



Hamilton

INFORMATION REPORT

TO: Mayor and Members General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: November 20, 2013	
SUBJECT/REPORT NO: 2013 Strategic Plan Progress Update and upcoming Strategic Planning Process (CM12017(a)) (City Wide)	
SUBMITTED BY: Chris Murray City Manager	PREPARED BY: Lisa Zinkewich (x 2297) Beth Goodger (x 5639)
SIGNATURE:	

Council Direction:

The 2012 – 2015 Strategic Plan was approved by Council in April 2012 and as part of report CM12001, staff were directed to report annually on progress made towards achieving the Strategic Actions outlined within the Plan. In November 2012, initial progress was reported as part of report CM12017, in conjunction with the presentation of the 2013 Corporate Business Plan. The 2014 Corporate Business Plan will be presented at the January 15, 2014 General Issues Committee as part of the 2014 budget process.

Report CM12017(a) outlines progress made in 2013 towards achieving the Strategic Actions outlined within the 2012 – 2015 Strategic Plan. Report CM12017(a) also begins to outline the proposed process for the next Strategic Plan, to begin in 2014.

Information:

The Strategic Plan is made up of 3 Priorities, 13 Objectives and 64 Actions and significant progress is being made across the Corporation. Appendix A to report CM12017(a) provides a detailed update on the status each of the Actions and a high level summary is provided in Table 1.

Table 1 – Strategic Plan Progress by Year

Month/Year	Complete	In Progress	Not Yet Started
November 2012	5	54	5
November 2013	13	50	1

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

OUR Mission: WE provide quality public service that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Values: Accountability, Cost Consciousness, Equity, Excellence, Honesty, Innovation, Leadership, Respect and Teamwork.

The significance of 13 completed and 50 in progress Strategic Actions at the end of 2013, across all of the Strategic Priorities, shows that the Corporation is taking significant strides towards achieving the overall City Vision of being the “best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities”. The goal, when reporting to Council in fall 2014 is to have most, if not all Strategic Actions complete or well on their way to completion.

Next Steps:

As we approach the half-way point in the current strategic planning cycle, it is important to begin to plan for the next Strategic Plan and think about how it can be improved and better integrated/linked with other important processes including Community Visioning, Business Planning (and Service Delivery) and the Budget process. These existing processes provide an excellent foundation for moving forward. Effective integration of these processes plays an important role in helping a municipality to:

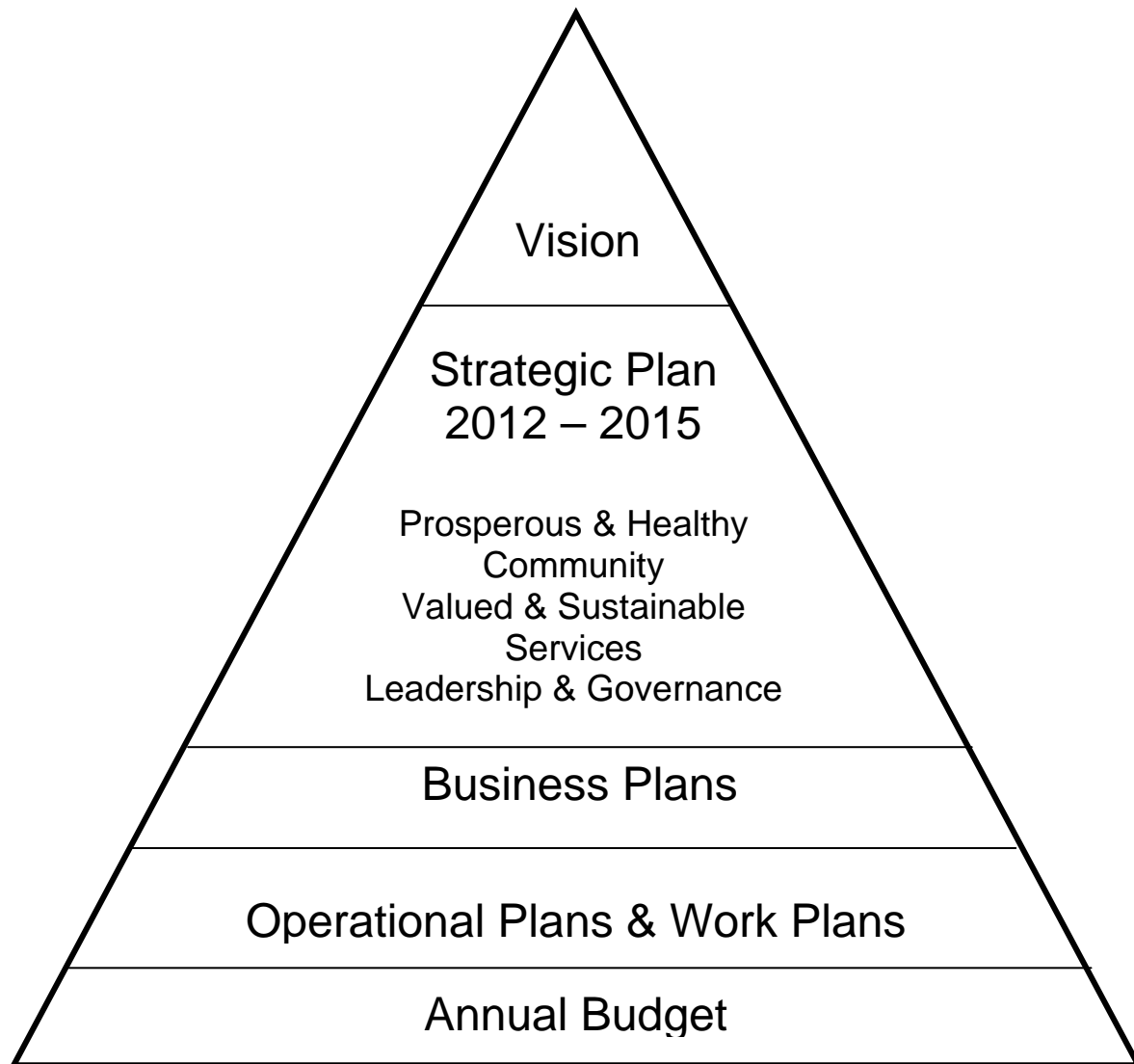
- Identify clear goals
- Guide and streamline decision making
- Approach planning in a holistic manner
- Facilitate team work and collaboration both internally and within the community
- Promote an organizational culture of continuous improvement

