

**DATE**                      **February 22, 2012 – 5:30 – 7:30 p.m.**

**LOCATION:**                **Cutten Fields, Dormie Room**

Please turn off or place on non-audible all cell phones, PDAs, Blackberrys and pagers during the meeting.

## **Special Council Meeting Corporate Strategic Plan Workshop – Part 1**

- **Disclosure of Pecuniary Interest**

1. **Welcome** – *Brenda Boisvert*

- Agenda Overview
- Meeting Objectives

2. **Opening Remarks** – *Mayor Farbridge*

3. **Introduction to Draft Critical Issues and Business Imperatives** – *Ann Pappert*

4. **Small Group Exercise** – *Brenda Boisvert*

- Validation of Draft Critical Issues and Business Imperatives

5. **Setting the Stage: Corporate Strategic Plan Effort in Context** – *Ann Pappert*

- Whole systems thinking
- Delivering public service better
- Bold culture change

6. **Plenary Discussion** – *Brenda Boisvert*

- Exploring key questions:
  - How bold are you prepared to be with the Corporate Strategic Plan content? Should the plan be 'transformational' in nature?
  - Can we activate positive change through the Corporate Strategic Plan without addressing how we think and work together? What is required in this respect?

7. **Next Steps**– *Ann Pappert*

## **ADJOURNMENT**

## Draft Critical Issues and Business Imperatives

<b>I. CRITICAL ISSUES</b>
<b><i>Planning and Growth</i></b>
<ul style="list-style-type: none"> <li>• Urban Growth – ensuring sustainable design</li> <li>• Quality of Life – sustaining quality of life over the long term</li> <li>• Infrastructure renewal</li> <li>• Youth Involvement in future planning</li> </ul>
<b><i>Economy</i></b>
<ul style="list-style-type: none"> <li>• Local and global economic uncertainty</li> <li>• Long term fiscal capacity of the City/flexibility/restrictions</li> <li>• Provincial/Federal budget plans</li> <li>• Business attraction and employee retention – location, costs, and image</li> <li>• Relationships, partnerships and collaboration for valued results</li> </ul>
<b><i>Social</i></b>
<ul style="list-style-type: none"> <li>• Citizen engagement and listening tools</li> <li>• Building confidence in local government</li> <li>• Celebrating Guelph</li> <li>• Communication flow and social media</li> <li>• Future of Government – significant role change</li> <li>• Speed of change and government response</li> </ul>
<b><i>Organization and Technology</i></b>
<ul style="list-style-type: none"> <li>• Public sector employee practices, satisfaction and recruitment</li> <li>• Organizational capacity – skills, tools and training</li> <li>• Comprehensive City Planning – capacity for complexity and interdependencies</li> <li>• Distribution and access to public services and programs</li> <li>• Technological advances and efficiencies</li> <li>• Resource allocation and alignments</li> <li>• Effective decision making</li> </ul>

***What is the current operating environment? What are the critical issues?***

An environmental scan provides information on current and emerging influencing factors from a number of perspectives including but not limited to political, environmental, social, technological, economic and legislative. Extracted from the more comprehensive scan started in 2011, the new draft mission statements and ongoing staff observations and discussions, some of the key factors currently facing Guelph are listed here for further consideration and comments.

<b>II. BUSINESS IMPERATIVES – ‘We must...’</b>
<b><i>Leadership/Stewardship</i></b>
✓ Lead in the best interests of being a complete, mature, urban city
✓ Assert Guelph’s interests in positive intergovernmental relationships
✓ Ensure strategic clarification, focus and results oriented organization
✓ Advance excellence in decision making – identify impacts and balance both short and long term objectives
✓ Advance municipal Council and administrative leadership excellence – training and support
✓ Invest in leadership succession planning
✓ Focus on risk management and the determination of boundaries and limits
<b><i>Sustainable Financial Planning and Alternative Financial Resource</i></b>
✓ Address global competitiveness among cities – what distinguishes Guelph positively is chosen
✓ Be open to ideas and pilot new solutions – citizens, business and stakeholders
✓ Create an environment to innovate/generate products & services and retain local businesses
✓ Bolster business decision making excellence
✓ Align and streamline networks and resources to advance opportunities and generate valued results
<b><i>Service &amp; Fairness</i></b>
✓ Ensure excellence in Citizen Services - become flexible, streamlined, tech enabled, agile, responsive and relevant
✓ Provide value for money – ensure what we do and how we do it are relevant to achieving expected outcomes
✓ Enlist principle-based decision making – address income inequity, neighbourhood specific quality of life focus

***From Issues to Action...***

If the critical issues are correct, what are the business imperatives or ‘winning conditions for success’ moving forward? What do we need to do to be successful? Once confirmed, these business imperatives will be the foundation from which strategic directions are established.

