

COMMITTEE REPORT



TO **CAFES Committee**

SERVICE AREA Corporate Administration
DATE June 11, 2012

**SUBJECT Implementing the Corporate Strategic Plan: 2012
Funding Requirements for Six Initiatives.**

REPORT NUMBER

SUMMARY

Purpose of Report: To recommended funding of six 2012 strategic initiatives to support implementation of the Corporate Strategic Plan Framework subject to Council approval of the creation of a Strategic Initiatives Reserve.

Committee Action: To recommend Council approval.

RECOMMENDATION

THAT Council approve the funding of six strategic initiatives in 2012 that will act as a foundation for moving forward with the Corporate Strategic Plan, subject to the approval of the "2011 Operating Reserves Review and Reallocation" - FIN-12-32; and

THAT subject to the approval of a Strategic Initiatives Reserve, Council approve implementation of the six strategic initiatives.

BACKGROUND

On January 25, 2012, Council approved plans to develop a Corporate Strategic Plan Framework that would effectively respond to critical issues facing the City. At that time Council also confirmed support for identified next steps which included determining 2012 initiatives, both new and ongoing, to implement the strategy.

To that end, the Executive Team began a detailed process to identify new project requirements and assess existing strategic efforts. The discussions resulted in a list of fifty strategic initiatives which are attached with descriptions in Appendix 1. The majority of the initiatives are Council approved or are ongoing administrative efforts while others include initiatives to be further assessed in 2012 for potential future resource requirements. Of the fifty initiatives, six require funding in 2012.

Subject to the creation of a Strategic Initiatives Reserve, outlined in Finance and Enterprise Report, "2011 Operating Reserves Review and Reallocation" - FIN-12-32, the six initiatives can commence. Funding for three of the initiatives will be for the period 2012-2014.

REPORT

Managing Change to Manage the Future – Six Key Initiatives to Begin CSP Implementation

Of all the 2012 strategic initiatives related to the Corporate Strategic Plan, there are six that require a funding source, to activate the Corporate Strategic Plan. Each of these initiatives has a detailed project scope included in Attachment #2. It is important to note that in two cases, a) Business Case Tools and Capacity Building and d) Community Wellbeing Initiatives that the requested in 2012 will cover full resource requirements over the 2012-2014 time period, while c) Records and Information Management program seeks funding for a two year period i.e. 2012-2013.

Taken together, these six initiatives will build further capacity in the organization and will position the City well to achieve organizational excellence, innovation in local government and City building.

a) Business Case Tools and Capacity Building

An investment of \$250,000 is required to facilitate implementation of a Business Development Framework. Specifically, the funding will support corporate training to develop and analyze business plans and cases which may also include the need to develop specialized software relating to the financial, fiscal and economic impact elements of business planning and to educate staff on its use through training seminars and communication programs. This investment will improve collaboration and coordination between municipal service areas and, where appropriate, external stakeholders. It will also improve the scoping and assessment of initiatives for funding purposes and improve the implementation of municipal plans and programs through better business planning. Overall, greater efficiencies between service areas is anticipated in addition to improved use of available resources enabling the delivery of better public service to the community.

b) Employee Engagement Survey Results Implementation

An investment of \$50,000 is required to support employee engagement implementation efforts to follow the planned engagement survey that will be issued

in June, 2012. The survey will establish a baseline for measurement and provide great focus for developing our human resource practices along with the right data to more effectively plan and deliver work to improve employee engagement. The implementation response is critical to ensure data is representative of the bulk of employees. High levels of staff engagement are positively correlated to excellent service delivery, higher productivity, lower absenteeism and decreased recruitment costs from lower employee turnover. Improved employee engagement will enable staff to continue striving to deliver outstanding service and value and work further towards the mission statement goal of becoming an exceptional City. Examples of implementation initiatives may include, but not be limited to, practice or system audits, coaching for leaders, team development training and targeted support, tools, resources and technology to continue to enhance employee effectiveness.

c) Records and Information Management Program (EDRMS – Phase 1)

An investment of \$200,000 is required to develop and administer an effective organization-wide Records and Information Management Program. Currently there is no central, standardized classification structure or system to manage corporate information in either physical or electronic form. One of the key goals of such a program will be to ensure that records are not only managed in compliance with statutory requirements but also in relation to industry best practices. This will include the eventual implementation of an Electronic Document Management and Records Management System (EDRMS) designed to support user-based access and control of corporate information. A fully sustainable and supported RIM program is essential to the successful implementation of an EDRMS. It will enable the fluid exchange, control and management of information strengthening the City's ability to share information across the corporation and better support and engage staff, stakeholders and the public. It will position the City well for open government opportunities and advancements.

d) Community Wellbeing Initiatives – Phase 2

The Community Wellbeing Initiative has already received Council approval. An additional investment of \$440,000 is required for Community Wellbeing Initiatives detailed in Appendix 2 for future phases of this initiative.

As a whole, this work complements both the Corporate Strategic Plan and the Official Plan. It will result in an overall improvement to our community's wellbeing, a stronger relationship between the City and the community developed through a new civic engagement model and deliver a tool for proactive advocacy with the Provincial and Federal governments. This effort will also enable new partnerships to achieve positive results through innovation centered on partnerships with the public, private and community benefit sectors. Already we are seeing partnerships develop with community members and stakeholders as a result of this work i.e. change labs.

