



THE CITY OF HAMILTON

STRATEGIC PLAN 2012 - 2015

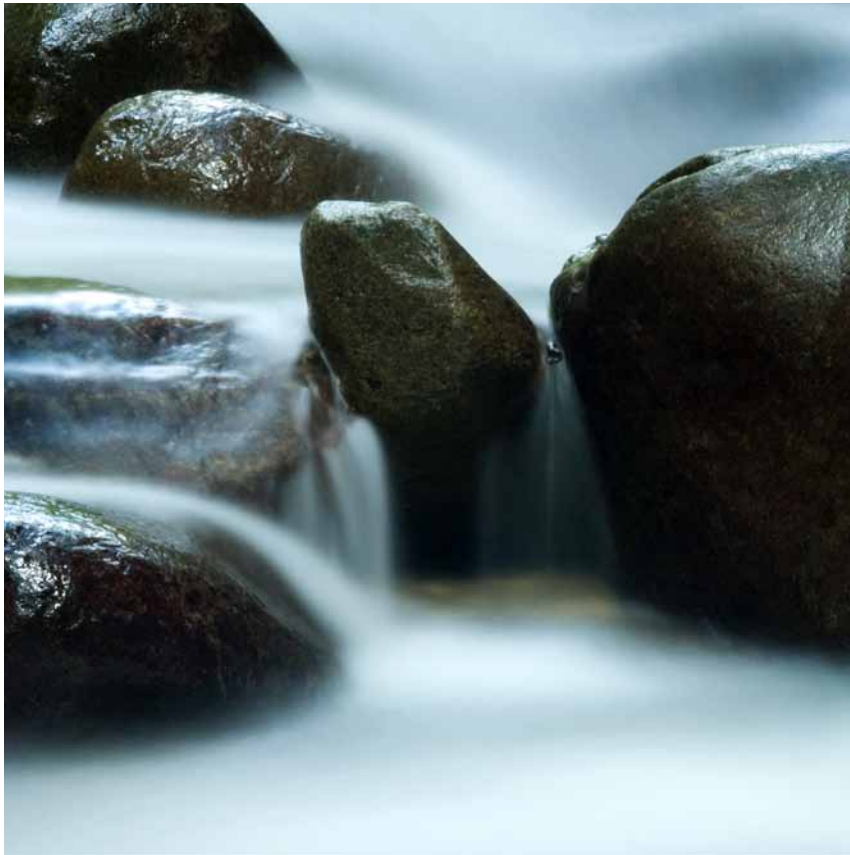


OUR Vision

To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

OUR Mission

WE provide quality public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.



OUR Values

Accountability - WE are responsible for our actions, ensuring the efficient, cost-effective and sustainable use of public resources.

Cost Consciousness – WE must ensure that we are receiving value for taxpayer dollars spent.

Equity - WE provide equitable access to municipal services and treat all people fairly.

Excellence - WE provide municipal services through a commitment to meeting and exceeding identified standards.

Honesty - WE are truthful and act with integrity.

Innovation - WE are a forward thinking organization that supports continuous improvement and encourages creativity.

Leadership - WE motivate and inspire by demonstrating qualities that foster effective decision making and promote success at all levels.

Respect - WE treat ourselves and others as we would like to be treated.

Teamwork - WE work together toward common goals, through cooperation and partnership.

STRATEGIC PRIORITY #1

A PROSPEROUS & HEALTHY COMMUNITY

WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.

STRATEGIC OBJECTIVE

1.1 *Continue to grow the non-residential tax base.*

Strategic Actions

- (i) Resolution of the Urban and Rural Official Plans appeal at the Ontario Municipal Board (OMB)
- (ii) Complete the new Comprehensive Zoning By-law for commercial and mixed use nodes and corridors
- (iii) Resolution of the Airport Employment Growth District (AEGD) Secondary Plan at the Ontario Municipal Board (OMB) and undertake implementation of Phase I
- (iv) Implement a Land Banking Program with strategic acquisitions
- (v) Complete servicing and new road infrastructure at City's Business Parks
- (vi) Develop a Bayfront Industrial Secondary Plan/Redevelopment Strategy
- (vii) Take substantive steps towards implementing the new Agricultural Action Plan, as part of the overall Economic Development Strategy