Diagram 1 from report CM12017 and included below as part of report CM12017(a), identifies the relationship between these components. As work continues to be done in each of these areas Council will continue to be updated.

Consideration also needs to be given to who should be involved, how and when. The development of a strategic plan involves Members of Council and City staff given the internal nature of the document, but should also engage community partners, institutions and the community itself. The process typically ranges from 18 – 24 months and can build on existing components or can be built from scratch.

Similar to previous strategic planning processes, the development of the next iteration of the Strategic Plan will be lead out of the City Manager’s Office. It will be supported by all City Departments and will be linked to the Community through the on-going Citizen Engagement process. The work will build on the current 2012 - 2015 Strategic Plan and will begin with a data collection component (which will identify future opportunities and pressures), which will then be used to set the baseline for discussion. This work, already underway both internally and externally, will set the stage for the development of the next Strategic Plan and community vision.

Diagram 1 – Relationship of Business Planning with Strategic Planning



Currently the City of Hamilton community vision is referred to as Vision 2020. The updating of this community vision at the same time as the next iteration of the strategic plan will allow for the strategic plan to be based on confirmed community inputs around a desired future for the City of Hamilton, something that has been missing from previous iterations of the City's strategic plans. The updated community vision will also be a resource to local organizations, institutions and businesses as a basis for their actions in the community.

Once data has been collected and trends analyzed, the processes around internal and external engagement will take place through many formats. Internal engagement is expected to involve all levels of the organization through the use of existing tools i.e. Extended Management Team meetings, through smaller staff forums, electronic communication and through other formats. In regards to the Community engagement, the process for engagement for the development of a new community vision based on the principles of Vision 2020, will flow from recommendations of the Community Engagement Committee, a committee that will be established as a result of the on-going community engagement initiative already underway.

Both the strategic planning process and community visioning process are expected to be completed by the end of 2015. Although City of Hamilton staff will be leading and providing the required support to undertake both of these initiatives, a successful process cannot be completed without appropriate funding to cover appropriate engagement and communication activities. As such, as part of the 2014 Capital budget, a request for funding in the amount of \$250,000 has been submitted.

A very high level schedule can be seen in Table 2 to report CM12017(a).

Table 2 – High Level Schedule

	2013				2014				2015			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Data Collection (Environmental Scan & Trend Analysis)												
Engagement - Community Vision												
Engagement - Strategic Plan												
Community Vision Development												
Strategic Plan Development												
Vision endorsement by Council												
Strategic Plan approval by Council												

Members of Council will be engaged throughout both processes and updates will be provided through General Issues Committee, as both the strategic planning process and community visioning exercises progress.

Appendix A – 2013 Strategic Plan Progress Update

LZ/lz
Attach. (1)

2013 Strategic Plan Progress update

LEGEND

CMO = City Manager's Office

CES = Community & Emergency Services

FCS = Finance & Corporate Services

HR = Human Resources

PED = Planning & Economic Development

PHS = Public Health

PW = Public Works

Y = Yes

N = No

X Not yet started (may still require Council Approval or Funding)

