

Choosing our Future... Working Together



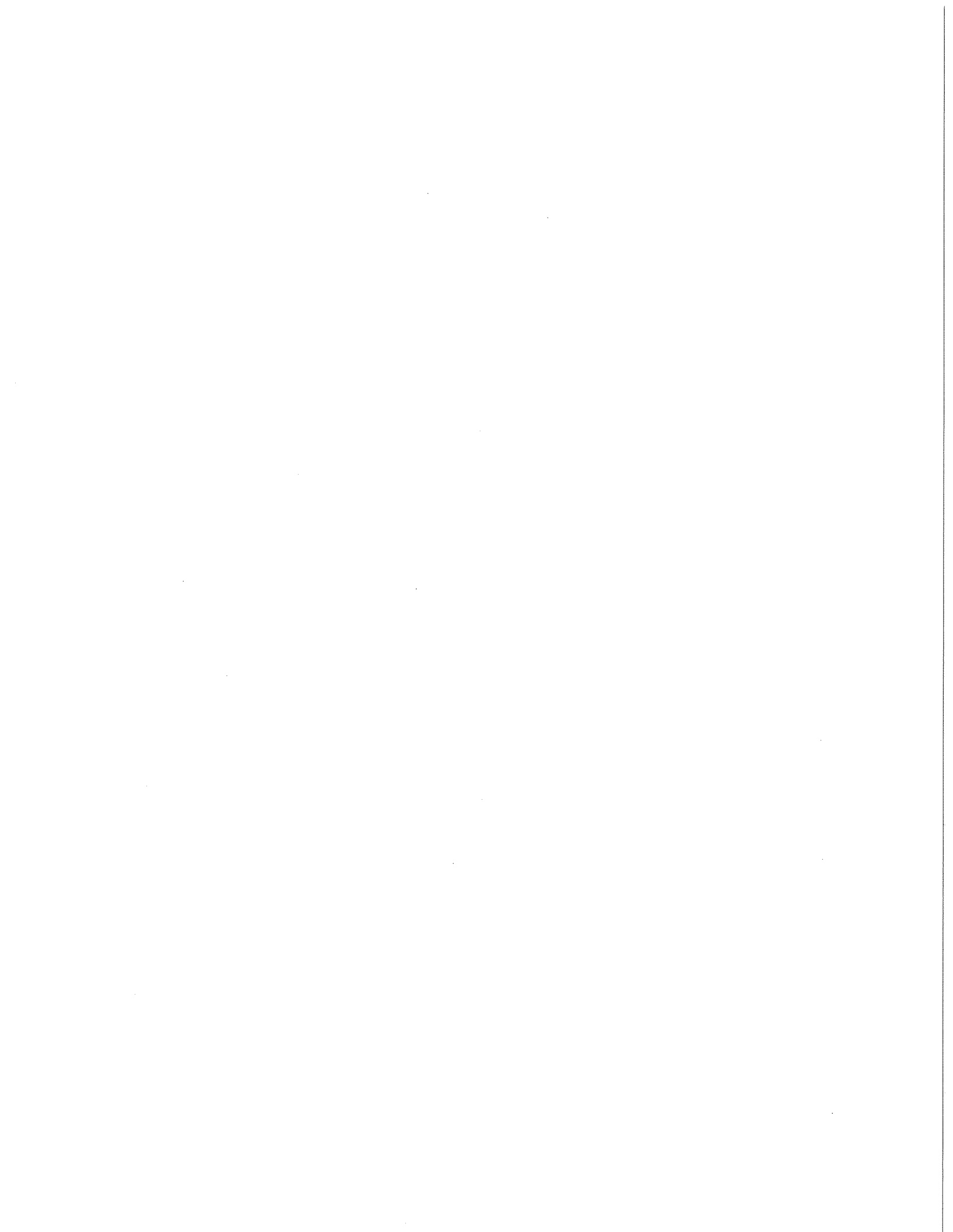
2013

Finance & Corporate
Services
Business Plan



Hamilton

November 2012



Finance & Corporate Services

Purpose/Function

To provide for the efficient delivery of administrative services by supporting Council and Operating Departments in the delivery of customer-focused City services. To advise Council on financial management strategies in order to assist Council in meeting its goals while maintaining the City's credit worthiness

Divisions Include:

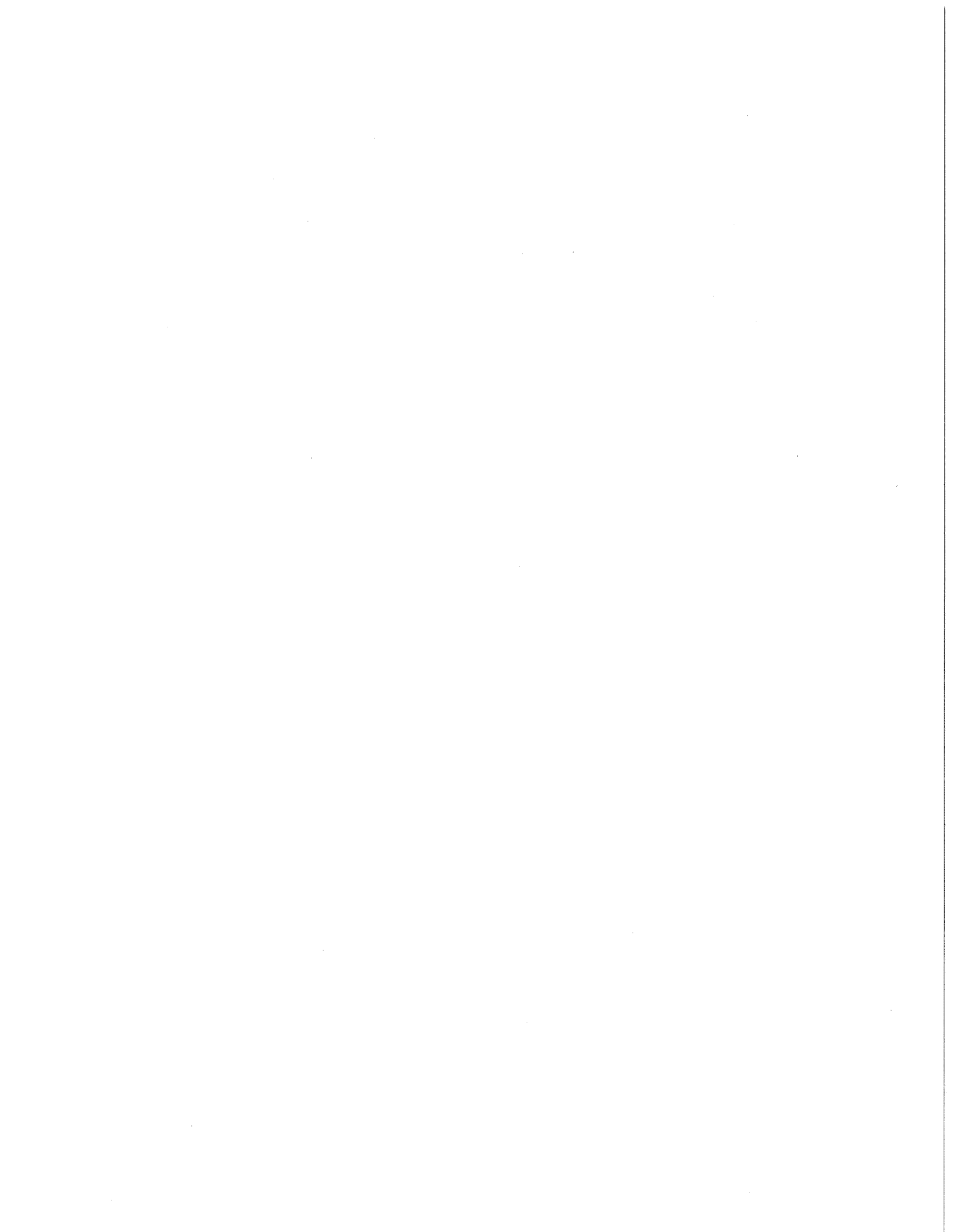
General Manager
Financial Planning & Policy
Treasury Services (Financial Services and Taxation)_
Customer Service, Access & Equity
City Clerk
Information Services

