

**- ADDENDUM -**

**Corporate Administration, Finance & Enterprise Committee  
Council Chambers**

**- November 12, 2012 -**

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**CAFE-44 2013-2016 CORPORATE STRATEGIC PLAN (CSP) WORK PLAN  
AND 2013 RESOURCE REQUIREMENTS**

Presentation:

- Ann Pappert CAO

THAT Council approve, in principle, the "Corporate Strategic Plan (CSP) Work Plan 2013-2016" as outlined in the November 12, 2012 report CAO-S-12-2 and as described in Appendix A of the report;

AND THAT the financial resources required to implement the 2013 CSP Strategic Initiatives as detailed in Appendix B of CAFE report CAO-S-1202 be referred to the 2013 budget process, for Council consideration.

# **Corporate Strategic Plan (CSP) Work Plan 2013-2016 and 2013 Resource Requirements**

CAFE Committee

Report Overview Presentation

November 12, 2012

# Report Recommendations

- THAT Council approve, in principle, the “Corporate Strategic Plan (CSP) Work Plan 2013-2016” as outlined in the November 12, 2012 CAFE report CAO-S-1202 and as described in Appendix A of the report; and
- THAT the financial resources required to implement the 2013 CSP Strategic Initiatives as detailed in Appendix B of CAFE report CAO-S-1202 be referred to the 2013 budget process, for Council consideration.

# CSP Work Plan 2013-2016 Overview

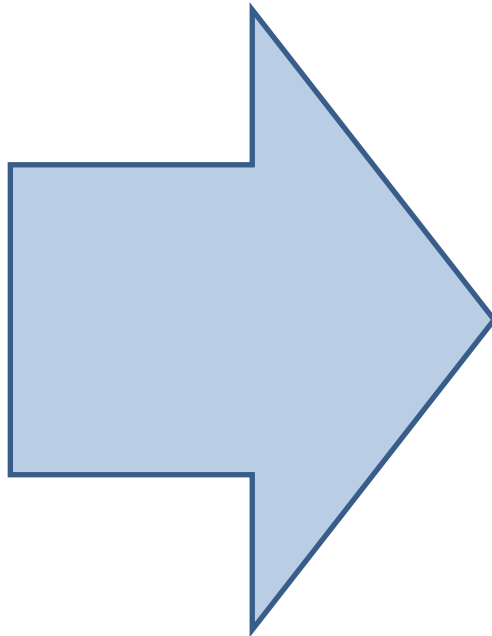
- Builds on the Strategic Initiatives approved by Council on June 25, 2012
- Includes paced 'strategic initiatives' and 'strategic action phases' (*interconnected, linked to KPIs*)
- 2013: Five new strategic initiatives
- 2014: Two new strategic initiatives
- Capital requirements included in 10 year capital budget
- Operating requirements identified for 2013 and estimated for 2014-2016.

# Initiative Evaluation Process

1. 'First Things First' approach
2. Focus on Key Performance Indicators
3. Meeting our Challenges and Business Imperatives

# 1. 'First Things First' Approach

***Corporate Technology  
Strategy Implementation  
supports:***



-Phase 2 Operational Review of Business Services i.e. Geographic Information Systems

-Community Energy Initiative i.e. aligned financial and reporting software

-Open Government i.e. Information and data management platforms

-Corporate Performance Management Tracking i.e. information and data management platforms




-City Business Case Development – Baker Street, South End Community Centre, Corporate Energy Initiative i.e. aligned financial, analysis and data software

-Electronic Records Management i.e. information and data management platforms

# 2. Focusing on Key Performance Indicators

ORGANIZATIONAL EXCELLENCE
Employee Engagement
Creative Capability
Effective Work Processes

## Sample 2013 Initiatives

-  → Employee Engagement Action Plans
-  → Leadership Development Program
-  → Corporate Technology Strategic Plan







CITY BUILDING
Quality of Life
Safety
Economic Vitality
Engagement and Communications

## Sample 2013 Initiatives

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-  → Community Wellbeing/  
Community Engagement Framework;  
Intergovernmental Strategy

