

# **EXCELLENCE THROUGH EFFICIENCY AND EFFECTIVENESS**

## **E3 TASK FORCE**

### **MINUTES**

**May 9, 2011  
Canada Room**

#### **Attendance:**

##### **Members**

Deputy Mayor Jack Heath  
Regional Councillor Gord Landon  
Regional Councillor Joe Li  
Councillor Valerie Burke  
Councillor Howard Shore  
Councillor Don Hamilton  
Councillor Alan Ho  
Councillor Logan Kanapathi  
Councillor Alex Chiu

##### **Regrets**

Councillor Carolina Moretti

##### **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  
Catherine Conrad, Town Solicitor  
Catherine Biss, CEO, Markham Public Libraries  
Nadine Daley, Manager, Human Resources  
Denis Flaherty, Director, Communications & Community Relations  
Jerry Klaus, General Manager of Waterworks  
Joel Lustig, Town Treasurer  
Alex Moore, Manager of Purchasing  
Rino Mostacci, Director of Planning and Urban Design  
Raj Raman, Manager, Accounting & Expenditure Control  
Fred Rich, Business Analyst  
Bill Snowball, Fire Chief  
Sara Tam, Manager, Business Planning and Innovation  
Andrea Tang, Manager Financial Planning  
Don Taylor, Director, Strategic Initiatives  
Debbie Walker, Director, Library Strategy & Innovation  
Meg West, Manager, Strategic Initiatives  
Kitty Bavington, Council/Committee Coordinator

The third meeting of Excellence through Efficiency and Effectiveness (E3) Task Force convened at 1:25 p.m., with Regional Councillor Gord Landon in the Chair.

## **1. CORPORATE OVERVIEW**

John Livey, Chief Administrative Officer, delivered a PowerPoint presentation giving a corporate overview. Markham is known for fiscal responsibility and excellent service. Past and ongoing continuous improvement programs and their outcomes were reviewed. The CSR, CSI and E3 processes align well with the NQI quality framework and have shown a positive impact in productivity and financial performance.

Discussions included staff satisfaction with respect to workload and overtime, and population-to-staff comparison ratios.

## **2. CAO'S OFFICE DEPARTMENTAL OVERVIEW**

John Livey, Chief Administrative Officer, gave a presentation of the CAO's Office Departmental Overview. The CAO's office provides leadership to 989 staff and management of a \$333.3 million dollar budget, oversees all municipal operations and strategic planning, and ensures that Council's priorities and strategic directions are achieved.

The review included an organizational chart; involvement in the budget process; National Quality Institute (NQI) initiatives; Markham Enterprises Corporation (MEC); and strategic projects such as Markham Centre, Strategic Partnerships, and Rouge Park. The current departmental budget was presented, and the service overview for such initiatives as BMFT, E3, Budget, NQI, MEC, and Accessibility were detailed. The Committee indicated an interest in the NQI survey and staff engagement through Town Hall meetings and other methods. Councillors requested to be notified of the next Town Hall meetings.

Discussions included opportunities to increase revenues, such as MEC and MDEI benefits, and issues and pressures that have a significant impact on Markham, such as Rouge Park. It was suggested that customer satisfaction surveys are important to understand the current and relevant issues of the residents; however, leadership is also important.

## **3. HUMAN RESOURCES DEPARTMENTAL OVERVIEW**

Deferred

## **4. LEGAL SERVICES DEPARTMENTAL OVERVIEW**

Catherine Conrad, Town Solicitor, gave a presentation of the Legal Services Departmental Overview. The Legal Department supports, promotes and reinforces the Town's corporate objectives through legal and strategic advice and real estate services. The Department also provides and supports legal action in court or tribunals and development agreements, as well as contracts, by-laws, and acquisition and disposition of Town property.

The presentation included an organizational chart, business objectives overview, the roles of various department staff members, and the use of outside counsel. Discussions involved the potential for rate advantages through RFP or shared service agreements with the Region.

The current budget and service overview key statistics and KPI's were reviewed with respect to Real Estate, Litigation/Hearings, and Development Agreements. Duplication of services with respect to applicant and Town solicitors attending hearings were noted for future prudence.

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Issues and Pressures, key accomplishments, and new E3 ideas were presented. The Committee discussed cost effectiveness and pros/cons of retaining a planning lawyer on staff as an E3 initiative.

Moved by: Councillor Alan Ho

Seconded by: Councillor Logan Kanapathi

That the presentations by John Livey, Chief Administrative Officer, and Catherine Conrad, Town Solicitor, regarding Corporate and Departmental overviews, be received.

## **ADJOURNMENT**

The E3 Task Force meeting adjourned at 3:05 am.