Programs and related services that are provided by Finance & Corporate Services (as defined by the Service Delivery Review) include:

- Justice
 - Provincial Offences Administration

- Corporate Services
 - Access & Equity
 - Financial Management
 - Information Management & Records
 - Information Technology
 - Risk Management
 - Citizen and Customer Service
 - Printing and Distribution
 - Corporate Services Support Services

- Governance and Civic Engagement
 - Council – Legislative Support
 - Vital Statistics Administration



DEPARTMENTAL BUSINESS PLAN

LEGENDS

*		Timeframe Legend	
SP	denotes direct linkage to an identified Strategic Action in the 2012 - 2015 Strategic Plan	eg. Q2, 2013 - Q1, 2014	estimated start - estimated end
General Abbreviations		Status Legend	
CMO	City Manager's Office	X	Not yet started
CS	Community Services	√	In Progress
ES	Emergency Services	★	Completed
FCS	Corporate Services	N	New
HR	Human Resources	D	Discontinued / Not being addressed
n/a	not applicable		
PED	Planning & Economic Development		
PH	Public Health	Budget Source Legend	
PW	Public Works	TC	Tax Capital
RO	Rate Operating	UTC	Unfunded Tax Capital
URO	Unfunded Rate Operating	RC	Rate Capital
		URC	Unfunded Rate Capital
		TO	Tax Operating
		UTO	Unfunded Tax Operating
		RO	Rate Operating
		URO	Unfunded Rate Operating
		R	Reserves

Strategic Priority		A Prosperous & Healthy Community WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play & learn					
Strategic Objective		1.1 Continue to grow the non-residential tax base					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Grow non-rate revenues	Support the development of RFP for a residential water/wastewater protection plan.	CS/CMO	Q4/2012	√	RO	
(iii)	Resolution of the Airport Employment Growth District (AEGD) Secondary Plan at the Ontario Municipal Board (OMB) and undertake implementation of Phase I	Complete formal public meeting and approval process for AEGD including secondary planning, land budget, EAs, servicing studies, financing & staging plans.	PED / PW / FCS	Currently Underway Q3/2013-2015	☆	TC	Project completed. Resolving appeal at OMB.
(v)	Complete servicing and new road infrastructure at City's Business Parks	Flamborough Industrial Business Park: Commence Joint Class EAs for local industrial roads with MTO in conjunction with #6 and #5 redevelopment (related to Wentworth Arena).	PED / PW / FCS	Currently Underway Q4/2011-2015	√	TC	Tied to MTO EA.

Strategic Priority		A Prosperous & Healthy Community WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play & learn					
Strategic Objective		1.2 Continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
(i)	Update tangible capital asset accounting information	Provide tangible capital asset accounting information to support the update to the State of the Infrastructure Report	Manager of Accounting Services, Tangible Capital Asset Specialist and Analysts	Q2 2012 to Q2 2013	√	TC	Year end 2011 TCA information was available in May 2012.
(ii)	Update tangible capital asset accounting information	Provide tangible capital asset accounting information to support the update to the Ten Year Capital Plan	Manager of Accounting Services, Tangible Capital Asset Specialist and Analysts	Q2 2012 to Q2 2013	√	TC	Year end 2011 TCA information was available in May 2012.
	Develop Capital Financing Strategies	Develop the 2014 and the 2014-2023 tax supported and rate supported capital financing strategies	CS	Q3, 2013	√	TC	
	Debt Issuance	Complete a debt issuance in order to finance and advance strategic infrastructure initiatives	CS	Q3, 2013	X	TO	
(iv)	Completion of a Refined Staging of Development Program and Wastewater Capacity Allocation Policy	Staging of Development - develop priority setting criteria policy & servicing allocation policy	PED / PW / FCS / CMO - Legal	Currently Underway Q4/2012	√	TO	Annual Program

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*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
(iv)	Completion of a Refined Staging of Development Program and Wastewater Capacity Allocation Policy	Support for established policy framework for private-public partnership for mega capital projects for Growth Management.	PED / PW / FCS / CMO - Legal	Ongoing	√	TO/TC	
		Effective Management of City & Tradeport Inc. Lease Agreement (1996) concerning Airport operations and planning. Includes strategic land acquisitions by City to grow the Airport asset.	PED / FCS / CMO - Legal	Ongoing	√	TO	

