



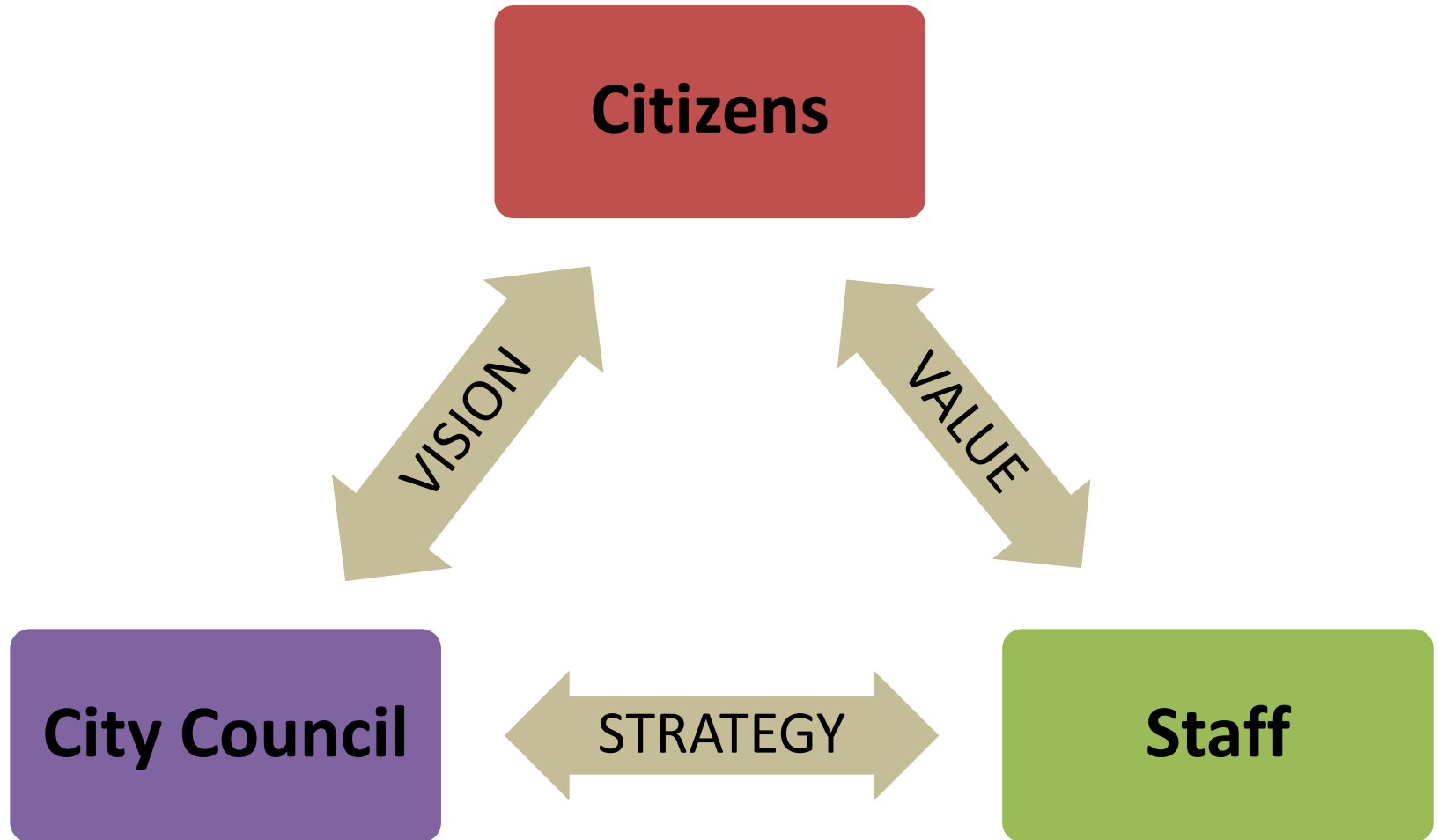
Hamilton

7.1(a)