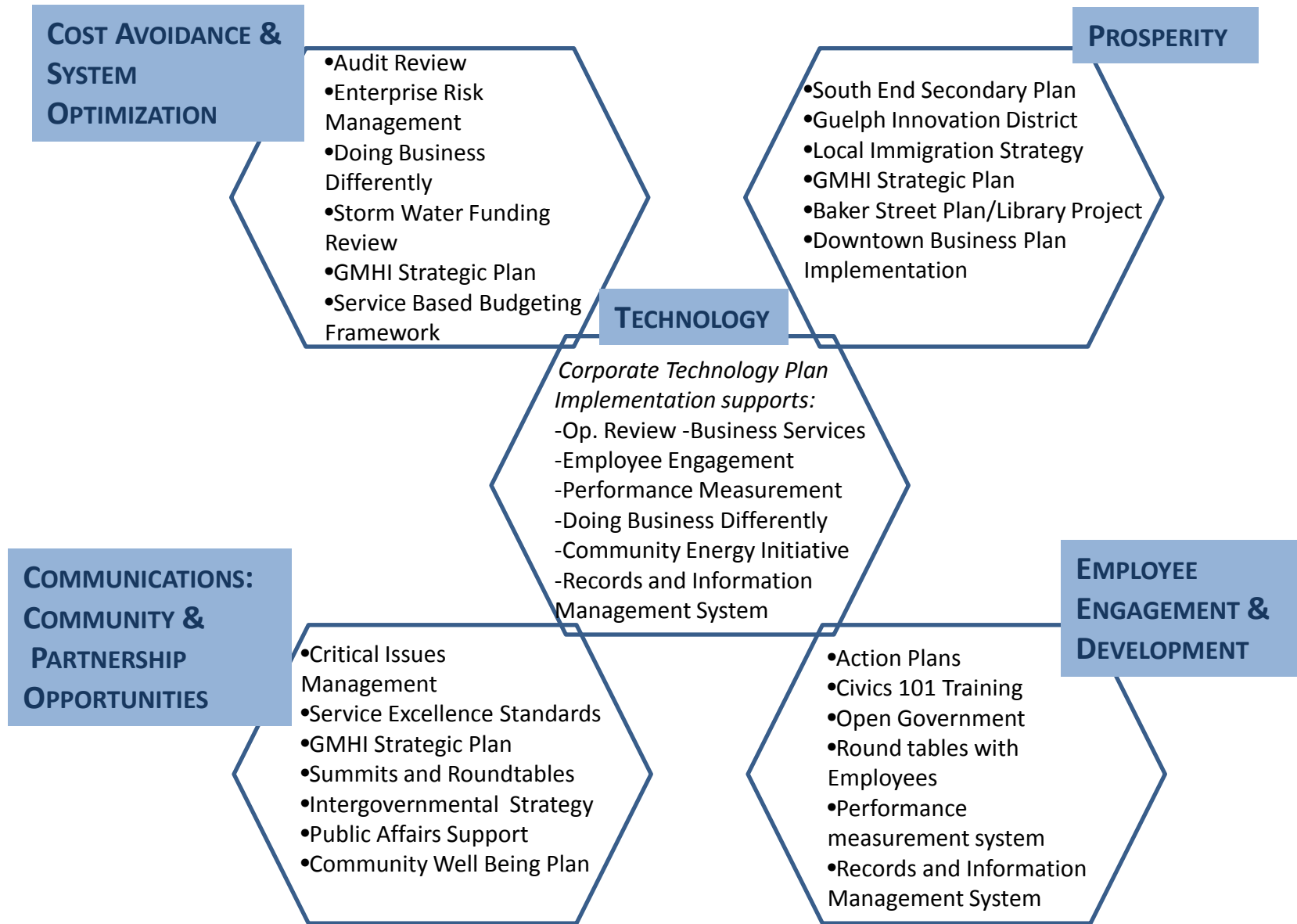
INNOVATION IN LOCAL GOVERNMENT
Innovation Recognition
Enterprise Agility
Service Satisfaction
Service Affordability
Value Audit Focus
Performance and Results

## Sample 2013 Initiatives

-  → Employee Roundtables
-  → Innovation Pilot Project – Open Government
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-  → Audit Review Framework
-  → Audit Review Framework

Note: All 2013 recommended CSP strategic initiatives can be found in Appendix A.

# 3. Meeting our Challenges and Business Imperatives



Note: All 2013 recommended CSP strategic initiatives can be found in Appendix A.



# Adjusting Pace

- Citizen First Service Strategy Framing
- Corporate Reputation and Branding Strategy
- Project Management Program
- Civic and Local Engagement Summit
- Knowledge Management Plan/Information Management Strategy
- Parks Model
- Social Media Relationships Approach
- Organizational Roles and Expectations
- Decision Making Excellence
- Integrated Annual Reporting
- Performance Measurement Tracking Scorecards
- Compliance Reporting
- Canada 150th Anniversary Planning
- Succession Plan

# 2013 Resource Requirements

Specific to 2013, the CSP resource requirements are as follows:

2013 Base	2013 One Time	2013 Operating Total	Capital Costs
\$1,193,400.00	\$205,000.00	\$1,398,400.00*	\$9,662,800.00

\*2014-2016 estimated operating costs are included in Appendix B.

# Next Steps

Element	Timeframe
Inclusion of CSP resource requirements for consideration at the 2013 Operating Budget Workshop	November 6, 2012 <i>(completed)</i>
Council consideration of CSP resource option referral request (if granted by CAFE Committee)	November 26, 2012
Detailed Six Month CSP Implementation Progress Report to Governance Committee	February 11, 2013

# COMMITTEE REPORT



TO **Corporate Administration, Finance and Enterprise  
(CAFE) Committee**

SERVICE AREA Corporate Administration  
DATE November 12, 2012

**SUBJECT 2013-2016 Corporate Strategic Plan (CSP) Work Plan  
and 2013 Resource Requirements**

REPORT NUMBER CAO-S-1202

## SUMMARY

### **Purpose of Report:**

To provide the staff recommended 2013-2016 Corporate Strategic Plan (CSP) Work Plan including 2013 and future year funding requirements for Council consideration.

The 2013–2016 CSP Work Plan builds on the 2012 strategic initiatives approved by Council at its meeting of June 25, 2012. By the end of 2012, six of the original 2012 strategic initiatives identified in the June 25, 2012 CSP will be complete and the remainder will be addressed throughout the 2013-2016 time period.

This Work Plan was developed using a collaborative approach and was reviewed by the Executive Team to ensure viability in terms of pace, capacity and resourcing, subject to budget deliberations. With respect to pace, the Executive Team slowed more than a dozen initiatives, originally planned to begin in 2013 to now begin in 2014. Ongoing review of this living document will require a further evaluation of the 2014-2016 Work Plan.

