



# THE CITY OF HAMILTON

**STRATEGIC PLAN 2012 - 2015**

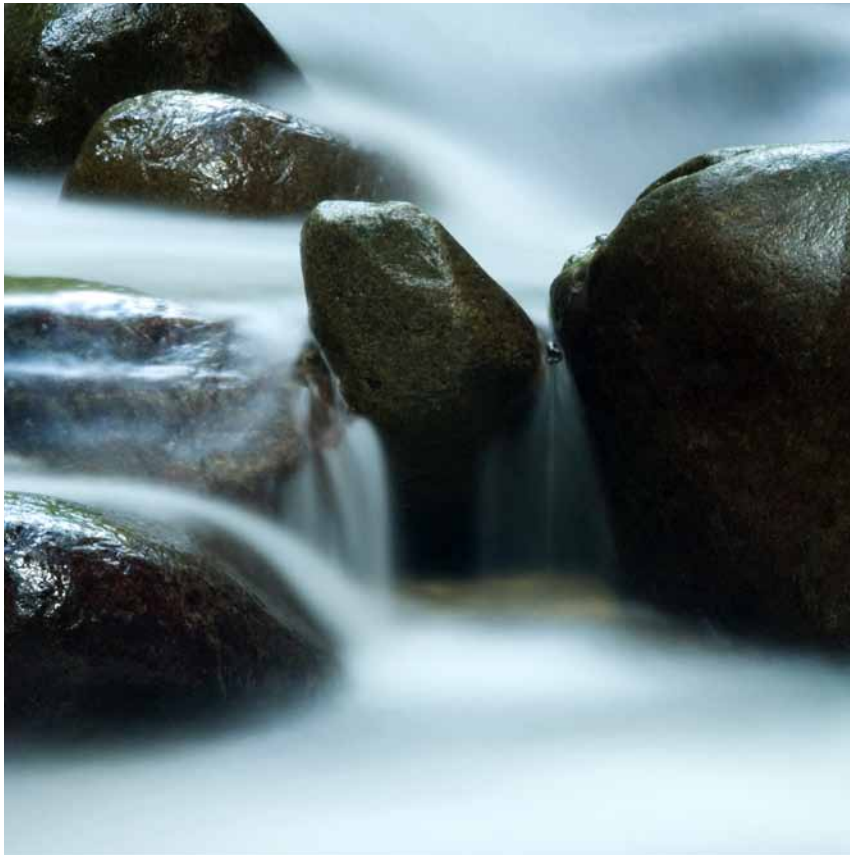


## OUR Vision

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 services that contribute to a healthy, safe and prosperous community, in a sustainable manner.



## OUR Values

**Accountability** - WE are responsible for our actions, ensuring the efficient, cost-effective and sustainable use of public resources.

**Cost Consciousness** – WE must ensure that we are receiving value for taxpayer dollars spent.

**Equity** - WE provide equitable access to municipal services and treat all people fairly.

**Excellence** - WE provide municipal services through a commitment to meeting and exceeding identified standards.

**Honesty** - WE are truthful and act with integrity.

**Innovation** - WE are a forward thinking organization that supports continuous improvement and encourages creativity.

**Leadership** - WE motivate and inspire by demonstrating qualities that foster effective decision making and promote success at all levels.

**Respect** - WE treat ourselves and others as we would like to be treated.

**Teamwork** - WE work together toward common goals, through cooperation and partnership.



# 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.

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### STRATEGIC OBJECTIVE

#### 1.1 *Continue to grow the non-residential tax base.*

#### Strategic Actions

- (i) Resolution of the Urban and Rural Official Plans appeal at the Ontario Municipal Board (OMB)
- (ii) Complete the new Comprehensive Zoning By-law for commercial and mixed use nodes and corridors
- (iii) Resolution of the Airport Employment Growth District (AEGD) Secondary Plan at the Ontario Municipal Board (OMB) and undertake implementation of Phase I
- (iv) Implement a Land Banking Program with strategic acquisitions
- (v) Complete servicing and new road infrastructure at City's Business Parks
- (vi) Develop a Bayfront Industrial Secondary Plan/Redevelopment Strategy
- (vii) Take substantive steps towards implementing the new Agricultural Action Plan, as part of the overall Economic Development Strategy



