Strategic planning determines the overall direction and goals of an organization. The 2012 – 2015 strategic planning process has been designed as a “refresh” exercise. The process, which was designed by a cross-departmental strategic planning working group, builds on the strengths of current plans, with consideration being given to simplified language, as well as fewer, more focused priorities. Ultimately, the goal of the 2012 – 2015 Strategic Plan is to merge the number of corporate guiding documents that currently exist (the 2008 – 2011 Strategic Plan, the Corporate Priority Plan and the 2011 Senior Management Team Work Plan) into one simple, clear and focused Strategic Plan, developed through input from Manager’s, Director’s and General Managers, as well as City Council.

Today’s workshop involves City Council and Senior Management Team and is based on outcomes of the workshops that were held with our Departmental Management Teams and our Extended Management Team. Today’s discussion and any decisions made will be inputs into the 2012 – 2015 Strategic Plan.

The final plan will be communicated extensively to all staff throughout the organization in addition to discussions around how to operationalize the Plan.

**OUR Vision**

A Vision is usually set by those charged with the responsibility of governing an organization (City Council). A Vision is a long-term view, outward looking and is something that we as a corporation will strive to achieve over time. It is not something that must be satisfied within a term of Council nor does it need to be changed with every new term of Council.

The current Vision will be discussed through the use of examples that illustrate where we see the Vision in action in our work, and where we feel more focus is required in order to achieve our Vision. The examples that will be presented were established as part of the Departmental Management Team workshop.

**OUR Mission**

The Mission defines the fundamental purpose of an organization, describing what we do to achieve our Vision, who we do it for, as well as describing how and why we do it. A Mission should reflect the people (staff) charged with delivering the services provided.

The current Mission will be discussed in comparison with three alternative mission statements that were developed for consideration by Council. The proposed alternative mission statements were developed based on the current Mission and were established at the Departmental Management Team workshop. As part of the Extended Management Team workshop, the current mission and the three proposed alternative mission statements were reviewed and discussed. Input from those discussions will be shared with Council.
OUR Values

Values are defined as the beliefs that are shared among the stakeholders of an organization. Values drive an organization's culture and priorities and provide a framework in which decisions are made.

Draft definitions for our Values will be presented for discussion. Proposed next steps will be identified with Members of Council.

OUR Priorities

Priorities are what are used to achieve alignment, inform decisions and monitor and measure progress across an organization. Feedback from Council will be sought in regards to the three proposed draft Strategic Priorities.

The draft Strategic Priorities contain elements of the 2008 – 2011 Strategic Plan (Appendix A), the Corporate Priority Plan (Appendix B) and the Senior Management Team 2011 Work Plan (Appendix C), and were also discussed as part of the 2012 Budget Process. The draft Strategic Priorities are:

- Strategic Priority #1 - Demonstrated Commitment to Leadership & Governance
- Strategic Priority #2 – A Prosperous & Healthy Community
- Strategic Priority #3 - Valued & Sustainable Services

There will also be a discussion around actions contained under each draft Strategic Priority with an opportunity for input.

Closing Remarks & Next Steps

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

OUR MISSION
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 VALUES
Honesty
Accountability
Innovation
Leadership
Respect
Excellence
Teamwork
EQUITY

43N15. 79W51

STRATEGIC THEMES
IMAGE
Changing the perceptions of Hamilton and promoting the City as a great place to live, work and play.

JOB CREATION
Ensure the City has a thriving and diverse business economy with sustainable jobs and employment for its residents.

FOCUS AREAS
- Skilled, Innovative and Respectful Organization
- Financial Sustainability
- Effective Inter-governmental Relations
- Growing Our Economy
- Social Development
- Environmental Stewardship
- Healthy Community
As approved by Council (CM09021) December, 2009:

That the 2010 Corporate Priority Plan which aims to optimize economic opportunities in the lower city to the benefit of the entire City of Hamilton; and establish a long range strategy for managing service delivery costs that meet the needs of citizens, be approved.

1. PROSPERITY: Optimize economic opportunities – focus on the governance structures, activities and resources required to enable Hamilton, in particular the lower City, to prosper from the plans and investments being put forward.