The recommended 2013 CSP initiatives and strategic action phase work has been assessed to ensure the leveraging of resources between initiatives and the inter-connections between projects. Further, the Work Plan has been assessed against the CSP Key Performance Indicators (KPI's) with a focus on addressing the 'red' scorecard measurements as presented to Council in October. Further KPIs are being developed and refined to help monitor and measure outputs and outcomes.

Finally, the 2013 Work Plan was assessed by grouping the work into five interconnected bundles – a) cost avoidance & system optimization, b) prosperity, c) communications: community & partnership opportunities, d) employee engagement & development, and e) technology.

Taken together, the recommended 2013 CSP work will positively impact the

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municipality's competitive advantage, help secure needed resources and more effectively market the advantages of Guelph as a place of business and residency. The suggested work is interconnected, interdependent and addresses performance gaps identified by the CSP key performance indicators.

**Committee Action:** To review and approve in principle, the CSP Work Plan 2013-2016 (Appendix A) and to refer this report to Council with a recommendation to refer the specific resource requirements identified for 2013 (Appendix B) to the 2013 budget process.

## **RECOMMENDATION**

THAT Council approve, in principle, the "Corporate Strategic Plan (CSP) Work Plan 2013-2016" as outlined in the November 12, 2012 CAFE report CAO-S-1202 and as described in Appendix A of the report; and

THAT the financial resources required to implement the 2013 CSP Strategic Initiatives as detailed in Appendix B of CAFE report CAO-S-1202 be referred to the 2013 budget process, for Council consideration.

## **BACKGROUND**

On June 25<sup>th</sup>, Council approved the "Corporate Strategic Plan Framework" report and the "Implementing the Strategic Plan: 2012 Funding Requirements for Six Initiatives" report. Staff committed to presenting a multiyear Corporate Strategic Plan 2013-2016 Work Plan in the Fall of 2012.

A Strategic Plan reserve fund was established to provide resources for the 2012 strategic initiatives, acknowledging that some of the phased work for these 2012 projects would carry over into 2013.

Throughout the Summer and into the Fall, the Direct Report Leadership Team (DRLT) through its Subcommittee on Strategic Planning worked collaboratively with the Executive Team to prepare the CSP 2013-2016 Work Plan as presented and recommended in this report.

At the 2013 Operating Budget workshop held on September 17, 2012, Council asked staff to ensure that the pace of delivering the work of the CSP 2013-2106 was achievable and would be clearly distinguished for Council as part of the 2013 budget process.

Pace refers to the speed of execution and is dependent upon resource availability and capacity of the organization to undertake the work.

Council also asked to see how initiatives (projects) were connected to each other (interdependencies) and how resources would be leveraged to achieve multiple strategic directions at one time.

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## REPORT

The recommended Corporate Strategic Plan 2013-2016 Work Plan is provided as Appendix A of this report.

It is designed to provide Council with a five year projection of management's recommended strategic initiatives to achieve Council's Corporate Strategic Plan. The Work Plan includes specific operating and capital resource requirements for the year 2013 and estimated resource requirements for work beginning in 2014 and flowing into 2015/16.

The CSP 2013-2016 Work Plan as per Appendix A presents the:

- status of the original 50 CSP strategic initiatives;
- adds 7 strategic initiatives; and
- exhibits multi-year "action phases" related to the original strategic initiatives.

With regard to the status of the original 50 CSP strategic initiatives, six (6) will be complete by the end of 2012. Further, these will be the subject of a progress report coming forward in Q1 2013.

Additional strategic initiatives are recommended by staff and are slated to begin in 2013-2014. Of these seven (7) additional strategic initiatives, four (4) are actually 'new' initiatives whereas three (3) are 'existing' projects found within Service Area work plans that, upon review, are now highlighted as part of the CSP, due to both their alignment with strategic directions and their transformational impacts.

The additional strategic initiatives are as follows:

### 2013:

1. Enterprise Risk Management Implementation - new
2. Storm Water Funding Review - existing
3. Audit Review Framework Implementation - new
4. Service Based Budgeting Framework - new
5. South End Secondary Plan (Clair/Maltby area) - existing

### 2014:

6. City WiFi Business Case (Joint Wireless Design Review) - existing
7. Talent Management Plan - new

## **Evaluation Process – Priorities, Pace, Leveraging Resources and 'Connecting the Dots'**

Staff has reviewed and prioritized all respective strategic initiatives, identified inter-dependencies between the projects and determined which combination of projects should proceed on a 'first things first' principle.

With regard to pace, ET further aligned and combined projects that best leverage results in multiple strategic focus areas (Organizational Excellence, Innovation in

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Local Government, City Building) in order to 'triple leverage' the investment of resources. Examples of these projects are outlined later in this report.

ET further reviewed the "pace" of delivering on the CSP strategic initiatives within the current capacity of the organization. Critical to this thinking is the need to ensure there is the capacity to achieve very practical "first things first" initiatives.

Finally, ET reviewed the prioritization of strategic initiatives to respond to the most pressing Corporate Strategic Plan Key Performance Indicators (KPI's) recently approved by Council.

As a result of their review, several strategic initiatives were added and a number were paused until 2014. If capacity is created in the organization during 2013, ET will revisit the 2014 list and report back to Council with any changes.