## **STRATEGIC OBJECTIVE**

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

#### **Strategic Actions**

- (i) Update the State of the Infrastructure Report (based on 2011 asset analysis)
- (ii) Update ten year capital plan delivery prioritization (based on recommendations from completed Recreation Facility Studies and updated State of the Infrastructure Report)
- (iii) Development of Biosolids Management Plan and water quality upgrade plan for the Woodward Wastewater Treatment Plant
- (iv) Completion of a Refined Staging of Development Program and Wastewater Capacity Allocation Policy
- (v) Ongoing implementation of strategies based on recommendations within the Storm Event Response Group (SERG) Study to address flooding issues

## **STRATEGIC OBJECTIVE**

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

#### **Strategic Actions**

- (i) Expand urban renewal incentives to the six community downtown 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
- (iii) Negotiate the early termination of land leases for Piers 7 & 8 with the Hamilton Port Authority
- (iv) Final resolution and Ontario Municipal Board (OMB) approval of the Setting Sail Secondary Plan
- (v) Completion of the Waterfront Master Recreation Official Plan Amendment and the implementation of the Zoning By-law and financing strategy
- (vi) Identify and implement high-priority actions to support the accelerated revitalization of Hamilton's Downtown core
- (vii) Complete implementation plan and financing strategy for Randle Reef
- (viii) Complete Request for Proposal (RFP) and make decision on long term future of HECFI
- (ix) Initiate development in the West Harbourfront and Waterfront (this includes the Bayfront Industrial area) and develop a commercial business strategy for Confederation Park
- (x) Finalize plans for the creation of the Downtown McMaster Health Campus (MHC) including the consolidation of Public Health Services

## **Strategic Objective**

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

#### **Strategic Actions**

- (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
- (ii) Implement revised eligibility criteria for DARTS (to ensure compliance with AODA legislation)
- (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
- (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
- (v) Development of a strategy to enhance conventional transit service levels within the A Line and B Line corridors

## **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 Actions**

- (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

- (ii) Develop a strategy for acquiring land as a result of potential school closures, to address existing parkland shortages and identified outdoor recreation needs
- (iii) Complete planning and feasibility studies for proposed facilities/ services in new Pan Am Stadium precinct, and develop a capital funding strategy
- (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)
- (v) Develop and implement a maternal health strategy to decrease low birth weight by targeting smoking, nutrition and access to primary care
- (vi) Improve access to children and family services in collaboration with community partners through the development and implementation of a single access point initiative
- (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
- (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
- (ix) Develop a plan (with cost impacts) to prevent childhood obesity
- (x) Development of a Comprehensive Rental Housing Licensing Program - which incorporates the licensing of low density housing (semi/single detached housing with 8 units or less) and a proactive by-law enforcement program.

(xi) Implement a ten-year Housing and Homelessness Action Plan with strategies to support:

