

EXCELLENCE THROUGH EFFICIENCY AND EFFECTIVENESS

E3 TASK FORCE

MINUTES

May 16, 2011

Canada Room

Attendance:

Members

Deputy Mayor Jack Heath
Regional Councillor Jim Jones
Regional Councillor Gord Landon
Regional Councillor Joe Li
Councillor Howard Shore
Councillor Don Hamilton
Councillor Logan Kanapathi
Councillor Alex Chiu

Regrets

Mayor Frank Scarpitti
Councillor Carolina Moretti
Councillor Alan Ho

Staff

John Livey, Chief Administrative Officer
Jim Baird, Commissioner of Development Services
Brenda Librecz, Commissioner of Community & Fire Services
Andy Taylor, Commissioner of Corporate Services
Rhonda Bosch, Senior Manager, Shared Services
Catherine Biss, CEO, Markham Public Libraries
Ralph Capocci, Chief of Staff
Denis Flaherty, Director, Communications & Community Relations
Nasir Kenea, Chief Information Officer
Joel Lustig, Town Treasurer
Victoria McGrath, Director of Sustainability
Raj Raman, Senior Manager, Financial Reporting & Purchasing
Fred Rich, Business Analyst
Bill Snowball, Fire Chief
Sara Tam, Manager, Business Planning and Innovation
Andrea Tang, Manager Financial Planning
Mark Visser, Senior Manager, Financial Strategy & Investments
Meg West, Manager, Strategic Initiatives
Todd Wilkinson, Provincial Offences Supervisor
Laura Gold, Council/Committee Coordinator

The Excellence through Efficiency and Effectiveness (E3) Task Force convened at 9:03 a.m., with Regional Councillor Gord Landon in the Chair.

1. SUSTAINABILITY OFFICE DEPARTMENTAL OVERVIEW

Ms. Victoria McGrath, Director of Sustainability, provided a presentation regarding the departmental overview of the Sustainability Office. The mission of the Sustainability office and its organizational chart were reviewed. The primary cross-commission business objectives for 2011 included: completing the Green Print Community Sustainability plan; creating a corporate energy plan; and to establish sustainable development standards. Other items presented included a review of the 2011 business unit objectives; a 2011 budget overview; a service overview; key performance indicators (KPI's); and issues and pressures.

Discussion

It was noted there are currently three (3) community gardens. Members inquired if the number of community gardens could be increased and if hydro fields could be used for community gardens. Ms. McGrath advised that the Green Print provides many recommendations for supporting local food sources and that there is an implementation budget of \$180,000 of which a portion could be used for increasing the local food initiative. The Sustainability Office was requested to discuss with Councillor Logan Kanapathi opportunities for expanding local food sources in Ward 7. It was suggested that the Town consider providing free soil to encourage the development of local food sources within the Town.

It was explained that the Markham Energy Conservation Office promotes a culture of sustainability across the community and that its funding is used to support its programs and the salary of the Manager of Climate Change and Energy. Some of its sustainability initiatives have included providing funds for energy efficient light bulbs and water conservation projects. The office is also responsible for promoting Earth Hour. It was noted that energy conservation went up during earth hour this year in comparison to last year. Staff were requested to establish a plan to decrease the energy conservation level during the 2013 earth hour. It was reported that the Energy Conservation Office is currently working on a plan that targets energy use.

It was noted that many of the sustainability initiatives are community driven projects that depend on the Sustainability Office as its internal point of contact. Members felt it was important to engage the younger generation with respect to sustainability initiatives.

There was an inquiry whether the KPI's are measured against other performance indicators. It was requested that the Sustainability's Office KPI's be measured against other municipalities and jurisdictions, including the City of Toronto. Staff advised that they are in process of developing a partnership with Enbridge and the University of Ryerson to develop a tracking tool for measuring sustainability initiatives.

Concern was expressed that the social media was not being utilized to its full capacity. It was recommended that social media be used to promote the sustainability initiatives within the community. Staff advised that social media has been a successful tool in obtaining feedback from the community. It was suggested that a communication strategy be developed to ensure the community is aware of the Town's

sustainability initiatives. The Sustainability initiative was thought to be a paradigm shift that will create subtle changes, noting results will not be immediate. It will also change the way the Town reviews documents like the Official Plan.

Moved by Councillor Don Hamilton

Seconded by Councillor Alex Chiu

That, in accordance with Section 239 (2) (b) of the Municipal Act, that the E3 Task Force resolve into an in-camera session to discuss the following confidential matter (10:23 AM):

- 1) Personal matters about an identifiable individual, including municipal or local board employees.

