



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	January 17, 2020
SUBJECT/REPORT NO:	2016 – 2025 Strategic Plan Update (CM16003(d)) (City Wide)
WARD(S) AFFECTED:	City Wide
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SUBMITTED BY: SIGNATURE:	Janette Smith 

COUNCIL DIRECTION

Not Applicable

INFORMATION

The City of Hamilton 2016 – 2025 Strategic Plan was approved by Council in June 2016. The Strategic Plan (Appendix A to report CM16003(d)) outlines the City's Vision, Mission, Culture and high-level Priorities.

The City's 2016 – 2025 Strategic Plan:

- Vision represents what we aspire to be
- Mission identifies why we exist as an organization
- Culture outlines how we conduct ourselves (our values)
- Priorities provide guidance on where we are focusing our efforts to meet desired outcomes

Informed by Council, the community and City of Hamilton leadership and employees, the 2016 - 2025 Strategic Plan incorporated more than 3,200 staff conversations and nearly 55,000 resident conversations that took place as part of the Our Future Hamilton: Communities in Conversation initiative.

Our Future Hamilton

Our Future Hamilton was a public engagement initiative (April 2015 – April 2016) that asked one simple question, "What is your vision for the future of Hamilton". Resulting in six priorities, 88 key directions and 57 signs of success, the Our Future Hamilton

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

community vision was a follow-up to Vision2020 and built on its foundation for success, collaboration across a wide range of community partners. Today, The City of Hamilton is one of more than 125 community partners that are committed to implementing the shared community vision of Our Future Hamilton.

2016 – 2025 Strategic Plan Priorities

The 2016 – 2025 Strategic Plan has seven (7) Priorities. In response to Council direction to use Our Future Hamilton to guide the development of the 2016-2025 Strategic Plan, the first six (6) priorities were adopted directly from the Our Future Hamilton community vision. By adopting the Our Future Hamilton community priorities directly into the City's 2016 – 2025 Strategic Plan, the City has illustrated its commitment to working with its community partners to achieve the Community Vision.

The seventh priority, Our People & Performance, was added to capture input from Council and staff. This priority speaks to aspiring to be a government that the community has trust and confidence in, and that supports staff in the delivery of City services every day.

These seven (7) Priorities provide high-level guidance to the organization and highlight desired outcomes that each of the 70 City services contributes to achieving.

Using the Strategic Plan

Since the approval of the 2016 – 2025 Strategic Plan, staff have aligned City Services to the seven (7) Priorities of the Strategic Plan. This has resulted in the identification of opportunities to collaborate across City Services to achieve the desired outcomes of the strategic plan. Service alignment to the 2016 – 2025 Strategic Plan, along with service performance is highlighted in the City's Trust & Confidence Report (www.hamilton.ca/trustandconfidence - web-based report only). This work continues to evolve, bringing together strategy, performance and continuous improvement. It also highlights our commitment to the public to being open and transparent around service performance (full year 2018 & 2019 data available March 2020).

In addition to understanding how all City Services align with the 2016 – 2025 Strategic Plan and how the performance of our services contributes to achieving the desired outcomes of the City's strategy, staff and leadership have been focused on strengthening the connection between strategy and business planning and budget processes. Ensuring that strategy is driving investments in only a few specific areas will ensure that noticeable progress is made.

Term of Council Priorities

The 2016 – 2025 Strategic Plan is a 10-year plan with high-level priorities that support the community vision and that encompass all 70 City Services delivered by the City. While the Senior Leadership Team (SLT) is accountable for the delivery of all 70 City Services, it is important for the administration to understand where specific efforts, staff

and financial resources should be aligned. To identify this, SLT has been discussing where to focus based on:

- discussions the City Manager had as part of her new employee orientation with each Member of Council (spring/summer 2019);
- Motions of Council and approval of various staff reports (throughout this term);
- previous Council direction where significant work is under way and approved budget in place; and
- matters critical to the successful operation of the administration.

Based on the above, SLT has identified the following as priorities for the remainder of this Term of Council (2018 – 2022):

- Climate Change
- Multi-Modal Transportation
- Affordable Housing
- Equity, Diversity & Inclusion
- Integrated Growth & Development
- Trust & Confidence in City Government
- Fiscal Health & Financial Management
- A Healthy, Respectful & Supportive Workplace

These eight (8) Term of Council Priorities align with and support the desired outcomes of each of the seven (7) Strategic Plan Priorities. Identifying these Term of Council Priorities allows for more focused efforts towards the achievement of specific goals by the end of 2022.

This report is accompanied by a presentation to the January 17, 2020 General Issues Committee. The presentation will provide greater detail on the Term of Council Priorities and provide Council with the opportunity for feedback and validation.

APPENDICES AND SCHEDULES ATTACHED

Appendix A – 2016 – 2025 Strategic Plan poster



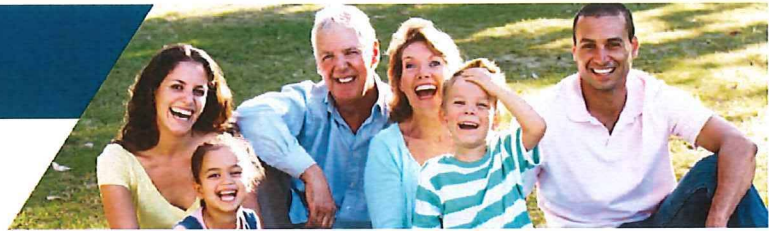
CITY OF HAMILTON

STRATEGIC PLAN

2016-2025

OUR VISION

To be the best place to raise a child and age successfully.



OUR MISSION

To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.



OUR CULTURE

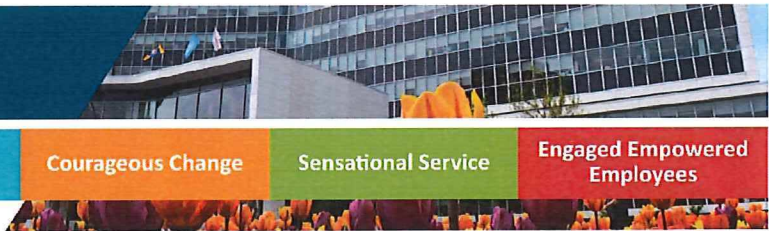
Collective Ownership

Steadfast Integrity

Courageous Change

Sensational Service

Engaged Empowered Employees



OUR PRIORITIES



COMMUNITY ENGAGEMENT & PARTICIPATION

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.



ECONOMIC PROSPERITY & GROWTH

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.



HEALTHY & SAFE COMMUNITIES

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.



CLEAN & GREEN

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.



BUILT ENVIRONMENT & INFRASTRUCTURE

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.



CULTURE & DIVERSITY

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.



OUR PEOPLE & PERFORMANCE

Hamiltonians have a high level of trust and confidence in their City government.