City Manager Performance Appraisal
March 21, 2012
Overview

• Guiding Principles & Priorities

• Our Relationship

• 2011
  – Strategic Direction
  – Financial Outcome
  – Staff Focus
  – Citizen Focus

• Conditions for success

• City’s Vision
Council Overview

Members of Council want…

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

Through …

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

Target …

• Reasonable taxes
• Engaged, informed and satisfied community
Strategic Priority #1 – A Prosperous & Healthy Community
• WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.

Strategic Priority #2 - Valued & Sustainable Services
• WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.

Strategic Priority #3 - Leadership & Governance
• WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.
Operating Budget Principle
(February 3, 2011)

City Council set a goal of 0% increase on the levy, with no service cuts, while utilizing attrition, department reorganizations and the elimination of annual gapping.
Our Relationship
2011 - Strategic Direction

• Developed SMT Work Plan
  – Focus on prosperity, sustainable services & leadership

• Provided 2008 – 2011 Annual Strategic Plan Update

• Initiated development of the 2012 – 2015 Strategic Plan
2011- Strategic Direction

• Supported and provided guidance on key initiatives including:

  – Area rating resolution
  – Settlement of CUPE 5167 labour negotiations
  – Pan Am Stadium
  – Downtown McMaster Health Campus
  – Overall Transportation Strategy (LRT, BRT, GO)
  – HECFI RFP process
  – Auditor General model
2011- Financial Outcomes

- Supported and provided guidance on key initiatives including:
  - Lowest tax increase in 10 years – 0.8%
  - Initiated Council Workshops to discuss budget process improvements
  - Council approved Service Delivery Report
  - Co-leader of City Manager Association’s OMBI (Ontario Municipal Benchmarking Initiative)
2011- Staff Focus

• City Manager Awards of Excellence

• Corporate Wide Staff Recognition Program

• Supported Human Resources in the development of:
  – Vacancy Management Protocol
  – Organization Restructuring Policy
  – PeopleSoft Position Management System
2011- Citizen Focus

• Council approved Neighbourhood Development Strategy
  – Work began in six neighbourhoods
  – Focus given to Stadium Precinct in Ward 3
  – Extensive partnerships developed to leverage City investment and build successes

• Initiated Citizen’s First survey of City Services
Conditions for Success

• Clear direction supported by strong governance, leadership & organizational alignment

• Respect and investment in our Human Resources

• A culture of accountability & measurement

• Encourage real dialogue between Council, staff, and citizens

• Communicate to citizens and staff often
City’s Vision

To be the best place in Canada to raise a child, promote innovation, engage citizens, and provide diverse economic opportunities.
How do we deliver on our vision?

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

Through:

• providing services that are valued and affordable to all (including seniors)

• working with others to facilitate healthy neighborhoods

• achieving Council’s goal on taxes
How do we deliver on our vision?

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

Through:

• Support initiatives that drive down costs, generate revenue, and improve service

• recognize staff excellence
How do we deliver on our vision?

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

Through:

• consistent standards for citizen engagement
• services are aligned to citizen needs
• promote a more collaborative approach to decision making
How do we deliver on our vision?

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

Through:

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