



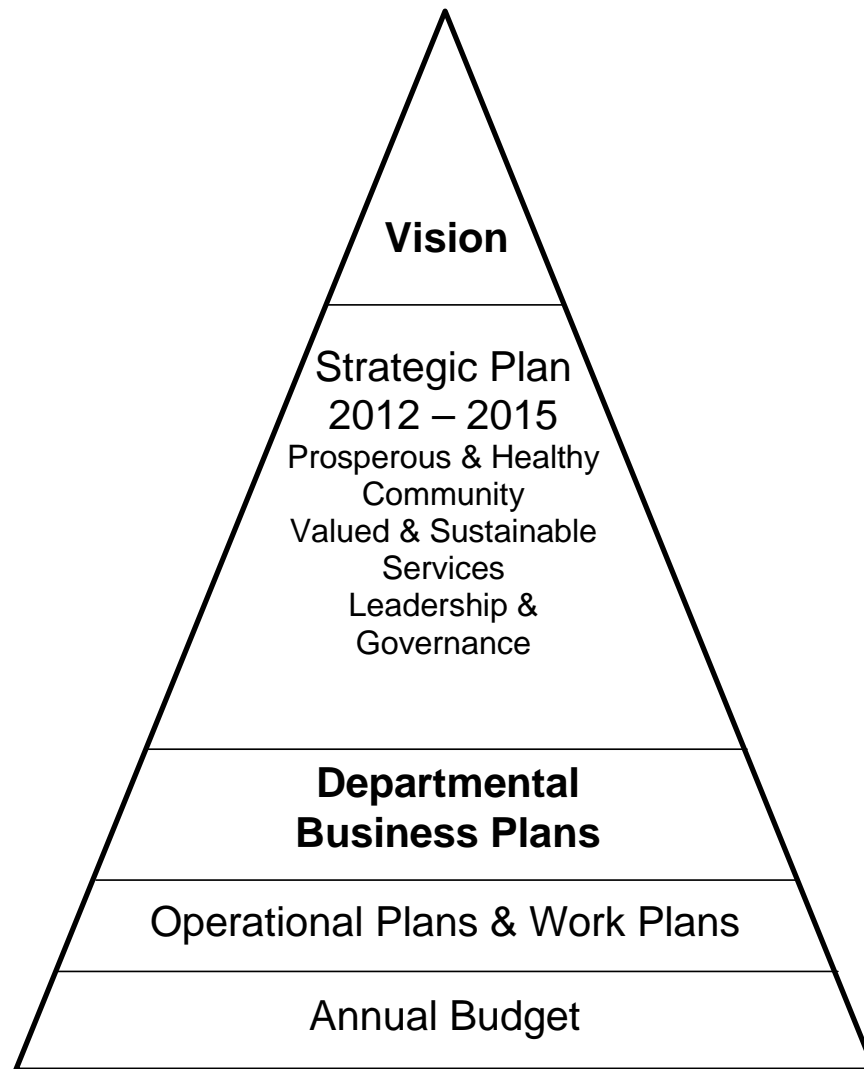
**Presentation of
2013 City Manager's Office Department
Business Plan to Audit, Finance &
Administration - CM12017**



Hamilton

January 17, 2013

Relationship of Business Planning with Strategic Planning & Budgets



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**City
Manager's
Office
Department
includes:**

- Audit
- CMO
- Legal
- Human Resources



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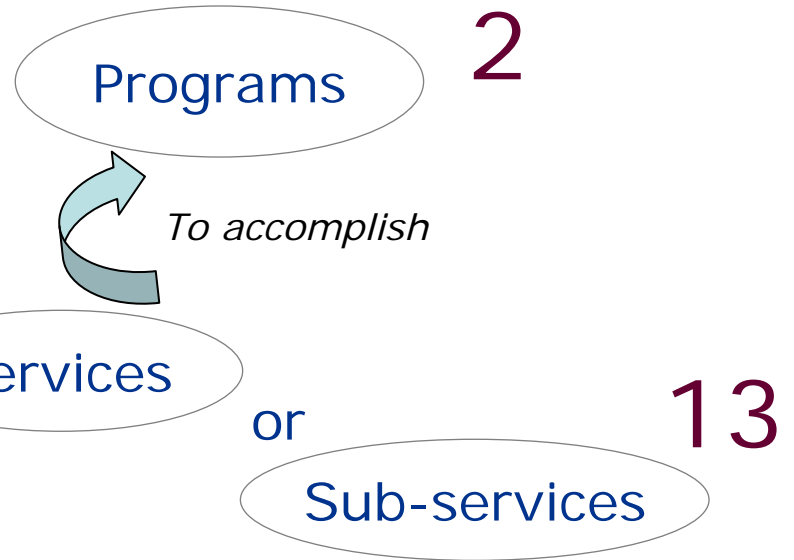
City Manager's Office Department SDR Summary

Service Type:

0 Citizen Facing/External
7 Internal

Service Type:

0% (0) Mandatory
69% (11) Essential
25% (4) Traditional
6% (1) Discretionary
0% (0) Other – Council
Approved Policy
100% (16)



Service Level Assessed:

