Committee of the Whole
Strategic Planning Session
REPORT 07-034
9:00 a.m.
December 6, 2007
Albion Room, Hamilton Convention Centre

Present: Mayor F. Eisenberger
Councillors B. Bratina, B. Clark, C. Collins, S. Duvall,
T. Jackson, M. McCarthy, B. McHattie, S. Merulla, M.
Pearson, D. Mitchell, R. Pasuta, T. Whitehead

Absent with regrets: Councillors L. Ferguson – Vacation
Councillor B. Morelli – Personal Business
Councillor R. Powers – City Business

Also Present: G. Peace, City Manager
S. Stewart, General Manager,
T. McCabe, General Manager, Planning and
Economic Development
J. Kay, General Manager HES/Fire Chief
J. Priel, General Manager, Community Services
M. Gallagher, Co-ordinator
Dr. C. Bart

COMMITTEE OF THE WHOLE PRESENTS REPORT 07-034 AND
RESPECTFULLY RECOMMENDS:

1. City’s Vision Statement

The following be approved as the City of Hamilton’s Vision Statement:

“To be the best City in Canada to raise a child, promote innovation,
engage citizens and provide diverse economic opportunities.”
2. City’s Mission Statement

That the following be approved as the City of Hamilton’s Mission Statement:

“At the City of Hamilton, our mission is to provide high quality services in a fiscally 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 lead by a forward-thinking council.

The team shows leadership in carrying out their responsibilities and is valued and appreciated for their contributions and accomplishments.”

FOR THE INFORMATION OF COUNCIL:

(a) CHANGES TO THE AGENDA

None

(b) DECLARATIONS OF INTEREST

None

(c) ADOPTION OF MINUTES

3.1 October 29, 2007
The Minutes of October 29, 2007 were adopted as presented.

3.2 October 31, 2007
The Minutes of October 31, 2007 were adopted as presented.

(d) DELEGATIONS/PRESENTATIONS

(i) Remote Exercise 2B – Establishing the Vision

Council and SMT discussed the following statements to best describe the City’s Vision
After discussion, the statement noted as Item 1 in this report was approved.

(ii) Remote Exercise 2A – Setting Goals and Measures

Defining Performance Management
The key to align strategy and action

Council and SMT reviewed the 8 of the 24 highlighted priorities and considered measures for each priority attached as Appendix A to this report.

GOALS OF THE CORPORATION OF THE CITY OF HAMILTON

Priority #1. To be accountable in everything that we do
Measures: 1, 9, 10, 11

Priority #4. To always act as a team
Measures: 1, 4, 13

Priority #6. To be dedicated to Excellence in everything that we do
Measures: 1, 5, (7,12)

Priority #7. To provide high quality services
Measures: (1, 2), (4, 5), 6

Priority #8. To act in a fiscally responsible manner
Measures: 1, 19, 5, 8

Priority #14. To ensure a prosperous environment
Measures: 4, 5, 1, 2, 8(a and b) amended as follows: 8(a) # of youth completing high school, graduating from college, university and 8(b) % who continue to reside in Hamilton following graduation

Priority #22. To be an organization that thrives on innovation
Measures: (2,10), (3,4,5), 6, (8, 16), 13

Priority #24. To be a team that is valued and appreciated for their contributions and accomplishments
Measures: (1,5), (2,8), (6 and 11)

These goals and measures will be further deliberated by staff and Council.

A third strategic session for remote exercise three will be held in the New Year at which time an assessment of programs and services will be explored.
Meeting adjourned at 2:15 p.m.

Respectfully submitted,

Mayor F. Eisenberger

M. Gallagher, Co-ordinator
December 6, 2007
GOALS AND MEASURES
1. To be Accountable in everything that we do.

Measures:

1. (a) Response time to client request.
   (b) Return phone calls promptly.
   (c) For each instance of public request/inquiry for information, ask a question such as “have we provided what you requested?” Track those responses and report back to management team.

2. (a) Annual reports released that report on progress on the stated goals, priorities and outcome measures/milestones, as well as fiscal information
   (b) Set out an annual scorecard for the Corporate Strategic Priorities and report on the achievement of each priority in terms ranging from not met to exceeded. Provide examples of specific examples of accomplishments. Include in Annual Report.
   (c) Report annually on significant events/opportunities/issues that arise and the outcome achieved on each as a measure of the corporation’s (City of Hamilton) responsiveness to changing demands and organizational environment.
   (d) City Annual Report and/or Financial Statement distributed to all residents on some agreed timely manner target: 1st quarter end, for example.
   (e) Annual State of the City address web streamed on City TV at time of Annual Report, or delivered to each resident in hydro or tax bill
   (f) Annual Report to Residents (Taxpayers)
      (i) Outline previous years objectives & targets
      (ii) Outline how we met them
      (iii) Outline current years objectives & targets for future evaluation
   (g) Some form of annual “ombudsman” report.