**Three streams** were considered as part of the evaluation process in determining the pace, priorities and opportunities to leverage and connect initiatives in order to achieve value for investment. These are described under the next three headings:

### **1. First Things First Approach**

Taking a "first things first" approach in selecting CSP initiatives, first in the 2012, and now the 2013-2016 work plan, launched a series of phased strategic initiatives (projects) that firmly establish a solid foundation upon which the organization can move forward on meeting our challenges by focusing on three Council approved Focus Areas, namely:

1. Organizational Excellence;
2. Innovation in Local Government; and
3. City Building.

In many cases, the successful completion of one project leverages the future success of another.

For example, the completion of the **Corporate Technology Strategy** (IT Strategy) in 2012 is critical to the City's success in:

- a) improving program and service delivery systems (Focus Area 2 Innovation in Local Government)
- b) responding in 'real time' to the complex issues and decisions of local government and sharing this information with our citizens (Focus Area 3 City Building)
- c) meeting increased demand for the communication of information and providing full context – the "whole picture" for Council decision making (Focus Area 1 Organizational Excellence)
- d) sharing knowledge and finding new ways to undertake meaningful engagement to encourage public participation and trust (Focus Area 3 City Building)

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As the success of public service delivery is dependent on a range of interconnected business technology systems, the 2013-2016 implementation of the Corporate Technology Strategy leverages success of a number of projects.

Examples of projects leveraging the benefits of the Corporate Technology Strategy:

- Joint Operational Review (phase 2) i.e. Geographic Information Systems (GIS)
- Community Energy Initiative i.e. aligned financial and reporting software
- Open Government i.e. information and data management platforms
- Corporate Performance Management Tracking i.e. information and data management platforms
- City Business Case Development – Baker Street, South End Community Centre, Corporate Energy Initiative i.e. aligned financial, analysis and data software
- Electronic Records Management i.e. information and data management platforms

Another example is the completion of the **Employee Engagement Survey** in 2012. The results of the survey are critical to the City's success in:

- a) being a streamlined, agile and recognized top employer (Focus Area 1 Organizational Excellence)
- b) having a resilient, safe, connected and whole city (Focus Area 3 City building)
- c) ensuring our employees and community share knowledge and find new ways to undertake meaningful engagement practices that encourage public participation and trust (Focus Area 3 City Building)
- d) improving program and service delivery (Focus Area 2 Innovation in Local Government)

To be successful here, a "first things first" approach required the City to undertake an Employee Engagement Survey to establish a baseline of relevant information related to our staff engagement and to put in motion (in 2013) staff generated action plans that remove obstacles and create opportunities for increased staff participation with the community.

Examples of projects leveraging the benefits of the Employee Engagement Survey include:

- Employee Roundtables
- Records/Information Management
- Open Government
- Community Engagement Program
- Service Excellence Standards – Customer Service

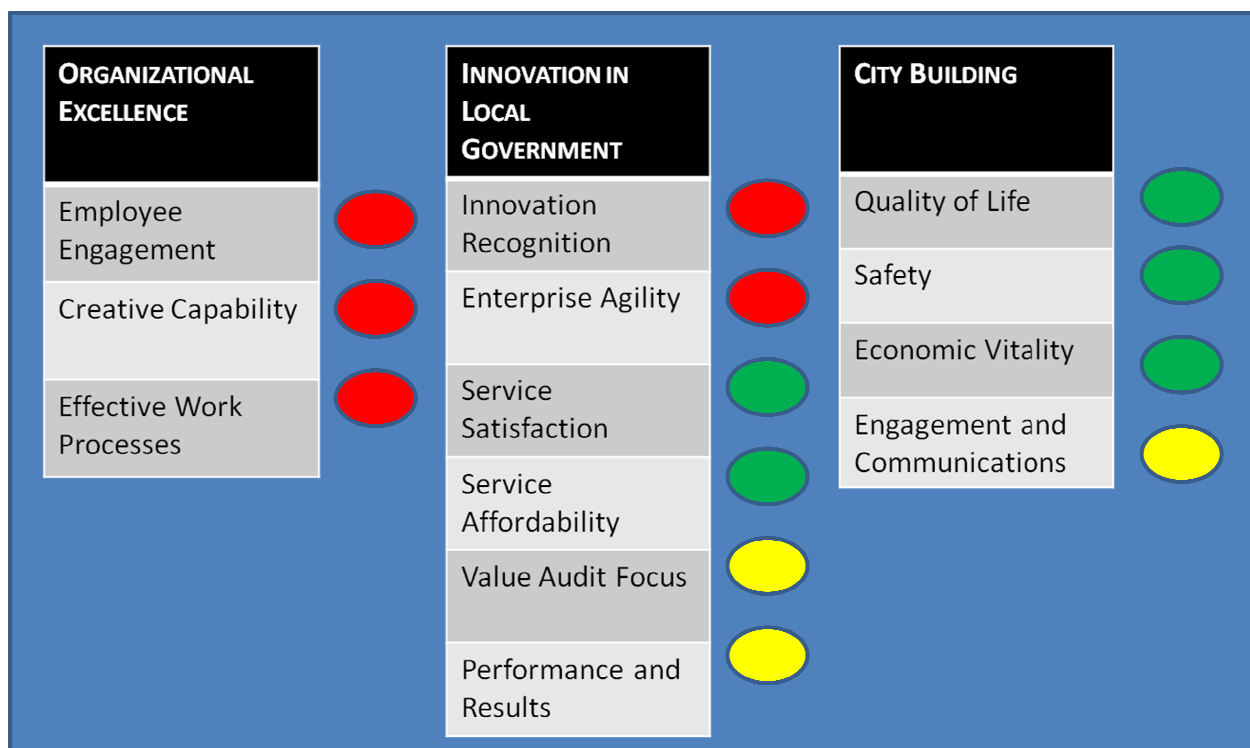


Similarly, implementation of the Service Excellence standards supports enhanced levels of employee engagement; and as a final example, Open Government initiatives strengthen intergovernmental relations and support staff response to critical issues.

