



**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**  
 City Manager's Office

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	June 1, 2016
<b>SUBJECT/REPORT NO:</b>	2016 – 2025 Strategic Plan - Components (CM16003(b))
<b>WARD(S) AFFECTED:</b>	CITY WIDE
<b>PREPARED BY:</b>	Lisa Zinkewich Program Manager, Corporate Initiatives City Manager's Office 905-546-2424 Extension 2297
<b>SUBMITTED BY:</b>	Chris Murray City Manager
<b>SIGNATURE:</b>	

**RECOMMENDATIONS**

- (a) That the 2016 – 2025 Strategic Plan, including Our Vision, Our Mission, Our Culture, Our Priorities, attached as Appendix A to Report CM16003(b), be approved and communicated to staff.
- (b) That staff report back to General Issues Committee in September 2016 with a performance measurement program to support the Strategic Plan.
- (c) That staff report back to General Issues Committee, as part of the next budget process, with a list of specific activities that will support the Strategic Plan Priorities and related desired outcomes in 2017.
- (d) That staff review and update any corporate templates i.e. committee staff report templates, to reflect the 2016 – 2025 Strategic Plan.

**EXECUTIVE SUMMARY**

Strategic Planning is a process that helps an organization set priorities and help make decisions. The 2016 - 2025 Strategic Plan (Appendix A to staff report CM16003(b)) has the following components:

<b>Our Vision</b>	What we aspire to be
<b>Our Mission</b>	Why we exist as an organization

<b>Our Culture</b>	How we conduct ourselves (our values)
<b>Our Priorities</b>	Our areas of focus supported by desired outcomes

In order to ensure that we are making progress against the priorities, once approved, the 2016 – 2025 Strategic Plan will be linked to specific **Strategies** (e.g. waterfront redevelopment), **Activities** (e.g. Pier 8 shorewall capital project) and **Measures** (e.g. development ready by 2018). The Strategies, Activities and Measures will be linked to a corporate performance measurement program and to multi-year budgeting and the annual budget process.

The 2016 – 2025 Strategic Plan, has been informed by both the Community and City of Hamilton employees. More than 54,000 resident conversations that took place as part of the Our Future Hamilton: Communities in Conversation initiative have been captured in the Priorities and related desired outcome statements. Staff contributed to the development of the Vision, Mission, Culture and Priorities through 3,226 staff conversations at all levels of the organization, including the front line. Following the approval of the 2016 – 2025 Strategic Plan, staff and Council will continue to be engaged in developing a performance measurement program that will track progress towards achieving our Vision and desired outcomes and to multi-year budgeting and annual budget processes. Staff will also be engaged in conversations that will help define the role that each employee plays in contributing to our Vision and the desired outcomes through the services they deliver every day to the community.

***Alternatives for Consideration – See Page 4***

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** n/a

**Staffing:** n/a

**Legal:** n/a

**HISTORICAL BACKGROUND**

The 2016 – 2025 Strategic Plan is the third strategic plan for the City of Hamilton. With each plan, the process followed in arriving at the strategic plan has been improved and greater alignment and focus was achieved. The most significant improvement has been in the number of community and employees engaged in the process. The initial strategic plan was created by Council and Senior Management. The second iteration included the broader management team, which only captured inputs from 200 participants. The 2016 – 2025 Strategic Plan has includes a strong community voice, defined through the Our Future Hamilton initiative and a significant employee voice, including the front line.

In 2014, in preparation for the 2016 – 2025 Strategic Plan, the City initiated a process to update Vision 2020 and create a new 25-year community vision for Hamilton. This process, called Our Future Hamilton: Communities in Conversation, was meant to be

the basis for the 2016 - 2025 Strategic Plan and began by bringing together a group of 50 residents to form Hamilton's Engagement Committee (HEC). The committee met over an eight-month period and recommended engagement tools and ideas to support the development of the new 25-year community vision.

Beginning in April 2015, staff utilized some of HEC's engagement tools and ideas to collect feedback from Hamiltonians in order to develop the Vision for Our Future Hamilton. When Council endorsed The Vision for Our Future Hamilton, more than 48,000 (Feb 2016) resident conversations had been captured, which has continued to grow to over 54,000 by the end of April 2016. Due to this extensive consultation effort, when Council endorsed The Vision for Our Future Hamilton on February 24, 2016 as part of report CM15001(b)/CES15010(b), staff were directed to use the Vision for Our Future Hamilton to guide the development of the City's 2016 - 2025 Strategic Plan.

Given that the strategic plan defines why you exist as an organization, identifies what success looks like and creates a strategy to map out how you will achieve success, it was important to also include the voice of the 7,500 City of Hamilton employees in the development of the 2016 – 2025 Strategic Plan, particularly the City's leadership. This was done through targeted activities utilizing different techniques at Extended Management Team meetings, Departmental Management Team meetings, Corporate Leadership Team meetings, Senior Management Team meetings, Corporate Culture Team meetings, Union Leader meetings, tailgate yard meetings and through on-line mediums. A total of 3,226 employee strategic inputs were captured in the creation of the Vision, Mission, Values Priorities and related desired outcomes.

### **Our Values**

On March 30, 2016, City Council adopted the City's Corporate Culture Pillars as the City's Values. Our Culture was created in 2013 by a team of 40 employees from all levels of the organization. Our Culture provides a cornerstone to which all City employees can align their behaviour. Our Culture was presented to Council as an option for inclusion in the strategic plan at the Special General Issues Committee workshop on March 8, 2016, at which time it was moved that they be adopted as the new City Values (CM16008(a)).