√ In progress

★ Completed

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 Objective

1.1 Continue to grow the non-residential tax base

Strategic Action		Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(i)	Resolution of the Urban and Rural Official Plans appeal at the Ontario Municipal Board (OMB)	2006 (rural) 2009 (urban)	2012 (rural) 2014 (urban)	PED	Only for settlement agreements	Y	Y	✓	Rural Official Plan has been approved by the OMB. The Urban Official Plan has been substantially approved by the OMB in August 2013. Some outstanding appeals remain to be resolved.
(ii)	Complete the new Comprehensive Zoning By-law for commercial and mixed use nodes and corridors	2010	2015	PED	Y	Y (Partial)	Y	✓	Work underway with Commercial Zonings to be brought forward in 2014. Residential Zoning Work Plan currently being developed.
(iii)	Resolution of the Airport Employment Growth District (AEGD) Secondary Plan at the Ontario Municipal Board (OMB) and undertake implementation of Phase I	2011 2011	2013 2013	PED PED	Y (AEGD) Y (Phase 1)	Y (AEGD) Y (Phase 1)	Y (AEGD) Y (Phase 1)	☆ ✓	Phase 1 and 2 (Land Budget) approved. Phase 3 (Plan Boundary) to follow.
(iv)	Implement a Land Banking Program with strategic acquisitions	2012	Ongoing	PED	Y	Y	Y	✓	\$4M in program with additional capital submission forthcoming in 2014 Budget.
(v)	Complete servicing and new road infrastructure at City's Business Parks	Ongoing	Ongoing	PED	Partial	Partial	Partial	✓	Progressing to complete all required EA and detailed engineering designs for road and servicing networks in the Stoney Creek, Red Hill and Ancaster Industrial Business Parks.
(vi)	Develop a Bayfront Industrial Secondary Plan/Redevelopment Strategy	2011	2014	PED	Y	Y	Y	✓	Study is currently underway and to be completed in 2014 (previously expected to be 2013).
(vii)	Take substantive steps towards implementing the new Agricultural Action Plan, as part of the overall Economic Development Strategy	2010	2015	PED	Y	Y	Y	✓	Two Projects underway: Farmers Market Policy for the City and Golden Horseshoe Agriculture Profile.

Strategic Objective

1.2 Continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit

Strategic Action		Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(i)	Update the State of the Infrastructure Report (based on 2011 asset analysis)	2012	2013	PW	Y	Y	Y	✓	Asset analysis update in 2011 was Roads related. Current SOTI update for all assets is being done as part of the Provincial Asset Management plan requirements.
(ii)	Update ten year capital plan delivery prioritization (based on recommendations from completed Recreation Facility Studies and updated State of the Infrastructure Report)	2012	2013	PW	Y	Y	Y	✓	<p>PW, Engineering Services Annual process on-going. PW, CA&SP</p> <p>PW and CS meeting regularly to coordinate all capital recommendations from Outdoor Recreation Facilities Study, majority of large capital outdoor amenities have been included in the 2014 draft 10 year forecast many are beyond the 10 yr window pending additional funding opportunities. State of the infrastructure report for parks is in final draft form and under staff review for comment. Key items will be flagged during the one-on-one capital budget discussions with Councillors.</p> <p>As of June 17th, a newly created position will commence and will focus on new construction projects, engage internal City clients and develop a priority list. This position will collaborate with other levels of governments and ensure projects are shovel ready for application process.</p>

Strategic Objective (con't)

1.2 Continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit

	Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(iii)	Development of Biosolids Management Plan and water quality upgrade plan for the Woodward Wastewater Treatment Plant	2012	2014	PW	Y	Y	Y	✓	Communications are ongoing with Federal staff on both projects. The Woodward upgrade project currently awaits an "Approval in Principle" from the Minister of Transport and Communities before any further steps in the project are taken. This is expected in the short term. The Biosolids P3 program business case has been developed and submitted. Next steps include P3 Canada approval of the business case in the summer of 2013 and a subsequent Council approach for approval to proceed.

Strategic Objective (con't)

1.2 Continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit

Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(iv) Completion of a Refined Staging of Development Program and Wastewater Capacity Allocation Policy	2012	2013	PW	Y	Y	Y	√	PW, Hamilton Water Staging of development is an ongoing task of PED and PW continues to participate in this process as it relates to confirming available capacity in the pipe system as well as at the plants. Capacity Allocation Procedure is also currently being prepared by PED with input from PW(HW) and whom will comment on the final draft of the policy and internal procedure once completed by PED. PW(HW) currently working with MOE on confirming new formula for establishing "utilization of capacity" at Woodward Wastewater Plant going forward that is more practical and reflective of our obligations and should be helpful for planning purposes.
	2012	2014	PED	Y	Y	Y	√	Bi-annual Report on Staging of Development and Water Allocation Policies to be presented in 2014.
(v) Ongoing implementation of strategies based on recommendations within the Storm Event Response Group (SERG) Study to address flooding issues	2012	2014	PW	Y	Y	Y	√	A Flooding Response Procedure has been developed to efficiently respond and track drainage and flooding problems. Recent SERG drainage improvements include Fessenden Neighbourhood Pond/Trunk Sewer/Storage Facility; Jasper/Bland Drainage Improvement Plan; South Street Alleyway ice/drainage improvement; A Flooding Master Plan will be initiated in 2013.