3. (a) Positive reports from both external and internal audit activities.
   (b) Annual Statements from Internal and External Auditor
   (c) Annual Internal & External Auditors reports to public

4. Departmental Reports to Council on Annual Action Plans and Budgets

Council – December 12, 2007
2. **To always act as a Team.**

Measures:

1. **Staff Survey**
   (a) Percentage of employees who believe that staff work well with each other.
   (b) Determine through staff survey the level staff feel they are part of a team.
   (c) The degree that staff feel others in the organization work as a team.
   (d) Do you feel like you are a valued member of a team in your workplace?
   (e) Internal staff survey completed (annually or as part of employee survey every three years) includes a question on:
      (i) “to what extent do you feel that City work and business is conducted as a team effort”; and
      (ii) “to what extent do you personally feel that you are a member of a Team”; and
      (iii) “to what extent do you personally feel that other City Councillors and staff act as a team”
   (f) 90% of staff surveyed tell us that they feel valued as part of a team.

2. Conduct an annual survey both internal and external soliciting feedback from the public and staff. Ask specific questions about the creation and functioning of teams used within the city.

3. (a) No. of joint projects involving more than one department.
(b) No. of staff reports authored by two or more departments.
3. To be dedicated to Excellence in everything that we do.

Measures:

1. (a) # of awards/recognition received  
   (b) number of awards and external achievement recognitions receive on an annual basis

2. (a) Internal staff survey completed (annually or as part of employee survey every three years) includes a question on:  
   (i) “to what extent do you feel that the City is dedicated to Excellence”; and  
   (ii) “to what extent do you personally feel that you provide an Excellent work product”; and  
   (iii) “to what extent do you personally feel that others provide an Excellent work product”  
   (b) How often is the criteria “definition” for excellence clearly communicated by your immediate supervisor?  
   (c) Survey employees asking “to what extent (1-5 scale) does the city promote a culture of excellence?”  
   (d) Survey question to employees: Agree or Disagree: The company continues to set the bar higher for performance each year.  
   (e) Survey question: Agree or disagree: The city does not settle for second best  
   (f) Confidential employee survey. On a percentage scale, ask to what extent are you willing to settle for less than perfect in your work: a 50% result, 80%, 95%, 100%?  
   (g) Employee survey question of how willing they would be to sweep an issue under the rug if they knew they would not be caught

3. (a) Hamilton sits in the top 5% on benchmarking indicators for its priority work areas (e.g. OMBI, Public Health Benchmarking indicators, etc)  
   (b) Place a higher value of benchmarking and using the results (OMBI) and reporting outcomes.  
   (c) Industry standards – Compared against other similar Citys, how do we rate.
4. **To provide high quality services.**

Measures:

1. (a) customer service survey  
   (b) do customer satisfaction surveys in target areas  
   (a) Citizen survey completed annually includes questions on: “to what extent did you feel that City services are of high quality?” (could breakdown by specific priority services)  
   (b) Customer survey – needs and expectations met or exceeded? Rate from 1-10  
   (c) Survey Customers asking “To what extent do the services of the City of Hamilton in the last year meet your quality expectations?” (Scale of 1 = Not at all to 5 = completely)  
   (d) Customer Survey: The provision of high quality services to our citizens is an important goal of the city. To what extent do you feel that we have provided you with excellent service?  
      (i) You are encouraged to provide specific examples of where the city could improve its services

2. (a) Internal staff survey completed (annually or as part of employee survey every three years) includes a question on:  
      (i) “to what extent do you feel that the City provides high quality services”; and  
      (ii) “to what extent do you personally feel that you provide high quality service”;  
      (iii) “to what extent do you personally feel that others in the City provide high quality service”  
   (b) Staff Survey  
      (i) What extent do you believe that we provide high quality services to our community?  
      (ii) To what extent do you feel that your Supervisor/Manager values high quality services?

3. (a) Hamilton sits in the top 5% on benchmarking indicators for its priority work areas (e.g. OMBI, Public Health Benchmarking indicators, etc)  
   (b) Establish a mechanism for regular reporting and benchmarking of comparator municipalities with like services such as OMBI etc.
5. To act in a fiscally responsible manner.

Measures:

1. (a) Number or percentage of fees that are revenue neutral
   (b) User fee revenue/property tax revenue OR % of overall
       revenue collected as user fees.
   (c) Measure against the tax increases, user fees and credit
       rating of comparable communities.
   (d) % of operating budget NOT funded by property taxes.
   (e) % of cost recoverable ratios by each department.

