



June 2017

Letter of Commitment: Community & Emergency Services

Hamilton is a proud and vibrant City with an ambitious future. The newly confirmed community vision created with the engagement of over 48,000 Hamiltonians of all ages serves to guide the City's development for the next 25 years. To ensure that your government - both elected officials and staff, serve the citizens of Hamilton in a future focused manner; the leadership team has developed a 10 year strategic plan. This plan will guide our decisions, focus our resources and deliver measurable and tangible actions.

The City's Strategic plan has seven theme areas. Six themes are externally facing including; Community Engagement and Participation; Economic Prosperity and Growth; Health and Safe Communities; Clean and Green; Built Environment and Infrastructure; and Culture and Diversity. The City has added a seventh internal focus area, Our People and Performance, which supports developing the capacity and capability of staff to deliver effectively and efficiently on the six citizen facing themes.

It is important moving forward that we are clear in our commitments. That we work collaboratively within the City and with our Community partners to deliver required programs and services in a fiscally accountable manner. That we demonstrate our success in advancing the strategic plan with measureable outcomes and provide tangible evidence of our progress.

As a member of the **Senior Leadership Team** our specific priorities for the term 2017-2018 will include:

- Demonstrating that all employees know the vision and mission of the City; how their job aligns/contributes to the outcomes of trust and confidence
- Championing and supporting the implementation of People & Performance Plan.
 - Visibly sponsoring the Our People Survey to achieve a departmental response rate of 65% in Q4, 2017 with all leaders having an action plan to address survey results as part of their leadership Performance Accountability Goals for 2018.

- Building and supporting a high performance Department Leadership Team that models the City's Leadership Profile.
- Improving the quality of PAD's specifically focussing on the learning and development plans and providing measurable goals which are tied to the City's Strategic Plan.
- Continuing to champion the Corporate culture work across the Divisions
- Recommend service levels, operating & capital budgets in order to achieve objectives of the assigned programs and services by:
 - Supporting and advancing the multi-year business planning framework within the department.
 - Communicating the plan to implement a full regime of measures for all program areas which will satisfy the implementation of public facing dashboard and public reporting that is aligned with the Results Based Accountability framework.
- Improve the development and implementation of dashboards, measures, measurement tools and outcome reporting throughout the department

As the **General Manager of Community and Emergency Services**, my specific priorities for the term 2017-2018 include:

- Act as a Champion for the Strategic theme Culture and Diversity, work with other General Managers and relevant Directors to, establish the measures and report on the progress made to the commitments.
- Development of the Urban Indigenous Strategy.
- Lead the planning for the integration of human services and the implementation of community hubs beginning with the integration of intake processes within Ontario Works, Housing and Childcare.
- Investigate integration opportunities with Public Health Services.
- In partnership with Public Health develop a municipal poverty reduction strategy.
- Continue to implement change efforts in order to ensure we are being as effective and efficient as possible.
- Oversee two major service/strategy reviews – Fire Service and Paramedic Service Reviews.

- Undertake a review of the Housing Division organization structure, program budgets, staffing levels, to ensure staff can support their work as well as undertake to efficiently and effectively deliver the \$50 million poverty investment fund.
- Continue to work with Human Resources staff to decrease costs for absenteeism, and overtime.

It is understood that these priorities are further supported by detailed work plans. It is also understood that each employee at all levels understand what their contribution is to the achievement of these priorities through the alignment of PAD goals to the strategic outcomes of the most relevant theme area(s).

The commitments we have made to deliver on these priorities demonstrate our accountability as Civil Servants and serve as a reminder that we are entrusted by the taxpayers of Hamilton to fulfil our vision through transparent and accountable practices.

I look forward to our quarterly meetings that focus on strategic priorities, performance in a manner which aligns with our culture values and Leadership Profile, measurable results and working together to advance the ambitions of the City of Hamilton.

Vicki Woodcox
Acting General Manager,
Community and Emergency Services

Chris Murray
City Manager