Strategic Objective

1.3 Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts

Strategic Action		Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(i)	Expand urban renewal incentives to the six community Downtown areas	2012	2013	PED	Y	Y	Y	☆	Expanded incentives now approved by Council and offered in all community downtowns, as well as, Barton/Kenilworth special needs areas.
(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	2012	2013	PED (Piers)	Y	Y	Y	✓	Setting Sail has now been approved. The servicing study is underway and will be completed Q4 2013.
		2012	2014	PED (Barton / Tiffany)	Y	Y	Y	✓	Setting Sail has been approved. Urban Design Study RFP has been issued and will be completed in 2014 from 2013. Parking and Servicing Studies for the area will be included.
(iii)	Negotiate the early termination of land leases for Piers 7- 8 with the Hamilton Port Authority	2011	2013	PED	Y	Y	Y	☆	MOU approved by Council April 2013. Completion of the Marina Management Agreement by Q4 2013. (End date was previously set for 2012).
(iv)	Final resolution and Ontario Municipal Board approval of the Setting Sail Secondary Plan	2005	2012	PED	Y	Y	Y	☆	OMB approved Setting Sail on December 27, 2012.

Strategic Objective (con't)

1.3 Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts

Strategic Action		Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(v)	Completion of the Waterfront Master Recreation Official Plan Amendment and the implementation of the Zoning By-law and financing strategy	2012	2013	PW	Y	Y	Y	√	PW and PED staff have updated the draft 10 year capital budget forecast for West Harbour. PED to discuss capital requests with Corporate Finance through the funding options as part of 2014 capital budget process.
		2010	2013	PED	Y	Y	Y	√	Work on the Official Plan Amendment and Zoning By-law underway and scheduled to be completed by Q4 2013/Q1 2014.
(vi)	Identify and implement high-priority actions to support the accelerated revitalization of Hamilton's Downtown core	ongoing	ongoing	PED	N	Y	Y (partial)	√	Acceleration actions continue to be taken as soon as they are identified, providing funding is available. Block funding is available and allocated annually. A report on high-priority actions is to be completed in Q4/2013.
(vii)	Complete implementation plan and financing strategy for Randle Reef	2012	2014	PW	Y	Y	Y	√	Project is still on track for a 2014 start. The EA is now complete, funding agreements are still being negotiated for completion in July 2013. Tendering is planned for 2014 prior to field work under 3 phases of construction between 2015 and 2022. The City of Hamilton financing strategy has been identified as the following contributions: 2016 \$2.0M, 2017 \$8.5M, 2018-2021 \$875K. Council has been informed of this amended cash flow which will be established in the 2014 budget.

Strategic Objective (con't)

1.3 Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts

Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(viii) Complete Request for Proposal (RFP) and make decision on long term future of HECFI	2012	2012	CMO	n/a	n/a	n/a	☆	Transition implemented in March 2013.
(ix) Initiate development in the West Harbourfront and Waterfront (this includes the Bayfront Industrial area) and develop a commercial business strategy for Confederation Park	2012	2014	PED/PW	Y	Y	N	✓	The Commercial Feasibility Study for Confederation Park is expected to be completed Q2/2014, once servicing strategy and operation plans are completed. Development initiatives in the the West Harbour will be undertaken upon the completion of servicing and urban desing studies for Piers 5-8 and the Barton/Tiffany lands (see action 1.3 (ii)). Development oportunities in the Bayfront Industrial Area will be considered upon the completion of the secondary Plan/Development Strategy for the area, targeted for completion in Q3/2014.
(x) Finalize plans for the creation of the Downtown McMaster Health Campus (MHC) including the consolidation of Public Health Services	2011	2012	PHS / PED	Y	Y	Y	☆	Completed and currently under construction.

Strategic Objective

1.4 Improve the City's transportation system to support multi-modal mobility and encourage inter-regional connections.

Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(i) Complete the design and develop an implementation and financial plan for the delivery of higher-order transportation and enhanced transit service, including all-day GO Transit service and rapid transit	2012	2013	PW	Y	Y	Y	☆	Complete. February 27, 2013, Council approved the report "Rapid Ready - Expanding Mobility Choices in Hamilton" (PW13014). This program sets out a multi-modal plan for the delivery of transportation services in Hamilton, including financial requirements and a strategy for higher order and enhanced public transit. The report has been submitted to Metrolinx as the funding requirements for Hamilton's public transportation program. The Work Plan is also to be used as the basis for future budget submissions. A number of currently funded projects are underway including the King Street Transit Only lane, A and B-Line passenger amenities, shelter expansion, cycling infrastructure, etc. In addition, the 2012 work program for rapid transit was completed. This includes the completion of outstanding items such as a phasing plan, that would allow Infrastructure Ontario to complete its Value for Money (VFM) assessment and for Metrolinx to make a funding recommendation to its Board of Directors. Staff continue to work with Metrolinx/GO to assist with the expansion of GO service to Hamilton, including the development of the James Street North GO station, scheduled for completion by the July 2015 Pan Am Games.
(ii) Implement revised eligibility criteria for DARTS (to ensure compliance with AODA legislation)	2012	2014	PW	Y	Y	Y	✓	New eligibility was implemented in November 2012 well in advance of the AODA requirement of 2017. Program was incorporated into the 2012 budget and will be part of 2013 - 2016 budgets as AODA program is rolled out.