Change labs, or “Collaboratory”, the Guelph change lab is an emerging partnership led by Innovation Guelph, supported with Trillium funding. It currently involves, the LHIN’s catalyst group, the University of Guelph, Research Shop, the City and supported by EYE Social Products Studio. This group is in the early stage of project definition and scoping and intends to build from the public engagement findings of the Community Wellbeing Initiative.

e) Economic Development Summit

A \$100,000 investment in is required in 2012 to support an economic development summit that will promote the attractiveness of Guelph for new businesses, innovation and entrepreneurial partnerships. It will help to move the Prosperity 2020 plans to the next phase of implementation. It will better position Guelph as a prosperity hub regionally and provincially. The program will explore new trends in the changing economy of the province and globally, successful business models and potential partnerships.

f) Guelph Innovation District – Joint University/College Campus Proposal

A \$60,000 investment is required to ignite development on innovation in Guelph Innovation District (GID). Once funded, this initiative will help to assess and demonstrate the viability of a new campus within the City of Guelph, the manner in which a new campus will benefit the overall community well being, and how a new campus will benefit the Provincial economic development, growth management, research and innovation, education and training policies, programs and agendas. This foundational initiative reflects multiple sphere of interests and will help to increase the local skills base and, by extension, support the City’s emerging agri-food, environmental, information technology and clear tech sectors.

Next Steps

Implementation of the Corporate Strategic Plan will require ongoing effort including the development of a communications strategy and the determination of actions required throughout the 2013-2016 time period. This work will be achieved with the collaborative engagement of employees. Results will be provided to Council for approval in September, 2012 along with recommended indicators, baselines and targets to track progress and success.

Element	Timeframe
Communications strategy	July, 2012
2013-2016 actions	September, 2012
Indicators, baselines, targets	September, 2012

CORPORATE STRATEGIC PLAN

This report supports all strategic directions in the Corporate Strategic Plan Framework.

FINANCIAL IMPLICATIONS

In the list of fifty 2012 initiatives there are six that require funding in 2012:

- Business Case Tools and Capacity Building
- Employee Engagement Survey Results Implementation
- Records and Information Management Program (EDRMS – Phase 1)
- Community Wellbeing Initiatives
- Economic Development Summit
- Guelph Innovation District – Joint University/College Campus Proposal

These six projects represent those identified collaboratively by the Executive Team that will trigger tangible action and results in relation to the directions of the new Corporate Strategic Plan.

It is important to note that that these initiatives include both new and ongoing efforts and that the funding of three of the efforts (Community Wellbeing Initiatives, Business Case Tools and Capacity Building and Records and Information Management) will be multi-year funding.

Taken together, the funding of these initiatives represents an expenditure that is recommended to be resourced from a reallocation of reserve funds as detailed in the report "2011 Operating Reserves Review and Reallocation" FIN-12-32.

	FOCUS AREAS						Total (2012-2014)
	Organizational Excellence	\$	Innovation in Local Government	\$	City Building	\$	
6 Strategic Initiatives	*Business Case Tools and Capacity Building 2012 – \$100,000 2013 –\$150,000	250K	*Records and Information Management Program (EDRMS – Phase 1)	200K	*Community Wellbeing Initiatives – Phase 2 2012 – \$204,400 2013 – \$137,800 2014 – \$97,800	440K	
	Employee Engagement Survey Results Implementation	50K			Economic Development Summit	100K	
					Guelph Innovation District – Joint University/College Campus Proposal	60K	
Total Reqmt (2012-2014)		\$300K		\$200K		\$600K	\$1.1M

*Multi-year funding strategy

DEPARTMENTAL CONSULTATION

Internal consultation included the Executive Team, Economic Development, Finance, Human Resources, Clerks, Community Engagement, Corporate Communications and Planning and Development.

COMMUNICATIONS

An Executive Team approved communications strategy will support Corporate Strategic Plan implementation efforts.

ATTACHMENTS

#1 – Proposed 2012 Strategic Initiatives

#2 – Project Scopes for 2012 Initiatives with Funding Requirements

Prepared By: Brenda Boisvert, Corporate Manager, Strategic Planning and Corporate Initiatives

Recommended By:

Ann Pappert, Chief Administrative Officer

2012 INITIATIVES	STRATEGIC FOCUS AREAS and STRATEGIC DIRECTIONS LINK						2012 STRATEGIC INITIATIVES				
							TO BE APPROVED BY COUNCIL				
	1. Organizational Excellence	SD	2. Innovation in Local Government	SD	3. City Building	SD	2012 Funding Requirement	Amount	Management/Administrative Work	Projects approved by Council	Projects being framed to determine future costs/approach

Business Case Tools and Capacity Building	X	1.3					X	250K total 2012 - \$100,000; 2013 - \$150,000				Exploration of an optimal approach to business case developed to support more informed decision making and delivering better public service.
Employee Engagement Survey Results Implementation	X	1.1					X	50K				A framework to support employee engagement and talent management efforts.
Records and Information Management Program (EDRMS - Phase 1)			X	2.1			X	\$200K				Creation of internal innovation pilot project team. Options include open government, technology framework, staff engagement, cluster strategy, e.g. agri-innovation, arts, culture, tourism, electronic document management system (records and information management program EDRMS - Phase 1).
Community Wellbeing Initiatives - Phase 2					X	3.3	X	\$440K 2012 - 204,400; 2013 - 137,800; 2014 - 97,800				Community Facing: A comprehensive community plan build on the Canadian Wellbeing Index to enhance services to citizens through engagement, service integration and innovation. Corporate Facing: Community Engagement Framework to guide the work of City staff and includes principles, implementation and monitoring tools
Economic Development Summit					X	3.3	X	100K				Opportunities for input, engagement and partnership building with respect to the local economy.
Guelph Innovation District Development Strategy						3.2	X	60K				In partnership with the Province of Ontario create a development strategy for the GID.