63% (10) At Standard
0% (0) Above Standard
0% (0) Below Standard
37% (6) No Available Service Level
100% (16)



2012 Accomplishments – Audit

- Approval of and budget for Value for Money audit program (including 2 staff)
- Completion of 2012 Internal Audit Work Plan

2012 Accomplishments - Legal

- Rural Official Plan in effect. Outstanding appeals tied to other development initiatives/projects
- HECFI RFP process and award completed
- In 2012, resolved claims against the City totaling \$124 M for \$4.7 M



2012 Accomplishments – CMO

- Neighbourhood Development Strategy
 - Approval of Neighbourhood Action Plans (NAPs) for 4 neighbourhoods, with processes initiated in 10 neighbourhoods, engaging 5000+ residents to date
 - Leveraged over \$4 for every \$1 (municipal) invested, in addition to in-kind contributions and volunteer hours.
- Approval of the 2012 – 2015 Strategic Plan
 - 2012 Strategic Plan Progress Report (included 6 completed initiatives, 53 in-progress. Only 5 initiatives not yet started)
- Development of first ever Corporate based Departmental Business Plans for 2013
- Approval of revised Media Relations Policy



2012 Accomplishments - CMO

- Vision 2020 Sustainability Indicators Report
- Supported International Council for the Local Environmental Initiatives (ICLEI) Liveable Cities Conference in Hamilton November 2012
- Increased communication with supervisory staff and Union leadership
 - First ever Expanded Extended Management Team meeting (550+ staff)
- Facilitated Randle Reef community funding solution
- Facilitated early return of Pier 7 & 8 process (MOU slated for 2013)
- Facilitated HECFI review and RFP process

2012 Accomplishments - HR

- Completion of Workforce Profile, including projected retirements
- Employee Attendance Management Action Plan launched
- Succession Planning Risk Assessment completed for Senior Management positions
- Leadership Pathway, Learning & Development Framework and Tuition Reimbursement policy developed to support a culture of continuous learning & succession development
- Performance management system revised & core competencies established for all positions; system to be piloted in 2013 and evaluated before Corporate wide roll-out



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2012 Accomplishments - HR

- 8 collective agreements finalized
- Casual/Part Time and In-Scope arbitrations settled with savings of approximately \$4.5 Mil
- Labour relations/legal review of Pan Am contract with ProjectCo and Infrastructure Ontario plus negotiation with Carpenters Union to enable general contractor construction of stadium
- Developed six policies arising from Recruitment & Selection Audit
- Other policies developed - Telecommuting, Influenza Immunization, Organization Restructuring, Vacation Entitlement, Inclement Weather



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Strategic Priority #1
A Prosperous & Healthy
Community



2013 Business Plan Highlights

- Neighbourhood Action Plans (NAPs)
 - Review 4 NAP's completed in 2012 for short, medium and long term implementation
 - complete remaining 7 priority area NAP's and commence implementation
 - Develop long term strategy for collaboration between the City and external partners around implementation (i.e. with hospitals, school boards and other local institutions)
- Complete agreements related to implementation plan and financing strategy for Randle Reef



2013 Business Plan Highlights

- Complete MOU and operating agreement for Piers 7 & 8
- Complete operational agreements with new managers of HECFI assets
- Initiate a community and stakeholder engagement process that will lead to the development of a draft Community Vision and goals around “what Hamilton will look like in 2050” to replace Vision2020. Adoption of the Vision is expected in 2014.
- Development and implementation of a Foreign Direct Investment Strategy with an emphasis on Immigrant Entrepreneurs

Strategic Priority #1
A Prosperous & Healthy
Community



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2013 Business Plan Highlights

- Continue to support, participate in and implement the Service Delivery Review:
 - Assist Council with the selection and implementation of SDR opportunities
 - Oversee the development of service agreements with divisions that provide support to other departments
- Develop an Open Data Strategy for Council approval and initiate implementation strategies

Strategic Priority #2
Valued & Sustainable
Services



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Strategic Priority #2 Valued & Sustainable Services



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2013 Business Plan Highlights

- Review municipal comparators and prepare reports for Non-Union Compensation Sub Committee
- Continue to implement management action plan arising out of internal audit on Recruitment and Selection
- Implement the Value for Money performance audit program
- Focus on enhanced efficiency of Provincial Offences Act Prosecutions



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Strategic Priority #2 Valued & Sustainable Services



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2013 Business Plan Highlights

- Continue to improve communications between the City Manager and staff through increased engagement activities
- Continue to develop and implement the Workforce Management Strategy – succession planning for leadership and critical need positions, leadership and management development program, attraction and retention that fosters diverse and inclusive workforce
- Continue to develop and update HR policies and procedures



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Strategic Priority #3 Leadership & Governance



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2013 Business Plan Highlights

- Standardize across the corporation the employee recognition program
- Continue to progress Employee Attendance Management Action Plan; implement Healthy Workplace strategy
- Establish & progress desired organizational culture
- Continue to plan for and implement Workforce Management technology as per capital budget approvals e.g. automated workflow and approvals
- Collective bargaining with CUPE 1041 and Hamilton Professional Fire Fighters Association Local 288



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Questions?



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