

THE CITY OF TORONTO

Clerk's Department

Minutes of the Strategic Policies and Priorities Committee

Meeting No. 1

Monday, January 19, 1998.

The Strategic Policies and Priorities Committee met on Monday, January 19, 1998, in Committee Room A, 2nd Floor, Metro Hall, Toronto, commencing at 9:30 a.m.

Members Present:

Mayor Lastman, Chair
Councillor Berardinetti
Councillor Berger
Councillor Brown
Councillor Chong
Councillor Disero
Councillor Fotinos
Councillor Jakobek
Councillor O'Brien
Councillor Ootes
Councillor Pantalone
Councillor Prue
Councillor Rae
Councillor Saundercook

Also Present:

Councillor Adams
Councillor Ashton
Councillor Bossons
Councillor Bussins
Councillor Chow
Councillor Holyday
Councillor Jones
Councillor Kinahan
Councillor Layton
Councillor Lindsay Luby
Councillor McConnell
Councillor Moscoe
Councillor Silva
Councillor Walker

1. 1998 Budget Process.

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The Committee had before it the following:

- (a) report (December 18, 1997) from the Chief Financial Officer and Treasurer setting out a process and timetable to adopt the 1998 Operating Budget.
- (b) communication (January 18, 1998) from Ms. Joan Doiron, Co-Chair of Environmentalists Plan Transportation urging Council to make the maintenance and enhancement of public transit services and the associated green transportation (pedestrian amenities and cycling) services a key priority, and to strongly encourage the public to use transit, in order to reduce car dependence.
- (c) report (December 23, 1997) from the Chief Financial Officer and Treasurer setting out a process and timetable to adopt the 1998 Capital Budget.

On motion by Councillor Chong, the Strategic Policies and Priorities Committee:

- (1) referred the aforementioned report dated December 18, 1997, from the Chief Financial Officer and Treasurer, respecting the proposed 1998 Operating Budget Process to the Budget Committee for consideration and a report back to the Strategic Policies and Priorities Committee;
- (2) referred the aforementioned report dated December 23, 1997, from the Chief Financial Officer and Treasurer, respecting the proposed 1998 Capital Budget Process to the Budget Committee for consideration and report back to the Strategic Policies and Priorities Committee;
- (3) requested the Chief Administrative Officer and the Chief Financial Officer to report to the Budget Committee on the process to be followed in respect of citizen input on the Budget; and

On motion by Councillor Pantalone, the Strategic Policies and Priorities Committee:

- (4) requested the Chief Administrative Officer and the Chief Financial Officer to consider a Committee of the Whole meeting as being one of the venues for hearing deputations on the draft budget.

(Budget Committee; c.c. Chief Administrative Officer; Chief Financial Officer and Treasurer - January 22, 1998)

2. Staffing Strategy for Management and Excluded Staff.

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The Committee had before it a joint report (January 19, 1998) from the Commissioner of Human Resources and the Chief Administrative Officer providing an overview of a transitional staffing strategy for the amalgamation of the seven existing municipal workforces into Departments in the City of Toronto, that balances the business needs of Departments with recognition of the skills and abilities of existing municipal staff.

On motion by Councillor O'Brien, the Strategic Policies and Priorities Committee received the aforementioned joint report and directed that a copy be forwarded to the Budget Committee for information.

(Budget Committee; c.c. Chief Administrative Officer; Chief Financial Officer and Treasurer - January 22, 1998)

**3. Contract No. T-8-98:
Bathurst Street Bridge over the Toronto Terminal Railways South of Front Street -
Structure Rehabilitation.**

The Committee had before it a transmittal letter (January 13, 1998) from the Urban Environment and Development Committee advising that the Committee on January 12, 1998, recommended to the Strategic Policies and Priorities Committee, and Council, the adoption of the report dated December 15, 1997 from the Commissioner of Transportation, recommending the award of a contract for the rehabilitation of the Bathurst Street bridge over the Toronto Terminal Railways south of Front Street.

On motion by Councillor Jakobek, the Strategic Policies and Priorities Committee referred the aforementioned transmittal letter from the Urban Environment and Development Committee to the Budget Committee for inclusion in the 1998 Capital Budget and a report back to the Strategic Policies and Priorities Committee meeting to be held prior to the Council Meeting scheduled to be held on February 4 and 5, 1998.

(Budget Committee; c.c. Chief Administrative Officer; Chief Financial Officer and Treasurer - (January 21, 1998)

**4. Contracts Nos. T-43-98 and T-44-98:
Minor Bridge Repairs on Metropolitan Roads.**

The Committee had before it a transmittal letter (January 13, 1998) from the Urban Environment and Development Committee advising that the Committee on January 12, 1998, recommended to the Strategic Policies and Priorities Committee, and Council, the adoption of the report dated December 16, 1997 from the Commissioner of Transportation recommending the award of Contracts Nos. T-43-98 and T-44-98 for minor bridge repairs on "Metropolitan" roads.

On motion by Councillor Jakobek, the Committee referred the aforementioned transmittal letter from the Urban Environment and Development Committee to the Budget Committee for inclusion in the 1998 Capital Budget and a report back to the Strategic Policies and Priorities Committee meeting to be held prior to the Council Meeting scheduled to be held on February 4 and 5, 1998.