Strategic Objective (con't)

1.4 Improve the City's transportation system to support multi-modal mobility and encourage inter-regional connections.

Strategic Action		Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(iii)	Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the associated transportation demand management (TDM) plan	2012	2014	PW	Y	Y	Y	√	Following transportation staff realignment in 2012 to support an integrated transportation program, on February 27, 2013 Council approved the report "Rapid Ready - Expanding Mobility Choices in Hamilton" (PW13014). This program sets out a multi-modal plan for the delivery of transportation services in Hamilton, including a strategy for the implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the associated transportation demand management (TDM) plan. Refer to related update under action 1.4 i).
(iv)	Develop a Land Use Strategy, Urban Design Guidelines and implementation plans for the lands surrounding the James Street GO Station and along the A and B-Line transit corridors	2012	2014	PW (components)	Y	Y	Y	√	Work is underway on the James Street Go Station area. A-line work will begin later this year/2014.
		2012	2014	PED (components)	N	Y	Y (to study) N (to implement)	√	Work is underway on the James Street Go Station area. A-Line work will begin later this year/2014.
(v)	Development of a strategy to enhance conventional transit service levels within the A Line and B Line corridors	2012	2013	PW	Y	Y	Y	√	A package of several "Quick Wins" projects were developed to enhance service and build ridership along the A and B-Lines and are an integral component to the Rapid Ready strategy. These Quick Wins projects have been endorsed by Council and capitalize on funding received by the Provincial government. The projects underway include: Mohawk College Transit Terminal; Park-and-Ride Facility at the Mountain Transit Centre; Public Bike Share System; King Street Transit Only Lane Pilot Project; A and B-Line Passenger Amenities.

Strategic Objective

1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.

Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(i) Complete the development of Neighbourhood Plans in selected priority neighbourhoods and complete a funding strategy to guide how the City of Hamilton will support the implementation of Neighbourhood Plans	2011	2014	CES	Y	Y	Y	√	8 plans completed to date with strategies for implementation of action items, 2 additional plans scheduled for completion by end of 2013.
(ii) Develop a strategy for acquiring land as a result of potential school closures, to address existing parkland shortages and identified outdoor recreation needs	2012	2014	PED/PW	Y	Y	N	√	PW presented the Parkland Acquisition Strategy and Surplus School evaluation criteria to the School Acquisition Sub-Committee in May. Funding available through Parkland Reserve.
(iii) Complete planning and feasibility studies for proposed facilities/services in new Pan Am Stadium precinct, and develop a Capital Funding Strategy	2012	2013	PW	Y	Y	Y	√	Draft Precinct Master Plan completed in May 2013. Council approved construction of Community Centre/Seniors Centre September, 2013

Strategic Objective (con't)

1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.

Strategic Action		Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(iv)	Develop a mental health and addiction services coordination strategy between City of Hamilton and community partners to rationalize existing services and improve access to care (e.g. CREMS, social navigator)	2012	2014	PHS	Y	Y	Y	√	Internal meeting of City partners was held on May 31, 2013. Evaluation on Social Navigator Pilot is progressing. Development of school-based mental health promotion recommendations based on review of current services and best practice evidence in progress including plans to meet with School Boards to ensure alignment with their strategy and plans. Development of an implementation plan and integration of Skinner recommendations aligning with best practice evidence in progress. Initial meeting and Term of Reference for the Harm Reduction Network completed whose main objectives are to provide a forum for harm reduction service providers to improve the continuum of services available and to build capacity in the community to deal with the consequences of addictions.
(v)	Develop and implement a maternal health strategy to decrease low birth weight by targeting smoking, nutrition and access to primary care	2011	2015	PHS	Y	Y	Y	√	Work group formed to develop strategy and recommendations to inform decision making by community coalition. Project Manager hired; literature review completed; connecting with key stakeholders; and, teen focus groups exploring perceptions related to pregnancy completed. Exploring use of nicotine replacement therapy in pregnancy. Revising to new focus from smoking, nutrition and access to primary care to smoking, nutrition, teen pregnancy prevention/support. Revised Health Babies Healthy Children protocol launched in Hamilton March 2013 as prescribed by MCYS. Working collaboratively with hospital partners to ensure accurate identification of families with risk; and where appropriate book home visits before families leave hospital. Once new postpartum procedures are well established,
(vi)	Improve access to children and family services in collaboration with community partners through the development and implementation of a single access point initiative	2012	2015	CES	N	Y (to study) N (to implement)	Y	√	A working committee has been formed with representatives from Hamilton Best Start Network and the Children's Mental Health committee to develop the single access to the care system for children and families. The work will build on the Health Connections phone line and Contact Hamilton.

