3 Task Force meeting convened without quorum at 1:11 p.m. with Regional Councillor Gord Landon presiding as chair.

## **1. HUMAN RESOURCES DEPARTMENTAL OVERVIEW**

Ms. Sharon Laing, Director of Human Resources, presented the Human Resources Departmental Overview. The following was presented: the mission statement; the organizational chart; an overview of the business objectives; the current budget; a service overview; key performance indicators; issues and pressures; key accomplishments; new E3 ideas; and an overview of the Benefit Specialist Position.

### Discussion

There was a question regarding the Town's summer student program. It was reported that returning students are re-hired, as they have already been accessed and proven to provide value to the organization. A new lottery system has been created for entry level student positions in the Operations Department. Through this program interested students are randomly selected for interviews to broaden the diversity of students chosen for interview. The program is broadly advertised to attract a broad range of applicants.

There was a question regarding how HR customer service surveys are conducted. It was reported that the surveys are sent electronically to approximately 150 performance managers/supervisors. Employee satisfaction can be monitored through the supervisor's responses or on a case by case basis.

It was reported that the Maytree Foundation, Career Bridge Internship Program, provides skilled new immigrants with minimal to no Canadian work experience with internship/employment opportunities. The program has been a great success. A number of internationally trained professionals including engineers have been hired through this program.

Members were advised that tuition reimbursement requests are approved based on the relevance of the educational program to an employee's current work or future work. All reimbursement requests or educational leaves of absence are approved by the corresponding Commissioner and at certain levels the Chief Administrative Officer. There is a policy that sets out the condition that the employee must stay with the organization for a certain timeframe in order to qualify for the reimbursement.

It was noted that feedback on pilot projects, such as tele-work is provided to the CAO and Commissioner Committee (CCC). Some of the feedback for this project included: establishing the rules for engagement; identifying the types of positions appropriate for tele-work; and monitoring an employee's work when working from home. It was noted that Human Resources also issues a score card.

There was a discussion regarding following up with the manager of a new employee to ensure any issues are addressed early on in employment. It was reported that the Performance

Management process includes a number of employee/supervisor check-in points during the probationary period. It was requested that staff consider adding a six (6) month follow up with managers of new employees.

The Town currently measures employee turnover, which was noted to be a lag indicator of employee's satisfaction and other employee related issues. The turnover rate includes retirement and resignations, but does not include involuntary departures. It was noted that departmental turnover rates are also tracked. Staff advised that it is sometimes challenging to attract and retain highly skilled positions (e.g. engineers). It was recommended that when an employee terminates their employment a replacement be hired at the earliest date possible.

## **2. DEVELOPMENT SERVICES COMMISSION**

Mr. Jim Baird, Commissioner of Development Services, presented the Development Services Commission Overview. The presentation included the following: a review of core functions; a business overview; an organizational chart; key achievements; and issues and pressures.

### Discussion

There was a discussion on why the Parks Design & Construction Function is part of the Development Services Commission rather than the Community Services & Fire Commission. It was noted that different municipalities have different organizational structures, but it was felt that the appropriate location for Parks Design is as part of the Planning & Urban Design within the Development Services Commission. Park design is an important aspect of the neighbourhood planning process. Park Designs are circulated to the Operations Section of Community Services for comment.

It was noted that a Work Group will be formed to discuss matters pertaining to the Buttonville Airport.

## **3. BUILDING STANDARDS DEPARTMENT OVERVIEW**

Mr. Tim Moore, Director of Building Standards, presented the Building Standards Department Overview. The presentation included the following: interesting facts; a business overview; an organizational chart; the business objectives; the current budget; a service overview; KPI's; issues and pressures; key accomplishments; and new E3 ideas.

### Discussion

It was noted that the standard for an R2000 energy efficient new home in 1984 was higher than Ontario's standard for new houses in 2011. The energy consumption in new homes in Canada

must be reduced by 90% to reach international standards for energy intensity. Meeting this standard will be extremely challenging but is important to address environmental concerns and to meet the needs of future generations.

The Building Standards Department has not filled vacancies which were established in 2009 to reduce operating costs. It was noted that some of these vacancies will need to be filled based on current workload.

It was noted that a dedicated inspection position is being created to more effectively address inspection and enforcement of construction associated with Heritage designated properties, and Heritage Conservation Districts. The position will be created by modifying the roles and responsibilities of an existing staff member, and coordinating their work more closely with the Heritage Planning Section.

There was a discussion on the roles and responsibilities of a building inspector and their relationship with clients. It was noted that building inspectors are regulators and not supervisors. They make assessments based on observations at the site. It was advised that one of the objectives of issuing a building permit is to identify issues early on in the construction of a structure. It was noted that relative to the number of new homes built in Markham, there are relatively few instances where Tarion has identified any significant building code defects.

It was reported that the Building Code provides mandatory building requirement for small and large structures and the Reference Standards provides very detailed references to other building standards (e.g. fire regulations). It was clarified that accessibility requirements are included in the Building Code. Members advised they would like more information on the fire inspections.

#### **4. NEXT STEPS**

The Committee Clerk was requested to send an email to all Members of Council advising them that the three (3) positions will be reviewed at the June 22 E3 Task Force meeting and of the importance of attending E3 Task Force meetings.

#### **5. ADJOURNMENT**

The E3 Task Force adjourned at 3:09 p.m.