City Manager's Office

Purpose/Function
To support the effective delivery of services to the community through the provision of Corporate administrative activities, including protection of the City’s interests, human resource management and overall Corporate compliance with policies and procedures.

Divisions Include:
- Audit Services
- City Manager's Office
- Human Resources
- Legal Services

Programs and related services that are provided by the City Manager’s Office (as defined by the Service Delivery Review) include:
- Governance & Civic Engagement
  - Council Relations
- Corporate Services
  - Organizational Oversight
  - Strategic Communications
  - Corporate Initiatives
  - Audit Services
  - Legal Services
  - Human Resources

2013 Highlights:

A Prosperous & Healthy Community
- Development of a Foreign Investment Strategy
- Assisted with the finalization of plans for the creation of the Downtown McMaster Health Campus
- Assisted with the negotiation of the early termination of land leases for Piers 7 & 8
- Completed Neighbourhood Action Plans for 8 neighbourhoods
- Contributed to the Rural Official Plan (ROP) coming into effect
- Contributed to the Urban Official Plan (UHOP) coming into effect except for those portions that remain under appeal to the Ontario Municipal Board (OMB)
- Completed OMB hearing for Phase 2 (Employment Land Need Hearing) of the Airport Employment Growth District (AEGD) Secondary Plan supporting 555 net ha of employment land. OMB decision to the
Divisional Court by the Hamiltonians for Progressive Development is pending.

Valued & Sustainable Services
- Established first ever Corporate Business Plan document (document and business planning processes continue to be refined)
- Commenced implementation of Open Data Strategy Pilot
- Implemented the Value for Money Audit Program to identify opportunities for cost savings, efficiency changes and continuous improvement

Leadership & Governance
- Corporate Culture Vision has been established
- Succession Planning model established
- Performance Management pilots implemented and evaluated
- Successfully implemented the benefits automated interface with Manulife
- Ratification of collective agreements with CUPE Local 1041 (Supervisory Group) and CLAC Local 911 (Volunteer Fire Fighters) within Council’s mandate
- Amendments to Fair Wage Policy that will result in significant financial savings as well as administrative efficiencies within Construction Projects
- Successful LOU’s allowing for transfer of Volunteer Fire Fighters into management positions as well as successful agreement with CUPE Local 5167 respecting definition of Reasonable and Customary benefits charges
- Conducted a corporate ethics review in support of the Corporate Culture initiative and increase accountability for ethical behavioural expectations in the City

2014 General:
- Consolidated like tasks under common objectives
- Refined level of detail provided as part of the Business Plan (more detail available in Divisional Work Plans)
- Removed tasks that were not strategic in nature

2014 Initiatives:

A Prosperous & Healthy Community
- Integration of the community vision update with the update of the City’s Strategic Plan
- Complete the Urban Official Plan (UHOP).
- Complete the Airport Employment Growth District (AEGD) Secondary Plan Phase 3 (Boundary Configuration/Implementation).

Valued & Sustainable Services
- Continue process established through the Service Delivery review to assess, develop and implement projects that will result in improvements to
City services, though the Service Delivery Strategy Team (SDST). 2014 projects include: Web Redevelopment, Call Handling Review, Call Quality Program, Information Technology Governance, Fleet Related and Opportunities and redesign of the Business Planning process to integrate existing processes

- Continue to make recommendations through Audit Services to strengthen controls, improve efficiency and effectiveness of processes and enhance stakeholder satisfaction

**Leadership & Governance**

- Undertake scoping process for the requirements of a re-developed intranet site for City staff
- Enhance the Corporate Employee Recognition Program and support ongoing administration
- Establish an organizational culture that reflects corporate values, drives high performance, and enables the City to attract and retain employees who are engaged in public service and engender the trust and confidence of our citizens
- Implement revised performance management review tools and process with all leaders across the organization
- Continue implementation of Management Action Plan to decrease absenteeism
- Implement succession planning and workforce planning tools corporate-wide
- Implement corporate learning and leadership development plan based on priority needs
- Leverage technology to streamline workflow processes, enable better workforce management, and assist in management decision making