

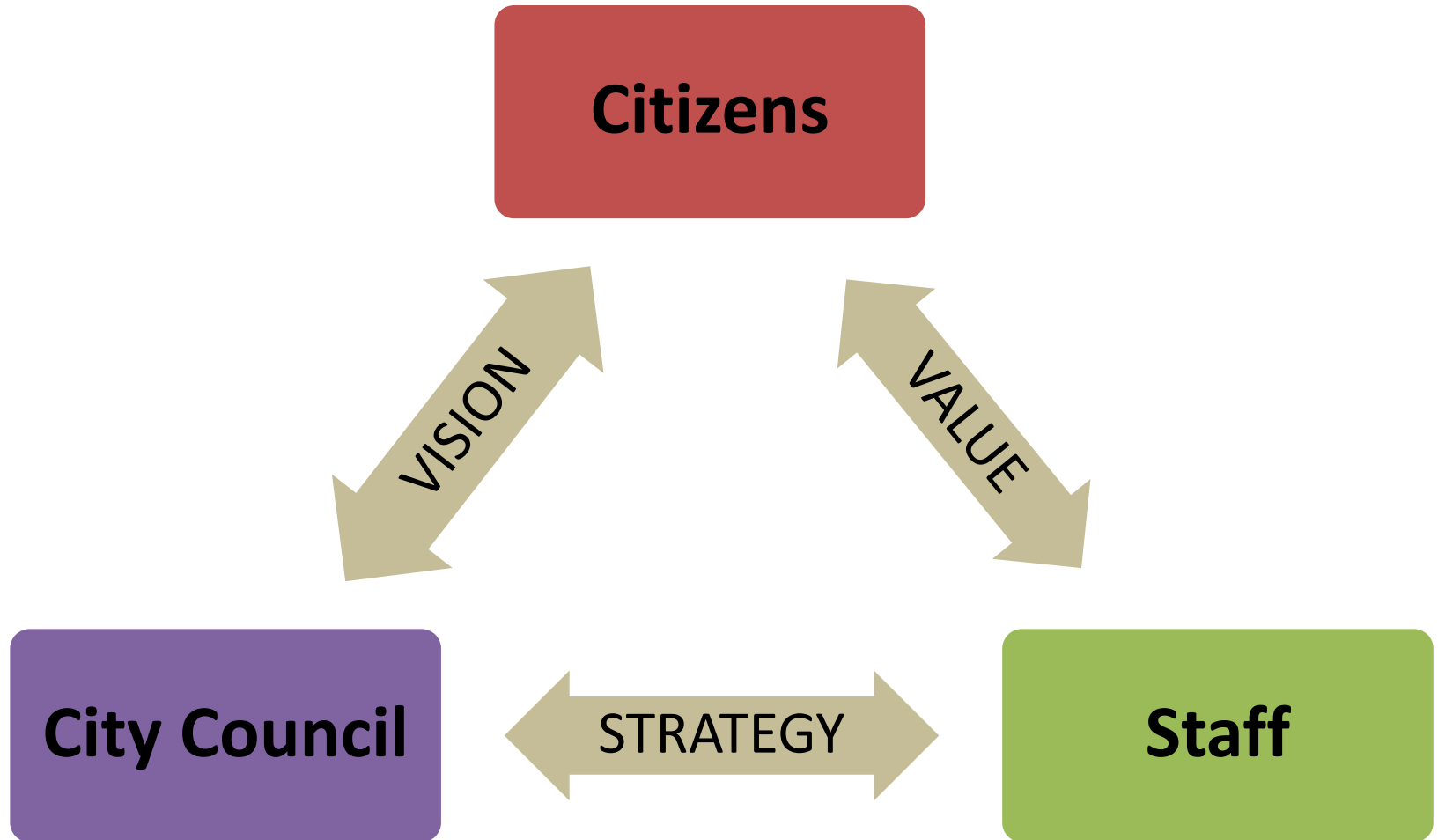


Hamilton

City Manager PAD 2016
General Issues Committee
Chris Murray, City Manager

Wednesday, June 21, 2017

ESTABLISHING TRUST & CONFIDENCE



GOALS/CORE JOB RESPONSIBILITIES

- Support Mayor and Council's Strategic Initiatives
- Efficient and effective delivery of services
- Efficient and effective administration of all departments

2016 ACCOMPLISHMENTS

“Support Mayor and Council’s Strategic Initiatives”

OUR PEOPLE AND PERFORMANCE PLAN



CITY OF HAMILTON

STRATEGIC PLAN 2016-2025



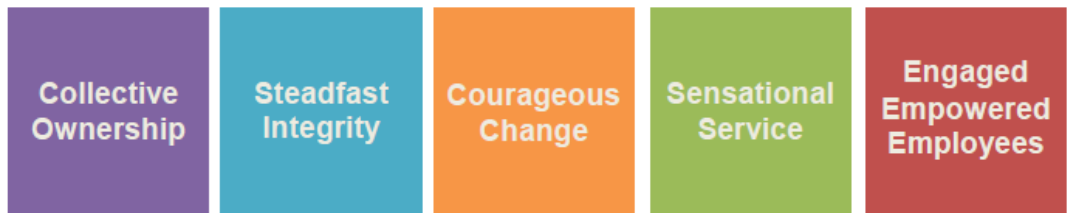
Our Vision

To be the best place to raise a child and age successfully.

