

# CITY COUNCIL AGENDA



**DATE**                      **Tuesday March 6, 2012 – 5:30 – 8 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 2**

- **Disclosure of Pecuniary Interest**
  1. **Welcome** – *Brenda Boisvert*
  2. **Opening Remarks** – *Ann Pappert*
  3. **Draft Corporate Strategic Plan Framework Overview** – *Corporate Strategic Plan Committee Members*
  4. **Validating the Corporate Strategic Plan Framework** – *All*
  5. **Break**
  6. **Implementing the Corporate Strategic Plan** – *Ann Pappert*
  7. **Next Steps**– *Ann Pappert*

## **ADJOURNMENT**

## **Workshop 1 Summary Notes**

### **Building the Corporate Strategic Plan**

On February 22, 2012 Council, the Executive Team and City Staff met to discuss a draft list of critical issues and business imperatives currently facing the City. The valued feedback generated helped to bolster the initial work and inform development of the draft Corporate Strategic Plan Framework.

#### **I. Critical Issues** *(as captured in flip chart notes)*

- There is synergy/linkages between growth issues and economic issues
- Economic uncertainty /downturn could lead to negative economic growth
- Acceptance of a new normal – economic downturn, prosperity downturn, growth downturn; the new normal is the basis of doing business differently
- The ‘Guelph Factor’ is an opportunity to turn the situation into a positive
- Build on the existing character and charisma of the City – the factors that make Guelph a great place
- Open government – transparency
- Environment/business/cultural sustainability
- Resiliency
- Delivering more core services to a greater, vulnerable and needy majority, not just more services; clearly communicate any change that may occur to the public
- Consider the aging population and related needs
- Adaptation to climate change; infrastructure renewal and the movement of goods and people
- Consider transition from a manufacturing based economy to a knowledge based economy – need to diversify
- Deep transition in sources of energy occurring
- Explore the link between celebration and the economy; consider required speed of change and capacity issues
- Increasing demand for transparency and increased expectations
- Risk management – increased litigation and liability
- Cross Cutting issues: resilience – economic, social, technological, the need for clear, plain focused language
- Planning, growth and the economy
- Infrastructure renewal
- Need for a community vision – citizen focus on nuts and bolts
- City is connecting with a small portion of residents, need to access the broader community
- Need a strong economy
- Are we attracting the right businesses that will sustain families – quality jobs
- Need to be increasingly more in control of planning and growth to influence other factors

- Cannot forget the environment – important because of reliance on fossil fuels – energy reliance/dependency
- Cannot forget the importance of community reliance with respect to energy and the environment

**II. Business Imperatives** (*as captured in flip chart notes*)

- Define and promote Guelph's unique character – quality of life, educated workforce, geography
- Need better financial decision making tools at the strategic level; standard business cases
- Full cost accounting – social, environmental, cultural and financial
- Can we do it all? Need to prioritize
- Risk management – risk tolerance – sustainable financial planning
- Strong communications and transparency
- Radical transparency and open data
- Accomplishment and measurement appropriate to all stakeholders
- Understanding community diversity
- Need to have a business mindset
- Ensure special consideration for inequities i.e. bus pass
- Consider whether property taxes are appropriate to sustain local governance - need to advocate for a modern approach and address seniors and people on fixed income; must talk about how affordable the City is for different groups of people
- Must advocate for the silent majority
- Diversity and new Canadians – need to create a welcoming City
- Celebrate successes more and build the capacity to do so; carry the banner more
- Quality of life is an outcome and it is subjective
- Increase diversity involvement in future planning in addition to youth
- Provincial/federal policy plans
- Leveraging resources through partnerships
- Consider community expectations of government
- Attraction, development and retention of the right people – this creates a high performing organization and drives adaptability to change and being agile
- Want to be a complete, assertive, adaptable urban city
- Branding and leveraging resources
- Define the relationship between recipients and mandatory customers; enlist principle based decision making
- Culture change
- Communicate in plain language; clear, concise, purposeful communication strategy
- Authentic communication; learn how to communicate effectively as an organization both internally and externally
- Identify and manage risks – create an enterprise risk management framework