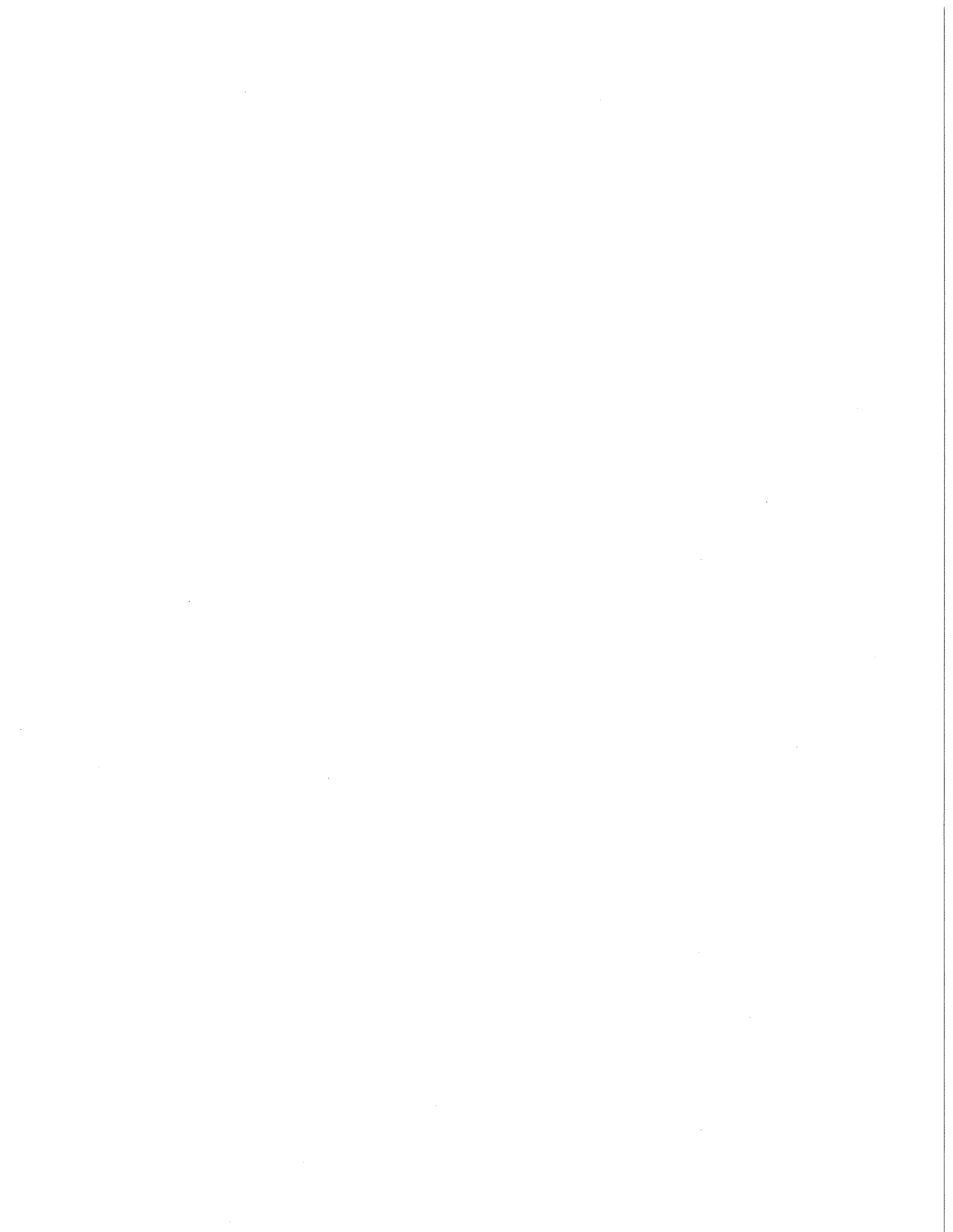
Strategic Priority		A Prosperous & Healthy Community WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play & learn					
Strategic Objective		1.3 Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Provide tax analysis on Enterprize Projects	Work with Ec. Dev staff on policies, procedures and tax analysis on potential projects in the downtown cores that increase the assessment base through the offering of tax rebates.	PED / FCS	Q1, 2013 - Q4, 2013	√	TO	
	Support the Urban Renewal Committee	Conduct financial reviews of applicants seeking assistance through the Hamilton Downtown Multi-Residential Property Investment Program	P&EC DEV	On-going		TO	
	Waterfront	Coordinate the multi-year capital submission by the HWT to the City	CS, PW	Q2, 2013	X	TC	
(ii)	Finalize a development and servicing strategy for the west harbour lands, with a particular focus on Piers 5, 6, 7 & 8 and the Barton/Tiffany area	Undertake a study of what financial incentives may be required to spur development at Piers 5,6,7 and 8.	PED / FCS	Q4/2012	N	TO	Council request

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*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
(ii)	Finalize a development and servicing strategy for the west harbour lands, with a particular focus on Piers 5, 6, 7 & 8 and the Barton/Tiffany area	Create a Waterfront Development Office to coordinate all corporate activities dedicated to the Waterfront and Shoreline areas	PED / FCS / PW / CS	Q2/2012 - Q4/2012	√	TO	Council approved taking no further action on creating an "arms-length" Development Corporation, instead approving the creation of the Waterfront Development Office. Long-Term Strategy to be presented in Q4/2012 as part of 2013 budget process.

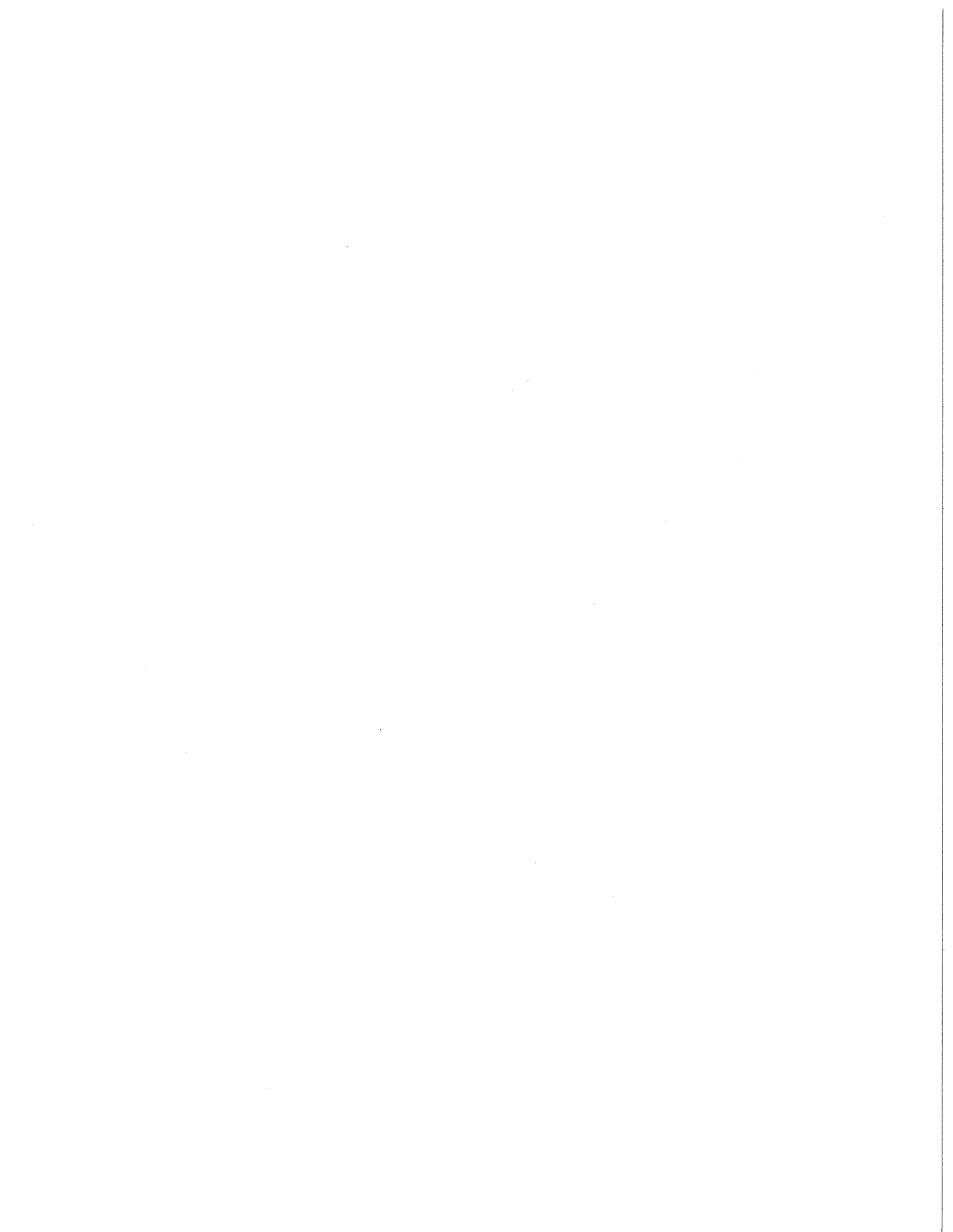
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*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
(ix)	Initiate development in the West Harbourfront and Waterfront (this includes the Bayfront Industrial area) and develop a commercial business strategy for Confederation Park		PED / PW / FCS / CS	Q3/2012 Ongoing	X	TO/TC	Comprehensive corporate initiative to coordinate the Capital Budget for the Waterfront and Shoreline areas. Historically, this initiative has been led by Urban Renewal, and has been a part of the Downtown "block-funding". Waterfront "block-funding" is being considered as part of the 2013 budget process.