<b><i>Empowerment &amp; Accountability (internal/external)</i></b>
✓ Be accountable (commitment, empowerment, delegated authority, mechanisms and reporting)
✓ Be able to respond rapidly to change and opportunities – be open, agile and secure gains
✓ Ensure constant meaningful and relevant engagement to find solutions
✓ Plan for a diversification of interests to be involved in decision making
<b><i>Strong Communications &amp; Transparency</i></b>
✓ Respond to complexity with clarity and purposeful and proactive determination of information flows, responses, roles, issue management
✓ Enlist effective communication tools and social media to provide correct narratives
✓ Ensure IT systems and a working environment that easily cascades knowledge, information, learning and focus
✓ Build public confidence in local government by listening and creating opportunities for meaningful engagement that is leveraged
<b><i>Accomplishment, Measurement and Reporting</i></b>
✓ Integrate measurement, reporting and feedback loops to ensure excellence
✓ Move beyond working in only 'win/lose' scenarios
✓ Engage in knowledge sharing and transparency
<b><i>Talent Management and Employee Engagement</i></b>
✓ Leverage momentum and strength based skills
✓ Understand what drives community value
✓ Evaluate and assess performance and efforts
<b><i>Continuous Improvement – Organizational Capacity, Alignment and Resourcing</i></b>
✓ Build the capacity to deal with complexity - foster whole systems thinking
✓ Continuously evaluate policies, systems, processes
✓ Integrate existing success based functions and skills



# Whole Systems Thinking

...a way of understanding that emphasizes the relationships among a system's parts, rather than the parts themselves.

## Why is it important?

It can help design smart, enduring solutions to problems. In its simplest sense, systems thinking provides a more accurate picture of reality, so that you can understand a system's parameters well in order to achieve results. It also encourages thinking about problems and solutions with an eye toward the long view—for example, how might a particular solution you're considering play out over the long run? And what unintended consequences might it have?

## A New Set of Tools

The field of systems thinking has generated a broad array of tools that let you (1) graphically depict your understanding of a particular system's structure and behaviour, (2) communicate with others about your understandings, and (3) design effective interventions.

These tools include causal loops, behaviour over time graphs, stock and flow diagrams, and systems archetypes—all of which let you depict your understanding of a system and test the potential impact of your interventions.

*Examples:* Community Wellness Strategy; Community Energy Initiative

# Delivering Public Service Better

...doing business differently requires all City employees to embrace opportunities for change while practising new ways to work with residents, businesses and others.



## Why is it important?

It can be transformational and lead to performance that supports current and emerging expectations of Council and the community.

## A new set of tools

- Business Process Redesign
- Process Mapping
- Data collection methods
- Social media
- Process flowcharting
- Force field analysis
- Cause & effect diagrams
- Creative problem solving methodologies

## Examples:

- ✓ Working towards formalizing and refining the planning and development application processes
- ✓ Working to improve, simplify and streamline the approval of minor revisions to site plans
- ✓ Implementing a triaging process for new economic development
- ✓ Developing a structure for making decisions regarding programs, services and allocation of resources from a corporate wide perspective which are informed by master plans, long term financial plan, official plan, community investment strategy etc.

# Bold Culture Change



...new ways of thinking, interacting and delivering services that produces more valued results. A radical rethinking and realignment of our structure, systems, style, staff, skills, and strategy to address identified issues and opportunities.

## Why is it important?

It is an imperative for the organization to meet current and emerging challenges. Without change, there is stagnation, lost opportunity cost and risk on a number of fronts i.e. financial, reputational.

## A new set of tools

- Learning and development
- Succession management and planning
- Whole systems thinking
- Service and operational review
- Competency development
- System redesign

## Examples:

- ✓ Restructuring of the Finance Department
- ✓ Planned alignment of confirmed strategic directions to the objectives and work plans for each service area
- ✓ New management committees (Direct Report Leadership Team)
- ✓ Interdepartmental collaborative work groups i.e. strategic planning, doing business differently, budget
- ✓ Commitment to data driven performance