STRATEGIC OBJECTIVE

1.2 Continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit.

Strategic Actions

- (i) Update the State of the Infrastructure Report (based on 2011 asset analysis)
- (ii) Update ten year capital plan delivery prioritization (based on recommendations from completed Recreation Facility Studies and updated State of the Infrastructure Report)
- (iii) Development of Biosolids Management Plan and water quality upgrade plan for the Woodward Wastewater Treatment Plant
- (iv) Completion of a Refined Staging of Development Program and Wastewater Capacity Allocation Policy
- (v) Ongoing implementation of strategies based on recommendations within the Storm Event Response Group (SERG) Study to address flooding issues

STRATEGIC OBJECTIVE

1.3 Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts.

Strategic Actions

- (i) Expand urban renewal incentives to the six community downtown areas
- (ii) Finalize a development and servicing strategy for the west harbour lands, with a particular focus on Piers 5, 6, 7 & 8 and the Barton/Tiffany area
- (iii) Negotiate the early termination of land leases for Piers 7 & 8 with the Hamilton Port Authority
- (iv) Final resolution and Ontario Municipal Board (OMB) approval of the Setting Sail Secondary Plan
- (v) Completion of the Waterfront Master Recreation Official Plan Amendment and the implementation of the Zoning By-law and financing strategy
- (vi) Identify and implement high-priority actions to support the accelerated revitalization of Hamilton's Downtown core
- (vii) Complete implementation plan and financing strategy for Randle Reef
- (viii) Complete Request for Proposal (RFP) and make decision on long term future of HECFI
- (ix) Initiate development in the West Harbourfront and Waterfront (this includes the Bayfront Industrial area) and develop a commercial business strategy for Confederation Park
- (x) Finalize plans for the creation of the Downtown McMaster Health Campus (MHC) including the consolidation of Public Health Services

Strategic Objective

1.4 Improve the City's transportation system to support multi-modal mobility and encourage inter-regional connections.

Strategic Actions

- (i) Complete the design and develop an implementation and financial plan for the delivery of higher-order transportation and enhanced transit service, including all-day GO Transit service and rapid transit
- (ii) Implement revised eligibility criteria for DARTS (to ensure compliance with AODA legislation)
- (iii) Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the associated transportation demand management (TDM) plan
- (iv) Develop a Land Use Strategy, Urban Design Guidelines and implementation plans for the lands surrounding the James Street GO Station and along the A and B-line transit corridors
- (v) Development of a strategy to enhance conventional transit service levels within the A Line and B Line corridors

Strategic Objective

1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.

Strategic Actions

- (i) Complete the development of neighbourhood plans in selected priority neighbourhoods and complete a funding strategy to

guide how the City of Hamilton will support the implementation of neighbourhood plans

- (ii) Develop a strategy for acquiring land as a result of potential school closures, to address existing parkland shortages and identified outdoor recreation needs
- (iii) Complete planning and feasibility studies for proposed facilities/ services in new Pan Am Stadium precinct, and develop a capital funding strategy
- (iv) Develop a mental health and addiction services coordination strategy between City of Hamilton and community partners to rationalize existing services and improve access to care (e.g. CREMS, social navigator)
- (v) Develop and implement a maternal health strategy to decrease low birth weight by targeting smoking, nutrition and access to primary care
- (vi) Improve access to children and family services in collaboration with community partners through the development and implementation of a single access point initiative
- (vii) In support of the Hamilton Roundtable for Poverty Reduction's action plan develop a program to improve access to healthy food for those in greatest need
- (viii) Continue to work with the Seniors Advisory Committee, Hamilton Council on Aging and other community partners to develop an Age Friendly Initiative for Hamilton
- (ix) Develop a plan (with cost impacts) to prevent childhood obesity
- (x) Development of a Comprehensive Rental Housing Licensing Program - which incorporates the licensing of low density housing (semi/single detached housing with 8 units or less) and a proactive by-law enforcement program.