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*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
(ix)	Initiate development in the West Harbourfront and Waterfront (this includes the Bayfront Industrial area) and develop a commercial business strategy for Confederation Park	(a) <u>Waterfront - Confederation Park</u> Complete the functional design and phasing strategy of the Confederation Park Master Plan and identify quick win capital projects to initiate development (b) establish functional design and architectural guidelines for Confederation Park (c) <u>West Harbour</u> initiate quick win public realm capital projects within the West Harbour Main Basin	PW / CS / PED / FCS / CMO	2011-2014	√	TBD / Reserve	PED to initiate commercial business strategy review. PW to develop former campground as sports park. Confederation Park is partially WIP funded by the Beach Reserve
	Support Corporate Services in a DC reduction for the downtown CIPA.	PED / FCS	Q1/2012 Q2/2012	☆	TO		
	Participate in broad DC Review, based on costs of services in different zones.	PED / FCS	Q1/2013 Q4/2013	X	TO		Redirect funds for 2012 capital for grocery store incentive.
	Provide public short-term boat docking at HWT facilities.	PED / PW	Q3/2013	X	TC	Redirect funds for 2012 capital for grocery store incentive.	

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*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Five year review of CIPA and adjustment to boundaries.	PED / FCS	Q1/2012 Q4/2014	☆	TO		



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Strategic Objective		1.4 Improve the City's transportation system to support multi-modal mobility and encourage inter-regional connections.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Develop financial business case/impact of LRT	Develop financial business case/impact of LRT	FCS	Q4, 2012	√	TC, TO	
	Traffic Signal Control Monitoring, and Communications	Design construct and install maintain a state of the srt Traffic Control Centre, RF wireless communication protocol and traffic management cameras to monitor and control traffic, traffic signals and operations.	PW / FCS	Q1 2012 - Q4 2014	√	TC	The Traffic Control Centre Project design is underway and will be completed by year end 2012. In Q2 2013 an RFP will be issued to construct the Centre, targeted completion is Q4 2013. The RF system will begin in Q1 2013 and will be completed in five years (subject to continued annual capital funding approval, \$4M in total).



Strategic Priority		A Prosperous & Healthy Community WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play & learn					
Strategic Objective		1.6 Enhance Overall Sustainability (financial, economic, social and environmental)					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
(iii)	2011 City of Hamilton Financial Report	Complete the 2011 City of Hamilton Financial Report highlighting trends in expenses, revenues, reserve balances, balance sheet, financial ratios and indicators to support financial sustainability and demonstrating open and transparent financial stewardship.	Manager of Accounting Services	Q1 2012 to Q2 2012	C	TO	Completed: 2011 FR approved by Council in June 2012.
(iii)	2011 City of Hamilton Municipal Performance Measuremet Program (MPMP) Report	Complete the 2011 City of Hamilton MPMP Report highlighting trends in expenses to support financial sustainability and demonstrating open and transparent financial stewardship.	Manager of Accounting Services	Q2 2012 to Q4 2012	√	TO	In Progress: Report to be submitted to Committee / Council in Oct or Nov 2012

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Strategic Objective		1.6 Enhance Overall Sustainability (financial, economic, social and environmental)					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
(iii)	2012 City of Hamilton Financial Report	Complete the 2012 City of Hamilton Financial Report highlighting trends in expenses, revenues, reserve balances, balance sheet, financial ratios and indicators to support financial sustainability and demonstrating open and transparent financial stewardship.	Manager of Accounting Services	Q1 2013 to Q2 2013	X	TO	Not Yet Started
(iii)	2012 City of Hamilton Municipal Performance Measuremet Program (MPMP) Report	Complete the 2012 City of Hamilton MPMP Report highlighting trends in expenses to support financial sustainability and demonstrating open and transparent financial stewardship.	Manager of Accounting Services	Q2 2013 to Q4 2013	X	TO	Not Yet Started
	Attain a zero% levy increase	Through user fee's and budget cuts work towards a zero percent increase.	FCS	Q1,2013	√	TO	
	Financial Sustainability	Initiate a review towards developing a multi-year tax-supported operating budget	FCS	Q2, 2013	X	TO	
	Financial Sustainability	Develop a debt policy	FCS	Q2, 2013	X	TO	
	Financial Sustainability	Review Reserve Policies	FCS	Q2, 2013	X	TC	

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Strategic Objective		1.6 Enhance Overall Sustainability (financial, economic, social and environmental)					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Common Address DataBase	Work with the Economic Development and Planning to develop the Project Charter, Deliverables, Implementation Plan and Cost for a City Wide Address/Property Data Base	IS - Manager Business Applications	Q2, 2013	√	TC	
1.6	Enhance Overall Sustainability (financial, economic, social and environmental).	Review Business Licensing Category and Fee Review	PED / FCS / CMO - Legal	Q2/2009 Q1/2014	★ (review of fees) √ (business license categories review)	TO	New licensing categories created. Ongoing review of additional categories. Licence Fee review considered during review of category. Sept. 2012-Report submitted to Planning Committee tabled and staff to report back.