Direct Report Leadership Team and Executive Team Development	X	1.2							X			To elevate the skill sets of these leadership groups at the individual, group and inter group level.
Strategic Plan Implementation Planning 2013-16	X	1.3							X			Determination of strategic initiatives for the 2013-16 time period with employee input.
Organizational Roles & Expectations	X	1.3							X			Determination of strategic initiatives for the 2013-16 time period with employee input.
Performance Measurement and Tracking Scorecards	X	1.3							X			Introduction of annual performance/accountability reporting to City Council.
Integrated Performance Reporting Format	X	1.3							X			Consistent approach to annual departmental performance reporting.
Information Flow Systems	X	1.3							X			Alignment of knowledge, information and capacity building.
Corporate Calendar Coordination with Service Area Work Plans	X	1.3							X			To better manage and co-ordinate the presentation of information to Council.

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County/City Relationship			X	2.1					X			Undertake efforts to ensure good working relationships between the two governments.
Employee Round Tables			X	2.1					X			Meetings with employees to investigate opportunities for improvement across the corporation.

Emergency Management Preparedness	X	1.3							X			To elevate the organization's ability to respond to emergency situations.
Phase 2 Operational Review business Services	X	1.3	X	2.1					X			Joint operational review of Economic Development, Planning, Building & Engineering Services for the purpose of providing better delivery of services to the public and business community.
Information Technology Strategic Plan			X	2.1					X			A strategic plan focused on the Information Technology Services function within the corporation.
District Heating Proposal			X	2.1					X			The development of District Heating systems with a focus on serving the McDonnell and Woolwich area and Hanlon Creek Business Park.
South End Community Centre Business Plan			X	2.1					X			Participation in the model of 'Doing Business Differently' to explore shared funding arrangements and leveraging opportunities to acquire additional support and funding sources .
Framework for Doing Business Differently			X	2.1					X			Clarified framework to support ongoing efforts to deliver public service better.
Older Adult Strategy			X	2.2					X			A comprehensive and innovative strategy for Guelph to be "Age friendly" through proactively planning for the impact of an increasing older adult population on municipal services.
Guelph Community Investment Strategy			X	2.2					X			A strategy for the way the City funds and support non profit groups to achieve shared community goals.
Parks Model - use, role of neighbourhoods in place			X	2.2					X			An exploration of innovative recreational, cultural and educational programs to create parks as living community centres.
Guelph Municipal Holding company Strategic Plan			X	2.2					X			Guelph Municipal Holdings Inc. (GMHI) has been formed to provide the framework to identify and develop innovative and enterprise-based approaches to community services.

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2012 Service and Operational Reviews			X	2.2						X		To undertake Service and Operational reviews fulfilling a primary duty of Council. The goal is to determine whether services should be offered, if so, how best to offer them, at what level, and to evaluate whether they are offered in an effective and efficient manner.
Community energy Initiative			X	2.2						X		The Community Energy Initiative (CEI), approved by Council in 2007, sets out to reduce the City's energy and greenhouse gas emissions by 2031 by initiating actions in four areas: conservation/efficiency, distribution, generation and urban design. It also establishes the goal of positioning the City as a community leader in corporate energy strategy and implementation.
Service Review Framework			X	2.3						X		The number of services provided by the organization cannot be reviewed in a one year period with existing resources. It is necessary to select which services should be reviewed that will deliver the greatest benefit to the organization and community.
Land Ambulance Agreement			X	2.3						X		To ensure accountability and transparency of governance roles, an agreement is desired between the City and the County of Wellington.
Public Health Strategy			X	2.3						X		A strategy to positively reset the relationship with the Board of Health.
Community Improvement plans						X				X		Community has adopted CIPs for Brownfield remediation and Downtown redevelopment.
Baker Street Plan/Library Project						X				X		City-initiated land development in Downtown Guelph including library and public parking components.
Downtown Secondary Plan and Implementation						X				X		Incorporation of a Secondary Plan for the downtown into the Official Plan, providing a comprehensive vision, principles and policy framework to manage land use change in the downtown to the year 2031. Implementation of the Downtown Secondary Plan.
Official Plan						X				X		Completion of the Official Plan Update (OPA 48) "Envision Guelph".
Downtown Business Plan						X				X		Implementation strategy for Downtown Secondary Plan.
Local Immigration strategy						X				X		A partnership lead by a Council of community members and agencies to increase the social and economic inclusion of immigrants.

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Guelph Innovation District (GID) - Development Strategy					X	3.2				X		In partnership with the Province of Ontario create a development strategy for the GID.
Sustainable Neighbourhood Engagement Strategy					X	3.3				X		A strategy for supporting neighbourhood groups in a sustainable and effective way in the future. It articulates the way in which the City will fund and support these groups .

Leadership and Development Training for Council and Employees	X	1.1									X	In partnership with the Province of Ontario create a development strategy for the GID.
Decision Making Excellence - Accountability and Delegated Authority	X	1.1									X	Strengthening our stewardship and risk management; creating a framework for accountability.
Project Planning Framing and Management	X	1.3									X	Development and a more comprehensive approach to project management which emphasizes client involvement, representation and satisfaction.
Aligned Administrative Capacity and Efficiency	X	1.3									X	Optimization of the organization's capacity to undertake work. An assurance that limited resources are focused on established strategic and operational priorities.
Intergovernmental Service coordination	X	1.3									X	A strategy to better coordinate services and communications with other municipalities, provincial government and provincial crown agencies.
Intergovernmental Relations Focus			X	2.1							X	A strategy to build a positive relationship with the provincial government for purpose of advocacy and promotion of the City
Development Charges Background Study			X	2.2							X	Reframing and implementation of the background study.
Compliance Reporting			X	2.3							X	Introduction of community reporting concept. Making relevant, at the community level, the various services provided by the organization.
Financial Reporting and Communication Framework			X	2.3							X	A framework to support clarity of communications with respect to municipal financial information for both internal and external audiences.
Guelph Identity and Image					X	3.3					X	To set a strategy to build our reputation in Guelph with provincial partners and associations.
Canada 150th Anniversary					X	3.3					X	To co-ordinate a series of events in celebration of Canada's 150th anniversary with an emphasis on youth engagement.

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Social Media and Relationships Approach					X	3.3					X	A streamlined social media and relationships approach to capitalize on two-way communications and promotion related opportunities.

1. Business Case Tools and Capacity Building

Project Name:	Corporate Business Planning Framework	Number:	
Current Name Phase:	Proposal		
Project Manager:	Peter Cartwright	Telephone #:	2820
Division Functional Director:	N/A	Telephone #:	
Project Sponsor:	Colleen Bell	Telephone #:	2665

PROJECT DEFINITION

PROJECT PURPOSE:

The purpose of this initiative is to develop a Business Development Framework for the purpose of improving the planning, analysis, implementation and monitoring of new capital and operating related initiatives within the Corporation of the City of Guelph. It should be noted that the Framework will consider mechanisms to determine which initiatives need to be processed through the full Framework and those that can be fast tracked.

CRITICAL SUCCESS FACTORS:

In order for the Framework to be successfully implemented it will require the endorsement and support of various management groups within the City of Guelph, including but not limited to:

1. The Direct Report Leadership Team (DRLT);
2. The Executive Team (ET), and
3. Guelph City Council (GCC).

The success of the Framework will also depend on the level of Corporate support that will be provided with respect to:

1. Corporate training to develop and analyze business plans and cases. This may also include the need to train staff on the use of specialized software programs relating to the financial, fiscal and economic impact elements of business planning.
2. Staff transition to a new way of doing business. This may include the need to develop communication programs, seminars, etc.
3. Resourcing the Framework, including the possible establishment of centralized business development support, software programs, etc.

PROJECT GOALS:

As previously stated the purpose of this initiative is to improve the planning, analysis, implementation and monitoring of new capital and operating projects. The projected goals will be to:

1. Improve collaboration and coordination between municipal service areas and where appropriate external stakeholders.
2. Improve the scoping and assessment of initiatives for funding purposes.
3. Improve the implementation of municipal plans and programs through better business planning.
4. Improve efficiencies between service areas
5. Improve the use of resources.

PROJECT STRATEGY:

This initiative will be developed and implemented as follows:

1. Preparation of a draft Business Development Framework by Business Development Subcommittee (BDSC) of the DRLT. This Committee has representatives from each of the Corporation's four main

- service areas.
2. Presentation of the draft Framework by the BDSC to the DRLT for its endorsement and approval to present to the ET. Where required revisions to the draft will be made by the BDSC.
 3. Presentation of the draft Framework by the BDSC to the DRLT for its endorsement and approval to present to the ET. Where required revisions to the draft will be made by the BDSC.
 4. Presentation of the final Framework by the BDSC to GCC for its endorsement and approval.
 5. Implementation and staff roll out of the Framework (subject to GCC’s approval). It is anticipated the implementation will be phased as follows:
 - a) The short term (Year 1) roll out will include the development of Business Cases for four pilot projects (the potential redevelopment of Baker Street, the development of additional downtown parking facilities, the implementation of a Corporate Property Energy Efficiency program, and the development of the South-End Recreational Facility). It is anticipated the preparation of the required business cases for these pilots will be managed by staff and developed by external consultants. The review and approval of the business cases will be as per the recommended Framework process. The pilot projects appear to meet both the immediate needs of the community and Council. They will also serve to test the Framework process as well as to provide hands-on training for select staff.
 - b) It is anticipated that the medium term (Year 2) will include continued staff training, the provision of additional resources (software, potential staffing requirements, etc).

PROJECT PRODUCT DEFINITION:
END PRODUCTS:
1. The final product Corporation of the City of Guelph’s endorsement, approval and implementation (including resourcing) of a Corporate Business Framework.
KEY INTERIM PRODUCTS:
1. The interim products will include drafts of the Corporate Business Framework for review, input and endorsement by the Direct Report Leadership Team and Executive Team

PROJECT SCOPE:	
Project Scope Is (Includes):	Project Scope Is Not (Does Not Include):

<p>1. The proposed Framework address:</p> <ul style="list-style-type: none">a) The project scoping and pre-qualification criteria required to identify which initiatives should be subject to the Framework and which will not;b) A business case template for use in the planning, analysis, implementation and monitoring of initiatives;c) A business development evaluation and approval process; andd) An implementation plan which will address the logistical phasing, resource, budget, training and corporate communications requirements for the Framework.	<p>1. The proposed Framework will not address:</p> <ul style="list-style-type: none">a) The development of specialized software;b) An assessment of the Corporation's current resources
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2. Employee Engagement Survey Results Implementation

Project Name:	Employee Engagement Survey Results Implementation	Number:	
Current Name Phase:			
Project Manager:	Aidan Prince and Kerry Pletch	Telephone #:	2682, 2658
Division Functional Director:	N/A	Telephone #:	
Project Sponsor:	Mark Amorosi	Telephone #:	2281

PROJECT DEFINITION

PROJECT PURPOSE:
<p><i>What is employee engagement?</i></p> <p>There are countless definitions of engagement by various firms however the following from the Conference Board of Canada is offered:</p> <p><i>“Employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or coworkers that, in turn, influences him/her to apply additional discretionary effort to his/her work.”</i></p> <p><i>Why do we need to implement the employee engagement survey?</i></p> <ul style="list-style-type: none"> • Recognized top employers have engaged employees. As a standard practice they conduct surveys every 12-18 months to measure engagement and focus prioritized human resources work on maintaining it. • The 2007 Strategic Plan identified the objective “to be recognized as a top employer in the community” and the revised Strategic Plan renews this focus. • Recognition as a top employer comes from external sources such as published lists (e.g. 50 Best Employers In Canada, Canada’s Top 100 Employers) which helps us to attract top talent. • Recognition however must also (and perhaps more importantly) come from our current employees. With this, they will put forth discretionary effort, remain with the organization and by word of mouth help us attract top talent. • Top talent is necessary for us to deliver the best public service; particularly in our current environment of constant change and challenges. Our pending labour force shortage will have us competing for this talent as never before within and outside the public sector. • Our last “employee satisfaction” survey was done in 2006, with many actions taken based on its results. • Many projects have been completed from the People Practices, resulting in a developing infrastructure of employee focused programs, helping us to become more comparable to other employers. • Despite this progress, our statistics show negative trends with engagement indicators such as employee turnover, absenteeism and external recruitment times. As well, anecdotally we seem to be experiencing challenges with employee morale in areas of the organization.

PROJECT GOALS:

- An employee engagement survey will establish a baseline for measurement and provide greater focus for our developing human resources practices and work for leaders at the team level.
- It will provide the data we need to more effectively plan and deliver work to improve employee engagement report on our progress and meet the objective/mission to be recognized as a top employer externally and internally.
- Implementation is critical for the survey investment to be realized.

CRITICAL SUCCESS FACTORS:

Required from the Executive Team

- Endorsement of project and implementation initiatives, acknowledgement and understanding of its purpose and scope
- Acceptance of and further defining of critical roles
- Approval of resources required: people, financial, systems

Required from Employees

- Completion of survey (goal = 70% participation)
- Participation in action planning and implementation

PROJECT STRATEGY:

What	When
Project planning	December/January
Selection of survey vendor	February/March
Development of survey and implementation process	March/April
Employee communication	April – ongoing through process
Survey implementation	June
Data tabulation and analysis	July/August
Results reporting	September
Action planning	October/November
Action implementation	November - ongoing

PROJECT BENEFITS:

A highly engaged work force provides an organization with:

- lower turnover
- higher productivity
- lower absenteeism
- lower costs
- greater customer satisfaction; and
- easier and less recruitment.

PRODUCT DEFINITION

END PRODUCTS:

- Organization-wide employee engagement results
- Organization-wide senior leadership engagement results
- Service Area specific employee engagement results
- Departmental specific employee engagement results (where 10+ completed surveys are submitted)
- Access for 12 months to an online database with COG engagement data with ability to look at demographic data and employee engagement

Depending on the final implementation process and approach the follow are also possible:

- Physical work environment improvements – e.g. staff lounge, work spaces, equipment
- Tools/resources/technology – adding or replacing where trends show employees indicate they do not have these adequately in place to be effective
- Corporate culture training
- Corporate wide advisory group facilitation
- Existing practices/systems audits
- Targeted coaching services for leaders
- Team action planning facilitation
- Team development training and support

KEY INTERIM PRODUCTS:

- Detailed Project Plan
- Communications Plan

PROJECT SCOPE

PROJECT SCOPE IS (INCLUDES):	PROJECT SCOPE IS NOT (DOES NOT INCLUDE):
Providing an opportunity for all full-time and regular part-time employees to complete survey. Assessment and implementation of results.	Surveying volunteers, casual part-time employees, seasonal employees, contract employees or temps.

3. Records and Information Management Program (EDRMS – Phase 1)

Project Name:	Records and Information Management Program (EDRMS – Phase 1)	Number:	
Current Name Phase:			
Project Manager:	Blair Labelle	Telephone #:	2232
Division Functional Director:	N/A	Telephone #:	
Project Sponsor:	Mark Amorosi	Telephone #:	2281

PROJECT DEFINITION

PROJECT PURPOSE:
<p>To develop, implement and administer an effective organization-wide Records and Information Management (RIM) program. Currently, there is no central, standardized classification structure or system to manage corporate information in either physical or electronic form. The first phase of this project will involve a detailed and comprehensive assessment of the corporate records inventory and current records management practices. This review will provide the information necessary to develop a terms of reference for a RIM strategy which will then be used to implement a corporate RIM program. Phase 1 of the Records and Information Management Program will require the retainer of a two year, temporary full-time position within the City Clerk's Department.</p> <p>A RIM program develops a corporate memory, which is essential to the sharing and exchange of information within an organization. In general, the core objective of a RIM program is to generate efficiencies by facilitating quick and reliable access to information. A RIM program supports work flow management and reduces the unnecessary duplication of information. It also decreases liabilities with respect to the storage and destruction of records and is crucial to risk management and business continuity planning. A RIM program also includes policies and procedures to ensure that historically significant and valuable records are preserved in perpetuity.</p> <p>One of the key goals for the City of Guelph RIM program will be to ensure that records are not only managed in compliance with statutory requirements but also in relation to industry best practices. This will include the eventual implementation of an Electronic Document and Records Management System (EDRMS) designed to support user-based access and control of corporate information. A fully sustainable and supported RIM program is essential to the successful implementation of an EDRMS.</p> <p>Current best practices and trends favour organizations that are able to fluidly exchange, control and manage information. A RIM program will significantly strengthen the City's ability to share information across the corporation and better support and engage staff, stakeholders and the public.</p>

PROJECT GOALS:
<p>The goal of this project is to collect information with respect to current records management practices and to generate a corporate records inventory. This assessment review will be used to build a terms of reference for the development of a RIM strategy which will then be used to implement a corporate RIM program. The review is necessary to ensure that the City's future records management structure is not only adherent to the legislative requirements but also is developed as a 'Guelph-specific' model which can be more easily implemented and managed. A corporate records inventory contains Metadata information with respect to existing records which will be reconciled with The Ontario Municipal Records Management System (TOMRMS) to build a classification system for the City. The RIM strategy will include (but may not be limited to) a roadmap for the implementation of the following:</p> <ul style="list-style-type: none"> • Electronic Document and Records Management System (EDRMS)

- Records Classification System
- Records Retention Policies
- Records and Information Purge Program
- Historical Records Preservation Plan
- Training and Development Plan
- Forms Management Inventory and Procedure
- Records Disaster Response/Recovery Plan

CRITICAL SUCCESS FACTORS:

The critical success factors for this project are:

- The organization-wide assessment of records inventories and practices will require staff involvement and participation. As a result, a consultation and engagement plan will be a central component of the project plan.
- An education and awareness component will need to be included as part of the assessment review process to ensure that participants are fully aware of the intent and purpose of the project.
- The availability of existing information regarding departmental records inventories and practices is currently unknown. As a result, a quick initial targeted scan of each service area may be required to determine where more of a detailed assessment review must occur.

PROJECT STRATEGY:

Phase 1 of the Records and Information Management Program will require the retainer of a two year, temporary full-time position within the City Clerk’s Department. Under the direction of the City Clerk, this individual will lead the RIM project to achieve the objectives noted herein. A detailed project plan will be developed to further define parameters. The project plan will include specific tasks to scope out the various meetings with service level/departmental groups in relation to gathering the required information. Regular reports to the City Clerk (project sponsor) will be provided and the Executive Team and Council will be updated and informed when necessary.

PROJECT BENEFITS:

This project will create the necessary framework with which a corporate RIM program can be implemented. The information collected in the first phase of this project is crucial to the formulation of a sustainable RIM program. It is important that the development of a plan focus on what can be most easily implemented and supported. The following are some key benefits of a corporate RIM program:

- Quick and easy access to information
- Creates a corporate memory which can be easily conveyed and referenced
- Improves customer service and supports key goals for public/stakeholder engagement (ie. Open Government)
- Reduces potential for redundant/duplicate information
- Decreases liability with respect to collection/destruction of information
- Ensures compliance with legislative requirements
- Preserves historically significant and valuable information
- Bolsters risk management/business continuity planning

PRODUCT DEFINITION

END PRODUCTS:

The end products associated with this project are:

1. An inventory of Metadata as it relates to City records. This will include a preferred approach to the development of a standardized corporate records classification system.
2. A collection of current records and information management practices. This will include an assessment of practices as they relate to physical records as well as electronic information.
3. A terms of reference for a City of Guelph RIM strategy (based on the above assessment reviews)

KEY INTERIM PRODUCTS:

None. The records inventory and collection of current records practices will be available prior to the RIM strategy terms of reference.

PROJECT SCOPE (FOR PHASE 1)

PROJECT SCOPE IS (INCLUDES):	PROJECT SCOPE IS NOT (DOES NOT INCLUDE):
Corporate records inventory	
Collection of current records management practices	
Terms of reference for RIM strategy	

4. Community Wellbeing Initiatives – Phase 2

Project Name:	Community Wellbeing Initiatives – Phase 2	Number:	
Current Name Phase:			
Project Manager:	Barbara Powell	Telephone #:	2675
Division Functional Director:	N/A	Telephone #:	
Project Sponsor:	Colleen Bell	Telephone #:	2665

PROJECT DEFINITION

PROJECT PURPOSE:
<p>The City has partnered with the community on the development of a Community Energy Plan, Prosperity 2020, an Economic Development Plan, but lacks a comparable plan in the realm of social/health. Issues in the social/health realm are becoming increasingly complex and inter-connected.</p> <p>The well-being of a community, also known as quality of life, is defined by social, economic and environmental factors. It starts with the essentials - food, shelter and healthcare. It is shaped by our work-life balance, how we care for each other and how we respect the planet. Wellbeing means being safe, healthy, and feeling connected to the people and places around you. It's about the quality of our neighbourhoods, parks and the natural environment. It means being able to express ourselves fully and participate in the activities that we love. It's also about the health of our communities and relationships.</p> <p>The Community Wellbeing Plan will be built through significant community engagement rooted in local values, grounded in community experience, and shaped by technical expertise. The process will allow the community to learn about and contribute to the decisions that affect their lives. Civic engagement will also be a means to inspire the community to take action and define a common vision, goals and strategies for the future. This will support the City to partner effectively with others to contribute to community wellbeing commensurate with its role and resources.</p>

PROJECT GOALS:
<p>Citizens are at the centre of the CWI - how to engage them, how to serve them better and how to improve their wellbeing. The anticipated outcomes are:</p> <ul style="list-style-type: none"> • Improve our community's wellbeing in future years; • Encourage more interaction and sharing of ideas between community members and government to solve local issues; • Empower the private and community benefits sectors to join the public sector to take action and participate in local solutions; • Improve government's understanding of the community's values, needs and desires for the future; • Encourage innovative approaches to delivering local services centred on partnerships with public, private and community benefit sectors.

