



June 2017

Letter of Commitment: Planning & Economic Development

Hamilton is a proud and vibrant City with an ambitious future. The newly confirmed community vision created with the engagement of over 48,000 Hamiltonians of all ages serves to guide the City's development for the next 25 years. To ensure that your government - both elected officials and staff, serve the citizens of Hamilton in a future focused manner; the leadership team has developed a 10 year strategic plan. This plan will guide our decisions, focus our resources and deliver measurable and tangible actions.

The City's Strategic plan has seven theme areas. Six themes are externally facing including; Community Engagement and Participation; Economic Prosperity and Growth; Health and Safe Communities; Clean and Green; Built Environment and Infrastructure; and Culture and Diversity. The City has added a seventh internal focus area, Our People and Performance, which supports developing the capacity and capability of staff to deliver effectively and efficiently on the six citizen facing themes.

It is important moving forward that we are clear in our commitments. That we work collaboratively within the City and with our Community partners to deliver required programs and services in a fiscally accountable manner. That we demonstrate our success in advancing the strategic plan with measureable outcomes and provide tangible evidence of our progress.

As a member of the **Senior Leadership Team** our specific priorities for the term 2017-2018 will include:

- Demonstrating that all employees know the vision and mission of the City; how their job aligns/contributes to the outcomes of trust and confidence
- Championing and supporting the implementation of People & Performance Plan.
 - Visibly sponsoring the Our People Survey to achieve a departmental response rate of 65% in Q4, 2017 with all leaders having an action plan to address survey results as part of their leadership Performance Accountability Goals for 2018.

- Building and supporting a high performance Department Leadership Team that models the City's Leadership Profile.
- Improving the quality of PAD's specifically focussing on the learning and development plans and providing measurable goals which are tied to the City's Strategic Plan.
- Continuing to champion the Corporate culture work across the Divisions
- Recommend service levels, operating & capital budgets in order to achieve objectives of the assigned programs and services by:
 - Supporting and advancing the multi-year business planning framework within the department.
 - Communicating the plan to implement a full regime of measures for all program areas which will satisfy the implementation of public facing dashboard and public reporting that is aligned with the Results Based Accountability framework.
- Improve the development and implementation of dashboards, measures, measurement tools and outcome reporting throughout the department

As the **General Manager, Planning and Economic Development**, my specific priorities for the term 2017-2018 include:

- Ensure that new development in the City contributes to a high quality of design, the creation of exceptional public and private spaces, and the protection and celebration of the City's cultural and natural heritage.
- Continuation of the departments' highly successful Open For Business initiative to continuously improve approval timelines, and identify efficiencies in the approvals process. We will also create appropriate and flexible policies, and regulations such as new zoning and business licensing bylaws that achieves economic growth and vibrancy.
- The successful completion of the procurement phases of the City's LRT and West Harbour initiatives.
- Achieve economic growth and growth of the City's non-residential assessment base through the implementation of the Economic Development Action Plan, the completion of the GRIDS2 exercise, and the growth of the City's supply of shovel-ready employment land.
- Continue to embed the City's creative, tourism and cultural sectors as cornerstones of our economic development and quality of life through the implementation of the Cultural Plan, Tourism Strategy, Public Art Master Plan and Music Strategy.

It is understood that these priorities are further supported by detailed work plans. It is also understood that each employee at all levels understand what their contribution is to the achievement of these priorities through the alignment of PAD goals to the strategic outcomes of the most relevant theme area(s).

The commitments we have made to deliver on these priorities demonstrate our accountability as Civil Servants and serve as a reminder that we are entrusted by the taxpayers of Hamilton to fulfil our vision through transparent and accountable practices.

I look forward to our quarterly meetings that focus on strategic priorities, performance in a manner which aligns with our culture values and Leadership Profile, measurable results and working together to advance the ambitions of the City of Hamilton.

Jason Thorne
General Manager,
Planning and Economic Development

Chris Murray
City Manager