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Strategic Objective		1.6 Enhance Overall Sustainability (financial, economic, social and environmental)					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
		Support in preparing DC- Background Study	PED / PW / FCS	O2/2013 Q2/2014	N	O/ C	New By-Law to be in place prior to old By-Law expiring July 2014

Strategic Priority		Valued & Sustainable Services WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.					
Strategic Objective		2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
(i)	2011 City of Hamilton Municipal Performance Measuremet Program (MPMP) Report	Complete the 2011 City of Hamilton MPMP Report highlighting trends in expenses of municipal services to assist in assessing best practices and service levels.	Manager of Accounting Services	Q2 2012 to Q4 2012	√	TO	In Progress: Report to be submitted to Committee / Council in Oct or Nov 2012
(i)	2011 City of Hamilton OMBI Benchmarking and Performance Measurement Results	Analyze the 2011 City of Hamilton OMBI results. Highlight trends in cost of municipal services and service indicators to assist in assessing best practices.	Director and Managers	Q2 2012 to Q4 2012	√	TO	In Progress: Data released in August 2012
	Implementation of the recommendations of KPMG's Report "Accounts Payable Review"	Develop and implement a redesigned Accounts Payable process including document scanning, automated workflow and online training	Manager of AP/AR/BAS (Bev Neill); Business Application Support Analysts (Sandy Southon & Colleen Finan); IS; F & A and AP staff	Q1 - Q4 2013	X	TC	Internal staff will complete the detailed mapping of the new process.

Strategic Priority		Valued & Sustainable Services WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.					
Strategic Objective		2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	City Housing PeopleSoft Accounts Payable and General Ledger module integration project	Design and implement a Housing Business Unit in PeopleSoft that is integrated with the Northgate work order system, including cheque run processes and the development of reports required for Housing's Financial Reports.	Business Application Support Analysts (Sandy Southon, Colleen Finan); Accounts Payable Analyst (Scott Bundy)	Q1 - Q4 2012	√	TO	Currently in the final testing phase with goal of going live by September 30th, 2012.
	Review of the Accounts Receivable section	Review current Accounts Receivable processes to develop and implement an improved workflow, reporting and cash flow process	Manager of AP/AR/BAS (Bev Neill); Business Application Support Analyst (Colleen Finan); IS, F & A and AR staff	Q2 - Q 1 2013	√	TO	Internal staff to complete implementation of improvements

Strategic Priority		Valued & Sustainable Services WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.					
Strategic Objective		2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Procurement Card Program improvements to provide stronger controls, improved reporting and increased rebates	Implementation of functionality that is currently available, including Automatic Alerts, Cardless Accounts and Online Payment Plus	Manager of AP/AR/BAS (Bev Neill); Business Application Support Analyst (Sandy Southon), F & A and AP Clerk (Phylis Baglole), Internal Audit; Pcard Vendor	Q4 - Q2 2013	√	TO	Rebates can be greatly increased with the implementation of the new functionality
	Implement on line view of T4 slips	Roll out additional functionality delivered with the latest HRMS upgrade to allow employees to view and print their own T4	Manager of Payroll/Pensions (Barb Howe); Business Application Support Analyst (June Hart).	Q 1 2013	X	TO	Implementation to be completed by in house staff

Strategic Priority		Valued & Sustainable Services WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.					
Strategic Objective		2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Implement Disaster Recovery process for HRMS Payroll Module	Test and implement the processes required to "undo" a payroll in the event of a major calculation problem; including the documentation of the procedure	Manager of Payroll/Pensions (Barb Howe); Business Application Support Analyst (June Hart).	Q4 2012	X	TO	Implementation to be completed by in house staff
	Continue with review and implementation of the Procurement Process Review recommendations.	Integrate the issuance of the linear construction tenders (currently issued by Public Works) in Procurement	Procurement Manager, Director of Financial Services, Director of Environmental Services, Manager of Finance & Administration (Public Works)	Q1 2013	X	TC	This includes the transition of the converted Specification Clerk position to a Procurement Specialist
	Annual Procurement Policy Update	Meet with the Procurement Advisory Committee (PAC) to make appropriate amendments to the existing Procurement Policy.	Procurement Manager, Procurement Advisory Committee	Q4 2013	X	TO	Required as part of the Procurement Policy.

Strategic Priority		Valued & Sustainable Services WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.					
Strategic Objective		2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Accounting Policy and Procedure Update and Financial Reporting Controls Review	Review legislation, accounting standards, City chart of accounts guidelines, City accounting transaction processing procedures and practices. Update accounting policies and procedures to reflect changes.	Manager of Accounting Services, Accounting Analysts	Q2 2012 to Q4 2012	√	TO	In Progress: Review includes municipal financial statements, GNPO FS, Pension Plan FS and HST. Assess impact of changes for housing and
	Tangible Capital Asset Policy and Procedure Update	Review TCA procedures and practices and update TCA policy to reflect changes.	Manager of Accounting Services, Tangible Capital Asset Specialist and Analysts	Q1 2012 to Q4 2012	√	TC	In Progress: Review includes changes to building TCAs to include components (Q2 2012 for 2011 Year End). Review will
	Annual Procurement Policy Update	Meet with the Procurement Advisory Committee (PAC) to make appropriate amendments to the existing Procurement Policy.	Procurement Manager, Procurement Advisory Committee	Q4 2013	X	TO	Required as part of the Procurement Policy.

Strategic Priority		Valued & Sustainable Services WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.					
Strategic Objective		2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Tangible Capital Asset Policy and Procedure Update	Review TCA procedures and practices and update TCA policy to reflect changes.	Manager of Accounting Services, Tangible Capital Asset Specialist and Analysts	Q1 2013 to Q4 2013	X	TC	
	Accounting Policy and Procedure Update and Financial Reporting Controls Review	Review legislation, accounting standards, City chart of accounts guidelines, City accounting transaction processing procedures and practices. Update accounting policies and procedures to reflect changes.	Manager of Accounting Services, Accounting Analysts	Q1 2013 to Q4 2013	X	TO	Review includes municipal financial statements, GNPO FS, Pension Plan FS and HST
(i)	2012 City of Hamilton OMBI Benchmarking and Performance Measurement Results	Analyze the 2012 City of Hamilton OMBI results. Highlight trends in cost of municipal services and service indicators to assist in assessing best practices.	Director and Managers	Q2 2013 to Q4 2013	X	TO	Not Yet Started: Data to be released in August 2013.