(Budget Committee; c.c. Chief Administrative Officer; Chief Financial Officer and Treasurer - (January 21, 1998)

**5. Contracts Nos. T-2-98, T-3-98, T-4-98 and T-5-98:
Permanent Repairs to Utility Road Cuts.**

The Committee had before it a transmittal letter (January 13, 1998) from the Urban Environment and Development Committee advising that the Committee on January 12, 1998, recommended to the Strategic Policies and Priorities Committee, and Council, the adoption of the report dated December 16, 1998 from the Commissioner of Transportation, recommending the award of four contracts Nos. T-2-98, T-3-98, T-4-98 and T-5-98 for permanent repairs to utility road cuts.

On motion by Councillor Jakobek, the Strategic Policies and Priorities Committee referred the aforementioned transmittal letter from the Urban Environment and Development Committee to the Budget Committee for inclusion in the 1998 Capital Budget and a report back to the Strategic Policies and Priorities Committee meeting to be held prior to the Council Meeting scheduled to be held on February 4 and 5, 1998.

(Budget Committee; c.c. Chief Administrative Officer; Chief Financial Officer and Treasurer - (January 21, 1998)

**6. Contracts Nos. T-6-98, T-7-98, T-21-98 and T-22-98:
General Maintenance of Metropolitan Roads.**

The Strategic Policies and Priorities Committee had before it a transmittal letter (January 13, 1998) from the Urban Environment and Development Committee advising that the Committee on January 12, 1998, recommended to the Strategic Policies and Priorities Committee, and Council, the adoption of the report dated December 16, 1998 from the Commissioner of Transportation, recommending the award of four contracts Nos. T-6-98, T-7-98, T-21-98 and T-22-98 for general maintenance of "Metropolitan" roads.

On motion by Councillor Jakobek, the Strategic Policies and Priorities Committee referred the aforementioned transmittal letter from the Urban Environment and Development Committee to the Budget Committee for inclusion in the 1998 Capital Budget and a report back to the Strategic Policies and Priorities Committee meeting to be held prior to the Council Meeting scheduled to be held on February 4 and 5, 1998.

(Budget Committee - January 22, 1998)

7. Membership of Strategic Policies and Priorities Committee.

The Strategic Policies and Priorities Committee had before it a communication (January 9, 1998) from the City Clerk listing the Members appointed to the Strategic Policies and Priorities Committee for a term of office expiring on May 31, 1999, and/or their successors are appointed.

On motion by Councillor Rae, the Strategic Policies and Priorities Committee received the aforementioned communication from the City Clerk.

8. Briefing - Strategic Policies and Priorities Committee.

The following officials gave overhead presentations regarding the responsibilities of the Committee and on the short and long-term workplan:

- Mr. Michael Garrett, Chief Administrative Officer
- Ms. Brenda Glover, Commissioner of Human Resources
- Ms. Wanda Liczyk, Chief Financial Officer and Treasurer

The Strategic Policies and Priorities Committee received the aforementioned overhead presentation.

9. Strategic Restructuring Initiative.

The Strategic Policies and Priorities Committee had before it a report (January 19, 1998) from the Chief Administrative Officer recommending that the current plan and approach to strategic restructuring of the Departments of the City as a result of amalgamation, downloading, and financial pressures be adopted as the framework for corporate restructuring.

Mayor Lastman appointed Councillor Ootes as the Acting Chair and vacated the Chair.

On motion by Mayor Lastman, the Committee recommended to Council:

- (1) That the report from the Chief Administrative Officer, dated January 19, 1998, be adopted;
- (2) That the Chief Administrative Officer be directed to immediately obtain proposals, at no cost, from qualified consulting companies to provide objective guidance and assistance in the amalgamation of the services and functions provided by the seven former municipalities;
- (3) That the Chief Administrative Officer develop Terms of Reference for the proposal call to include: the full cost of restructuring; the full cost of amalgamating seven cities into one; and the number of staff required by the new City, including recommendations on elimination of duplication, maximizing efficiency, and departmental budget estimates. Proposals also to include recommendations for efficiency and for staff retraining, and on the staffing that will be required by the Community Councils in Civic Centres;
- (4) That the Chief Administrative Officer report on all City owned premises that will no longer be required; and
- (5) That the Chief Administrative Officer report back to the Strategic Policies and Priorities Committee on these proposals and all other things necessary, as efficiently and as quickly as possible.

On motion by Councillor O'Brien:

- (6) That it be noted in the review that there could be more than four divisions in the Organization Structure;
- (7) That a Sub-Committee of the Strategic Policies and Priorities Committee, composed of three of its members suggested by the

Mayor, be established to review the proposals received from the consultants when the proposals are being reviewed by staff;

(Report No. 1, Clause No. 1)

Mayor Lastman resumed the Chair

**10. Strategic Restructuring - Human Resources
Principles and Strategic Directions**

The Committee had before it a joint report (January 19, 1998) from the Commissioner of Human Resources and the Chief Administrative Officer recommending that the Human Resources Principles and Strategic Directions to be used during the Strategic Restructuring Initiative, attached to their report, be received for information.

