THE CORPORATION OF THE CITY OF STRATFORD
FINANCE AND LABOUR RELATIONS SUB-COMMITTEE

OPEN SESSION

A meeting of the Finance and Labour Relations Sub-committee will be held on **Tuesday, December 16, 2014 at 4:30 p.m.** in the Council Chamber, City Hall, 1 Wellington Street.

SUB-COMMITTEE PRESENT: Councillor Clifford - Chair presiding, Councillor Mark - Vice-Chair, Councillors Beatty, McManus and Vassilakos

REGRETS:

STAFF PRESENT: Ron Shaw – Chief Administrative Officer, Andre Morin – Director of Corporate Services, Marilyn Pickering – Supervisor of Tax Revenue, Naeem Khan – Manager of Information and Business Systems, Janice Beirness – Manager of Financial Services, Joan Thomson - City Clerk, Charlene Lavigne – Deputy Clerk, Wendy Partridge – Administrative Assistant, Jodi Akins – Recording Secretary.

ALSO PRESENT: Richard Wagner, Pravala (Item 2.1), Lawrence Ryan – Item 3.1, Media

AGENDA

1.0 DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the *Act*.

Name, Item and Nature of Pecuniary Interest

Sub-committee:

Committee:

"Community Excellence with Worldwide Impact"

2.0   DELEGATIONS

2.1   Update on Pravala Project

At the February 10, 2014 Council meeting, City Council adopted By-law 14-2014 with respect to a Memorandum of Understanding to authorize the entering into of a Memorandum of Understanding with Pravala Connected Car Corporation to explore value-added solutions and services in the connected car and Intelligent Transportation System industries that leverage the intelligent community capabilities of Rhyzome, City of Stratford and Pravala.

Richard Wagner, President of Pravala, will be present to provide an update on the Pravala project. He has provided the comments below in the interim.

In 2014 Pravala and the City of Stratford successfully deployed Wi-Fi capability on one (1) trial bus.

The bus is fully capable of providing Bus riders access to Wi-Fi using (i) City of Stratford mesh network -80% of the time, with optional (ii) backup mobile, either Rogers or Bell, approximately 20% of the time).

The City of Stratford has numerous options around this program for 2015:

1. deploy to all buses,
2. integrate scheduling and communication as a public service,
3. integrate a monetization strategy for local business - advertising, communication etc.

The future structure of this program is dependent on a number of deciding variables:

1. there is a marginal cost of data (even the City Network) impacting market/user positioning
2. co-ordination with Rhyzome strategy for the City of Stratford
3. goals and objectives of City public works

Committee discussion:

Committee recommendation:

3.0   REPORT OF THE CHIEF ADMINISTRATIVE OFFICER

   3.1   Cooper Site Building – Report on Roof

Objective: To consider a report from Read Jones Christoffersen with respect to the roof on the Cooper Building.

Attachment – Report from Read Jones Christoffersen dated November 14, 2014

Background and Analysis: The City's Chief Building Official identified concerns with the state of the roof at the Cooper Building and in regard to safety of the public. He engaged our structural engineers to investigate the roof and provide their opinion.

Their report is attached and is self-explanatory.

This report was tabling at the last meeting of the sub-committee in order for members of the sub-committee to have time to consider the report and its recommendations. We have also provided notice of this meeting to the various interested parties.

The urgent issue is with regard to the roof itself and the two options put forward. Please note that the second option to remove the roof itself does not include any elements included by Heritage Stratford in the reasons for the proposed heritage designation.

The other issue is the matter of the fence which the consultants have raised again. It is a matter that the City's Chief Building Official asks the City to consider.

We believe that, given the information contained from the structural engineers with respect to matters of safety, the City should proceed to make the roof safe by proceeding as recommended. Specifically, we believe that the removal option is what should be done by the City. The option of simply removing loose material is not recommended because:

- It is an estimate based only on what can be seen, and the cost could change significantly as more of the roof is exposed;
- It is only a temporary solution and will certainly require additional work in the future to ensure an on-going safe condition.
- The roof material recommended for removal is in bad shape and really should be removed anyway.