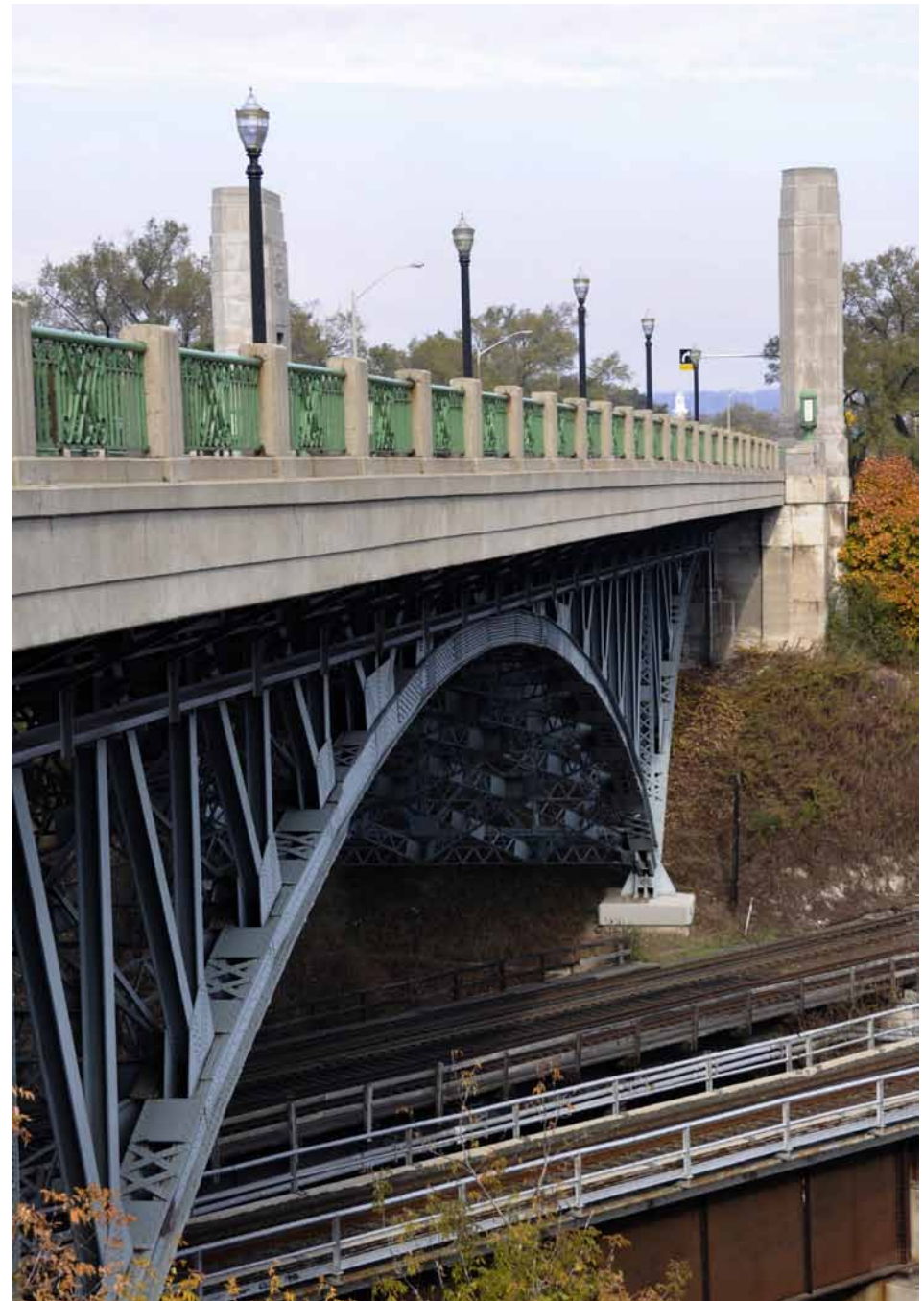
- Increasing the supply of affordable rental and ownership housing
- Developing a plan to improve housing affordability and geared to income that includes outlying communities in Hamilton with rising poverty issues
- Providing individualized supports to facilitate housing retention and ownership
- Providing quality, safe and suitable housing options

## **Strategic Objective**

### **1.6 Enhance Overall Sustainability (financial, economic, social and environmental)**

## **Strategic Actions**

- (i) Development of an Environmental Roundtable that, through collaborative efforts with community partners, would highlight accomplishments and address issues related to environmental sustainability
- (ii) Development of a Community-based Climate Change Action Plan
- (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)







## STRATEGIC PRIORITY #2

### **VALUED & SUSTAINABLE SERVICES**

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

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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 Actions**

- (i) Complete a Service Delivery Review, establishing performance measures and identification of recommended service levels
- (ii) Develop and implement a redeveloped website and associated management plan to provide more on-line transactions
- (iii) Implement the call handling review recommendations
- (iv) Develop an Information Services governance model and identify areas for improvement, consolidation and savings
- (v) Review the feasibility regarding the implementation of an Employee Suggestion Program for the City of Hamilton
- (vi) Develop and implement a Financial Sustainability Plan
- (vii) Implement a Value for Money performance audit program
- (viii) Develop a Corporate template for Departmental business plans, aligning to the 2012 – 2015 Strategic Plan and future budgets



## **Strategic Objective**

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

#### **Strategic Actions**

- (i) Establish a policy and begin to implement a coordinated citizen and stakeholder engagement program
- (ii) Develop a community and corporate engagement plan for key initiatives (includes Infrastructure Services, Human Services Plan, Community Visioning & Strategic Planning)
- (iii) Develop and implement an Open Data strategy

## **Strategic Objective**

### **2.3 *Enhance customer service satisfaction.***

#### **Strategic Actions**

- (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
- (ii) Create an online system for the digital submission of applications and permits



# 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.

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### 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 Actions

- (i) Develop an intergovernmental relations strategy to promote City priorities
- (ii) Adopt infrastructure, transportation, housing, downloading and AODA as initial priority areas relative to intergovernmental relations advocacy, funding priorities and grant programs
- (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

### 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 Actions

- (i) Implement a workforce management strategy which includes:
  - A profile of the current workforce, including early retirements
  - A forecast of workforce supply and skill demands
  - Development of a succession planning program for leadership and critical need positions
  - Developing a leadership and management development plan
  - Developing an attraction and retention strategy that fosters a diverse and inclusive workforce
- (ii) Revise the existing performance management system and implement across organization

