



**SPECIAL GENERAL ISSUES COMMITTEE  
DEVELOPMENT OF THE 2016-2025 STRATEGIC PLAN –  
COUNCIL WORKSHOP  
REPORT 16-008**

1:00 p.m.  
Tuesday, March 8, 2016  
Council Chambers  
Hamilton City Hall  
71 Main Street West

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**Present:** Mayor F. Eisenberger, Deputy Mayor C. Collins (Chair)  
Councillors T. Whitehead, T. Jackson, S. Merulla, M. Green,  
J. Farr, A. Johnson, D. Conley, M. Pearson, B. Johnson,  
L. Ferguson, A. VanderBeek, R. Pasuta and J. Partridge

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**THE GENERAL ISSUES COMMITTEE PRESENTS REPORT 16-007 AND  
RESPECTFULLY RECOMMENDS:**

1. **Development of the 2016 – 2025 Strategic Plan – Council Workshop  
(CM16003(a)) (City Wide) (Item 3.1)**
- (a) That Report CM16003(a), respecting the Development of the 2016 – 2025 Strategic Plan – Council Workshop, be received.
- (b) That staff be directed to move forward with Option 2 – Culture Pillars, as shown below, for the City's Values, as part of the forthcoming Strategic Plan:

Collective Ownership	Steadfast Integrity	Courageous Change	Sensational Service	Engaged Empowered Employees
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**FOR THE INFORMATION OF COUNCIL:**

**(a) CHANGES TO THE AGENDA (Item 1)**

There were no changes to the agenda.

The agenda for the March 8, 2016 Special General Issues Committee meeting was approved, as presented.

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were no declarations of interest.

**(c) PRESENTATIONS (Item 3)**

**(i) Development of the 2016 – 2025 Strategic Plan – Council Workshop (CM16003(a)) (City Wide) (Item 3.1)**

Chris Murray, City Manager, addressed Committee respecting Report CM16003(a) - Development of the 2016 – 2015 Strategic Plan – Council Workshop. The presentation included, but was not limited to, the following:

- ❖ Background
- ❖ Purpose of Today
- ❖ Discuss Potential Changes to the Strategic Plan
  - Priorities
  - Vision
  - Values
  - Mission
- ❖ Next Steps
- ❖ Background
- ❖ Our Strategic Plan History – Vision
  - 2008 to 2011: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

- 2012 to 2015: Same.

❖ Our Strategic Plan History – Mission

○ 2008 to 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

○ 2012 – 2015:

- We provide quality public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

❖ Our Strategic Plan History – Values

❖ Our Strategic Plan History – Priorities

❖ 2012 – 2015 Strategic Plan Accomplishments

❖ Accomplishments – A Prosperous and Healthy Community

❖ Accomplishments – Valued and Sustainable Services

❖ Accomplishments – Leadership and Governance

❖ Purpose of Today's Meeting

**Council – March 30, 2016**

- ❖ Today's Process for Reviewing the Strategic Plan
- ❖ Our Strategic Plan should:
  - Be a Reflection of the Aspirations of the Community
  - Be a Tool to Assist Council and Staff with Decisions and the Setting of Priorities
  - Be Considered as Part of the Budget Process
  - Extend Beyond a Term of Council
  - Clearly Define Outcomes and Performance Measures
  - Be Memorable and Effective
- ❖ We can improve our Strategic Plan by:
  - Engaging with the Community and Staff in its Development
  - Ensuring that Staff Understand How and Why it is Relevant to Their Work
  - Developing Clear Outcomes and Performance Measures
  - Ensuring Linkages Exist Between the Strategic Plan and Budget Processes
  - Making It Simple and Clear
- ❖ Our Future Hamilton – Communities in Conversation
- ❖ Priorities – Our Focus
  - Culture and Diversity
  - Community Engagement and Participation
  - Economic Prosperity and Growth
  - Healthy and Safe Communities
  - Clean and Green
  - Built Environment and Infrastructure

- ❖ Vision
- ❖ Strategic Plan Values: 2012 – 2015
- ❖ Values: Option 1 and Option 2
- ❖ Mission
- ❖ The Way We Deliver our Strategic Plan – Our People
- ❖ The People Plan is about:
  - Our Corporate Culture
  - Effective Leadership
  - Healthy, Respectful and Supportive Workplace
  - Learning
  - Performance Excellence
  - Enabling Tools and Technology
  - Next Steps
  - Development of a 2016 to 2015 Strategic Activities Plan

The presentation, respecting Report CM16003(a) – 2016-2025 Strategic Plan – Council Workshop, was received.

A copy of the presentation is available on the City's website or through the Office of the City Clerk.

Councillor Green introduced the following Motion:

That staff be directed to move forward with Option 2 – Culture Pillars, as shown below, for the City's Values, as part of the forthcoming Strategic Plan:

Collective Ownership	Steadfast Integrity	Courageous Change	Sensational Service	Engaged Empowered Employees
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Councillor Ferguson wished to be recorded as OPPOSED to the motion above.

For disposition of this matter, please refer to Item 1.

**(d) ADJOURNMENT (Item 13)**

There being no further business, the General Issues Committee adjourned at 3:21 p.m.

Respectfully submitted,

C. Collins, Deputy Mayor  
Chair, General Issues Committee

Stephanie Paparella  
Legislative Coordinator  
Office of the City Clerk