



Hamilton

**City Manager Performance Appraisal
March 21, 2012**

Overview

- Guiding Principles & Priorities
- Our Relationship
- 2011
 - Strategic Direction
 - Financial Outcome
 - Staff Focus
 - Citizen Focus
- Conditions for success
- City's Vision



Hamilton

Council Overview

Members of Council want...

- Transformation
- Deeper understanding of city services
- Value for tax dollars
- Improved Image

Through ...

- Increased efficiencies & cost savings (i.e., sustainable services) and economic development (i.e., prosperity with a focus on job creation, assessment growth, leveraged investments) achieved by:
 - ✓ Stronger governance
 - ✓ Leadership & alignment
 - ✓ Accountability & measurement (clear and achievable priorities)

Target ...

- Reasonable taxes
- Engaged, informed and satisfied community



OUR Priorities

Strategic Priority #1 – A Prosperous & Healthy Community

- WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.

Strategic Priority #2 - Valued & Sustainable Services

- WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.

Strategic Priority #3 - Leadership & Governance

- WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.



Operating Budget Principle

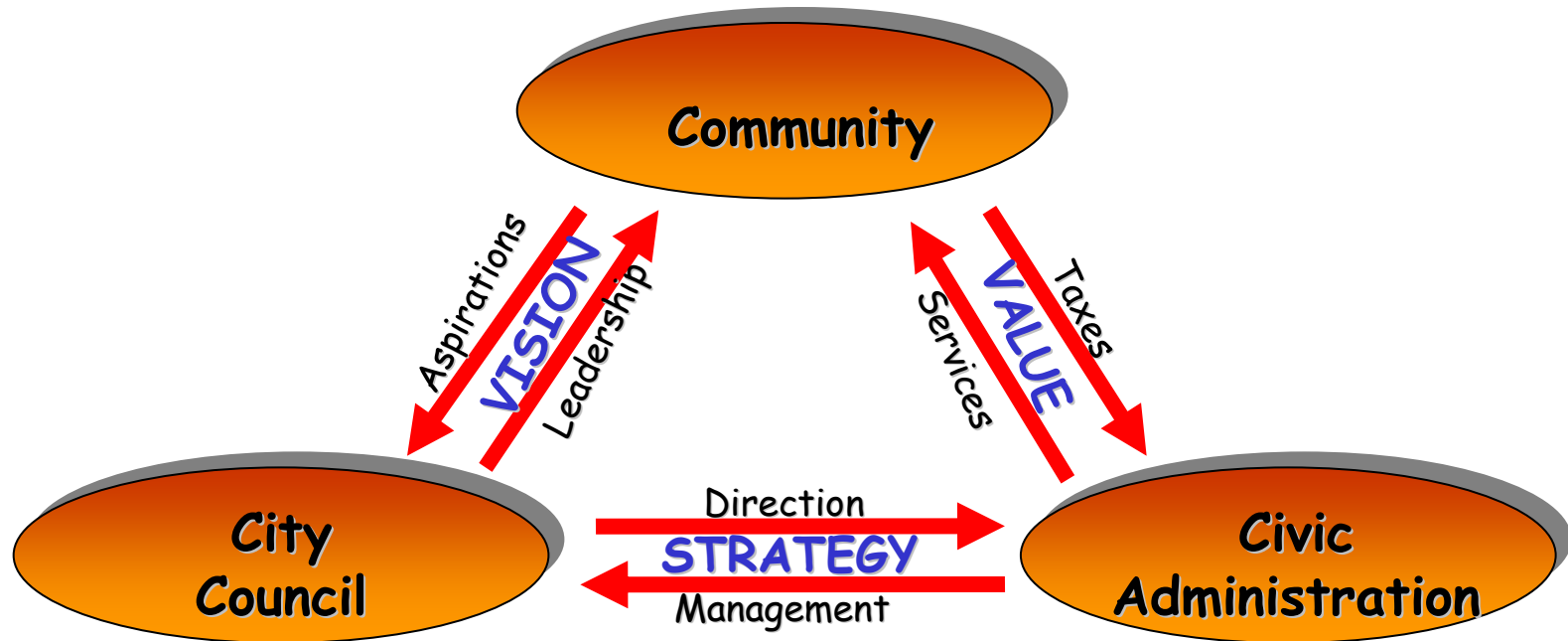
(February 3, 2011)

City Council set a goal of 0% increase on the levy, with no service cuts, while utilizing attrition, department reorganizations and the elimination of annual gapping



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Our Relationship



Hamilton

2011- Strategic Direction

- Developed SMT Work Plan
 - Focus on prosperity, sustainable services & leadership
- Provided 2008 – 2011 Annual Strategic Plan Update
- Initiated development of the 2012 – 2015 Strategic Plan



2011- Strategic Direction

- Supported and provided guidance on key initiatives including:
 - Area rating resolution
 - Settlement of CUPE 5167 labour negotiations
 - Pan Am Stadium
 - Downtown McMaster Health Campus
 - Overall Transportation Strategy (LRT, BRT, GO)
 - HECFI RFP process
 - Auditor General model

2011- Financial Outcomes

- Supported and provided guidance on key initiatives including:
 - Lowest tax increase in 10 years – 0.8%
 - Initiated Council Workshops to discuss budget process improvements
 - Council approved Service Delivery Report
 - Co-leader of City Manager Association's OMBI (Ontario Municipal Benchmarking Initiative)

2011- Staff Focus

- City Manager Awards of Excellence
- Corporate Wide Staff Recognition Program
- Supported Human Resources in the development of :
 - Vacancy Management Protocol
 - Organization Restructuring Policy
 - PeopleSoft Position Management System



2011- Citizen Focus

- Council approved Neighbourhood Development Strategy
 - Work began in six neighbourhoods
 - Focus given to Stadium Precinct in Ward 3
 - Extensive partnerships developed to leverage City investment and build successes
- Initiated Citizen's First survey of City Services



Conditions for Success

- Clear direction supported by strong governance, leadership & organizational alignment
- Respect and investment in our Human Resources
- A culture of accountability & measurement
- Encourage real dialogue between Council, staff, and citizens
- Communicate to citizens and staff often

City's Vision

To be the best place in Canada to raise a child, promote innovation, engage citizens, and provide diverse economic opportunities.



How do we deliver on our vision?

To be the best place in Canada to raise a child, promote innovation, engage citizens, and provide diverse economic opportunities.

Through:

- providing services that are valued and affordable to all (including seniors)
- working with others to facilitate healthy neighborhoods
- achieving Council's goal on taxes



How do we deliver on our vision?

To be the best place in Canada to raise a child, **promote innovation**, engage citizens, and provide diverse economic opportunities.

Through:

- Support initiatives that drive down costs, generate revenue, and improve service
- recognize staff excellence



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How do we deliver on our vision?

To be the best place in Canada to raise a child, promote innovation, **engage citizens**, and provide diverse economic opportunities.

Through:

- consistent standards for citizen engagement
- services are aligned to citizen needs
- promote a more collaborative approach to decision making

How do we deliver on our vision?

To be the best place in Canada to raise a child, promote innovation, engage citizens, and **provide diverse economic opportunities.**

Through:

- job creation and non-residential assessment growth through targeted investments
 - Downtown
 - Waterfront
 - Business Parks/Employment Lands
- ensure our open for business program is working well

QUESTIONS



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