2. (a) Estimated capital infrastructure deficit
   (b) As part of the new Public Sector Accounting Board reporting
       requirements, develop a long range financial plan to
       maintain, renew and replace infrastructure based on life-
       cycle costing principles which effectively reduce the
       infrastructure funding deficit over time.

3. (a) Long Range Operating Budget Forecasts
   (b) Develop multi-year capital (at least 10 years) and operating
       (duration of council) budgets for approval by council.

4. Budget Variance (added)
6. To ensure a prosperous environment.

Measures:

1. (a) ratio of jobs to residents
   (b) # of people employed in Hamilton/# of people residing in Hamilton
   (c) Jobs increase goals per term/year?
   (d) Jobs per hectar

2. (a) GDP / capita in Hamilton
     (b) Average income per capita

3. (a) Number of businesses expanding or decreasing
     (b) Number of businesses closing annually in City reduced to x% by Y year
     (c) Number of new businesses created
     (d) Measure increased commercial business
     (e) Ascertain if there is sufficient retention of existing businesses.
     (f) attract hi tech biz (#)
     (g) Retail sales, other output measure targets /year?
     (h) No. or value of different business operations in Hamilton per capita

4. Year-to-year measure of land value or assessment base.
   (a) # of youth completing high school, graduating from college, university
   (b) % of youth who continue to reside in Hamilton following graduation
7. To be an organization that thrives on innovation.

Measures:

1. (a) Number of external recognitions we receive as a Corporation that define leading edge programs and services.
   (b) Annual report on City awards or recognition by external associations/committees for new/special programs & services.
   (c) Number of external recognition awards received by staff for service excellence, innovation and quality products

2. (a) Annual Employee Survey question – How innovative do you rate your workplace?
   (b) Satisfaction survey employees.
   (c) 75% of employees surveyed feel that their managers/supervisors allow them to explore new ideas and bring them forward to senior management.
   (d) Satisfaction survey of employees (continuously improve)
   (e) Internal staff survey completed (annually or as part of employee survey every three years) includes a question on:
      i. “to what extent do you feel that the City provides innovative service”; and
      ii. “to what extent do you personally feel that the City supports yourself in exploring innovative options for City services”
   (f) Survey question for employees: Agree or Disagree: In my department we mainly fight fires and have little or no time to think 'out of the box'.
   (g) Survey Question: Agree or disagree: My business unit encourages associates to think creatively about future business needs and innovative solutions.
   (h) Internal Survey (Employee) Scale: 1 (not at all) – 5 (all the time) Question: How often does your immediate supervisor solicit new ideas?

3. (a) Citizen survey completed annually includes questions on: “to what extent did you feel that City services are innovative?” (could breakdown by specific priority services)
   (b) Annual Citizen Survey question- How innovative do you rate the corporation of the City of Hamilton?
   (c) Innovation satisfaction survey of citizens.
4. (a) How much money was saved or how much time was saved as a result of residents’/employees’ submissions/suggestions.
   (b) Measurable savings from innovation of 10% per term (4 years)
   (c) Measurable savings of 10% per term (4 years)

5. Number of programs/services that are improved through customer and/or employee initiatives will be noted and reported on annually.
8. To be a team that is valued and appreciated for their contributions and accomplishments.

Measures:

1. (a) Celebration of employee (personal) successes not related to work activities
   (b) # of recognition events
   (c) Provide and promote regular publicly recognition and celebrate exceptional staff/council actions, process and great services delivery tracked through annual report card and posted on web page
   (d) No. of staff formally recognized or acknowledged for outstanding efforts. (the care of City residents etc…)

2. (a) Staff Survey regarding level of respect, commitment and caring received – staff may “perceive” that this is not the case
   (b) % of staff who say they are respected
   (c) In a staff survey determine the extent that an employee believes the statement to be true. Seek the responses on a corporate, departmental, management and peer group basis
   (d) Assess (survey?) staff members’ perceptions of satisfaction with their work environment [need to provide ‘safety’ measure, in case of discomfort with supervisor – possibly already covered by HR policies on harassment].
   (e) Survey employees about appreciation from residents
   (f) Employee Survey – Set standards of behaviour, rate how well they are treated, rate groups eg. Members of public, Council, Management
   (g) 90% of employees surveyed feel that their managers provides them with respect and provide them with support in dealing with work issues and personal matters.
   (h) Internal staff survey completed (annually or as part of employee survey every three years) includes a question on: “to what extent do you feel valued and appreciated for your contributions and accomplishments?”
   (i) survey to determine if staff/council feel valued.
   (j) People feel good about the work they do and are proud to be part of the team.

3. (a) The percentage of citizens that feel they are receiving good value for the services they pay their taxes for
   (b) People talking positively about the Corporation of the City of Hamilton