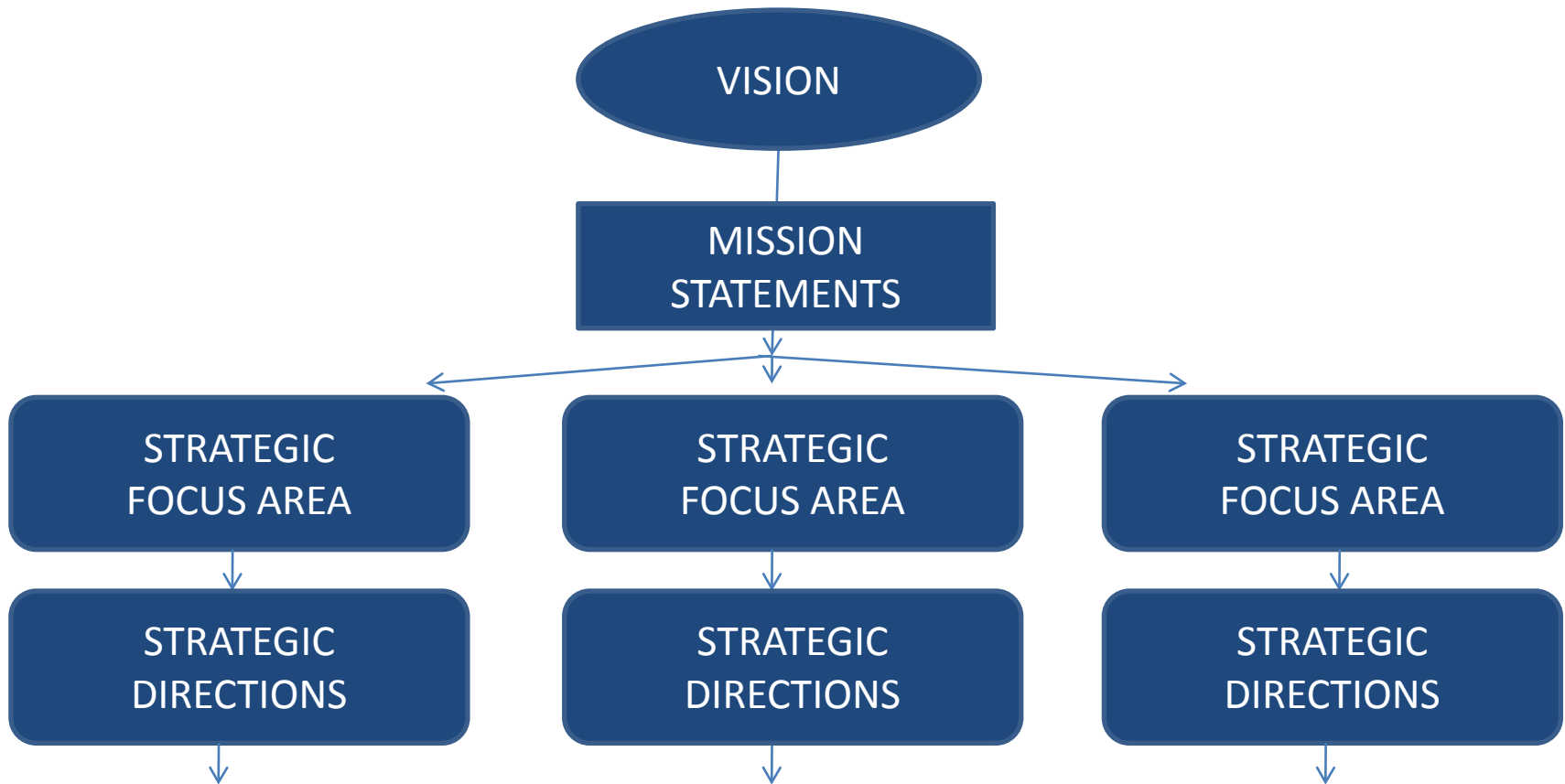


# Draft Corporate Strategic Plan Framework

*March, 2012*



# Proposed Corporate Strategic Plan Framework (2012-2016)



**Initiatives, Measures, Targets**  
*(Specific, Measurable, Achievable, Realistic, Timely)*

# Draft Corporate Strategic Plan Framework (2012-2016)

## VISION

To be the City that makes a difference...acting locally and globally to improve the lives of residents, the broader community and the world.

## MISSION

A citizen focused local government, resilient and committed to fiscal accountability, transparency, service and organizational excellence.

## VALUES

**INTEGRITY EXCELLENCE WELLNESS**

## STRATEGIC FOCUS AREAS

**Organizational Excellence**

**Innovation in Local Government**

**City Building**

## STRATEGIC DIRECTIONS

- 1.1 Engage employees through excellence in leadership.
- 1.2 Develop collaborative work teams and apply whole systems thinking to build creative solutions.
- 1.3 Build robust systems, structures and frameworks aligned to strategy.

- 2.1 Create an environment for government innovation to ensure fiscal and service sustainability.
- 2.2 Deliver Better Public Service.
- 2.3 Provide accountability, transparency and engagement.

- 3.1 Ensure a well designed, safe, appealing and sustainable City.
- 3.2 Be economically viable, resilient, diverse and attractive for business.
- 3.3 Strengthen citizen and stakeholder engagement and communications.

