2012 – 2015 Strategic Plan

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2012 – 2015 Strategic Plan
Overview

• PROCESS

• COMPONENTS
  – Vision, Mission, Values, Priorities

• COMMUNICATIONS – how are we sharing it?

• MOVING FORWARD
Process Highlights

Met with:

• Councillors in December 2010

• GM’s, Directors and Managers throughout 2011

• Councillors in Dec 2011 (workshop)
Process Highlights (con’t)

Results of the consultation:

- “Vision” remains the same
- “Mission” statement is more focused
- “Values” are defined
- “Priorities” that are key to moving this community forward and doable during this term of council
- Overall the 2012-2015 Strategic Plan is clearer and more concise
Process Highlights (con’t)

The 2012-2015 Strategic Plan replaces:

- 2008 - 2011 Strategic Plan
- Corporate Priority Plan
- SMT Workplan
OUR Vision

To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.
Our Mission (2008-2011)

• We provide high quality services in a fiscally and socially responsible, environmentally sustainable and compassionate manner in order to ensure a healthy, safe and prosperous community

• We engage our citizens and promote a fair, diverse and accepting community

• We are a skilled, knowledgeable, collaborative and respectful organization that thrives on innovation and quality customer service

• We are led by a forward thinking Council

• The team (staff) shows leadership in carrying out their responsibilities and is valued and appreciated for their contributions and accomplishments
Our Mission (2012-2015)

WE provide quality services that contribute to a healthy, safe and prosperous community, in a sustainable manner.
Current Values

- Accountability
- Excellence
- Honesty
- Innovation
- Leadership
- Respect
- Teamwork
- Equity *(added and approved by Council August 2010)*
Defining OUR Values

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

• **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.

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

**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.
A Prosperous & Healthy Community

Strategic Objectives

1.1 Continue to grow the non-residential tax base.

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

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

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

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

1.6 Enhance Overall Sustainability (financial, economic, social and environmental)
Valued & Sustainable Services

Strategic Objectives

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

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

2.3 Enhance customer service satisfaction.
Leadership & Governance

Strategic Objectives

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

3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.

3.3 Improve employee engagement

3.4 Enhance opportunities for administrative and operational efficiencies
Communication

• It’s not just posters and the periodic email from the City Manager

• It’s about engaging 7400 employees – dialogue that works both ways

– Here is an example of why we do what we do
  • Community Services – “Time to Smile”

http://www.youtube.com/watch?v=Px8pfyJDFEY

Hamilton
Time to Smile
Moving Forward

• Approval of the 2012 – 2015 Strategic Plan
  – will result in all strategic actions being considered priorities over this term of Council
  – one corporate guiding document that all Departmental Business Plans will align to

• Where Council approval, budget or resources do not currently exist, specific reports will be brought forward by staff when appropriate

• Progress reports in regards to the actions, will be brought forward on an annual basis
Questions/Comments