



Hamilton

CITY ACCOMPLISHMENTS

2014-2018

September 19, 2018

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

Collective Ownership	Steadfast Integrity	Courageous Change	Sensational Service	Engaged Empowered Employees
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Our Priorities



Community Engagement & Participation



Economic Prosperity & Growth



Healthy & Safe Communities



Clean & Green



Built Environment & Infrastructure

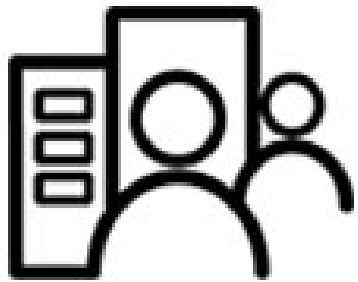


Culture Diversity



Our People & Performance

Community Engagement & Participation



Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Community Engagement & Participation

Building Trust & Confidence in City Government

our Citizen Survey
Your thoughts. Our Action.

January 15 – February 4, 2018



HAMILTON SUMMIT 2018



Community Partners Engaged for Input on

Our Future Hamilton

Community Vision

Community Engagement & Participation

Open, Transparent & Accessible Communication

Social Media presence continues to expand

- Twitter: 63.7k Followers
- Instagram: 1700 Followers
- Corporate LinkedIn: 9,952 Followers



Launch of the City of Hamilton App (2018)

- 1,737 downloads (iOS & Android)
- 1,370 monthly users
- 501 weekly users
- 120 daily users

Audio Visual system upgrade at City Hall (2018)



Community Engagement & Participation

The best place to raise a child and age successfully



Youth Strategy



Age Friendly

Community Engagement & Participation

Our Community

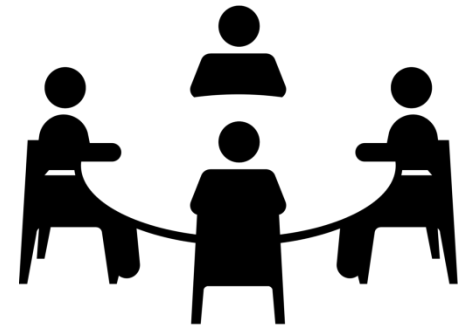


- **First Urban Indigenous Strategy (2017)**
- 41 Indigenous community members and partners attended a **community conversation on reconciliation**
- 100+ community members, students and residents attended **KAIROS Blanket Exercise**
- **Use of Indigenous Medicines Policy & Procedure**

Hamilton Anchor Institution Leadership Table (HAIL)

City's major Institutions began to meet 3x per year to discuss how to integrate efforts and maximize opportunities that are important to the City.

City Enrichment Fund
\$6 million across
300 + programs



Economic Prosperity and Growth



Hamilton has a prosperous and diverse local economy where all people have opportunities to grow and develop.

Economic Prosperity and Growth

Open for Business



\$3.5B Building permits construction value



\$1B

building permits, 6 consecutive years.

More than **25,000** issued

Reviewed nearly **3,500** planning applications

1,477 new residential units in the Urban Growth Center

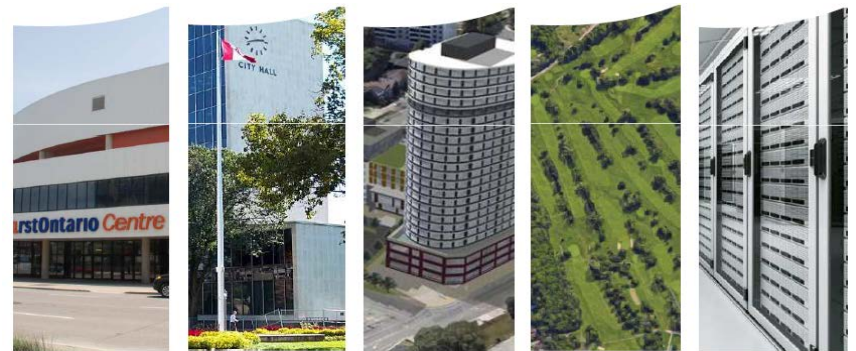


519 NEW BUSINESSES

Economic Prosperity and Growth

Diversifying the City's Economy

STELCO LANDS STRATEGY



Economic Prosperity and Growth

Supporting Skill Development

Mayor's Blue Ribbon Task Force on Workforce Development

Created to address Hamilton's shortage of skilled trades and an aging workforce with limited succession plans (2015)



Healthy & Safe Communities



Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

Healthy & Safe Communities

A Healthy and Supportive Community



Healthy & Safe Communities

Implement Poverty Reduction Plan, including new affordable housing investment, quality of social housing stock and Indigenous poverty reduction.

- Affordable Housing Strategies and Investments (\$50M)
- Rehabilitating our affordable housing stock/properties
- Focus on strategies for the eradication of Poverty and Homelessness



First ambulance service in Province to complete **Road To Mental Readiness (R2MR)** training for all paramedics



Hamilton Food Strategy created to support a healthy, sustainable and just food system for all



Protocol for **Gender Identity and Gender Expression; Transgender and Gender Non-Conforming Persons**



Realization of the **McQuestan Urban Farm**

Clean and Green



Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

Environmental Sustainability



- Glanbrook Landfill site to Silver certification
- Randle Reef Remediation Project
- Cootes to Escarpment Plan
- Bay Area Climate Change Office & Model

15,000

street lights converted to LED from HPS

Emerald Ash Borer (EAB) Management Plan

15,424

trees removed to date

40

lights

installed completely off the grid on the Mountain Brow

Greening of HSR Fleet



CNG conversion from 23.5% of fleet to 45%

Clean & Green



4465 tonnes of **FREE** compost
FREE woodchips to residents

Parks



4,300 acres of municipal park
shared school park and open space at **520**
sites

Horticulture

- 314** floral traffic islands
- 113** perennial medians
- 107** medians/boulevards/laybys
- 72** roundabouts
- 78** civic properties
- 701** hanging baskets