(xi) Implement a ten-year Housing and Homelessness Action Plan with strategies to support:

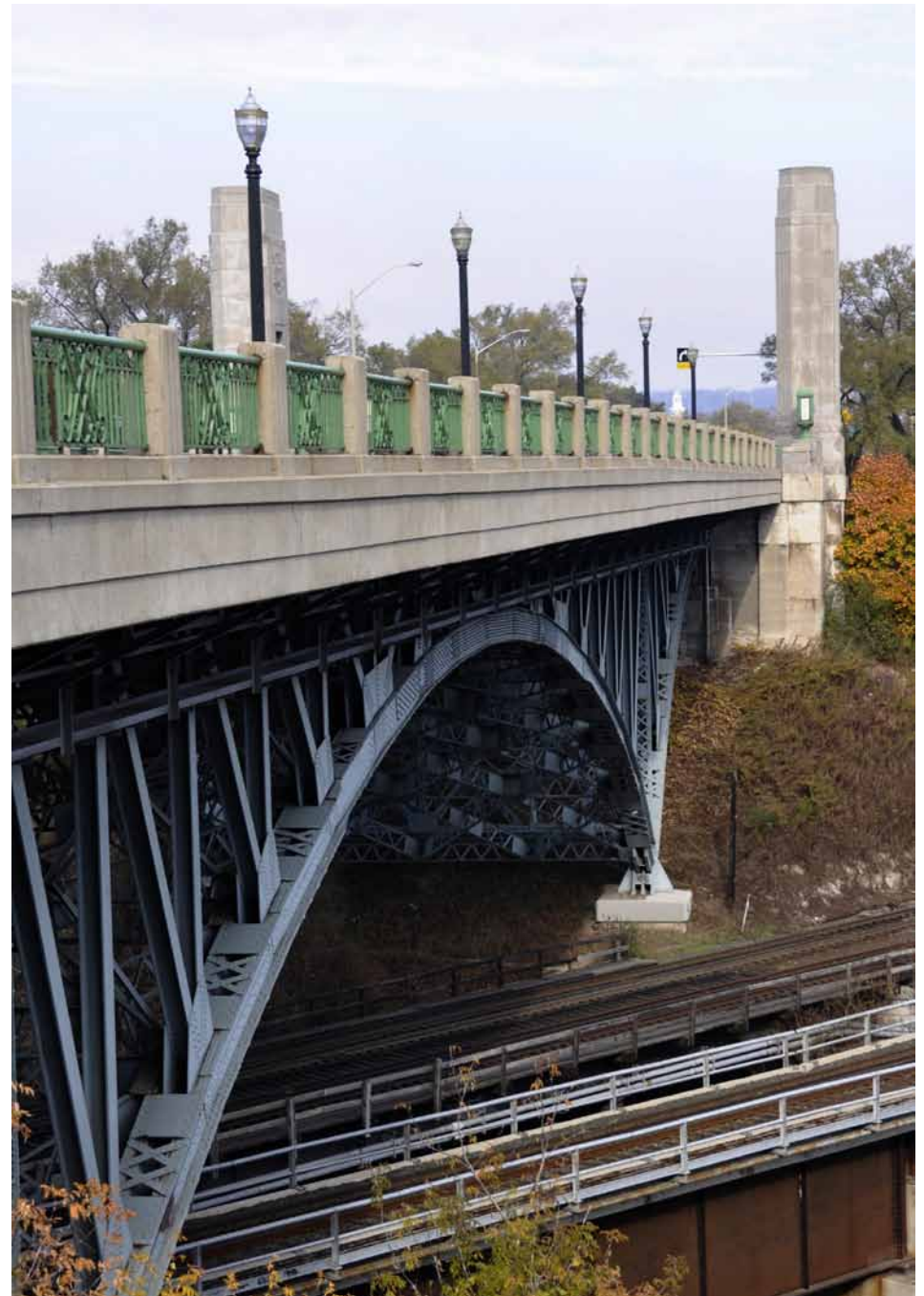
- Increasing the supply of affordable rental and ownership housing
- Developing a plan to improve housing affordability and geared to income that includes outlying communities in Hamilton with rising poverty issues
- Providing individualized supports to facilitate housing retention and ownership
- Providing quality, safe and suitable housing options