Strategic Objective (con't)

1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.

Strategic Action		Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(vii)	In support of the Hamilton Roundtable for Poverty Reduction's action plan develop a program to improve access to healthy food for those in greatest need	2011	2015	CES	N	N	N	√	Created a marketing platform to educate the community about food security issues. Completed a financial analysis of the emergency food system. Implemented a food shortage protocol for the food banks. Developed Key Performance Indicators and standardization of the data collection system. Developed a consultation strategy to engage people with lived experience who utilize food banks.
(viii)	Continue to work with the Seniors Advisory Committee, Hamilton Council on Aging and other community partners to develop an Age Friendly Initiative for Hamilton	2011	2013	CES	Y	N	N	√	Continued community consultation with stakeholders on key components of the initiative.
(ix)	Develop a plan (with cost impacts) to prevent childhood obesity	2011	2014	PHS	Y	Y	Y	√	Healthy Kids Panel Report recommendations released. Reviewing and revisiting current tasks in relation to recommendations. BOH Report to update on the Strategy - Oct 2013. Food and Beverage Policy pilot for one Recreation Centre being explored. Plan to explore feasibility of physical activity and healthy eating initiatives to support childhood obesity strategy with legacy of Pan Am Games.

Strategic Objective (con't)

1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.

Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(x) Development of a Comprehensive Rental Housing Licensing Program - which incorporates the licensing of low density housing (semi/single detached housing with eight units or less) and a proactive By-law enforcement program.	2012	2013	PED	N	N	N	☆	On September 17th, 2013 staff presented a final draft rental housing licensing by-law. The Planning Committee tabled the licensing by-law and directed staff to create a stakeholder committee to further investigate the enforcement efforts regarding illegal units in the City. The role of the stakeholder committee is to provide direction to enforcement initiatives of illegal rental dwellings. The Committee also approved the hiring of 4 FTE Proactive Enforcement Officers and 1 FTE Bylaw Clerk. On September 25th, City Council approved the recommendation of the Planning Committee.

Strategic Objective (con't)

1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.

Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
<p>(xi) Implement a 10-year Housing and Increasing the supply of affordable rental and ownership housing</p> <p>Developing a plan to improve housing affordability and geared to income that includes outlying communities in Hamilton with rising poverty issues</p> <p>Providing individualized supports to facilitate housing retention and ownership</p> <p>Providing quality, safe and suitable housing options</p>	2012	2023	CES	Y strategies N implement	N	N	√	<p>The implementation component of the plan (Phase 2) is complete including critical investment strategies, targets, required resources and outcomes.</p> <p>Phase 2 of the plan will be presented to Council in Fall 2013 for their consideration. A communications plan is in development including the production of full and summary reports.</p> <p>A Government Relations Strategy is in development which will address the need to advocate for funding from the provincial and federal governments to successfully implement the plan.</p>

Strategic Objective

1.6 Enhance Overall Sustainability (financial, economic, social, environmental & cultural)

Strategic Action		Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(i)	Development of an Environmental Roundtable that, through collaborative efforts with community partners, would highlight accomplishments and address issues related to environmental sustainability	2012	2013	CMO	Y	Y	Y	☆	Information report presented to Council in Q1 2013 and Environmental Roundtable event held in April 2013. As part of Report (CM13002(a)) the recommendation to establish an annual Environmental Summit was approved. In addition, it was directed that the issues, opportunities for collaboration and conclusions from the 2013 Environmental Summit be considered in the update of Vision 2020 and the City's next Corporate Strategic Plan.
(ii)	Development of a Community-based Climate Change Action Plan	2013	2015	PHS	Y	N	Y	X	Development of an Action Plan will initiated in 2013 through the Climate Change Sub-Committee of Clean Air Hamilton and in consultation with City Departments. Long term climate change visioning will also be included in the renewal of Vision 2020 (CMO) as outlined in 1.6 (iii) below.
(iii)	Develop and confirm a Community Vision that will form the basis for future Strategic Plans, re-visiting the role of Vision 2020 and looking towards overall Sustainability (financial, economic, social and environmental)	2012	2016	CMO	N	partial	Y	√	Community Vision will be coordinated with Strategic Planning and on-going citizen engagement initiatives. A report outlining recommended process will be presented to Council Q4 2013.