CRITICAL SUCCESS FACTORS:
<ol style="list-style-type: none"> 1) Deeper community engagement that attracts individuals and groups who do not typically participate in traditional processes to gain a wider range of opinions and broaden partnerships; 2) Stronger commitment from stakeholders to assume responsibility and accountability for achievement of their part of the plan; 3) Rigorous monitoring and evaluation to measure progress and take corrective action as required; 4) Managing expectations, resources and focus on strategic actions that can have significant impact and are achievable in a reasonable timeframe; and

6) A strong change management process to support City staff in the implementation of the new community engagement framework.

PROJECT STRATEGY:

The project has both community based and internal corporate components that will be implemented over three phases.

Phase 1: (2011)

Development of CWI work plan and a corporate community engagement framework.
Research paper on best practices.

Phase 2: (2012)

Community Initiative: The project is being led by the Guelph Wellbeing Leadership Group, a cross sector group of community leaders. They are acting as ambassadors and brokers to engage the community in the project and develop the Wellbeing action plan with the community. The action plan will be influenced by the following inputs:

- a) a 12,000 household survey based on the Canadian Index of Wellbeing developed with the University of Waterloo
- b) a public engagement process: on line and in person conversations with individuals and small group at the neighbourhood and ward level, seminar with Don Lenihan on public engagement and a public symposium
- c) community indicator report using existing community data from public health and Statistics Canada
- d) Collation of themes from previous community consultations on related projects. 1st draft of plan for December 2012 identifying actions and priorities

Corporate Initiative:

Forty key informant interviews will be conducted across the corporation to develop an environmental scan of existing community engagement practices, challenges and opportunities.

A Best Practice review of community engagement will be conducted to develop a new corporate framework. Council endorsement of the new Community Engagement Framework scheduled for December 2012

Phase 3 (2013-2014)

Community Initiative:

Development of implementation plan for the community plan including monitoring and evaluation framework;
Implementation, adjustment and progress reporting; and
Review of governance structure to support work.

Corporate Initiative:

Development of a new community engagement guidebook, tools and training for staff to support implementation.

PROJECT BENEFITS:

- A Community Wellbeing Plan that complements the City’s Corporate Strategic Plan and Official Plan;
- An engaged community working to achieve the vision of the Community Wellbeing Plan;
- A stronger relationship between the City and the community developed through a new civic engagement model;
- City and community service coordination delivered in an efficient and effective manner;
- A tool for proactive advocacy with the provincial and federal governments; and
- New collaborative partnerships to achieve positive results through innovation.

PRODUCT DEFINITION

END PRODUCTS:

- A Guelph Wellbeing Plan built by the community with a robust evaluation plan to measure ongoing progress;
- A tested collaboration model that can be used to facilitate community solutions for local challenges; and
- A corporate community engagement framework that will improve longer term engagement with the community.

KEY INTERIM PRODUCTS:

- Best practice review on the development of community wellbeing plans and civic engagement frameworks;
- Introductory educational sessions with Don Lenihan on new approaches for public engagement;
- A new public engagement process and report on results;
- Random household survey based on Canadian Index of Wellbeing research;
- Community Indicator Report describing wellbeing components at the local level;
- Collation of results from other community consultations for complementary projects being leveraged in this initiative;
- Reports, tools posted to worktogether.ca, a collaboration site hosted by University of Guelph;
- Monitoring and evaluation framework for future Community Indicator reports; and
- Progress Reports to Council.

PROJECT SCOPE

PROJECT SCOPE IS (INCLUDES):	PROJECT SCOPE IS NOT (DOES NOT INCLUDE):
Engagement of public, private sector, community benefit sectors operating in Guelph	Engagement of public, private sector, community benefit sectors operating outside of Guelph
Development of the Guelph Wellbeing Plan	Implementation of new initiatives arising from the development of the Guelph Wellbeing Plan
New corporate civic engagement framework	
Tested collaboration model for future initiatives	

5. Economic Development Summit

Project Name:	Economic Development Summit	Number:	
Current Name Phase:	Planning		
Project Manager:		Telephone #:	
Division Functional Director:	Colleen Bell	Telephone #:	2665
Project Sponsor:	Mayor Farbridge/Council	Telephone #:	

PROJECT DEFINITION

CORPORATE PROJECT PURPOSE:

The purpose of the project is to plan and execute an economic development summit that showcases the attractiveness of this City for new businesses, innovation and economic partnerships between the private sector, public sector and the academic community.

CRITICAL SUCCESS FACTORS:

- Sufficient resourcing and advance marketing campaign to maximize participation at the summit;
- Strong networking to traditional business community and new entrepreneurs to encourage participation;
- Strong public support from Council and other community champions for this summit;
- Ability to attract speakers who are recognized as dynamic leaders in the economic development sector; and
- Positive media coverage.

PROJECT GOALS:

- Catalyze greater momentum for the Prosperity 2020 initiative;
- Introduce new ideas, trends and perspectives that could influence future economic development planning in Guelph;
- Showcase Guelph as a business friendly community and specific initiatives such as the Downtown - Revitalization Project and the Guelph Innovation District;
- Identify new initiatives to attract business to Guelph; and
- Encourage greater participation from traditional business community and new stakeholders for new initiatives.

PROJECT STRATEGY :

- Strong social media and marketing strategy to build community/media interest and support for the summit;
- Regional outreach program to a variety of business networks to maximize attendance;
- Design a summit program that supports a variety of activities; introduction of new ideas, interactive forums that encourage attendee participation, opportunities to develop “calls to action”, exhibit forum to showcase businesses;
- Build a roster of speakers who are recognized for their strong contributions in the economic development sector; and
- Build a “post summit” follow-up to continue to build momentum.