## 2. Focusing on Key Performance Indicators

Further, as a complementary lens to the 'first things first' approach attention was paid to ensuring that the CSP Key Performance Indicators (KPI's) approved in October, 2012 were considered in deciding what projects should move forward in 2013.

Some of the indicators show as 'red' or 'yellow' which suggests a performance gap to be acted upon for improvement to occur.



For each of the KPIs, a CSP initiative or strategic action can be linked.

For example:

- the Employee Engagement Action Plan links to the Employee Engagement KPI;
- implementation of the Corporate Technology Strategic Plan links to the Effective Work Processes KPI;
- Audit Review Framework has a direct influence on the Performance and Results KPI.

Work will continue throughout 2013 and beyond to both refine the KPIs currently approved and/or develop other measures to assist in monitoring and assessing the level of success achieved in the project outputs and outcomes.

### 3. Meeting our Challenges and Business Imperatives

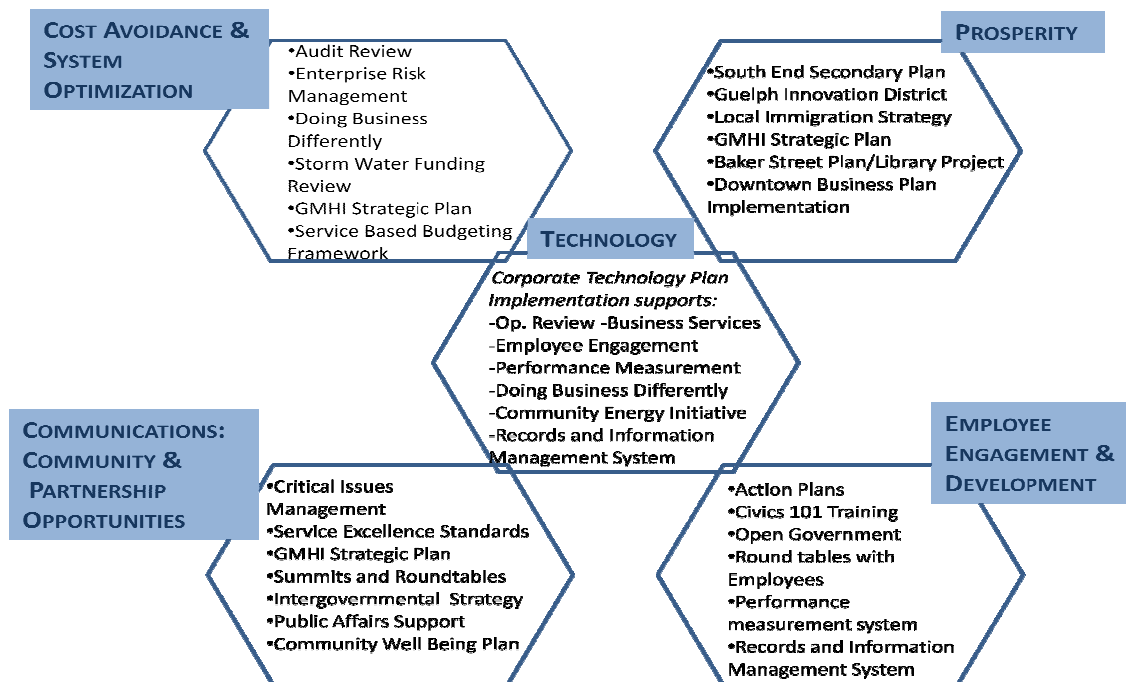
Another way of viewing the leveraging of resources and the connection between CSP initiatives is to display how projects align to the original challenges of the CSP.

As the third stream considered within the evaluation process, the Corporate Strategic Plan Framework outlined a series of business imperatives required to address identified challenges for Guelph. Those four challenges were identified as:

1. Economic
2. Growth & Diversity
3. Information – Knowledge Exchange
4. Speed & Pace of Change

To demonstrate how progress will be made on addressing all four challenges, the work plan can be grouped into five inter-connected bundles of work aligned to prioritize and build results in 2013 related to:

- Cost Avoidance & System Optimization
- Prosperity
- Communications: Community & Partnership Opportunities
- Employee Engagement & Development
- Technology



*Note: All 2013 recommended CSP strategic initiatives can be found in Appendix A.*

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Through this lens, the CSP Work Plan 2013-2016 seeks outcomes that will:

- create enhanced competitive advantage for Guelph;
- secure partnerships that source additional resources; and
- more effectively market the advantages and image of Guelph as a place for investment in business and an attractive home for residents.

### **Summary: Adjusting Pace of CSP 2013-2016 Work Plan**

Taking into account these three pillars for evaluating priorities, leveraging of resources, the interconnection between projects and the desire to address pressing challenges impacting on our community, stakeholders, employees and Council, a final review of 'pace' was undertaken in October 2012.

Executive Team adjusted the CSP 2013- 2016 Work Plan to reflect the following pausing of items originally scheduled to begin in 2013. These initiatives are now planned to begin in 2014.