On motion by Councillor Rae, the Committee recommended to Council the adoption of the aforementioned joint report from the Commissioner of Human Resources and the Chief Administrative Officer, subject to adding thereto the following:

- “XII. We will establish restructuring and downsizing criteria that takes into consideration Employment Equity programs and objectives.
- XIII. During restructuring initiatives, we will implement re-training and re-skilling strategies and programs.
- XIV. We will ensure that an appropriate Human Rights complaint process is in place, which includes relevant awareness programs.”

(Report No. 1, Clause 2)

**11. Interim Salary Administration
Practices and Policies - Non-Union Employees.**

The Committee had before it a joint report (January 19, 1998) recommending that:

- (1) Council adopt the Interim Salary Administration practices and policies until a new Compensation Program has been approved and implemented;
- (2) non-union employees continue to be paid in accordance with their previous terms and conditions of employment on an interim basis; and
- (3) new provisions or amendments related to “red-circling” for non-union employees be considered in conjunction with implementation of the new Compensation Program.

On motion by Councillor Pantalone, the Committee recommended to Council the adoption of the joint report from the Commissioner of Human Resources and the Chief Administrative Officer.

(Report No. 1, Clause 4)

12. Radio Communications Switch for the Toronto Police Service

The Committee had before it a transmittal letter (January 15, 1998) from the Emergency and Protective Services Committee advising that the Committee on January 13, 1998, recommended that a request for pre-budget approval in the amount of \$5.0 million, along with the release of funds for a replacement radio dispatch switch for the Toronto Police Service, be approved.

On motion by Councillor O'Brien, the Strategic Policies and Priorities Committee referred the aforementioned transmittal letter from the Emergency and Protective Services Committee to the Budget Committee for review, and:

- (1) requested the Budget Committee to completely satisfy itself that the system being recommended for purchase is 100 percent compatible with the systems used by the other emergency services; and
- (2) requested the City Clerk to forward the background information on this matter to the Budget Committee for consideration.

(Budget Committee - January 21, 1998)

The Strategic Policies and Priorities Committee recessed at 11:25 a.m. to meet in private session to consider matters the subject of which deal with labour relations and employee negotiations.

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- 13.** The Strategic Policies and Priorities Committee met **in-camera** to consider matters the subject of which deal with labour relations and employee negotiations.

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The Strategic Policies and Priority Committee met **in camera** at 11:26 a.m.

Members Present:

Mayor Lastman, Chair
Councillor Berardinetti
Councillor Berger
Councillor Brown
Councillor Chong
Councillor Disero
Councillor Fotinos
Councillor Jakobek
Councillor O'Brien
Councillor Ootes
Councillor Pantalone
Councillor Prue
Councillor Rae
Councillor Saundercook

The Strategic Policies and Priorities Committee adjourned its **private meeting** at 12:35 p.m. and immediately reconvened in public session with the following Members being in attendance:

Mayor Lastman, Chair
Councillor Berardinetti
Councillor Berger
Councillor Brown
Councillor Chong
Councillor Disero
Councillor Fotinos
Councillor Jakobek
Councillor O'Brien
Councillor Ootes
Councillor Pantalone
Councillor Prue
Councillor Rae
Councillor Saundercook

14. Staffing of Organizational Leadership Positions.

The Committee had before it a report (January 19, 1998) from the Chief Administrative Officer recommending a process for the selection of key leadership positions.

The Strategic Policies and Priorities Committee recommended to Council the adoption of the aforementioned report from the Chief Administrative Officer, subject to:

On motion by Councillor O'Brien:

- (1) Striking out 1.2 (2) and inserting in lieu thereof the following:

“The Chief Administrative Officer engage the appropriate consultant expertise.”; and

On motion by Councillor Berardinetti:

- (2) Striking out 1.2 (4) and inserting in lieu thereof the following:

“That at the conclusion of the review by the Special Committee to Review the Final Report of the Toronto Transition Team of the structure and senior management positions, the total number of ‘executive’ commissioners recommended by this Special Committee, and the nominees for the positions of City Solicitor and Auditor, be reviewed by the Strategic Policies and Priorities Committee and the Strategic Policies and Priorities Committee make recommendations to Council, as soon as possible, on the ‘executive’ commissioners, in conjunction with the Special Committee’s report on the organization structure.”

(Report No. 1, Clause 3)

15. Separation Program for Executive Management and Non-Union Staff.

The Committee had before it a confidential joint report (January 19, 1998) from the Commissioner of Human Resources, Chief Financial Officer and Treasurer, and the Chief Administrative Officer setting out a separation program for Executive Management and Non-Union staff.

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On motion by Councillor Jakobek, the Strategic Policies and Priorities Committee:

- (1) referred the aforementioned confidential report to the Budget Committee for consideration and a report back to the Strategic Policies and Priorities Committee; and
- (2) requested the Budget Committee to consider the matter in-camera.

(Budget Committee - January 21, 1998)

The Committee adjourned its meeting at 12.45 p.m.

Chair.