With respect to the fencing, we also recommend that this be done. We are hopeful that we will know more from Riversedge Developments about their proposal and business plan which will give us some insight into whether the temporary or permanent fence is recommended. We will provide a recommendation following the submission of their report now due on January 20, 2015.

Both of these recommendations are supported by the City's insurers.

Financial impact: The two options for the roofing are $110,000 and $315,000 respectively with the latter being recommended. The fencing costs are estimated at $155,000 and $250,000 respectively. Details are included in the report.

Staff recommendation: That the recommendation in the Structural Report on the Roof of the Cooper Building prepared by Read Jones Christoffersen for the complete demolition of the roofing components at an estimated cost of $315,000 be accepted and staff be instructed to proceed with these works.

Lawrence Ryan has requested to address Sub-committee regarding this Report.

Sub-committee discussion:

Sub-committee recommendation:

Committee discussion:

Committee recommendation:

    3.2   2015 Dashboard Report

Objective: To consider the City of Stratford's proposed objectives for 2015.

Attachment – Corporate Dashboard 2015

Background and Analysis: The City's Corporate Leadership Team has drafted the enclosed objectives for 2015. It is our intention to table them with you at this meeting in order for you to consider them over the next month.

We plan a general orientation with Council on Monday January 19 where, among other issues, we intend to present you with the City's current strategic priorities and ask if there are any changes you wish to make to the city's priorities. We will also discuss the proposed 2015 objectives and ask you to amend and adopt these for the upcoming year.

Financial impact: The City's strategic priorities are meant to focus priorities on what can be done with the limited discretionary funds available.

Staff recommendation: For the information of the Finance and Labour Relations Sub-committee.

Sub-committee discussion:

Sub-committee recommendation:

Committee discussion:

Committee recommendation:

    3.3   <u>City Land Uses Master Plan</u>

Objective: To consider building and facility requirements in the City of Stratford and to create a master plan for the allocation of these buildings and facilities on public lands in the City.

Attachment – Management Report dated December 10, 2014

Background and Analysis: See attached report.

Financial impact: See attached report.

Staff recommendation: That Council provide direction on what facilities should be subject to the City Lands Needs Master Plan Final Report.

Sub-committee discussion:

Sub-committee recommendation:

Committee discussion:

Committee recommendation:

    3.4   <u>Extension of Student Intern Position</u>

Objective: To consider extension of the student intern position in the CAO's office.

Background and Analysis: The City of Stratford has benefited from having a student intern working out of the CAO's office. Money was included in the budget for this position in 2014.

This position has undertaken various policy research projects in the City of Stratford, prepared drafts of various reports and coordinated a number of projects and studies in the City of Stratford. The incumbent has also become very familiar with major litigation files and is now adept to put together information for the CAO and legal counsel that has assisted significantly in the management of these files.

Rather than ask for pre-budget approval at this time for the whole year for this position, I request that the position be extended for three months into 2015 in order that Council can consider a proposal for extension of the position for the full year.

Financial impact: The cost for three months is less than the net allocation for this position in the 2014 budget

Staff recommendation: That the student intern position in the CAO's office be extended until March 31, 2015 and considered further in 2015 budget deliberations.

Sub-committee discussion:

Sub-committee recommendation:

Committee discussion:

Committee recommendation:

4.0   REPORT OF THE MANAGER OF INFORMATION AND BUSINESS SYSTEMS

4.1   Information Technology Strategy

Objective: To consider the draft City of Stratford Information Technology Strategy.

Attachment – Draft IT Strategy Report

Background and Analysis: The City of Stratford is committed to technological excellence, having been named one of the world's Top 7 Intelligent Communities for three consecutive years. Information Technology (IT) services are essential to the day to day operation of the City of Stratford, and the IT department is a vital part of effective service delivery. The demand for IT services will continue to increase due to the growing requirement for e-services, asset management, communication, open data and transparency. Therefore, our IT Department requires strategic direction that will prioritize projects and spending and align IT activities with the City's Strategic Priorities. This strategy will ensure that wise investments are made in the IT department that will help the City of Stratford achieve its goals and objectives.