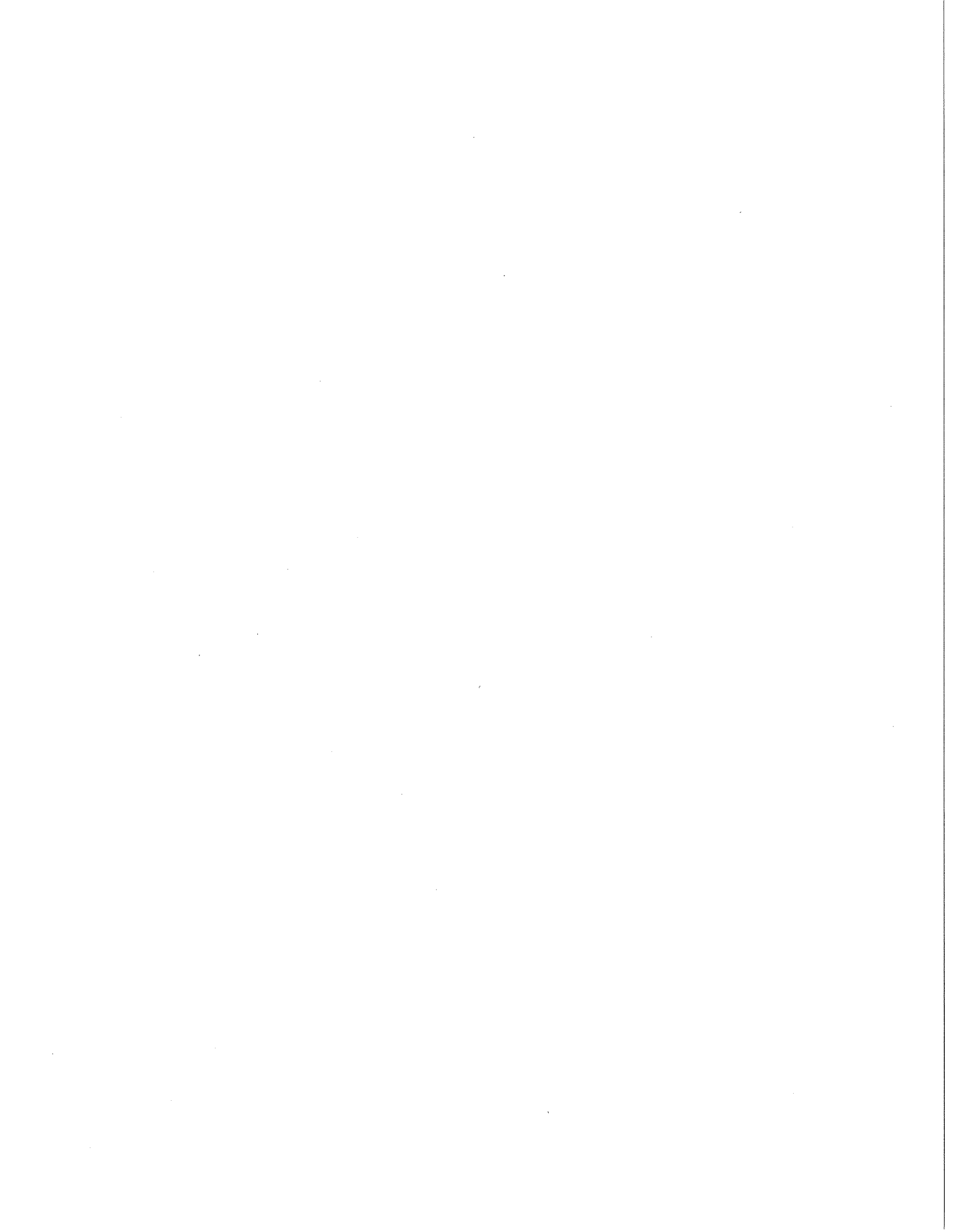
Strategic Priority		Valued & Sustainable Services					
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Strategic Objective		2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
(i)	2012 City of Hamilton Municipal Performance Measurement Program (MPMP) Report	Complete the 2012 City of Hamilton MPMP Report highlighting trends in expenses of municipal services to assist in assessing best practices and service levels.	Manager of Accounting Services	Q2 2013 to Q4 2013	X	TO	Not Yet Started: Report to be submitted to Committee / Council in Oct or Nov 2013
	Promotion of different payment options for tax bills	Include special Pre-Authorized buck slip with interim tax bills as well as promoting the different payment options in the interim and final tax bills.	FCS - Tax	Q1, 2013 - Q2, 2013	√	TO	
	Improve effectiveness/efficiency	Service Delivery Review - update 2012 profiles	CS, all	Q3, 2013	X	TO	
	Leverage technology	Web re-development	CS	Q4, 2012-Q4, 2015	ü	TC, UTC, UTO	
	Leverage technology	Call Handling Review	CS	Q1, 2013	ü	TC, UTC, UTO	

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Strategic Objective		2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Web Redevelopment	Participate in work associated with Web Redevelopment Strategy and project implementation; address AODA Information and Communications Standard requirements for Websites	SDR Strategy Team; Web Redevelopment Strategy Team; Director, Customer Service, Access and Equity; Web Redevelopment Agent; Access & Equity Coordinator	Q1 2012 - Q4 2014	√	TC and TO	
	Establish a policy in compliance with Internal Audit Management Action Plan	Request and complete an Internal Audit for off-site records storage	L. Barroso Audit Services	Q4 / 2013	N	RO	
	Enhanced efficiency in POA - Court administration	Improve the system to schedule phone in early resolution requests	POA/Legal	2012 - ongoing	√	RO	

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Strategic Objective		2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Implement our Management Action Plans for the Internal Audit completed for the Telecommunication, Business Process and Software Asset Management		IS Management Team	2012 - 2014	√	TO and TC	
(i)	Complete a Service Delivery Review, establishing performance measures and identification of recommended service levels	Anticipated involvement in implementation - Identify/avoid road blocks/provide alternatives for service delivery changes	CMO - Legal / FCS	2013/2015	X	TO	

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Strategic Objective		2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
(vi)	Develop and implement a Financial Sustainability Plan	Develop a debt policy	FCS	2013	X	TO	

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Strategic Objective		2.2 Improve the City's approach to engaging and informing citizens and stakeholders.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Ensure tax brochure is enhanced	Continue to enhance and update the tax brochure with information the public should have.	FCS - Tax	Q1, 2013 - Q2, 2013	√	TO	
	Enhance Tax portion of City web site	Work with web site project team to ensure tax section of web site is re-built to new standards and formats	FCS	Q1, 2013 - Q4, 2013	√	TO	
	Complete RFP for Municipal Election voting equipment for 2014 Municipal Election	Implement process into 2014 Election administration	T. Fallis	Q1 / 2013	√	TC	
IS Services			Finalize Vendor				
			2014				
			Implementation				
	Select the platform for the new Website	Work with the Web Redevelopment team to select the platform for the new city Website	IS Business Application Manager		√	TC	