42.4% of all
collected waste
was **RECYCLED**
and diverted from
the landfill

BikeShare Program

20,000
members

130
stations

825
bikes

959,000
trips



Built Environment & Infrastructure



Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Built Environment & Infrastructure



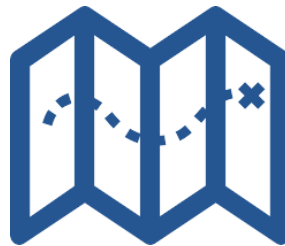
24 pedestrian crossovers

80 lane km of road replacement complete

40 km of new road worth **\$150M**

473 lane km of road rehabilitation as part of the ongoing Asset Preservation

62 km of cycling infrastructure



5 km of new multi-use trails (includes East Mountain Brow Trail)

Built Environment & Infrastructure

New & Improved Sewer & Road Infrastructure



Centennial Sewer Trunk



Wilson Street



Upper Sherman



York Boulevard



Dartnall Road Culvert



Bell Road Culvert Replacement



Sherman Access West



Montgomery Drive ²¹

Built Environment & Infrastructure

New Recreation Facilities constructed

Green Acres Pool (W9)
Waterdown Library and Flamborough Seniors Centre (W15)
Gage Park Family Skills Pump Track (W3)
Winona Recreation and Community Centre (W11)
Birge Pool (W3)
Waterdown Rotary Memorial Park Outdoor Ice Skating Loop (W15)
Freelton Outdoor Ice Facility (W14)
Bernie Morelli Recreation Centre (W3)

New Parks & Park Improvements

New Rail Trail Dog Park/Improvements to Borer Dog Park and Cathedral Dog Park (W 1, 2, 13)
Gore Park redesign (W2)
Play Structure in Gage Park (W3)
Lucy Day Park Extreme Makeover/North Central Park Extreme makeover (W3)
Mini makeover at Pinky Lewis Parkette (W3)
Gage Park Tropical House, Fall 2018 completion (W3)
Vincent Massey Park (W6)
William McCulloch Park (W8)
William Connell (W8)
Carpenter Neighbourhood Park Redevelopment (W8)
Ancaster's Heritage Green Park Upgrades (W12)
Johnson Tew Park – 150 trees planted for Canada's 150 Birthday (W14)
DeLottinville Park (W14)

Recreation facilities that received major renovations

Dalewood Recreation Centre (W1)
Sir Wilfrid Laurier Recreation Centre (W4)
Ancaster Aquatic Centre (W12)
Huntington Park Recreation Centre (W6)
J.L. Grightmire Arena (W13)

Energy Efficient Facilities

Converted First Ontario Centre Ice Surface Lighting to LED
Macassa & Wentworth Lodge lighting
Arenas LED lighting upgrade
Parking Garages LED upgrade
Hamilton City Hall Mezzanine LED upgrade

Lodges that received major renovations
Macassa Lodge major renovation to kitchen and 11 dining rooms (W6)



Built Environment & Infrastructure

Transit Improvements



Year **3/10** of
Local Transit
Strategy
implemented

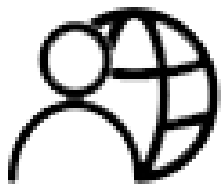
\$72M in Public Transit
Infrastructure Fund projects
(**\$36M** Council investment)



West
Harbour GO
Station

Confederation GO Station
construction begins (operational
2019)

Culture & Diversity



Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

Culture & Diversity

Thriving Vibrant Place for Arts, Culture and Heritage



NORTH AMERICAN
INDIGENOUS
GAMES 2017
TORONTO · ONTARIO



2017 JEUX
AUTOCHTONES
DE L'AMÉRIQUE DU NORD
TORONTO · ONTARIO



Our Cultural Community

Downtown core revitalization continues

Public Art Master Plan

Continued implementation of the Cultural Plan

EST. 1837

HAMILTON FARMERS'
MARKET

OPEN YEAR ROUND

Improved financial performance and reduced levy support from the City

Incubator for young entrepreneurs

New vibrancy and expanded mix of vendors

Our People & Performance



Hamiltonians have a high level of trust and confidence in their City government

Our People & Performance

Transparency & Accountability



 HAMILTON FIRE DEPARTMENT	 FOOD SAFETY	 ONTARIO WORKS	 WASTE COLLECTION & DIVERSION PROGRAMS
 WATER SUPPLY & DISTRIBUTION	 CITY FINANCES	 BUILDING - ONTARIO BUILDING CODE ADMINISTRATION & ENFORCEMENT	 HSR TRANSIT
 HOUSING SERVICES	 LOCAL ECONOMY & ECONOMIC DEVELOPMENT		



2018 - 2021 BUSINESS PLANS



Our People & Performance

Our Staff

OUR PEOPLE AND PERFORMANCE PLAN



Regularly meet with Leadership

- Extended Management Team (EMT) Meetings (2x/year – Supervisors & above)
- Corporate Leadership Team (CLT) Meetings (3x/year – Directors & above)
- Senior Leadership Team (SLT) Meetings (bi-weekly)

City Manager Awards

to recognize and celebrate nominated groups and individuals for their outstanding contributions to City-wide programs and exemplary leadership



Our People & Performance

Operational Reviews

Established a Corporate Security Office

Finding Alternate Revenue Sources

Smart City Challenge

Tax Competiveness

Credit Rating

Reserves

Yearly Average Inflationary Tax Increase (Avg. 2.3%)

Overall Average Tax increase and How We Compare

30



Hamilton

THANK YOU