- Citizen First Service Strategy Framing
- Corporate Reputation and Branding Strategy
- Project Management Program
- Civic and Local Engagement Summit
- Knowledge Management Plan/Information Management Strategy
- Parks Model
- Social Media Relationships Approach
- Organizational Roles and Expectations
- Decision Making Excellence
- Integrated Annual Reporting
- Performance Measurement Tracking Scorecards
- Compliance Reporting
- Canada 150th Anniversary Planning
- Succession Plan

### **Next Steps**

<b>Element</b>	<b>Timeframe</b>
Inclusion of CSP resource requirements for consideration at the 2013 Operating Budget Workshop	November 6, 2012 ( <i>completed</i> )
Council consideration of CSP resource option referral request (if granted by CAFE Committee)	November 26, 2012
Detailed Six Month CSP Implementation Progress Report to Governance Committee	February 11, 2013

### **CORPORATE STRATEGIC PLAN**

This effort supports advancement on all the strategic directions approved by Council at its meeting of June 25, 2012.

It serves to demonstrate the ongoing commitment to administrative excellence and accountability for results.

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## **FINANCIAL IMPLICATIONS**

Appendix B of this report details all the required 2013 base operating increases, all 2013 'one time' operating costs and all capital costs required to implement the CSP Work Plan. Of note, the capital requirements of this plan have been presented to Council as part of the 10 year capital budget.

Specific to 2013, the CSP resource requirements are as follows:

<b>2013 Base</b>	<b>2013 One Time</b>	<b>2013 Operating Total</b>	<b>Capital Costs</b>
\$1,193,400.00	\$205,000.00	\$1,398,400.00	\$9,662,800.00

Appendix B also displays the ongoing estimated costs of the CSP Work Plan for years 2014, 2015 and 2016.

It is anticipated that as the work of the CSP progresses, further opportunities to secure partnerships and develop more innovative resource solutions will become apparent.

The CSP Work Plan for 2013-2016 is a living document, it is subject to continual review and progress will be reported to Council every six months. Future year financial and operating requirements will continue to be refined as initiatives develop over time and management will continue to monitor the pace of activity and investment.

The future year estimates will be subject to annual review by staff and Council throughout the regular budget process.

## **DEPARTMENTAL CONSULTATION**

The Executive Team and CSP Direct Report Leadership Team members for the Strategic Planning and Budget Subcommittees were consulted in the development of this report content.

Members of the Finance team also effectively supported creation of this report content.

## **COMMUNICATIONS**

Progress reporting on achievements related to the strategic initiatives will take place every six months to Council and the community.

## **ATTACHMENTS**

Appendix A – Recommended CSP Work Plan Pace

Appendix B – CSP Work Plan: 2013 Resource Requirements

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**Appendix A - Recommended CSP Work Plan Pace** (\*=multi year project; new strategic initiatives shaded and bolded)

Reference Number	CSP	Strategic Initiative	Strategic Initiative Action Phases	Complete in 2012	Ongoing in 2013	Paused to 2014	New in 2013	New in 2014	New in 2015	New in 2016
1	1.1	*Leadership and Development Training Council and Employees	Training/Dev Program: Assess /Design initiatives		•					
			<b>Orientation: Civics 101 Training and Tools</b>				•			
			<b>Leadership Development Program</b>					•		
			Succession Plan						•	
2	1.1	*Employee Engagement	Complete Engagement Survey, share results, begin action planning	•						
			<b>Employee Engagement Action Plan</b>				•			
			Employee Round Tables		•					
			<b>Employee Engagement Survey (2014)</b>						•	
3	1.1	<b>Talent Management Plan</b>	<b>Talent Management Framework</b>					•		
4	1.1	<b>Enterprise Risk Management</b>	Recommend a ERM Model /Methodology	•						
			Implement ERM throughout the city				•			
5	1.1	Decision Making Excellence - Accountability and Delegated Authority Framework/Matrix	Project framing			•				
6	1.2	Direct Report Leadership Team and Executive Team Development - Roles, Delegated Authorities	Accountabilities, scope, decision making agreements		•					
7	1.3	Performance Measurement and Tracking Scorecards	Complete CSP measurements	•						
			Report every 6 months		•					
			Performance Measurement tracking scorecards				•			
8	1.3	*Phase 2 Operational Review Business Services	Final Report with recommendations completed	•						
			<b>Implementation of recommendations to start mid 2012</b>		•					
9	1.3	Organizational Roles and Expectations	Accountability matrices Council/Community/Executive Team (ET)			•				
			Accountability matrices ET/Direct Report Leadership Team (DRLT)							
			Accountability matrices ET/Subcommittees of DRLT							
10	1.3	*Intergovernmental Relations Focus	Project Framing, SWOT analysis, critical issues mgmt, audit of relationships		•					
			<b>Intergovernmental Strategy</b>					•		
11	1.3	*Information Flow Systems	Assess - Secure Tech Tools for alignment of knowledge and information - service/corporate (phased)	•						
			Critical Issues Management Corporate System		•					
			Critical Issues Training		•					
			<b>Knowledge Management Plan (Information Management Strategy links to IT Strategy also)</b>						•	
12	1.3	Integrated Annual Report (Service Area) Performance Reporting Format	Performance Measurement System/integrated reporting framework		•					
			Integrated Annual Performance Reporting implementation				•			
13	1.3	Aligned Administrative Capacity and Efficiency	Undertake Stop/Start/Pause - all outstanding work/projects ensuring alignment to CSP		•					
			Define how to quantify "organizational capacity" - volume & skills approach		•					
			Establishment of Corporate Work plans		•					