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 Objective

2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation

Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(i) Complete a Service Delivery Review, establishing performance measures and identification of recommended service levels	2011	2015	FCS	Y	Y	Y	√	Service Profiles were completed and components will be updated in 2013 for 2014 budget and business planning processes. ★ Work on opportunities developed from the review continues in 2013, on Fleet Related Opportunities and IS Governance. Departments assessing opportunities for consideration in 2014 business plans.
(ii) Develop and implement of a redeveloped website and associated management plan to provide more on-line transactions	2012	2015	FCS	Y-partial	Y-partial	Y-partial	√	Cross-departmental team reviewing all online content/services to improve quality and AODA compliance. Web Technology Assessment completed and being reviewed by Staff. New publishing standard and visual design work underway. Sufficient budget for phase 1 components in 2013. Business Case for phase 2 coming to GIC in Q4 2013.
(iii) Implement the call handling review recommendations	2012	2015	FCS	Y	partial	Y	√	Initiated April 2013, report on detailed design & implementation scheduled for Q4, 2013. Implementation would be in 2014 - 2015.
(iv) Develop an Information Services governance model and identify areas for improvement, consolidation and savings	2012	2014	FCS	Y	N	Y	√	Part of Service Delivery Review Opportunities. Service Delivery Review Strategy Team has begun to develop strategy. Web governance discussions considered as pilot.

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 Objective (con't)

2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation

Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(v) Review the feasibility regarding the implementation of an Employee Suggestion Program for the City of Hamilton	2012	2012	CMO	n/a	n/a	n/a	☆	Completed 2012. Follow-up Information Report approved by Council July 2013. SMT will continue to address issues through other initiatives.
(vi) Develop and implement a Financial Sustainability Plan	2013	2015	FCS	Y	N	N	√	Debt Policy report scheduled for Nov 6 2013 GIC. Reserve Report approved Q3 2014.
(vii) Implement a Value for Money performance audit program	2012	2015	CMO – Audit	Y	Y	Y	√	2013-2014 Performance Audit work plan has been approved by Council and includes 8 projects. Employer Paid Parking review has been completed, presented to Committee with identified potential savings of up to \$184,000. Business Licensing is in the final stages of completion and should come to Committee by November, 2013. Cheque Issuance and GPS Capabilities are in progress with expected completion by the end of the year.
(viii) Develop a Corporate template for Departmental business plans, aligning to the 2012 – 2015 Strategic Plan and future budgets	2012	2012	CMO	n/a	n/a	n/a	☆	Ongoing efforts will continue to improve the business planning process to align with the strategic plan update and service profile work. Environmental Management Program Business Plan Pilot underway Q3 2014 to evolve current Business Planning model.

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 Objective

2.2 Improve the City's approach to engaging and informing citizens and stakeholders

Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(i) Establish a policy and begin to implement a coordinated citizen and stakeholder engagement program	2011	2014	CMO / PW	Y	Y	Y	√	Updated Community Engagement process underway and is scheduled to be completed in late 2013 or early 2014. Policy development will be an outcome of this work.
(ii) Develop a community and corporate engagement plan for key initiatives (includes Infrastructure Services, Human Services Plan, Community Visioning & Strategic Planning)	2012	2014	CES	Y	Y	Y	√	A convening group of residents and staff has been struck to shape the development of a policy/charter. Training of staff in IAP2 completed Oct. 2013. Face to face engagement to occur in Nov. 2013 to gain further citizen input.
(iii) Develop and implement an Open Data strategy	2012	2013	CMO / FCS	Y	N	N	☆	Policy approved (Q3 2013) and 18 month pilot initiated (Q3 2013 - Q1 2015). Regular updates will be provided to Council throughout 2014 on progress.

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 Objective

2.3 Enhance customer service satisfaction

Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(i) Complete the Open for Business review including the development of metrics/indicators for evaluation purposes, implement recommendations including enhanced support to the City's One Stop Business Centre	2011	Ongoing	PED	Y	Y	Y	√	Ongoing implementation of the Open for Business Action Plan. Metrics and indicators for evaluation will be presented to Sub-Committee Q4 2013.
(ii) Create an online system for the digital submission of applications and permits	2011	Ongoing	PED	Y	Y	N	√	To be considered as part of Web Redevelopment Strategy. In process of purchasing Amanda Planning Module.

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.

Strategic Objective

3.1 Engage in a range of inter-governmental relations (IGR) work that will advance partnerships and projects that benefit the City of Hamilton.

Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(i) Develop an intergovernmental relations strategy to promote City priorities	2012	2012	CMO	N	Y	Y	☆	Strategy & Priority Areas Approved. 2014 will focusing on developing specific strategies and tactical plans as they relate to the adopted priority areas for intergovernmental relations (transportation, housing, downloading and AODA).
(ii) Adopt infrastructure, transportation, housing, downloading and AODA as initial priority areas relative to intergovernmental relations advocacy, funding priorities and grant programs	2012	2013	CMO	N	Y	Y	☆	Strategy & Priority Areas Approved. 2014 will focusing on developing specific strategies and tactical plans as they relate to the adopted priority areas for intergovernmental relations (transportation, housing, downloading and AODA).

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.

Strategic Objective (con't)

3.1 Engage in a range of inter-governmental relations (IGR) work that will advance partnerships and projects that benefit the City of Hamilton.

Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(iii) Develop and maintain a list of priority and "shovel-ready" projects, across all Departments, in order to more efficiently present opportunities for collaboration with other levels of government	2012	2013	PW	Y	Y	Y	√	<p>PW, Engineering Services Working on identifying potential projects and carrying out functional design analysis to better identify budgets requirements and project constraints in conjunction with development of Provincial Asset Management plan for future funding announcements.</p> <p>PW, CA&SP The RFP process for detail design of the complete Gore block is complete, design to be completed in 2014. Functional design and environmental approvals for the Confederation Sports Park component underway.</p> <p>As it relates to Facilities Management a position has been created – Senior Project Manager, Strategic Planning that will focus on new construction projects, engage internal City clients and develop a priority list. This position will collaborate with other levels of governments and ensure projects are shovel ready for application process.</p>

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.

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	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(i) Implement a workforce management strategy which includes:								
• A profile of the current workforce, including early retirements	2012	2012	CMO - HR	Y	Y	Y	☆	Draft workforce profile presented to SMT for review and comment. Distribution strategy to follow. Retirement Projections updated to 2015.
• A forecast of workforce supply and skill demands	2013	2015	CMO - HR	Y	Y	Y	√	Tools & templates piloted with Corporate Services and some Public Work Divisions Q3-Q4 2013. Work Plan with tasks, timelines & resource requirements for strategic & operational work force planning to be completed by year end; implementation to be aligned with multi-year business and strategic planning.
• Development of a succession planning program for leadership and critical need positions	2012	2015	CMO - HR	Y	N	Y	√	2012 Data refreshed. Transparent Succession program, process and communication strategy to be completed by year end. Talent Review of leadership positions to be implemented in 2014.
• Developing a leadership and management development plan	2012	2014	CMO - HR	Y	N	N	√	Leadership Development position hired September 2013 following Council approval of plan April 2013. Corporate approach to be drafted by year end for SMT approval with 2014 implementation initiated.
• Developing an attraction and retention strategy that fosters a diverse and inclusive workforce	2013	2015	CMO - HR / FCS	Y	N	N	X	Deferred pending the outcome of the Employment Systems Review facilitated by Access & Equity - Q3 2014 completion. Anticipate need for position in 2014 or 2015 budget process.

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.

Strategic Objective (con't)

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	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(ii) Revise the existing performance management system and implement across organization	2012	2015	CMO - HR	Y	Partial	Y	√	Revised performance management process and core competencies pilot underway in 3 Divisions. Recommendations to SMT before year end. Implementation of new corporate process to commence in 2014.

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.

Strategic Objective

3.3 Improve employee engagement

Strategic Action		Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(i)	Develop and implement an internal communication strategy	2012	ongoing	CMO / CMO - HR	Y	Y	Y	√	Draft strategy developed and to be reviewed in context with corporate culture work. Funds are not in place for implementation of any new initiatives.
(ii)	Enhance the Corporate Employee Recognition Program	2013	2015	CMO - HR	Y	Y	Y	√	Current corporate Employee Recognition Program has been refined. Additional resources required (\$6,000) required to maintain current City Manager's Awards for 2013, GMs agreed to fund from department budgets. HR will be making recommendations to incorporate Organizational Culture for employee recognition in 2013 and will progress further in 2014. SMT recommended status quo for 2013 given other priorities.
(iii)	Implement the Healthy Workplace Strategy	2012	2014	CMO - HR	N	Y	Y	√	LifeSpeak video series expanded to include modules on mental health, job transition and personal finances; Mental Health Summit held for CoH leadership; monthly Lunch 'n Learns scheduled; Healthy Workplace Advisory Committee working on Excellence Canada criteria for healthy workplace and workplace mental health; summertime launch of new online community physical and social activity tool for employees to encourage healthy, active living.

Strategic Priority #3 – Leadership & Governance

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Strategic Objective

3.4 Enhance opportunities for administrative and operational efficiencies

Strategic Action	Start Year	End Year	Lead Department	Council approval	Budget	Allocated Resources	Progress	2013 Status / Project Update
(i) Leverage technology to streamline workflow processes, enable better workforce management, and assist in management decision making through:								
• Position Management	2010	2012	CMO - HR	Y	Y	Y	☆	Position management has been implemented City Wide including boards/agencies.
• Automated Workflow & Approvals & Employee & Manager Self-Service	2012	2014	HR / FCS	Y	Y	Y	√	Automated Workflow and approvals & Employee & Manager self-service scoped in 2013. Capital budget request for 2014 to implement priority workflow options.
• Time, Attendance & Scheduling Technology (KRONOS)	2010	2015+	FCS / HR	N	N	N	√	Discussions are being held with operational units that have identified a need for scheduling options.
(ii) Implement the Employee Attendance Management Action Plan to decrease absenteeism	2012	2014	CMO - HR	Y	Y	Y	√	Monthly disability management and attendance management training continues; two training programs compressed into one for Q4; working with IS on business intelligence tool to create management reports that will inform strategy. Absence data trending in right direction since 2012.