Strategic Priority		Valued & Sustainable Services WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.					
Strategic Objective		Not Applicable					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Server Virtualization	Continue to consolidate our Server Environment to include Virtualization. Virtualization allows for Larger Servers, and to have applications running in a virtual environment, improving system management process and compliance to Internal Audit findings.	Manager Infrastructure and Operations	Q4 2013	√	TO	

Strategic Priority		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.					
Strategic Objective		3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
(i)	Develop training and mentoring programs to retain key staff as part of succession planning and retention strategy		Director and Managers	Q4 2012 to Q4 2015	X	TO	Incomplete:
(ii)	Improve goals, objectives and workplans of sections and individual employees with links to corporate and departmental business plans and strategic plan.		Director and Managers	Q4 2012 to Q4 2015	X	TO	Incomplete:
	Health Safety and Wellness Plan development and implementation in all workplaces in Customer Service Access and Equity	Develop the Health Safety and Wellness Plan to include Personal Safety and Healthy Workplace Strategies	Manager MSC, Manager CCC, Access and Equity Coordinator	Q3 2011 - Q4 2013	√	TO	Integration of Healthy Workplace Strategy into workplace Health Safety and Wellness Ongoing

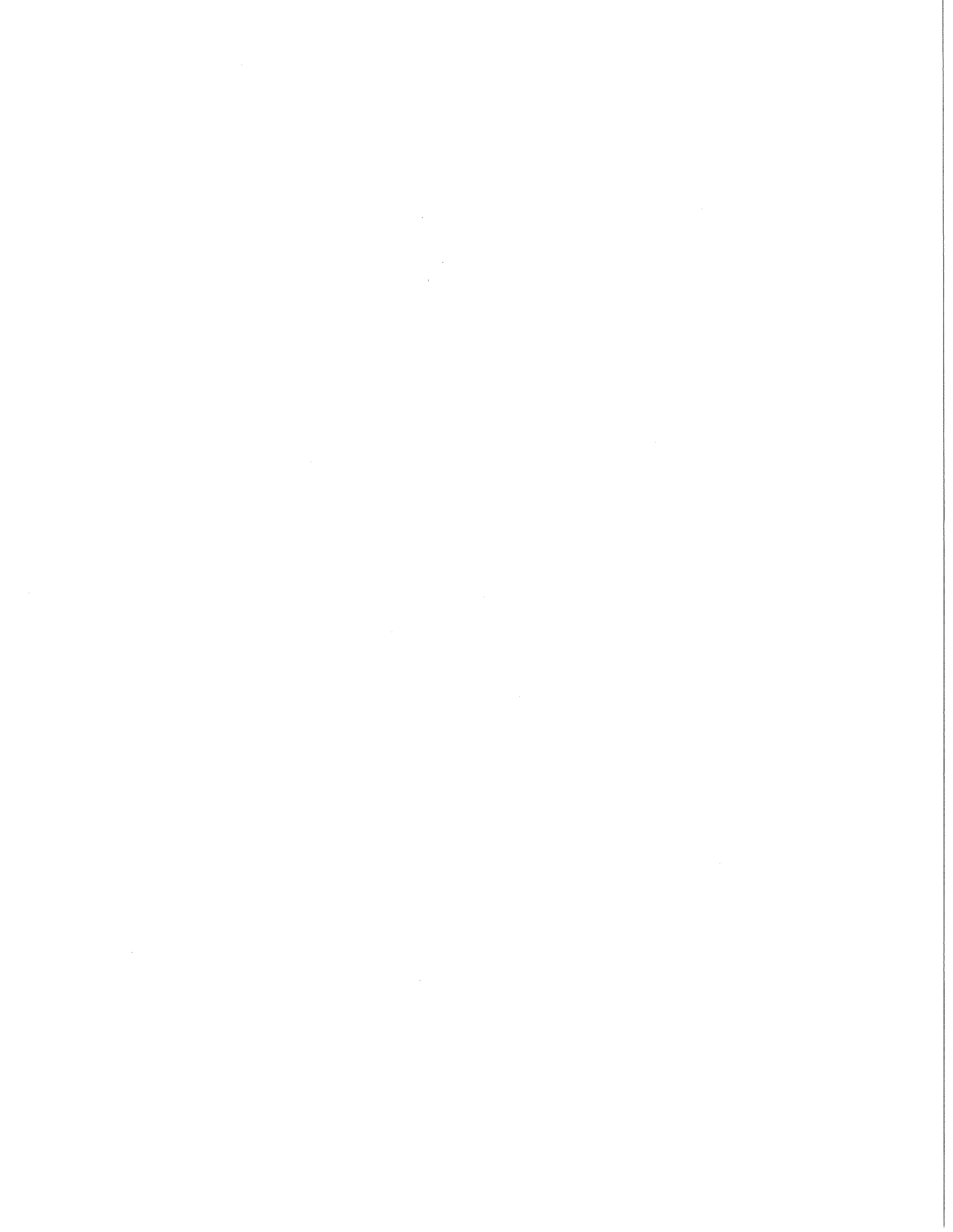
Strategic Priority		Leadership & Governance WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.					
Strategic Objective		3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Employment Systems Review	Review employment systems in partnership with Human Resources to ensure Equity and Inclusion in employment systems, including addressing the AODA Employment Standards	Access and Equity Coordinator, Human Resources	Q1 2012-Q4 2013	√	TO	
	Employee Recognition and Customer Service	Develop a library of excellent customer service stories using employee recognition as a tool for collecting and documenting the stories.	Manager MSC, Manager CCC, Access and Equity Coordinator	Q3 2012 - Q3 2013	x	TO	Ongoing
	AODA complaint and feedback tracking Report	Review results and process, and further refine the feedback and tracking form and reporting	Coordinator Access and Equity, Maxine Carter	Q1 2010 - Q4 2013	√	TO	Ongoing
	Implementation of Integrated Accessibility Standard - Employment - Information and Communications - Transportation	Corporate implementation of AODA Integrated Accessibility Standard, including consultation and assistance to departments; consultation with Advisory Committee for Persons with Disabilities and people with disabilities	Coordinator Access and Equity, Maxine Carter; Equity and Diversity Strategic Implementation Team; all staff	Q1 2012 - Q4 2017	√	TO	Ongoing in conjunction with AODA Multi-year accessibility plan