## Strategic Objective

### 3.3 *Improve employee engagement*

#### Strategic Actions

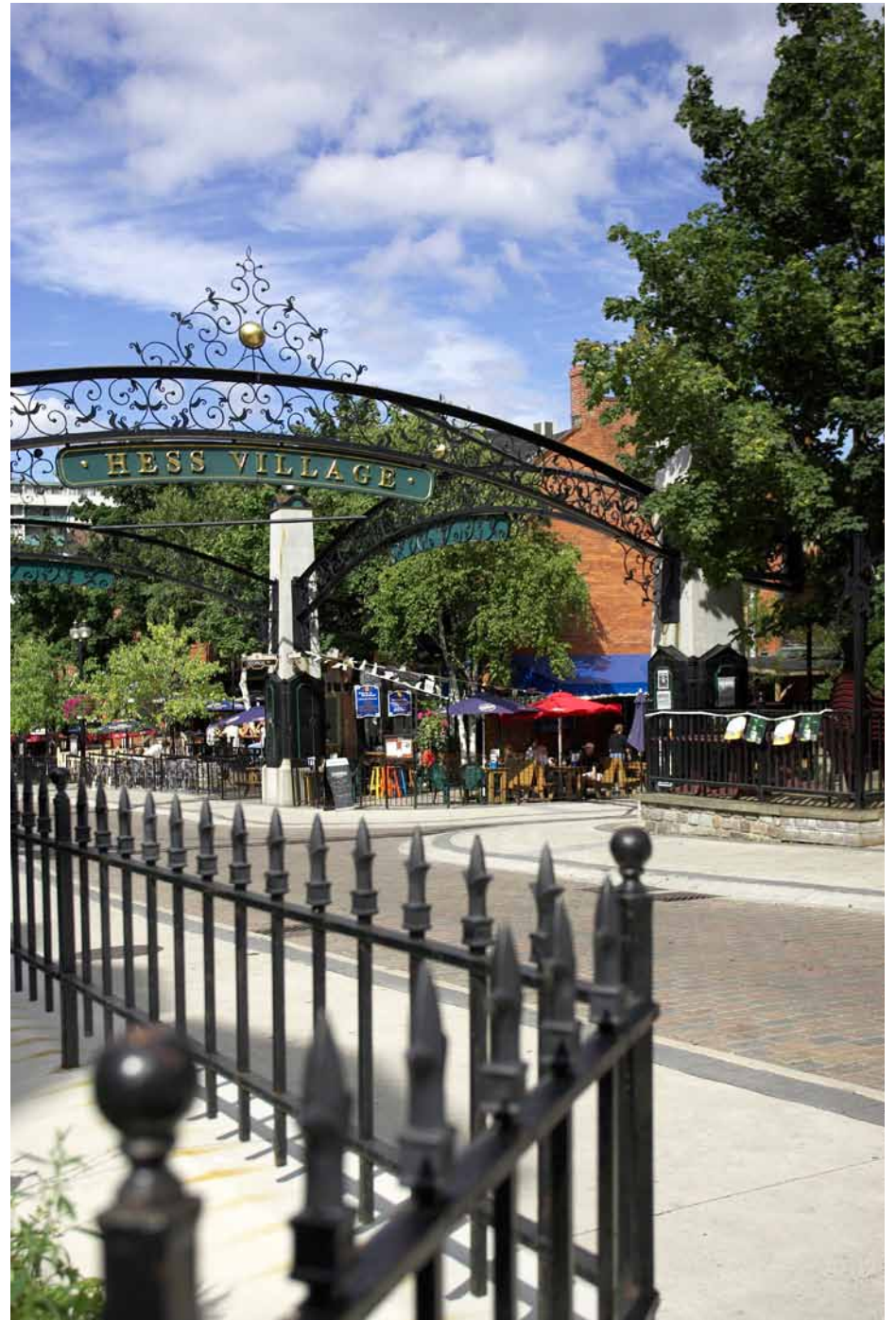
- (i) Develop and implement an internal communication strategy
- (ii) Enhance the Corporate Employee Recognition Program
- (iii) Implement the Healthy Workplace Strategy

## Strategic Objective

### 3.4 *Enhance opportunities for administrative and operational efficiencies*

#### Strategic Action

- (i) Leverage technology to streamline workflow processes, enable better workforce management, and assist in management decision making through:
  - Position Management
  - Automated Workflow & Approvals & Employee & Manager Self-Service
  - Time, Attendance & Scheduling Technology (KRONOS)
- (ii) Implement the Employee Attendance Management Action Plan to decrease absenteeism







Hamilton

For more information please visit [www.hamilton.ca/strategicplan](http://www.hamilton.ca/strategicplan)