PROJECT PRODUCT DEFINITION

END PRODUCTS:

- Economic development summit for local and regional businesses;
- Identification of potential initiatives;
- Forums for ongoing dialogue about new initiatives through social media and workgroups.

KEY INTERIM PRODUCTS:

- Summit strategy
- Marketing and social media campaign
- Summit implementation plan

PROJECT SCOPE	
Project Scope Is (Includes):	Project Scope Is Not (Does Not Include):
Marketing/social media campaign to support the summit	Implementation plans for new initiatives arising from the summit
Outreach program to encourage participation	Follow up meetings post summit
Program implementation Plan	
Execution of the Economic Development Summit	
Post summit evaluation	

6. Guelph Innovation District – Joint University/College Campus Proposal

Project Name:	Guelph Innovation District – Joint University/College Campus Proposal	Number:	
Current Name Phase:	Business Case Strategy & Development		
Project Manager:	Peter Cartwright	Telephone #:	2820
Division Functional Director:	N/A	Telephone #:	
Project Sponsor:	Ann Pappert	Telephone #:	2220

PROJECT DEFINITION

PROJECT PURPOSE:

Prosperity 2020, the City of Guelph's Economic Development and Tourism Strategic Directions Plan has identified the need for a new College Campus within the City of Guelph for the purpose of further supporting the city's emerging agri-food, environmental, information technology and clean tech sectors. Similar recommendations were made in the Strategic Plan for the Guelph Agri-Innovation Cluster which was jointly commissioned in 2010 by the City of Guelph and the University of Guelph.

A new campus also appears to be consistent with the York District Land Use Plan policies that are currently being development by the City of Guelph as well as the Adaptive Redevelopment Study for the Guelph Correctional Facility which is currently being developed by the Province of Ontario.

Conestoga College has made its interest known to the Province of Ontario that it is interested in developing a campus at the former Guelph Correctional Facility site. The College and the University of Guelph are currently collaborating on a proposal to jointly develop and operate this campus. The intent of this campus is to compliment the research and development activities conducted by the University of Guelph with the applied technologies and training programs provided by Conestoga College.

The City of Guelph, Conestoga College and the University of Guelph have agreed to share costs and resources to develop a business case which will provide further evidence for the need of this campus and its viability, and to develop a strategy for its presentation to the Province of Ontario. Both the business case and the strategy will consider how the proposed campus will address the community's varied needs as well as how it will help implement the Province's general education, training, economic development and growth agendas, and specifically how it may assist with the redevelopment of the Province's land holdings within the York District.

It has been agreed by the City, College and University that the City will act as the project manager on this initiative.

CRITICAL SUCCESS FACTORS:

In order for this proposal to be successfully it is anticipated that it will require at various stages the endorsement, support and cooperation of the following:

1. The City of Guelph (Executive Team & Council)
2. The University of Guelph (Administration and Board of Governors)
3. Conestoga College (Administration and Board of Directors)
4. Local Stakeholders (Business Community, Chamber of Commerce, Public Groups and Organizations)
5. Province of Ontario (Ministry of Training, Colleges and University, Infrastructure Ontario, Ontario Realty Corporation, Ministry of Research and Innovation, Ministry of Agriculture, Food and Rural Affairs, Cabinet)

PROJECT GOALS:

The primary goals of this initiative are to:

1. Assess and demonstrate:
 - a) The viability for a new campus within the City of Guelph
 - b) The manner in which a new campus will benefit the community well being for the City of Guelph.
 - c) The manner in which a new campus will benefit the Province's economic development, growth management, research and innovation, education and training policies, programs and agendas.
2. Consider alternate financing models for the development and operation of a new campus. This may include an assessment of possible private/public sector partnerships.

PROJECT STRATEGY:

It is anticipated that this initiative will be phased as follows:

1. Collect and assess background information which may strategically direct the manner in which the business case will be developed and positioned to the Province of Ontario. This work will be conducted by the firm Strategy Corp, which has expertise in strategically positioning initiatives within the Province.
2. Strategy Corp, the City, University and College will jointly develop the scope of the business case and a strategy for its presentation to the Province.
3. The City, University and College will jointly oversee the preparation and presentation of the business case to the Province. As previously stated, it is anticipated that the business case will require the support of a number of Provincial bodies, such as the Ministry of Training, Colleges and Universities (re: the charter for the new campus), Infrastructure Ontario (re: the use of Provincial property with the York District), Ministry of Research and Innovation (re: alignment with its agenda), Ministry of Agriculture, Food and Rural Affairs (re: alignment with its agenda), and the approval of Cabinet (overall approval of the proposal).

PROJECT PRODUCT DEFINITION

END PRODUCTS:

1. A strategy which will address:
 - a. the scope of the business case
 - b. the presentation of the business case
2. A business case for presentation to the Province of Ontario and others (as identified)

KEY INTERIM PRODUCTS:

1. Scoping report from Strategy Corp which will highlight provincial opportunities and programs which may help define the scope of the business case and the positioning strategy.
2. Draft positioning strategy.
3. Draft business case
4. Final strategy and business case

PROJECT SCOPE

Project Scope Is (Includes):	Project Scope Is Not (Does Not Include):
a. Assembly and assessment of relevant background material	a. Commitments at this time from any party with respect to providing funding assistance or other resources that may be required in the
b. Preparation and assessment strategy options.	

<ul style="list-style-type: none">c. Development and implementation of a positioning strategyd. Creation and presentation of a business case to the appropriate organizations.	physical development of the campus
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