Strategic Priority		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.					
Strategic Objective		3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Equity and Diversity Strategic implementation plan (EDSIP)	Development and implementation of plan for implementation of equity and diversity strategies to eliminate barriers faced by community members from under-served communities	Director Customer Service Access and Equity, Access and Equity Coordinator	Q1 2012 - Q4 2017	X	TC and TO	
	Multi-year Accessibility Plan	Develop, monitor, and report on the results of a Multi-year Accessibility Plan, to implement AODA regulations and address barriers faced by people with disabilities	Access and Equity Coordinator; Equity and Diversity Strategic Implementation Team, all departments	Q1 2012 - Q4 2013	√	TC and TO	
	Barrier Free Guidelines Update	Update of the City's Barrier Free Guidelines for the Built Environment, considering the AODA regulations, including consultation with persons with disabilities	Access and Equity Coordinator; Public Works Department; inter-departmental team	Q4 2012- Q3 2013	√	TO	

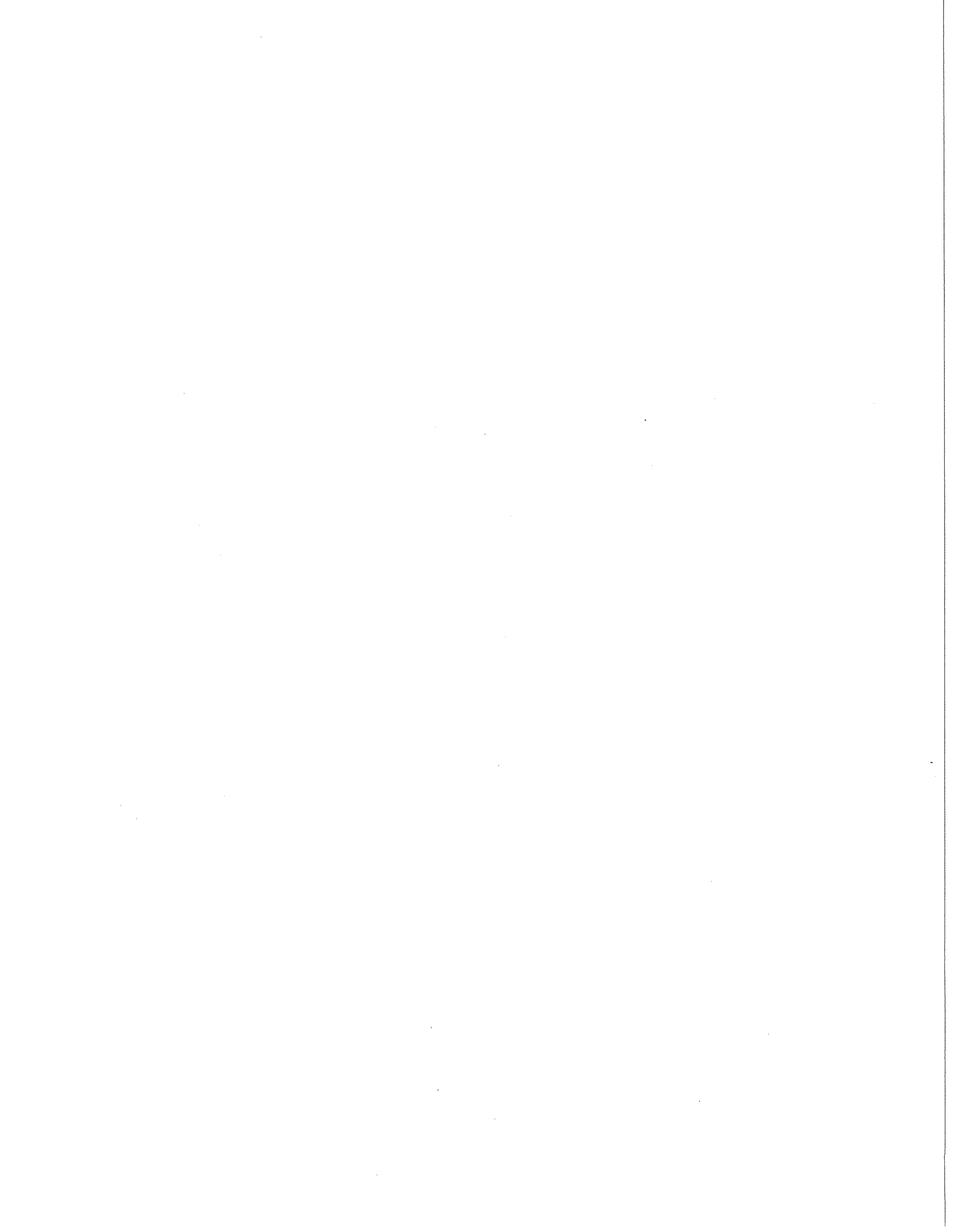
Strategic Priority		Leadership & Governance WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.					
Strategic Objective		3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Communications Plan - Equity and Inclusion Plan and AODA	Develop and roll out communications to support implementation of the AODA regulations and the Equity and Inclusion Policy	Access and Equity Coordinator; Equity and Diversity Strategic Implementation Team	Q 2-2012 - Q2 2014	√	TO	
	Continue the Information Services Division Employee Recongintion Event		IS Director and Managers	Q3 2012 - Q3 2013	√	TO	Ongoing
	Continue to review and execute our IT Training Plans		IS Managers	Q3 2012 -Q3 2013	√	TO	Ongoing

Strategic Priority		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.					
Strategic Objective		3.3 Improve employee engagement					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Performance Appraisals	Ensure all performance appraisals done on a yearly basis	FCS - Tax	Q4, 2013	√	TO	
	Staff meetings	Hold two staff meetings per year.	FCS - Tax	Q1, 2013 - Q3, 2013	√	TO	
	Staff meetings	Hold two staff meetings per year	IS Division	Q4 2012 - Q4 2013	√	TO	

Strategic Priority		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.					
Strategic Objective		3.4 Enhance opportunities for administrative and operational efficiencies					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Sucession Planning	Continue to evaluate job requirements and needs upon upcoming retirements.	FCS - Tax	Q1, 2013 - Q4, 2013	√	TO	
	Formalize process for business planning		CMO / FCS				



Strategic Priority		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.					
Strategic Objective		Not Applicable					
*	Strategic Action / Departmental Objective	Task	Departmental Lead and partners	Timeframe	Status	Budget Source	Other Comments
	Buisness Intelligence Information Services	Continue to work city departments to provide services that will use operational data for management information reporting.	Manager Business Applications	Q1 2013 - Q4 2013	√	TO	
	Tablets and Thin Clients	Evaluate Thin Client/ Tablets with the view to have 3 -4 models for use to support city departments. Determine the support service model that will be provided	Manager Infrastructure and Operation	Q4 2013	√	TO	







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