Our Mission

To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

Our Culture



Our Priorities

- Community Engagement and Participation
- Economic Prosperity & Growth
- Healthy & Safe Communities
- Clean & Green
- Built Environment & Infrastructure
- Culture Diversity
- Our People & Performance



2016 ACCOMPLISHMENTS

**Support the implementation of LRT
and GO Transit expansion into Hamilton (\$1.2B)**



2016 ACCOMPLISHMENTS

Continue West Harbour redevelopment and initiated a long term strategy for the Stelco lands



2016 ACCOMPLISHMENTS

- Established a Climate Change partnership with Burlington
- Conducted a By-Election in Ward 7 and completed a Ward Boundary Review
- Supported the Horizon merger, Canada Post court argument, and work to achieve stadium settlement
- Continue to produce amongst the lowest tax increases in Ontario

2016 ACCOMPLISHMENTS

“Efficient and Effective Administration of all Departments”

2016 ACCOMPLISHMENTS

- Hired new Director of Human Resources, Communications/Government Relations, Audit and General Manager of Public Works
- Developed Our People and Performance Plan and developed Leadership Profile document
- Implemented MMI initiative for future Directors
- Completed Public Works Departmental review
- Developed and launched Workplace Mental Health Strategy
- Maintained focus on reducing employee absences
- Supported development of the Transgender Protocol

2016 ACCOMPLISHMENTS

Continue to use a multitude of communication techniques to keep staff informed and engaged

- Extended management team meetings
- Corporate leadership team workshops
- City Manager Awards
- YouTube video's
- “Day in the Life” sessions
- Overhauled intranet service (using existing resources)
- Support CityHYP (Hamilton Young Professionals)
- Monthly new employee on-boarding sessions

2016 ACCOMPLISHMENTS

“Efficient and Effective Delivery of Service”

2016 ACCOMPLISHMENTS

Drive Continuous Improvement (CI) and Performance Measurement (PM) program

- Support Open for Business, Green Belt and Cutting Edge of Leadership programs
- Completed Performance Measurement program review of North American cities
- Chair the Municipal Benchmarking Network of Canada
- Include CI/PM summaries in the 2017 budget process

2016 ACCOMPLISHMENTS

- Developed the City's Digital Framework to inform Smart City Strategy and centralized digital resources
- City's web site expanded to include more e-transactions and performance analytics
- Initiated City Lab
- Set to launch in 2017 multi-year budgeting/business planning program with fully aligned IT services strategy

2017 GOALS

Short Term Goals

2017 Short Term Goals

- Implement 2016-2025 Strategic Plan
- Continue focusing City's energies on non-residential tax growth (2017)
 - Gain support from province and federal governments for Stelco Strategy
 - Review financial incentive programs and look for reinvestment opportunities
 - Continue supporting investments in employment lands (e.g. lands surrounding airport)
 - Continue challenging attempts to reduce non-residential tax base

2017 Short Term Goals

- Ready LRT project for award by Province (2018)
 - Complete design
 - Assess operating and maintenance cost
 - Ensure sub-surface infrastructure assets are maximized
- Award Pier 8 development opportunity to successful proposal (2017)

2017 Short Term Goals

- Consolidate and more effectively deliver corporate services (2017)
- Consolidate Community & Emergency Services and Public Health Services departments to better achieve social determinants of health objectives and support changes occurring in provincial/community service delivery expectations (2017)
- Implement Citizen Service Satisfaction Survey (2017)
- Implement Our People Survey (2017)

2017 Short Term Goals

- Support Council's \$50M investment in Affordable Housing
- Rollout mental health training to employees and gauge effectiveness
- Develop workplace Diversity and Inclusion Strategy
- Develop and implement SMART City Strategy
 - Establish digital roadways to support better online services and more open government
 - Launch City of Hamilton mobile app
 - Fully launch web analytics to ensure user needs are met
- Continue with Performance Excellence Program across the corporation

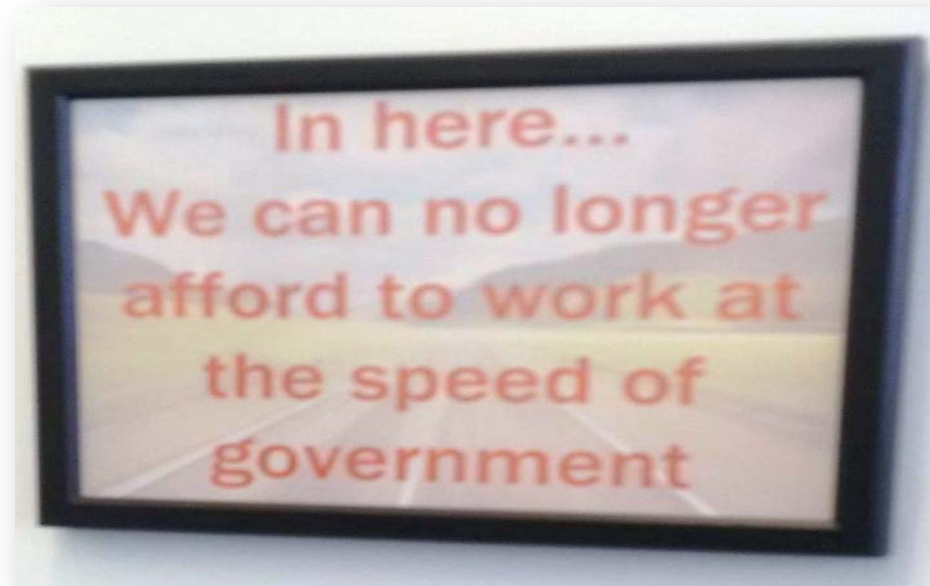
2017 GOALS

Long Term Goals

2017 Long Term Goals

Success will continue as long as we:

- Establish and maintain great leadership
- Follow through on strategic priorities
- Promote innovation (and accept its consequences)
- Expect transformation
- Build relationships



Questions?