2013 Strategic Plan Progress Update and upcoming Strategic Plan & Community Visioning Process

Nov 20, 2012 – GIC
CM12017(a)

Presented by Chris Murray – City Manager
2013 Strategic Plan - Progress Update

Strategic Plan was approved April 2012 and is comprised of:

• 3 Strategic Priority Areas
  – A Prosperous & Healthy Community
  – Valued & Sustainable Services
  – Leadership & Governance

• 13 Strategic Objectives

• 64 Strategic Actions
Progress to date, in regards to the completion of the Strategic Actions:

<table>
<thead>
<tr>
<th>Month/Year</th>
<th>Complete</th>
<th>In Progress</th>
<th>Not Yet Started</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 2012</td>
<td>5</td>
<td>54</td>
<td>5</td>
</tr>
<tr>
<td>November 2013</td>
<td>13</td>
<td>50</td>
<td>1</td>
</tr>
</tbody>
</table>

(sub actions not included in tally)

• The goal is to have most, if not all Strategic Actions complete or well on their way to completion when reporting occurs in 2014.
On-going Issues

Growing Debt Forecasts
Financial Sustainability
Health Care Costs
Aging Population
Efficiencies
Value for Tax Dollars
Increasing Operating Costs
Accountability
Stronger Governance
Aging Infrastructure
Current Direction from Council

• 2012-2015 Strategic Plan
  – Strategic Objective 1.6 - Enhance Overall Sustainability (financial, economic, social, environmental & cultural*)
    (iii) A new Community Vision that will form the basis for future strategic plans, re-visiting the role of Vision 2020 and looking toward overall sustainability

  – Strategic Objective 2.1 - Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation
    (vi) Develop and implement a Financial Sustainability Plan

• New Strategic Plan required for 2016
  – Current Plan expires end of 2015

* Note: cultural added as a result of approval of (PED12117(a))
Current Status

Vision 2020
- Created 1992
- Renewed 2003
- Nearing the end of its life-cycle

Strategic Plan 2012 - 2015
- New term of Council approaching
- Community Inputs not included

Departmental Business Plans
- 1 year
- Linked to Strategic Plan but does not consider internal & external pressures

Operational / Work Plans
- Need to make better use of to manage workload

Annual Budget
- 1 year
Community Vision – Desired Future State
- 25+ year Plan (Long Term)
- Community Developed, Council Endorsed
- Confirmed prior to new Strategic Plan (every 10 years)

Strategic Plan – Municipal Goals and Priorities
- 10 year Plan (Medium Term)
- Council & Staff Developed, Council Approved
- Confirmed with new Council (every 4 years)

Supportive Policies
- Debt Policy
- Reserve Policy
- Other

Business Plans & Budgets – Resources and Level of Service required to achieve Strategic Plan
- 4 year (rolling) Plan (Short and Medium Term Plan)
- Staff Developed, Council Approved
- Updated annually as part of Budget process

Operational Plans / Work Plans – Specific Activities
- 1 year Plan (Short Term)
- Staff Developed, Department Approved
- Updated annually to form basis of Business Plans & Budgets

Financial Sustainability
City of Hamilton Strategic Framework

VISION
OUR OVERARCHING GOAL

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

STRATEGIC PRIORITIES
OUR PRIMARY AREAS OF FOCUS TO ACHIEVE OUR VISION

Support A Prosperous & Healthy Community
Enhance Hamilton’s image, economy and well-being by demonstrating Hamilton is a great place to live, work, play and learn.

Deliver Valued & Sustainable Services
Deliver high quality services that meet or exceed citizen needs and expectations, in a cost effective and responsible manner.

Demonstrate Trusted & Respectful Leadership
Work together to ensure we are respectful towards each other and earn and sustain the community’s confidence and trust.

CULTURAL PILLARS
OUR UNDERLYING BELIEFS, VALUES & ASSUMPTIONS THAT DRIVE OUR PRACTICES & BEHAVIOURS IN SUPPORT OF OUR STRATEGIC PRIORITIES & OUR VISION

Engaged Empowered Employees
Ensuring all employees have the developmental opportunities and the skills required to achieve our vision.

Sensational Service
Providing genuinely exceptional service that is appreciated by the recipients of the service and by all citizens.

Collective Ownership
Ensuring each and all of us understand how what we do affects the work of others and the results we achieve.

Steadfast Integrity
Holding true to a code of conduct no matter the challenges we face.

Courageous Change
Developing, promoting, supporting & refining innovative ideas and actions to improve how we do what we do.
Questions?