### **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

n/a

### **RELEVANT CONSULTATION**

#### External Consultation

Through the Our Future Hamilton: Communities in Conversation initiative, more than 54,000 resident conversations are captured in the strategic plan priorities. An additional 458 community voices were captured as part of the testing of the Vision and Mission statement that took place between April 20 – May 13, 2016.

### Internal Consultation

Internal Consultation activities around the development of the 2016 – 2025 Strategic Plan began in Fall 2015. A total of 3,226 employee strategic inputs were captured in the creation of the Vision, Mission, Values Priorities and related desired outcomes. Engagement activities focused on the leadership, with targeted front line initiatives. 28% of City staff from across the organization, including the front line, participated in the targeted Vision and Mission consultation. Prior to the initiation of the Strategic Plan conversations, employees were also encouraged to participate in the Our Future Hamilton: Communities in Conversation initiative, as members of the community.

### **ANALYSIS AND RATIONAL FOR RECOMMENDATION**

The 2012 – 2015 Strategic Plan included three priority areas, 13 objectives and 64 actions. At the end of the four year time frame, 36 actions were completed (56%), an additional 13 actions are expected to be completed by the end of 2016 (20%) and 15 actions will continue beyond 2016 (24%) and will be captured in the short term activities of the 2016 – 2025 Strategic Plan.

A strategic plan is important to an organization and the staff that work there because it identifies why you exist, defines what success looks like and creates a strategy to map out how you will achieve success. These are the Vision, Mission and Priorities of a strategic plan.

Once the 2016 – 2025 Strategic Plan is approved next steps will include the development of a corporate performance measurement program that will track progress towards achieving our vision and desired outcomes and linking the work that we do to the 2016 - 2025 Strategic Plan through multi-year budgeting and annual budget processes. Staff cannot move forward with these conversations until the Vision, Mission and Priorities and desired outcomes are approved.

### **ALTERNATIVES FOR CONSIDERATION**

On March 8<sup>th</sup>, 2016 as part of a Special General Issues Committee, members of Council were provided options around the 2016 – 2025 Strategic Plan Vision, Mission, Values and Priorities. At that meeting, Council requested that staff consult with our employees and the community on what options for the Vision and Mission most resonated with them. The results of that consultation are noted below. Council could move to adopt any of the options put forward.

### Vision

The options put forward as part of the community consultation around the 2016 – 2025 Strategic Plan Vision and the feedback received is outlined in the Table 2 below.

**Table 2 – Which Vision statement most resonates?**

<p>The proverb "It takes a whole village to raise a child," best describes the intent behind this vision. Regardless of a family's dynamics, evidence suggests that when we build a community that supports our youngest residents, we build a community that is great for everyone. It speaks to the importance of healthy and safe communities, economic prosperity for all and community diversity -- with all services provided in a sustainable manner.</p> <p>As a City Vision, <i>to be the best place to raise a child</i> sets an aspirational goal that can be used to measure if we are delivering the right services to create the type of community that supports everyone.</p> <p>Based on the description above, do you support <b><i>To be the best place to raise a child</i></b> as the City's Vision? Yes / No</p>	<b>79%</b>
Those that did not support the above statement preferred	
To be the best place to live and raise a child	12%
To be a city of progress, opportunity and the best place to raise a child	61%
To be the best place to raise a child and provide opportunities for all.	27%

Prior to bringing forward the recommended vision, a Council motion requested staff to consider changing the Vision to "To be the best place to raise a child and grow old". However, given the results of the survey above, staff do not recommend adopting this as the City's Vision.

Mission

The options put forward as part of the community consultation around the 2016 – 2025 Strategic Plan Mission and the feedback received is outlined in Table 3 below.

**Table 3 – Which Mission statement most resonates?**

We build trust and confidence.	2%
We build trust and confidence through collaboration.	6%
We provide high quality public services.	10%
We provide high quality public services that build trust and confidence.	19%
<b>We provide quality public services that contribute to a healthy, safe and prosperous community, in a sustainable manner. (Current Mission Statement)</b>	<b>63%</b>

Values

At the Special General Issues Committee that was held on March 8<sup>th</sup> Council moved to adopt the City's Corporate Culture Pillars as the 2016 – 2025 Strategic Plan Values. This was approved by Council on March 30<sup>th</sup>, 2016. No alternatives are recommended for the 2016 – 2025 Values.

### Priorities

Although not approved at the Special General Issues Committee that was held on March 8<sup>th</sup>, 2016, Council did not recommend any changes to the Priorities. Six of the priorities have been adopted directly from the Vision for Our Future Hamilton that was created by more than 54,000 resident conversations. The seventh priority is recommended to support City staff and process that are required to facilitate the delivery of services to the community. The related desired outcomes to the Priorities incorporate the signs of success from the Our Future Hamilton themes and were created by the City's leaders.

In order to ensure that we are making progress against the priorities, once approved, the 2016 – 2025 Strategic Plan will be linked to specific **Strategies** (e.g. waterfront redevelopment), **Activities** (e.g. Pier 8 shorewall capital project) and **Measures** (e.g. development ready by 2018). The Strategies, Activities and Measures will be linked to a corporate performance measurement program and to multi-year budgeting and the annual budget process. Alternatives are not recommended for the 2016 – 2025 Strategic Plan Priorities and related desired outcomes.

### **ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN**

n/a

### **APPENDICES AND SCHEDULES**

Appendix A: 2016 – 2025 Strategic Plan