Committee of the Whole  
Strategic Planning Session  
REPORT 07-031  
9:00 a.m.  
October 31, 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, B. Morelli – Personal  
Business  
Councillor R. Powers

Also Present:  
G. Peace, City Manager  
J. Rinaldo, General Manager, Finance and Corporate Services  
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  
Dr. E. Richardson, Medical Officer of Health  
M. Gallagher, Co-ordinator  
Dr. C. Bart, J. Foster

COMMITTEE OF THE WHOLE PRESENTS REPORT 07-031 FOR INFORMATION:

(a) CHANGES TO THE AGENDA

None
(b) DECLARATIONS OF INTEREST

None

(c) PRESENTATION/DISCUSSION

3.1 Vision, Mission, Values and Priorities

Dr. Bart thanked members of council for the responses received to Exercise #1.

Dr. Bart provided a power point presentation addressing the following:

**Mission/purpose**
- Why do we exist?
- What are we here for?
- Vision – massively inspiring, overarching, long term goal
- Objectives – specific targets to achieve
- Business Arena(s) or Produce Market Scope
- Pattern of Resource Allocation over time

Mission Statements Defined – the critical starting point for effective strategic management

Reviewed What are Mission Statements and why we have them?

Why does any organization exist?

What the customer seems to want today

How leading high performance organizations are leading the way

What the organization needs

Why employee engagement important

What most people want in life

Definition of Ethics/Integrity

Dr. Bart then with council and SMT identified and combined like results from Remote Exercise #1 - Vision, Mission and Values 2, 3, 4, 5, 6 (29 plus 38), 7, 8 (37 and 44), 9 (23), 10, 11, 13(14), 15, 19(25,33), 20, 22, 24, 27, 30, 31, 36, 43(47), 46, 48
Items 2, 4, 6, 3, 5, 8, 10 were the values chosen

**Second exercise**

Dr. Bart then with Council and SMT worked towards picking the top three from the mission statements circulated and they were asked to highlight key phrases in the others that weren’t chosen.

In groups of two, Council and SMT worked on the mission statements, vision statements and developed a 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 led by a forward-thinking council.

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

The group was directed to come back at the next session with one sentence that describes Hamilton

30 goals were established for the City of Hamilton from the exercise and Dr. Bart asked for the next exercise that council and SMT need to indicate three measurables for each goal.

1. To be accountable in everything that we do
2. To be honest in everything we do
3. To treat everyone with respect
4. **To always act as a team**
5. To provide leadership in everything we do
6. **To be dedicated to excellence in everything that we do**
7. To provide high quality services
8. **To act in a fiscally responsible manner**
9. To act in a socially responsible manner
10. To act in an environmentally sustainable manner
11. To act in a compassionate manner
12. To ensure a healthy environment
13. To ensure a safe environment
14. **To ensure a prosperous environment**
15. To engage our citizens
16. To promote fair community
17. To promote a diverse community
18. To promote an accepting community
19. To be a skilled organization
20. To be a collaborative organization
21. To be an organization that thrives on quality customer service
22. **To be an organization that thrives on innovation**
23. To be an organization that is led by a forward thinking council
24. **To be a team that is valued and appreciated for their contributions and accomplishments**

Following Council and SMT were asked to choose 7 of the above goals that they consider a problem at the present time.

1, 3, 6, 7, 10, 13, 14, 15, 19, 20, 22, 24
from the above, they were asked to choose 7

Those indicated in bold were the final goals

The next session is on December 6, 2007 at 9:00 a.m.

The meeting adjourned at 4:30 p.m.

Respectfully submitted,

Mayor Eisenberger

M. Gallagher, Co-ordinator
October 31, 2007