This strategy assesses the current status and capabilities of the City's IT Department, identifies future objectives, and proposes a strategy for realizing these goals. It provides an opportunity to re-evaluate our IT needs in full compliance with the City's Strategic Priorities.

This strategy was drafted in consultation with the IT Manager and Director of Corporate Services. Budget documents and Corporate and IT dashboards were consulted throughout this process. Best practice research was collected from nearby and like-sized municipalities. This strategy was drafted in full compliance with the City of Stratford's Strategic Priorities and Communications Strategy. Key recommendations are summarized as follows:

IT Strategy Summary	
OBJECTIVES	
Value Statements	
Mission	To provide enterprise solutions that empower staff to deliver outstanding customer service.
Vision	To be an engine of growth and innovation and use technology to drive service excellence.
Goals	• To position the City as a leader in municipal service delivery; • To continue to work with Intelligent Community initiatives and increase innovation for long term sustainability; • To increase investment in technology and IT staff resources to support core business processes, innovative services, and new capabilities.
Project Recommendations	
Corporate Business Systems	• Establish an application steering committee for each corporate system • Upgrade Great Plains, WorksManager, AMANDA and CLASS and conduct a fit-gap analysis beginning in 2015 • No new IT projects should be taken on until the current upgrades are complete

New Technology Solutions	• After the required Corporate Business Systems Upgrades are complete, the following new technology solutions will be implemented:
	  o Online Payments (Parking Tickets; Property Tax; Licensing)
	  o Online Review of Property Tax Information
	  o CRM-Centric Solutions

Future Projects	• Asset Management IT Resource • Corporate Intranet • Corporate Reporting Solution (Dashboard) • Mobile Apps • Open Data • GIS Data Warehouse • Disaster Recovery
RESOURCING	
Staffing	2014: Application Analyst (FTE) 2015: Administrative assistant (PTE) 2016: Renew Contract 2017: Application Analyst (FTE)
Budget	• Transfer 25% of funds from the IT Capital to IT Operating Budget to support required staffing levels • Use money allocated through Strategic Priorities for Capital

IT Strategy Summary	
	Projects • Consider new process for IT project funding for each department
Policy	• Update Technology Usage Policy • Create an Open Data Policy • Create a Social Media Policy

For full details, see draft IT Strategy (attached).

The strategy recommends increasing IT Staffing levels to a sustainable minimum by transferring 25% of the IT Capital Budget to the Operating Budget. These funds should be reallocated into IT staff resourcing to ensure that the IT department can meet the goals and objectives described in this strategy. If the staffing recommendations are not approved, the IT department will be unable to complete the following projects:

- eServices – Tax, Business License, Permits
- Finance, Accounting, Payroll Software Upgrade
- Works Order Management System
- Human Resources Information Systems
- Asset Management
- Paperless Council Project
- Building permit application upgrade
- GIS Integration

The desertion of these projects will impede the efficiency and productivity of the entire organization, as IT services are essential to the daily operations of The Corporation of the City of Stratford.

Financial impact: Noted in the detailed report.

Staff recommendation: That the draft Information Technology Strategy as prepared by the Corporate Services Department be received and referred to the 2015 Budget deliberations.

Sub-committee discussion:

Sub-committee recommendation:

Committee discussion:

Committee recommendation:

5.0   ORIENTATION

The Director of Corporate Services and Corporate Services Managers will provide a brief orientation regarding the Corporate Services Department.

Formal orientations for departments are being scheduled during upcoming budget meetings for the benefit of all members of Council.

6.0   ADJOURNMENT

Motion by
That the Finance and Labour Relations Sub-committee meeting adjourn.

Meeting Start Time: 4:30 pm
Meeting End Time: