



INFORMATION REPORT

TO: Mayor and Members, General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: December 12, 2011	
SUBJECT/REPORT NO: Senior Management Team (SMT) 2011 Work Plan (CM11017) (City Wide)	
SUBMITTED BY: Chris Murray City Manager	PREPARED BY: Lisa Zinkewich (905) 546-2424 ext 2297
SIGNATURE:	

Council Direction:

On April 13, 2011, Council approved the Senior Management Team (SMT) 2011 Work Plan. This report outlines progress made in the priority areas on the priority actions (see Appendix A to report CM11017).

Information:

The SMT 2011 Work Plan provided focus in moving specific corporate objectives and priorities forward. The Work Plan identified actions that required collaboration and resources across Departments. The Work Plan aligns with the City's current Strategic Plan and Corporate Priority Plan and is organized into three priority areas:






- Leadership and Governance;
- Prosperity; and
- Sustainable services.

As part of the 2012 – 2015 strategic planning process (currently underway), the strategic priorities for SMT and the Corporation for the remainder of this term of Council will be refined.

/LZ
Attach. (1)

2011 Senior Management Team Work Plan Progress Report (December 2011)

Legend

STATUS LEGEND	
	Not Being Addressed/Discontinued
	Off Target
	At Target
	Above Target
	Project Completed
N	New Project

LETTER LEGEND	
C	Capital
O	Operating
EC	Expanded Capital
EO	Expanded Operating
R	Revenue

Format for the reporting of progress on the 2011 SMT Work Plan is based on the format of the 2010 - 2012 Planning & Economic Development Business Plan Update

2011 Senior Management Team Work Plan - Progress Report

Strategic Priority: Leadership & Governance

Foster positive relations between staff and Council Provide strategic and administrative direction Promote a culture of employee engagement

Strategic Action	Start Date	Estimated Completion Date Quarter / Year	Name of Lead Division / Staff	List of Other Departments / Divisions Involved	Links to Other Projects / Processes	Budget Source	Status	Sub-Actions and Comments on progress
Update Strategic Plan to refine direction of Council and the corporation through 2015	Q1/2011	Q4/2011	C. Murray	All	None	C	★	Deliver Council Workshop (Fall) to develop agreed upon priorities - As part of 2012 Budget Process, to be completed by end of 2011
	Q1/2011	Q1/2012	C. Murray	All	Result will be the guiding document for the Corporation	C	○○○○	With Council, revise the City's Strategic Plan (2012-2015), based on agreed upon strategies (from Fall workshop) - Council Workshop set for December 13 – to be completed by end of 2011
	Q1/2011	Q4/2011	C. Murray	All	Process will guide the development and implementation of key corporate initiatives	C	○○○○	Develop an integrated corporate planning cycle that identifies when, during each term of Council, various initiatives should be completed (e.g. Community Visioning, Strategic Plan, Budgeting, Business Planning) - will be identified as part of 2012 – 2015 Strategic Plan, to be completed by end of 2011

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Improve workforce management and administrative oversight	Q3/2011	Q1/2012	R. Rossini / H. Hale Tomasik	All		0		Develop and implement policies and procedures for:
	Q1/2011	Q4/2011		All		0		departmental reorganizations - draft policy has been prepared for SMT approval
	Q1/2011	Q3/2011		All		0		selection, appointments & internal promotions - draft policies have been prepared for SMT approval
	Q2/2011	Q4/2011		All		0		vacancy management protocol - protocol developed
	Q2/2011	Q4/2011		All		0		complement control - to be addressed as part of 2012 budget process
	Q2/2011	Q4/2011		All		0		budget control - to be addressed as part of 2012 budget process
	Q1/2011	Q1/2012	H. Hale Tomasik			0		consultant assignments - to be addressed as part of 2012 budget process
	Q1/2011	Q4/2013	H. Hale Tomasik			0		Implement mechanisms and processes to reduce employee related costs in 2011 - revised salary administration policy approved by Council - August 8, 2011; additional recommendations to be discussed with NU Compensation Committee in 2012
	Q4/2009	Q1/2012	H. Hale Tomasik	All		0		Implement action plan in response to recruitment and selection audit - verbal update to AF&A on Nov 23, 2011. Continue progress on 3- year implementation plan
	Q1/2011	Q1/2012	H. Hale Tomasik	All		0		Implement position management system across all departments - all implemented except Community Services
Improve Employee Engagement	Q1/2011	Q4/2013	H. Hale Tomasik	All		0		Review attendance management support program- review complete, recns coming to SMT in Dec, report to AFA Q1 2012
	Q1/2011	Q4/2013	H. Hale Tomasik	All	Succession Planning	0		Enhance Corporate Employee Recognition Program - made refinements in 2011; proposed 3 year plan to make corporate improvements which requires a dedicated staff resource
	Q3/2011	Q1/2013	H. Hale Tomasik	CMO - Com Pgm Mgr; all Dept Com Officers		0		Develop new performance management system that includes learning and development plans and an implementation roll-out plan for 2011-2013 - leadership competencies developed, revised evaluation tool developed
Build organizational capacity to ensure organization has workforce capable of delivering business objectives today	Q1/2011	Q4/2013	H. Hale Tomasik	CMO, Finance	Business Planning, Strategic Planning, Service Delivery	0		Develop and implement an internal communication strategy that provides all employees with a line of sight to corporate direction - draft internal communication strategy developed, to be discussed and refined for implementation in 2012
	Q1/2011	Q4/2011	H. Hale Tomasik	All Depts	Succession Planning	0		Develop a workforce planning strategy including a corporate workforce profile and a workforce technology plan that is integrated with strategic and business planning - WF Census report completed, profile of workforce is a work in progress, technology plan prepared/requires capital investment - moving strategic workforce planning forward in a coordinated manner in 2012; requires project management support
	Q1/2011	Q2/2012	H. Hale Tomasik	All Depts	Service Delivery	0		Create Leadership Development Framework and pathway that develops current and aspiring leaders - leadership framework and pathway developed for SMT approval - Nov 24 Build change management capacity to support organizational change - change management training for sponsors and Service Delivery Team postponed to Q2 2012

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Negotiate new collective agreements with CUPE 5167, ATU, CUPE 1041, ONA (Public Health), CUPE (Lodges) and OPSEU	Q1/2011 Q3/2011 Q2/2011 Q4/2011 Q4/2011 Q4/2011 Q1/2012	Q2/2011 Q1/2012 Q2/2012 Q1/2012 Q3/2012 Q1/2012 Q2/2012 Q2/2012	H. Hale Tomasik G.Davis E.Richardson J. priel	All PHS PW All Comm Serv HECFI		0	○○○○	CUPE 5167 successfully ratified in June 2011 ONA (Public Health) - currently bargaining ATU - proceeding to conciliation CUPE 1041 - bargaining to commence Dec 2011 ONA (Lodges) - bargaining to commence Jan 2012 IATSE - bargaining to commence Dec 2011 IUOE Local 772 - proceeding to conciliation
Evaluate options, functions and recommendations for an Auditor General	Q1/2011	Q4/2011	C. Murray	CMO - Audit & CMO	None	0	○○○○	Report to Council in regard to an Auditor General position - a report was tabled at the AF&A Committee in June, 2011 pending additional information. Report brought back on November 23 to outline implementation and terms of reference for position based on preferred model identified in June report. Referred to December 12 GIC

2011 Senior Management Team Work Plan - Progress Report

Strategic Priority: Prosperity

Increase the number of Living Wage jobs Grow the non-residential assessment base Create Healthy Neighbourhoods

Strategic Action	Start Date	Estimated Completion Date Quarter / Year	Name of Lead Division / Staff	List of Other Departments / Divisions Involved	Links to Other Projects / Processes	Budget Source	Status	Sub-Actions and Comments on progress
Increase Economic Opportunities for the Downtown and Waterfront	Q1/2011	Q2/2012	T.McCabe	Public Works, Planning, Culture, Public Health, CMO, City Housing	Downtown Capital Budget Block Pogram, Downtown West Harbour Coordinating Committee	O		Develop "one plan" of action for the downtown and a governance model (bringing together committees, planning tables and groups working on aspects of downtown re-vitalization, including existing research and studies) to establish a priority set of actions that are achievable over the next 4 years - Downtown Acceleration Task Force
			T.McCabe					Accelerate existing actions that revitalize the economic potential and assessment growth of the downtown and waterfront:
	Q3/2011	Q1/2012		Economic Development, Planning, Public Works	LRT	O		Aggressively pursue all-day GO Service to a station on James Street North - Aligning of programs and projects to accelerate Provincial Government and GO Transit all-Day GO service by 2015
	Q4/2009	Q4/2011		Economic Development		C		Finalize model for a Development Corporation - On-Going
	Q1/2011	Q1/2012		Public Works		O		Finalize the West Harbour Master Recreational Plan - delayed until resolution of Setting Sail at the OMB
	Ongoing	Q2/2012		SSSP, Legal	All related West Harbour Initiative	O		Strive to complete OMB negotiations/Hearings regarding the Setting Sail secondary plan - ongoing
	Q4/2010	Q1/2012		Planning & Economic Development, Public Works, SSSP	Pan Am, LRT	O		Conclude negotiations with the Port Authority for Transfer of Piers 7 and 8 to the City - Negotiating Team has been established and discussions are on-going. Studies to determine the development readiness are on-going.
	Q1/2009	Q1/2013	G. Davis	None	Hamilton Harbour Remedial Action Plan	C		Identify funding sources and complete implementation plan for Randle Reef - core design work is complete including a 10 year project implementation plan. Target funding partners have all been successfully engaged as of 2011. Peer Review of Design, Funding issues, and Partnership Agreement development remain as work to be done in 2012.

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Develop and implement a strategy for healthy neighbourhoods (lower & upper City)	Q1/2011	Q3/2011	J. Priel	All	Secondary/Community Planning (PED)	O	★	Identify priority neighbourhoods to begin resident-led neighbourhood planning process
	Q2/2011	Q4/2011		All	N/A	O	○○○○	Form the cross-departmental technical advisory team that will support the resident-led neighbourhood planning process - 2 neighbourhoods completed, 1 in progress
	Q3/2011	Q4/2011		All	N/A	O	○○○○	- Convene neighbourhood steering committee in each neighbourhood - 2 neighbourhoods completed, 1 in progress
	Q4/2011	Q1/2012		All	Secondary/Community Planning (PED)	O	○○○○	- Conduct asset mapping exercise in each neighbourhood and develop a vision for where neighbourhood would like to go - 2 neighbourhoods completed, 1 in progress
	Q1/2012	Q2/2012		All	N/A	O	○○○○	- Develop structure (sub-committees, design days etc.) to begin to develop strategies to support the vision - not started
	Q4/2011	Q1/2012		All	potential to link with many other initiatives	C	○○○○	- Launch "early actions" in neighbourhoods to demonstrate success - starting in 2 neighbourhoods
	Q4/2011	Q1/2012	J. Priel	All	potential to link with many other initiatives	C	○○○○	Develop and implement strategy to invest funds from neighbourhood project reserve to support "early action" projects or other priorities identified through resident-led neighbourhood planning process - report going to Council Jan, 2012

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	Q1/2011	Q3/2011	J. Priel	Community Services (recreation and early learning)	Coordination with recreation community development positions and Best Start community development work. Partnership with Ham. Community Foundation's neighbourhood work	0	★	Work with community partners (funders and service providers) to deploy integrated community development worker team in priority neighbourhoods - initial phase completed (5 community development workers deployed in 10 neighbourhoods)
	Q4/2011	Q1/2012		none	N/A	0	○○○○	Train team in Asset Based Community Development - training underway
	Q4/2011	Q4/2011		none	N/A	0	★	- Deploy team to assist residents in connecting with neighbourhood resources and planning efforts and act as a liaison with City departments - Completed
	Q1/2012	Q3/2012	J. Priel	All	unknown at this time	0	○○○○	Work with community partners (funders and service providers) to implement a training institute related to community development work. This institute would provide training opportunities for staff (City and community) and residents to develop competencies related to community development and effective community leadership - not started
	Q4/2011	Q1/2012	J. Priel	All	potential to link with many other initiatives	0	○○○○	Develop and launch tools that will facilitate sharing the stories of Hamilton's great neighbourhoods - Neighbourhood planning toolkit launched, some media coverage of neighbourhoods, support for neighbourhood associations to share info with residents
			J. Priel					Demonstrate a multi-sector approach to dealing with the health, housing and addiction issues in the "core"
	Q2/2011	Q3/2011 (for pilot) and Q1/2012 for second phase		Community Services (OW and Homelessness), Public Health Services, Hamilton Police Services, Emergency Services (EMS)	Link to CREMS project, Mental Health Outreach program, Shelter Blueprint, ACTION team strategy	0	○○○○	- Develop a collaborative response between Community Services, Public Health, Police Services and community partners to respond in a fast and effective manner to individuals requiring connection to community services and supports - Pilot ran July to September. Team is meeting to launch year-long trial program in 2012.

2011 Senior Management Team Work Plan - Progress Report
Strategic Priority: Sustainable Services

Deliver services in an efficient and effective manner Develop a financial sustainability strategy Provide taxpayer value for money

Strategic Action	Start Date	Estimated Completion Date Quarter / Year	Name of Lead Division / Staff	List of Other Departments / Divisions Involved	Links to Other Projects / Processes	Budget Source	Status	Sub-Actions and Comments on progress	
Develop Financial Sustainability Plan	Q1/2011	Q2/2011	R. Rossini	All		O	★	Deliver Council Workshop (May) to develop agreed upon strategies to address Financial Sustainability. - Workshops were conducted with Council and Directors for the purpose of defining Financial Sustainability as well as discussing the cornerstones of a Long Term Financial Sustainability Plan (LTFSP). Furthermore, organization roles were similarly discussed with both audiences.	
	Q1/2011	Q4/2014		All		EC	○○○○	Develop detailed Financial Sustainability plan, based on agreed upon strategies (from May workshop) for presentation to Council. - Effort towards development of a LTFSP will follow the the primary work of the Service Delivery Review.	
Deliver service strategy to reduce service delivery costs and improve service to citizens	Q1/2011	Q1/2013	R. Rossini	All		C/O/EC/EO	★	Deliver Council Workshop (April) to develop agreed upon strategy to address Service Delivery. - In May 2011 a Workshop was held with Council to discuss Service Delivery Review and municipal experiences.	
	Q1/2011	Q1/2013		All		C/O/EC/EO	○○○○	- Develop detailed service delivery review plan for presentation to Council that will lead to a detailed list of citizen facing and internal services with cost and performance and a 4 year service delivery review plan to address delivery, cost reductions, risks and impacts. - In June 2011 Council approved the Municipal Reference Model as the methodology to be utilized for the purpose of the SDR. A RFP is being issued in Q4 2011 for the following purposes: 1) All services documented with cost, performance, legislated versus discretionary assessments, service objective, outputs 2) Identification of 8-10 business cases regarding specific services to focus with greatest opportunity for cost reductions/ service improvements	
	Q4/2009	Q4/2012		P&ED/CS/COM M SERV			C	○○○○	Advance internal service efficiency initiatives - Call Handling Consolidation – report back to call handling review subcommittee on direction regarding call rationalization study. - An RFP is being developed for the purpose of continuing towards the implementation of recommendations received through the Call Handling Review.
	Q1/2012	Q1/2013		All			C/O/EO	○○○○	- Web Strategy – deliver 4 year strategy and begin implementation to improve service to citizens and businesses via the web - A staff report will be delivered to Council in early 2012 with respect to Redevelopment of the City of Hamilton's Website.
	Q1/2012	Q1/2013		All			C/O/EO	○○○○	- Develop IT governance model and identify areas for improvement, consolidation and savings (e.g. investigate rationalization of systems and improve internal processes) IT governance will be one of the priority areas that the SDR Strategy Team address in 2012.
	Q2/2011	Q3/2012		R. Rossini	All		O	○○○○	Evaluate options and recommendations for staff cost saving program - Corporate Services and HR will work towards discussion with principle union groups to discuss and seek support of a corporate staff cost saving program.
	Q2/2011	Q3/2012	T. McCabe				O	Open for Business Review	
	Q3/2010	Q4/2011			One-stop shop Procedure Manuals		O	One-stop Shopping Review Sub-committee Established. Terms of Reference completed. Ongoing Work	
							O	○○○○	- Comprehensive stakeholder review, development of measurements/indicators for customer satisfaction and identification of opportunities for improvement and creating a better business environment - Develop metric/indicators for evaluation of one-stop shopping.
	Improve quality, consistency and coordination in our approach to engaging citizens	Q3/2011	Q1/2012 - policy statement and Q4/2012 for implementation	J. Priel	All	Links with any projects or processes that engage the public	O	○○○○	Develop and implement a model for coordinating citizen engagement and a work plan for improving the quality of citizen engagement work across the organization - Policy development underway