



**Committee of the Whole  
REPORT 08-014  
STRATEGY SESSION  
9:30 a.m.  
March 5, 2008  
Albion Rooms  
Hamilton Convention Centre**

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- Present:** Mayor F. Eisenberger  
Councillors B. Bratina, B. Clark, C. Collins, S. Duvall,  
L. Ferguson, T. Jackson, B. McHattie, M. McCarthy, D.  
Mitchell, M. Pearson, B. Morelli, S. Merulla, R. Pasuta
- Absent with regrets:** Councillors R. Powers, T. Whitehead – City Business
- Also Present:** G. Peace, City Manager  
J. Rinaldo, General Manager, Finance and Corporate  
Services  
S. Stewart, General Manager, Public Works  
T. McCabe, General Manager, Planning and Economic  
Development  
J. Kay, General Manager, HES/Fire Chief  
Dr. E. Richardson, Medical Officer of Health  
M. Gallagher, Coordinator, COW

**COMMITTEE OF THE WHOLE PRESENTS REPORT 08-014 FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA**

The agenda for March 5, 2008 was adopted as presented.

**(b) DECLARATIONS OF INTEREST**

None

**(c) ADOPTION OF MINUTES**

None

**(d) DISCUSSION**

Glen Peace, City Manager, provided an overview of where we are currently and the steps which have been taken to date with Management Team.

Tim McCabe provided an overview of the Agenda for today's session including:

- Governance Review: Setting the Strategy
- Getting to the Final Steps Focus Areas and desired end results
- Discussion and approval of focus areas
- Discussion and approval of end results
- Wrap up

Strategy Session with Facilitator Dr. Chris Bart.

Dr. Bart began the session by addressing the following:

Three most important tasks of a Board/Council  
Effective board/council engagement in strategy

Dr. Richardson provided an overview of the following

Objectives:

- To review the role of strategic planning and its relationship to other City of Hamilton Plans
- To recommend: Model for final strategic plan and process for completion and timeline
- To discuss and approve Strategic Focus areas and Desired End Results

Strategic Thinking... Strategic Acting Moving Forward

Vision – Where does Strategic Planning Fit

Strategic Planning Cycle

Strategic Planning Components

Strategic Issues - Year One Focus Areas

Desired End Results

**Focus Areas**

1. Financial Sustainability
2. Effective Intergovernmental Affairs
3. Growing our Economy
4. Poverty Reduction
5. Environmental Stewardship
6. Healthy Community
7. Skilled, Innovative and Respectful Organization

Committee recessed at Noon and reconvened at 12:40 p.m.

Dr. Bart reviewed the Strategic Model: 3-5 year horizon

**Vision**

The vision for the City stated in powerful, memorable terms.

**Mission**

The purpose and contribution of the City towards achieving the vision

**Issues and Areas of Focus**

The strategic issues (and priority areas of focus) imbedded in the Mission, Vision and Values statements

**Desired End Results**

The SMART Objectives/targets for determining success in achieving the areas of focus.

**Key Activities**

The key activities to be done in order to reach the SMART objectives

**Work Plans**

Detailed work plans for each key activity

Council reviewed the Desired End Results and amended it accordingly as attached.

Two sections were tabled to the March 20<sup>th</sup> Committee of the Whole meeting namely the Healthy Community and Skilled and Innovate and Respectful Organization Sections.

The meeting adjourned at 3:15 p.m.

Respectfully submitted,

Mayor F. Eisenberger

M. Gallagher, Co-ordinator  
Council, Committee of the Whole/Budgets  
March 5, 2008