**City Manager PAD 2017**  
**General Issues Committee**  
**Chris Murray, City Manager**

Wednesday, June 6, 2018

# ESTABLISHING TRUST & CONFIDENCE



# OUR PEOPLE AND PERFORMANCE PLAN



CITY OF HAMILTON

# STRATEGIC PLAN 2016-2025



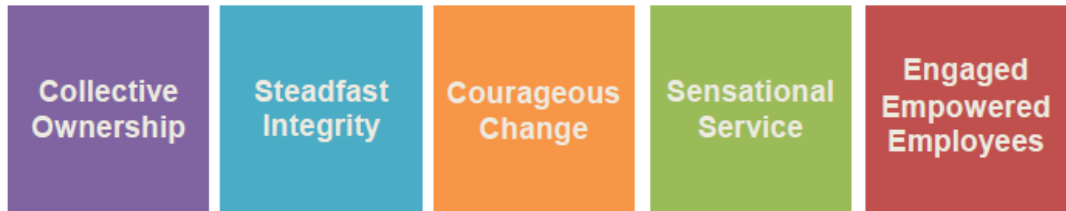
## Our Vision

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



# GOALS/CORE JOB RESPONSIBILITIES

**Support Mayor and Council's Strategic Initiatives**

**Efficient and effective administration of all departments**

**Efficient and effective delivery of services**

# 2017 ACCOMPLISHMENTS



# 2017 ACCOMPLISHMENTS

## “Support Mayor and Council’s Strategic Initiatives”

- Trust and Confidence Report
- Light Rail Transit
- West Harbour Redevelopment
- Stelco Lands
- Climate change
- Amazon
- First Ontario Centre

# 2017 ACCOMPLISHMENTS

## “Efficient and Effective Administration of all Departments”

- Employee survey
- Maintain skilled Senior Leaders
- Provide clear guidance to staff
- Merged CES and PH
- Succession planning
- Workplace Mental Health Strategy
- Human Rights, Diversity and Inclusion Strategic Plan
- Employee absences
- Communications

# 2017 ACCOMPLISHMENTS

## “Efficient and Effective Delivery of Services”

- Continuous Improvement and Performance Measurement
- Smart City Strategy
- Multi-year budgeting
- External website
- Seven Intelligent Communities
- St. Helen’s community hub



# 2018 GOALS

## Short Term Goals

# 2018 Short Term Goals

- Implement 2016-2025 Strategic Plan – report on progress during budget.
- Continue focusing City's energies on non-residential tax growth
  - Gain support from province and federal governments for Stelco Strategy and advancing industrial partners.
  - 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
- Ready LRT project for award by Province (2019)
  - Complete design
  - Assess operating and maintenance cost
  - Ensure sub-surface infrastructure assets are maximized
- Award Pier 8 development opportunity to successful proposal and start negotiations

# 2018 Short Term Goals

- Consolidate and more effectively deliver corporate services
- Report on Citizen Service Satisfaction Survey
- Follow through on actions resulting from Our People Survey (2017)
- Support Council's \$50M investment in Affordable Housing
- Rollout mental health training to employees and gauge effectiveness
- Implement workplace Diversity and Inclusion Strategy
- Develop and implement SMART City Strategy
  - Establish digital roadways to support better online services and more open government
  - Fully launch web analytics to ensure user needs are met
- Continue with Performance Excellence Program across the corporation

# 2018 GOALS

## Long Term Goals

# 2018 Long Term Goals

- Ensure the outcomes of the 2016 – 2025 Strategic Plan are achieved
- Promote financial sustainability through the use of multi-year budgeting and related tools
- Help Council grow the non-residential tax base through good planning and strategic investments supporting living wage jobs
- Work to ensure the leadership of this organization possesses the character needed to realize our desired Corporate Culture
- Await the direction of the next term of Council

## **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?