Strategic Objective

1.6 Enhance Overall Sustainability (financial, economic, social and environmental)

Strategic Actions

- (i) Development of an Environmental Roundtable that, through collaborative efforts with community partners, would highlight accomplishments and address issues related to environmental sustainability
- (ii) Development of a Community-based Climate Change Action Plan
- (iii) Develop and confirm a community vision that will form the basis for future strategic plans, re-visiting the role of Vision 2020 and looking towards overall Sustainability (financial, economic, social and environmental)





STRATEGIC PRIORITY #2

VALUED & SUSTAINABLE SERVICES

WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.

Strategic Objective

2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.

Strategic Actions

- (i) Complete a Service Delivery Review, establishing performance measures and identification of recommended service levels
- (ii) Develop and implement a redeveloped website and associated management plan to provide more on-line transactions
- (iii) Implement the call handling review recommendations
- (iv) Develop an Information Services governance model and identify areas for improvement, consolidation and savings
- (v) Review the feasibility regarding the implementation of an Employee Suggestion Program for the City of Hamilton
- (vi) Develop and implement a Financial Sustainability Plan
- (vii) Implement a Value for Money performance audit program
- (viii) Develop a Corporate template for Departmental business plans, aligning to the 2012 – 2015 Strategic Plan and future budgets

Strategic Objective

2.2 *Improve the City's approach to engaging and informing citizens and stakeholders.*

Strategic Actions

- (i) Establish a policy and begin to implement a coordinated citizen and stakeholder engagement program
- (ii) Develop a community and corporate engagement plan for key initiatives (includes Infrastructure Services, Human Services Plan, Community Visioning & Strategic Planning)
- (iii) Develop and implement an Open Data strategy

Strategic Objective

2.3 *Enhance customer service satisfaction.*

Strategic Actions

- (i) Complete the Open for Business review including the development of metrics/indicators for evaluation purposes, implement recommendations including enhanced support to the City's One Stop Business Centre
- (ii) Create an online system for the digital submission of applications and permits



STRATEGIC PRIORITY #3

LEADERSHIP & GOVERNANCE

WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.

Strategic Objective

3.1 Engage in a range of inter-governmental relations (IGR) work that will advance partnerships and projects that benefit the City of Hamilton.

Strategic Actions

- (i) Develop an intergovernmental relations strategy to promote City priorities
- (ii) Adopt infrastructure, transportation, housing, downloading and AODA as initial priority areas relative to intergovernmental relations advocacy, funding priorities and grant programs
- (iii) Develop and maintain a list of priority and “shovel-ready” projects, across all Departments, in order to more efficiently present opportunities for collaboration with other levels of government

Strategic Objective

3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.

Strategic Actions

- (i) Implement a workforce management strategy which includes:
 - A profile of the current workforce, including early retirements
 - A forecast of workforce supply and skill demands
 - Development of a succession planning program for leadership and critical need positions
 - Developing a leadership and management development plan
 - Developing an attraction and retention strategy that fosters a diverse and inclusive workforce
- (ii) Revise the existing performance management system and implement across organization