CARRIED.

Moved by Councillor Alex Chiu

Seconded by Regional Councillor Joe Li

That the Committee rise from the in-camera session (10:31 AM).

CARRIED.

Moved by Councillor Alex Chiu

Seconded by Regional Councillor Joe Li

That the presentation by Ms. Victoria McGrath, Director of Sustainability, regarding an overview of the Sustainability Office be received.

CARRIED.

2. CORPORATE SERVICES COMMISSION OVERVIEW

Mr. Andy Taylor, Commissioner of Corporate Services, provided a presentation which provided an overview of the Corporate Services Commission. The overview included a review of the mission statement; the organizational chart; commission objectives and issues and pressures. The budget for the commission was presented. The revenue streams were reviewed. Members requested that an electronic version of the budget be emailed to the Committee.

3. FINANCIAL SERVICES DEPARTMENTAL OVERVIEW

Mr. Joel Lustig, Treasurer, provided a presentation which provided an overview of the Financial Services Department. The overview included a review of the mission statement; key services; the organizational chart; the current budget; KPI's; and issues and pressures.

Discussion

It was clarified that the Town does not accept credit cards for the payment of taxes, as the Town would then incur a 2% surcharge fee. It was noted that credit card companies could be requested to waive its 2% surcharge fee. It was suggested to investigate whether the 2% surcharge fee could be passed on to the taxpayer.

It was noted that residents can currently pay their taxes using pre-authorized payment or at their financial institution. A suggestion was made to place kiosk at community centres for tax payment. It was reported that Nasir Kenea, Chief Information Officer, is currently reviewing online payment opportunities.

It was noted that having an internal staff dedicate time to active bond trading has been successful at increasing the Town's bond portfolio and it eliminates the cost of having an external party manage the portfolio. It was clarified that staff often obtains advice from external bond traders.

A request was made to investigate methods of forecasting commercial tax revenue. It was advised that the final billing for commercial taxes is quite complex and requires allot of checking. Staff will investigate this possibility now that the new system for collecting commercial taxes has been in place for ten (10) years.

Staff presented new E3 ideas. The new fees being reviewed for consideration included the following: development charge deferral fee; mortgage administration fee; overdue notice fee; duplicate tax bill fee; tax appeal application fee; and non-residential tax account. It was clarified that a mortgage administration fee will be an extra charge that when a resident adds their tax payment to their mortgage. It was reported that the legislated interest rate charged on overdue taxes is 1.25% per month (non compounded). Members suggested that consideration be given to issuing e-bills for taxes.

Staff advised they are investigating a new general ledger and human resources system, as the system currently in place is older. New systems can encompass both the human resources and the financial systems.

Staff advised a plan is currently under review for the recruitment of an Auditor General. The previous Auditor General was believed to have provided beneficial advice to the organization.

Moved by Councillor Don Hamilton

Seconded by Councillor Logan Kanapathi

That the presentation by Mr. Andy Taylor, Commissioner of Corporate Services, and Mr. Joel Lustig, Treasurer, regarding Commission and Departmental overviews be received.

CARRIED.

4. INFORMATION TECHNOLOGY SERVICES DEPARTMENTAL OVERVIEW

Mr. Nasir Kenea, Chief Information Officer, provided a presentation which provided an overview of the Information Technology Services Department. A review of the mission; key services; the organizational chart; business objectives; the current budget; KPI's; issues and pressures, and key accomplishments was provided.

Discussion

Discussions included the printer strategy going forward; piloting mobile tablets; having an automotive vehicle locator; tele-commuting; video conferencing; challenges to meet changing user expectations; and the e-agenda. It was noted that The Municipal Act does provides limitations in regards to the use of video conferencing at Committee meetings and that there are still human resource issues that need to be resolved regarding tele-commuting, although staff are currently allowed to work remotely when appropriate and also through a pilot project that is underway.

It was noted that the Town's investment in technology is relatively low in comparison to other organizations. It was clarified that in the past the Town has purchased its computers and printers, instead of leasing, based on a cost-benefit analysis.

Moved by Councillor Don Hamilton
Seconded by Councillor Howard Shore

That the presentation by Mr. Nasir Kenea, Chief Information Officer, regarding the Information Technology Services Department overview be received.

Moved by Councillor Alex Chiu
Seconded by Councillor Don Hamilton

That the E3 Task Force adjourn at 12:02 p.m.

Moved by Councillor Alex Chiu
Seconded by Councillor Don Hamilton

That the E3 Task Force adjourn at 12:02 p.m.