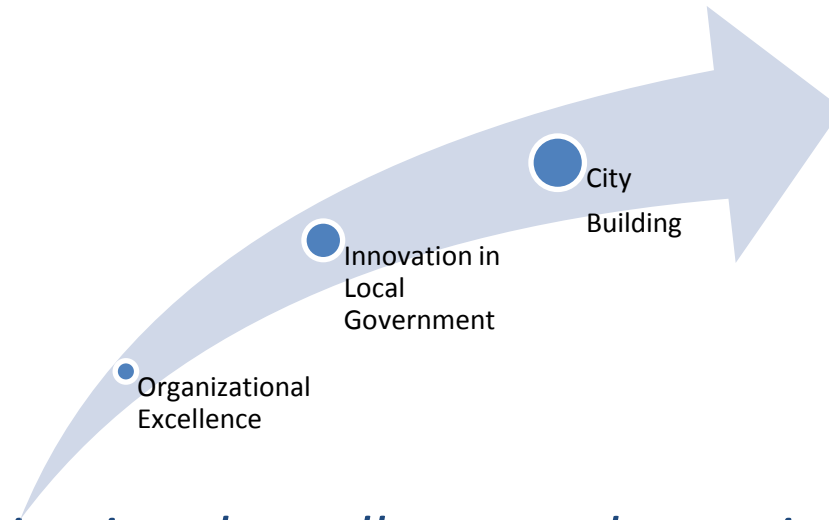
**INITIATIVES, MEASURES, TARGETS**  
*(Specific, Measurable, Achievable, Realistic, Timely)*

# Vision, Mission, Values

- **Vision:** To be the City that makes a difference...acting locally and globally to improve the lives of residents, the broader community and the world.
- **Mission Statement:** A citizen focused local government, resilient and committed to fiscal accountability, transparency, service and organizational excellence.
- **Values:** Integrity, Excellence, Wellness



# Three Strategic Focus Areas



- *Pursuing organizational excellence and ensuring a people focus as a top employer, will further our capacity and capability to innovate in program and service delivery methods and practices.*
- *New approaches will further position the City as a trusted service partner with citizens and stakeholders.*
- *Valued results will be realized that work towards building a resilient, sustainable and whole City together.*

# 1. Organizational Excellence

## 1.1 Engage employees through excellence in leadership.

- *Identifying and developing the skills sets required to meet current and future challenges. (i.e. Talent Management, Succession Management, Learning and Development, Workforce Planning).*

## 1.2 Develop collaborative work teams and apply whole systems thinking to build creative solutions.

- *Implementing collaborative work models, encouraging 'whole systems thinking' to ensure better solutions. (i.e. People Practices Strategy; Strategic Planning, Budget, Doing Business Differently Committees, Direct Report Leadership Team, Community Engagement approaches).*

## 1.3 Build robust organizational systems, structures and frameworks aligned to strategy.

- *Improving systems, structures and frameworks to ensure valued outcomes (i.e. Whole System Design, Accountability Frameworks, Performance Tracking and Reporting, Project Management Framework, IT Strategic Plan).*

# 2. Innovation in Local Government

## 2.1 Build an environment for government innovation to ensure fiscal and service sustainability.

- *Exploring and implementing new models of service and strategic opportunities to further community prosperity. (i.e. 10 Year Capital Budget Framework, Cost Sharing Agreements, Guelph Municipal Holdings Inc.).*

## 2.2 Deliver Better Public Service.

- *Embracing opportunities for change and alternative service delivery; delivering greater value while practising new ways to work with residents, businesses and others. (i.e. Enterprise and Alternative Revenue Evaluation Models, Financial, Strategic and Risk Planning, Service Reviews, Service Excellence Strategy).*

## 2.3 Promote accountability, transparency and engagement.

- *Pursuing open government - open data, information and dialogue - along with the highest standards of ethics and accessibility. (i.e. Open Government initiatives, Information Technology Strategy, Integrity Commissioner).*

# 3. City Building

## 3.1 Ensure a well designed, safe, appealing and sustainable City.

- *Engaging in comprehensive and integrated ‘whole City building’ that furthers economic, social, cultural and environmental sustainability. (i.e. Diversity Strategy, Official Plan, Downtown Secondary Plan, Community Wellbeing Strategy, Infrastructure Renewal and Emergency Management Preparedness).*

## 3.2 Be economically viable, resilient, diverse and attractive for business.

- *Creating an environment that encourages economic diversification, development and partnerships. (i.e. Community Energy Initiative, Prosperity 2020, Downtown Investment Strategies, Guelph Connects Coordination).*

## 3.3 Strengthen citizen and stakeholder engagement and communications.

- *Moving from informing and consulting to involvement, collaboration and empowerment; building pride about Guelph through information and celebration. (i.e. Citizen and Stakeholder Capacity building, Community Engagement Initiatives, Communications Strategy).*

# Sample Annual Report Card