Strategic Objective

3.3 *Improve employee engagement*

Strategic Actions

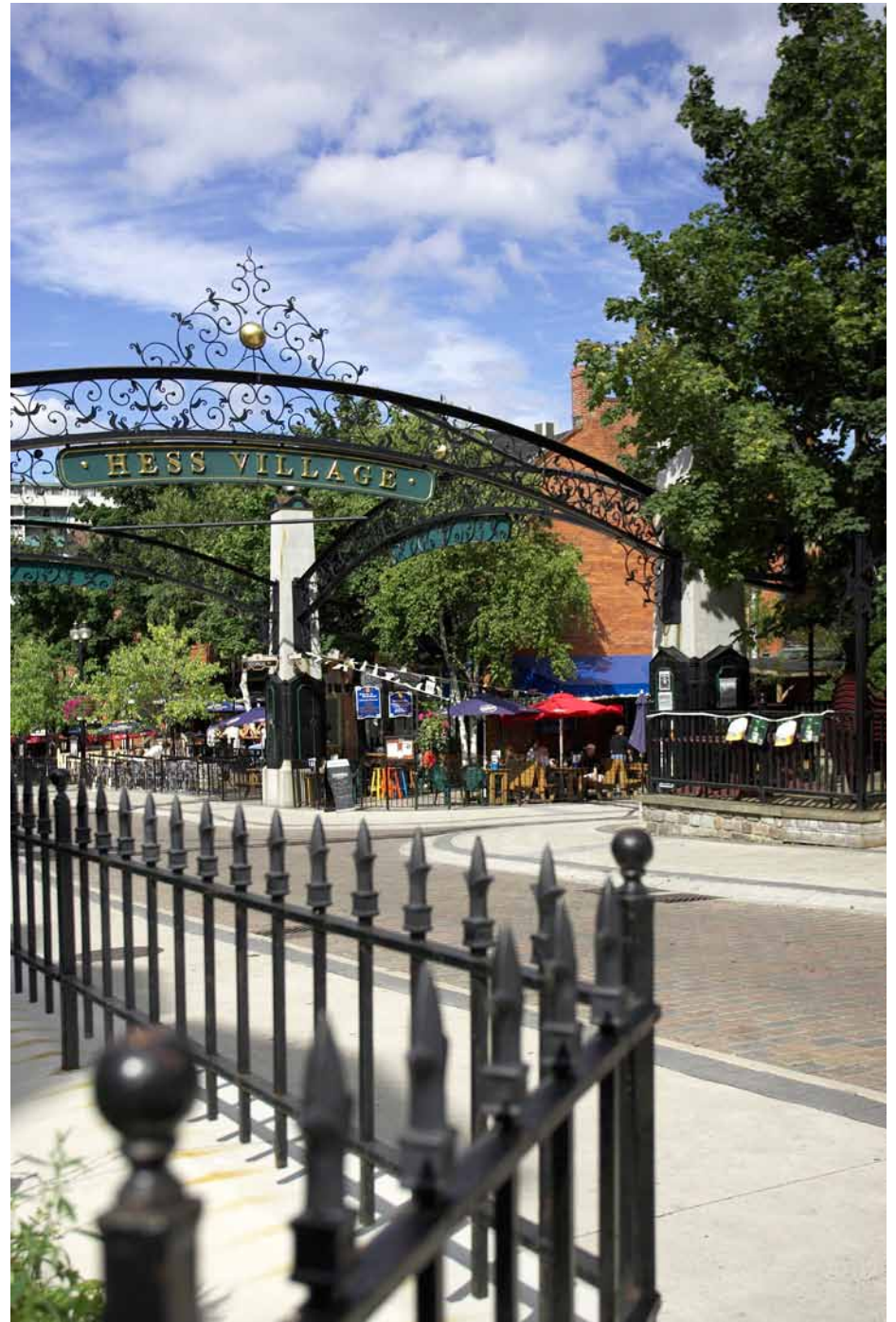
- (i) Develop and implement an internal communication strategy
- (ii) Enhance the Corporate Employee Recognition Program
- (iii) Implement the Healthy Workplace Strategy

Strategic Objective

3.4 *Enhance opportunities for administrative and operational efficiencies*

Strategic Action

- (i) Leverage technology to streamline workflow processes, enable better workforce management, and assist in management decision making through:
 - Position Management
 - Automated Workflow & Approvals & Employee & Manager Self-Service
 - Time, Attendance & Scheduling Technology (KRONOS)
- (ii) Implement the Employee Attendance Management Action Plan to decrease absenteeism





Hamilton

For more information please visit www.hamilton.ca/strategicplan