**Appendix A - Recommended CSP Work Plan Pace** (\*=multi year project; new strategic initiatives shaded and bolded)

Reference Number	CSP	Strategic Initiative	Strategic Initiative Action Phases	Complete in 2012	Ongoing in 2013	Paused to 2014	New in 2013	New in 2014	New in 2015	New in 2016
14	1.3	Strategic Plan Implementation Planning 2013-2016	Identification of Strategic Initiatives 2013-16; Council consideration	•						
15	1.3	*Business Case Tools and Capacity Building	Determine common approach to business case development		•					
			Secure tools and deliver training		•					
16	1.3	Emergency Management Preparedness	Update all Business Continuity plans		•					
			Add systems to ensure ongoing currency		•					
			Add evaluation of staff competency to execute		•					
			Evaluate effectiveness of current EOCG structure		•					
17	1.3	*Project Planning, Framing and Management	Lessons Learned debriefing on major projects completed		•					
			<b>Project Management Program</b>				•			
18	1.3	Corporate Calendar Coordination with Service Area Work Plans	Introduce Corporate Calendar - Agenda Forecast tool & mechanism to ensure accuracy	•						
			Coordination with Service Area Work plans		•					
19	2.1	*County/City Relationship	Undertake efforts to ensure good working relationships between the two governments		•					
20	2.1	*Corporate Information Technology Strategic Plan	Completion of Strategy	•						
			<b>IT Strategic Plan implementation - Business Analysts</b>				•			
			<b>IT Strategic Plan implementation - Corporate Applications Analysts</b>					•		
21	2.1	*Innovative Pilot Project Teams	Innovation pilot project scoping		•					
			<b>Pilot Projects (open government)</b>				•			
22	2.1	District Heating Proposal	Pursue OPA approval for combined heat and power plants		•					
			Dev Business Plan for growth & governance of local thermal energy		•					
23	2.1	*Framework for Doing Business Differently	Best practice review - business development		•					
24	2.1	*Records and Information Management Program (EDRMS - Phase 1)	Continuation of work to support implementation of a records and information management program		•					
25	2.1	South End Community Centre Business Plan	Business case development		•					
26	2.2	Guelph Community Investment Strategy	Phase 1 framework approved in April 2012 and Phase 2 implementation plan to Council in Sept.	•						
27	2.2	*Community Energy Initiative	Develop next level governance and oversight strategy in cooperation with the Mayor's Task Force on Community Energy. Activity focus on local renewable and clean energy generation, community level engagement programs and advocacy/networking with stakeholders and other levels of government. Develop a long term, risk management-based corporate energy strategy and implementation		•					
			<b>Facility Optimization Coordinator</b>				•			
			<b>Facility Energy Auditing</b>				•			
			<b>Continuous Facility Commissioning</b>				•			
28	2.2	*Citizen First Service Strategy (Service Excellence Strategy)	Standards implementation				•			
			<b>Framing of Citizen First Service Strategy</b>					•		

## Appendix A - Recommended CSP Work Plan Pace (\*=multi year project; new strategic initiatives shaded and bolded)

Reference Number	CSP	Strategic Initiative	Strategic Initiative Action Phases	Complete in 2012	Ongoing in 2013	Paused to 2014	New in 2013	New in 2014	New in 2015	New in 2016
			<b>Service Excellence Strategy Monitoring Tools</b>				•			
29	2.2	Older Adult Strategy	Strategy completed in 2012		•					
30	2.2	2012-2013 Service and Operational Reviews Project	To undertake a number of Service and Operational Reviews as approved by Council (2012-2013)	•						
31	2.2	<b>Storm Water Funding Review</b>	Recommend terms of reference for study to Council for approval; issue request for proposals for consultant assignment; hire consultant and commence study.				•			
32	2.2	*Development Charges Background Study	Reframe and implement the background study including an independent peer review team		•					
33	2.2	Guelph Municipal Holding Company Strategic Plan	Develop a Strategic Plan, at the board level, that defines the overall strategy	•						
34	2.2	*Parks Model - use, role of neighbourhoods in place	Identify management and administrative approaches and resource			•				
35	2.3	Land Ambulance Agreement	To negotiate an acceptable agreement that achieves the desired goals		•					
36	2.3	Public Health Strategy	Strategy completed in 2012 Report To Council in January 2013	•	•					
37	2.3	<b>*Audit Review Framework</b>	Introduce an Audit Review Model/Methodology Implementation of the Audit System	•			•			
38	2.3	Financial Reporting and Communication Framework	Scoping of framework elements; determination of next steps		•					
39	2.3	<b>*Service Based Budgeting Framework</b>	Scoping of framework elements; determination of next steps				•			
40	2.3	Compliance Reporting	Project framing complete for launch in 2013			•				
41	3.1	*Downtown Secondary Plan (Managing Ontario Municipal Board Appeals to OPA 43).	April 2012 – Approval of the Downtown Secondary Plan (Official Plan Amendment 43) Implementing the Downtown Secondary Plan and other Downtown Renewal strategies and act as a guide to the City’s annual and long-term budgeting processes	•	•					
42	3.1	Official Plan Update	May 2012 - Council to decide on adoption of the Official Plan Update	•						
43	3.1	<b>*South End Secondary Plan</b>	Initiation of work to support this significant community plan.				•			
44	3.1	*Community Improvement Plan Downtown Guelph CIP	Downtown CIP Amendment No. 1 approved. Financial support for investment programs approved. Amendments for Brownfield CIP under development for 2012. Grant award recommendations ongoing.		•					
45	3.1	*Baker Street Plan/Library Project	Land assembly ongoing. Project review, including delivery and finance options to be presented to Council in 2012		•					
46	3.2	*Local Immigration Strategy - Implementation	Application for a web portal submitted; 7 action teams complete their work plans and results reflected in the project evaluation		•					
47	3.2	*Guelph Innovation District (GID) - Completion of Secondary Plan	Ongoing project work		•					
48	3.2	*Downtown Business Plan DSP Implementation	Data and metrics development to be scoped and baselines developed in 2012		•					
49	3.2	Joint University/College Campus Business Case	Finalize the business case and present it to the Province of Ontario		•					
50	3.2	*Guelph Innovation District (GID) - Development Strategy	Continuation of work to create a development strategy for the GID		•					