   • Growing our non-residential assessment
   • Creation of expanded and redevelopment employment areas
   • Increase the number of living wage jobs
   • Safe and investment attractive greater downtown
   • City-wide waterfront that continues to serve the needs of the growing community
   • Improving neighbourhoods in the lower City
   • Working with our partners – better integration and focus between the City and community actions
   • A clear message to other that Hamilton’s image is changing
City of Hamilton

CORPORATE PRIORITY PLAN

2. SUSTAINABLE SERVICES: Managing service delivery costs – the City must deliver high quality service that meets citizen needs while balancing its fiscal realities.

- City-wide service delivery review
- Focusing on the needs of citizens
- Managing cost pressures
- Integrating systems and services towards one-stop service delivery and alignment and managing service delivery “channels”
- Creating a “results-based” performance management and measurement system
- Understanding the inextricable link between employee engagement and citizen satisfaction
2011 Senior Management Team Work Plan
Leadership & Governance

⇒ Foster positive relations between staff and Council
⇒ Provide strategic and administrative direction
⇒ Promote a culture of employee engagement

<table>
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<tr>
<th>Sponsor *</th>
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| C. Murray | **Update Strategic Plan to refine direction of Council and the corporation through 2015**
  1) Deliver Council Workshop (Fall) to develop agreed upon priorities
  2) With Council, revise the City’s Strategic Plan (2012-2015), based on agreed upon strategies (from Fall workshop)
  3) Develop an integrated corporate planning cycle that identifies when, during each term of Council, various initiatives should be completed (e.g. Community Visioning, Strategic Plan, Budgeting, Business Planning) |
| H. Tomasik | **Improve workforce management and administrative oversight**
  1) Develop and implement policies and procedures for:
     o departmental reorganizations
     o selection, appointments and internal promotions
     o vacancy management
     o complement control
     o budget control
     o consultant assignments
  2) Implement mechanisms and processes to reduce employee related costs in 2011
  3) Implement action plan in response to recruitment and selection audit
  4) Implement position management system across all departments
  5) Review attendance management support program |
| R. Rossini | |

H. Tomasik
# 2011 Senior Management Team Work Plan

## Leadership & Governance

- Foster positive relations between staff and Council
- Provide strategic and administrative direction
- Promote a culture of employee engagement

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<tr>
<td><strong>H. Tomasik</strong></td>
<td>Improve Employee Engagement</td>
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<tr>
<td>1) Enhance Corporate Employee Recognition Program</td>
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<td>2) Develop new performance management system that includes learning and development plans and an implementation roll-out plan for 2011-2013</td>
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<td>3) Develop and implement an internal communication strategy that provides all employees with a line of sight to corporate direction</td>
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<tr>
<td><strong>H. Tomasik</strong></td>
<td>Build organizational capacity to ensure organization has workforce capable of delivering business objectives today and into the future</td>
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<tr>
<td>1) Develop a workforce planning strategy including a corporate workforce profile and a workforce technology plan that is integrated with strategic and business planning</td>
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<td>2) Create Leadership Development Framework and pathway that develops current and aspiring leaders</td>
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<td>3) Build change management capacity to support organizational change</td>
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<td><strong>H. Tomasik G. Davis E. Richardson J. Priel</strong></td>
<td>Negotiate new collective agreements with CUPE 5167, ATU, CUPE 1041, ONA (Public Health), CUPE (Lodges) and OPSEU</td>
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<td><strong>C. Murray</strong></td>
<td>Evaluate options, functions and recommendations for an Auditor General</td>
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<td>1) Report to Council in regard to an Auditor General position</td>
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## 2011 Senior Management Team Work Plan

### Prosperity

- Increase the number of Living Wage jobs
- Grow the non-residential assessment base
- Create Healthy Neighbourhoods

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| **T. McCabe** | Increase Economic Opportunities for the Downtown and Waterfront  
1) Develop "one plan" of action for the downtown and a governance model (bringing together committees, planning tables and groups working on aspects of downtown re-vitalization, including existing research and studies) to establish a priority set of actions that are achievable over the next 4 years  
2) Accelerate existing actions that revitalize the economic potential and assessment growth of the downtown and waterfront:  
   ○ Aggressively pursue all-day GO Service to a station on James Street North  
   ○ Finalize model for a Development Corporation  
   ○ Finalize the West Harbour Master Recreational Plan  
   ○ Strive to complete OMB negotiations/Hearings regarding the Setting Sail secondary plan  
   ○ Conclude negotiations with the Port Authority for Transfer of Piers 7 and 8 to the City |
| **G. Davis** | 3) Identify funding sources and complete implementation plan for Randle Reef |
## 2011 Senior Management Team Work Plan

### Prosperity

- Increase the number of Living Wage jobs
- Grow the non-residential assessment base
- Create Healthy Neighbourhoods

### Sponsor *

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<td>J. Priel</td>
<td>Develop and implement a strategy for healthy neighbourhoods (lower &amp; upper City)</td>
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<td>1) Identify priority neighbourhoods to begin resident-led neighbourhood planning process</td>
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<td>o Form the cross-departmental technical advisory team that will support the resident-led neighbourhood planning process</td>
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<td>o Convene neighbourhood steering committee in each neighbourhood</td>
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<td>o Conduct asset mapping exercise in each neighbourhood and develop a vision for where neighbourhood would like to go</td>
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<td>o Develop structure (sub-committees, design days etc.) to begin to develop strategies to support the vision</td>
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<td>o Launch “early actions” in neighbourhoods to demonstrate success</td>
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<td>2) Develop and implement strategy to invest funds from neighbourhood project reserve to support “early action” projects or other priorities identified through resident-led neighbourhood planning process</td>
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<td>3) Work with community partners (funders and service providers) to deploy integrated community development worker team in priority neighbourhoods</td>
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<td>o Train team in Asset Based Community Development</td>
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<td>o Deploy team to assist residents in connecting with neighbourhood resources and planning efforts and act as a liaison with City departments</td>
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<td>4) Work with community partners (funders and service providers) to implement a training institute related to community development work. This institute would provide training opportunities for staff (City and community) and residents to develop competencies related to community development and effective community leadership</td>
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<td>5) Develop and launch tools that will facilitate sharing the stories of Hamilton’s great neighbourhoods</td>
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<td>6) Demonstrate a multi-sector approach to dealing with the health, housing and addiction issues in the “core”</td>
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<td>o Develop a collaborative response between Community Services, Public Health, Police Services and community partners to respond in a fast and effective manner to individuals requiring connection to community services and supports</td>
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# 2011 Senior Management Team Work Plan

## Sustainable Services

- Deliver services in an efficient and effective manner
- Develop a financial sustainability strategy
- Provide taxpayer value for money

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| **R. Rossini** | Develop Financial Sustainability Plan  
1) Deliver Council Workshop (May) to develop agreed upon strategies to address Financial Sustainability  
2) Develop detailed Financial Sustainability plan, based on agreed upon strategies (from May workshop) for presentation to Council |
| **R. Rossini** | Deliver service strategy to reduce service delivery costs and improve service to citizens  
1) Deliver Council Workshop (April) to develop agreed upon strategy to address Service Delivery  
   - Develop detailed service delivery review plan for presentation to Council that will lead to a detailed list of citizen facing and internal services with cost and performance and a 4 year service delivery review plan to address delivery, cost reductions, risks and impacts  
2) Advance internal service efficiency initiatives  
   - Call Handling Consolidation – report back to call handling review subcommittee on direction regarding call rationalization study  
   - Web Strategy – deliver 4 year strategy and begin implementation to improve service to citizens and businesses via the web  
   - Develop IT governance model and identify areas for improvement, consolidation and savings (e.g. investigate rationalization of systems and improve internal processes)  
3) Evaluate options and recommendations for staff cost saving program |
| **T. McCabe** | Open for Business Review  
4) Comprehensive stakeholder review, development of measurements/indicators for customer satisfaction and identification of opportunities for improvement and creating a better business environment |
| **C. Murray** | Improve quality, consistency and coordination in our approach to engaging citizens  
1) Develop and implement a model for coordinating citizen engagement and a work plan for improving the quality of citizen engagement work across the organization |

*S Sponsor is defined as the SMT member that has carriage of the initiative. This member of SMT is responsible for providing support to the initiative and will report back to SMT and Council as required.*