**Appendix A - Recommended CSP Work Plan Pace** (\*=multi year project; new strategic initiatives shaded and bolded)

Reference Number	CSP	Strategic Initiative	Strategic Initiative Action Phases	Complete in 2012	Ongoing in 2013	Paused to 2014	New in 2013	New in 2014	New in 2015	New in 2016
51	3.2	<b>City WiFi Business Case (Joint Wireless Design Review)</b>	Continuation of work on this tax neutral initiative to create an enterprise wide radio network and modernize the current Automatic Vehicle locational system					•		
52	3.3	*Sustainable Neighbourhood Engagement Strategy	Neighbourhood Support Coalition Steering Committee convened. Executive Director hired. Incorporation as a non profit – fall 2012	•						
53	3.3	*Community Wellbeing Plan (Phases 1-4)	House hold survey and community profile in Sept; draft community plan and priorities - 2012; CE framework to Council -2012		•					
54	3.3	*Guelph Identity and Image	Project framing <b>Corporate Reputation and Branding Strategy</b>		•			•		
55	3.3	*Summits and Roundtables	Economic Urban Design <b>Civic /Local Government Engagement</b>		•		•	•		
56	3.3	Social Media and Relationships Approach	Project framing			•				
57	3.3	*Canada 150th Anniversary	Detailed project plan outlining community celebrations and possible legacy projects will be developed in 2012			•				

**CSP Work Plan Summary**

50 strategic initiatives in 2012

6 complete in 2012 = 44

5 initiatives in 2013 + 2 initiatives in 2014= 51

**Appendix B - CSP Work Plan: 2013 Resource Requirements (\* Estimates)**

CSP WP Reference #	CSP Item	Operating							Capital (currently in Capital forecast)			
		2013 Base	2013 One Time	SI Reserve	Budget Category	2014**	2015*	2016*	2013	2014	2015	2016
1	Orientation: Civics 101 Training and Tools		\$ 10,000.00		Expansion							
1	CSP Training		\$ 45,000.00		Expansion							
2	Employee Engagement Action Plan			\$ 50,000.00								
2	Employee Engagement Survey					\$ 60,000.00						
8	Operational Review of Business Services - Phase 2	\$ 75,000.00			Expansion							
10	Senior Policy Advisor - Intergovernmental Strategy	\$ 120,000.00			Expansion							
11	Issues Management Training		\$ 50,000.00									
11	Critical Issues Management Coordinator	\$ 85,000.00			Growth							
20	IT Strategic Plan Implementation - 2 Business Analysts; 2 Corporate Applications Analysts	\$ 244,200.00			Growth							
		\$ 244,200.00			Expansion				\$ 998,000.00	\$ 865,100.00	\$ 999,000.00	
21	Pilot Projects - Open Government		\$ 100,000.00		Expansion							
23	Framework for Doing Business Differently			\$ 150,000.00								
24	Records and Information Management Program (EDRMS Phase 1)			\$ 100,000.00		\$ 100,000.00						
25	South End Community Centre Business Plan								\$ 500,000.00			
27	CEI- Facility Optimization Coordinator	\$ 80,000.00			Expansion				\$ 1,249,300.00	\$ 985,600.00	\$ 1,085,500.00	
27	CEI - Facility Energy Auditing	\$ 75,000.00			Expansion							
27	CEI - Continuous Facility Commissioning	\$ 50,000.00			Expansion							
31	Storm Water Funding Review											
32	Development Charges Background Study								\$ 130,000.00			
37	Audit Framework Implementation	\$ 100,000.00			Expansion							
43	South End Secondary Plan								\$ 300,000.00	\$ 350,000.00	\$ 244,700.00	
44	Community Improvement Plan Downtown Guelph CIP								\$ 1,750,000.00	\$ 1,750,000.00	\$ 1,750,000.00	\$ 1,000,000.00
45	Baker Street Plan/Library Project								\$3,700,000.00	\$1,400,000		
49	Joint University /College Campus Business Case			\$ 60,000.00					\$ 37,300.00	\$ 46,400.00		\$ 66,100.00

51	City Wifi Business Case (Joint Wireless Review)								\$ 998,200.00			
53	Community Wellbeing Plan			\$ 137,800.00		\$ 97,800.00						
54	Public Affairs Support	\$ 120,000.00			Base Budget							
55	Summits and Roundtables			\$ 30,000.00	Subject to approval							
	<b>Totals</b>	\$ 1,193,400.00	\$ 205,000.00	\$ 527,800.00		\$ 257,800.00	\$ -		\$ 9,662,800.00	\$ 5,397,100.00	\$ 4,079,200.00	\$ 1,066,100.00

\* Estimates

\*\*\$197,800 of the 2014 estimated Operating total is already provided for through the Strategic Initiative Reserve.