

- ADDENDUM -

- Governance Committee -

Council Chambers

May 22, 2012

GOV-2012 A.11 **Corporate Strategic Plan (CSP) Framework 2012-2016**

- Presentation by Ann Pappert

GOV-2012 A.12 **Implementing the Corporate Strategic Plan – 2012 Initiatives**

- Memorandum from Corporate Administration with respect to revisions to report.

Corporate Strategic Plan Framework (2012-2016)

Ann Pappert, CAO

**May 22, 2012
Governance Committee
Presentation**

Presentation Overview

- A New Change Strategy
- Positioning for Success
- Development Process
- Corporate Strategic Plan (CSP) Elements
- Vision, Mission, Values
- Strategic Focus Areas
- Strategic Directions
- Measuring our Success
- Strategic Initiatives
- Next Steps
- Recommendations

A New Change Strategy

The Corporate Strategic Plan will position the organization to better manage community needs and expectations and make a real difference. It will transform the organization through a focus on:

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

Positioning for Success

- Addressing critical issues and business imperatives
- Establishing clear direction and priorities
- Meeting challenges and seizing opportunities through greater innovation, agility, alignment and collaboration



Development Process

2011

- Environmental scan
- Citizen survey
- Vision and values confirmation; mission statement review
- Corporate project list
- Preliminary strategic directions
- CAO reassessment and recommendations for success
- Broadened literature review
- Employee working team established

2012 (to date)

- Council and Executive Team workshops to review critical issues, business imperative and a draft framework
- ET identification of 2012 strategic initiatives
- ET confirmation of mission statement
- ET identification of key messages

CSP Elements

- Vision, Mission, Values
- 3 Strategic Focus Areas
- 9 Strategic Directions
- Measures and Targets
- Strategic Initiatives

Council Approval of
CSP Framework

Staff Established

Vision, Mission and 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.

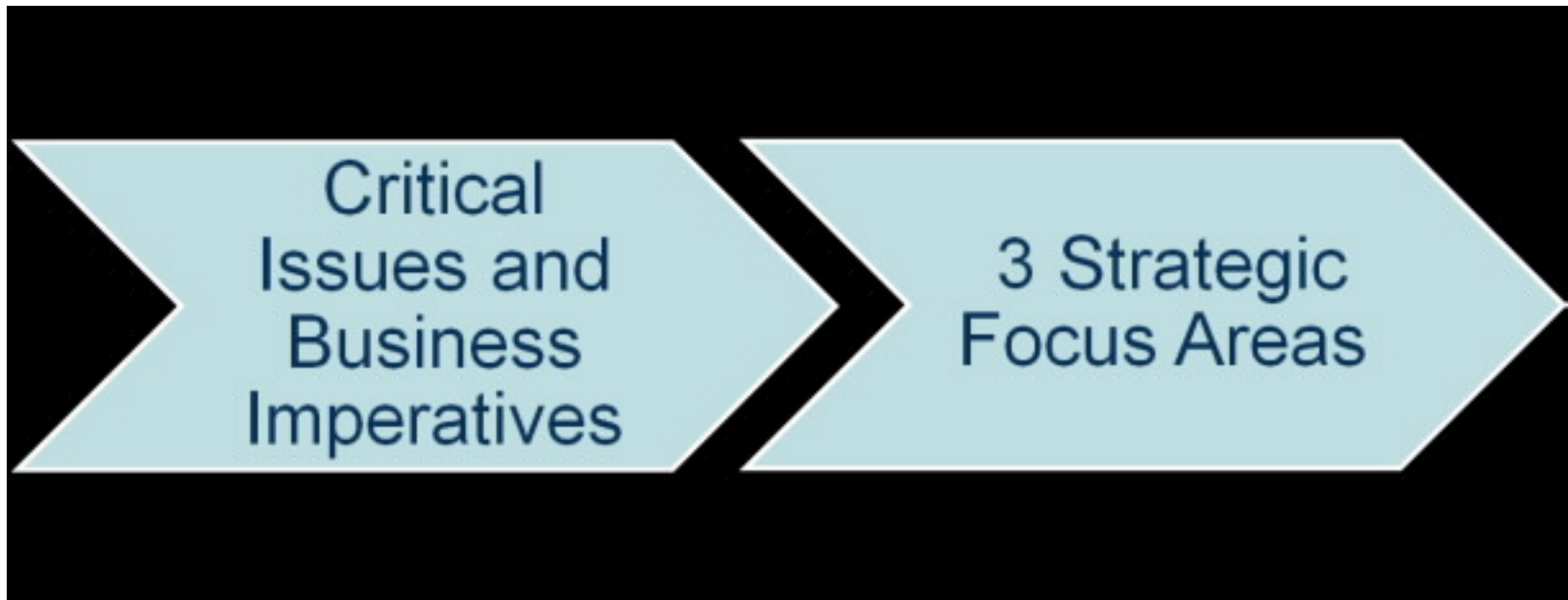
Mission: To build an exceptional City by providing outstanding municipal service and value.

Values: Integrity, Excellence and Wellness.

Strategic Focus Areas

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

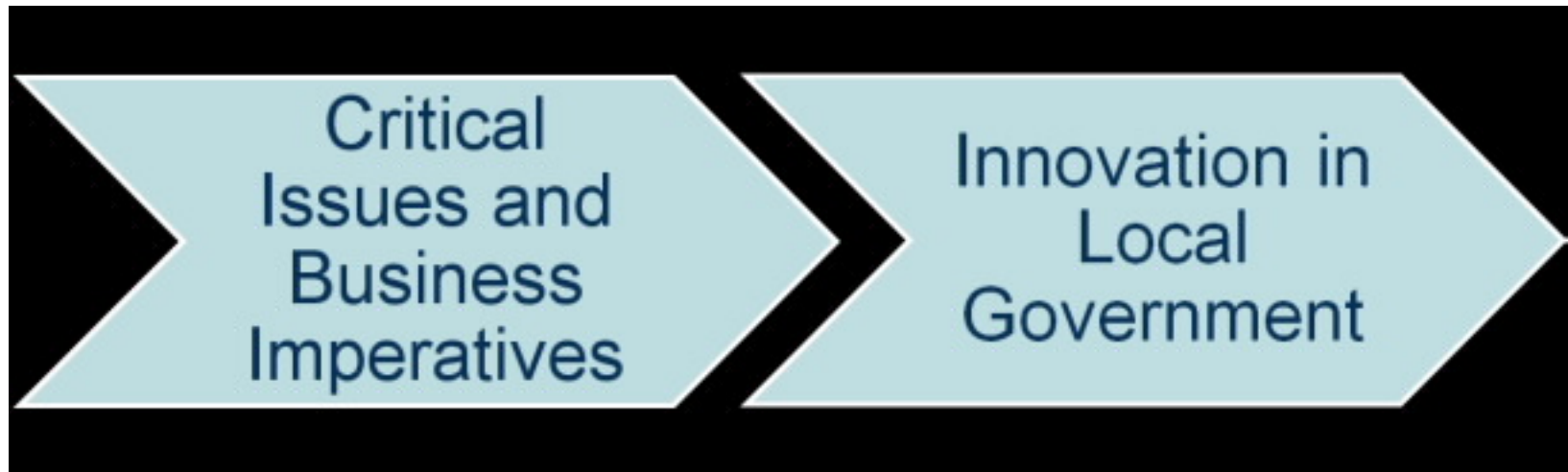
Strategic Focus Areas (cont'd)



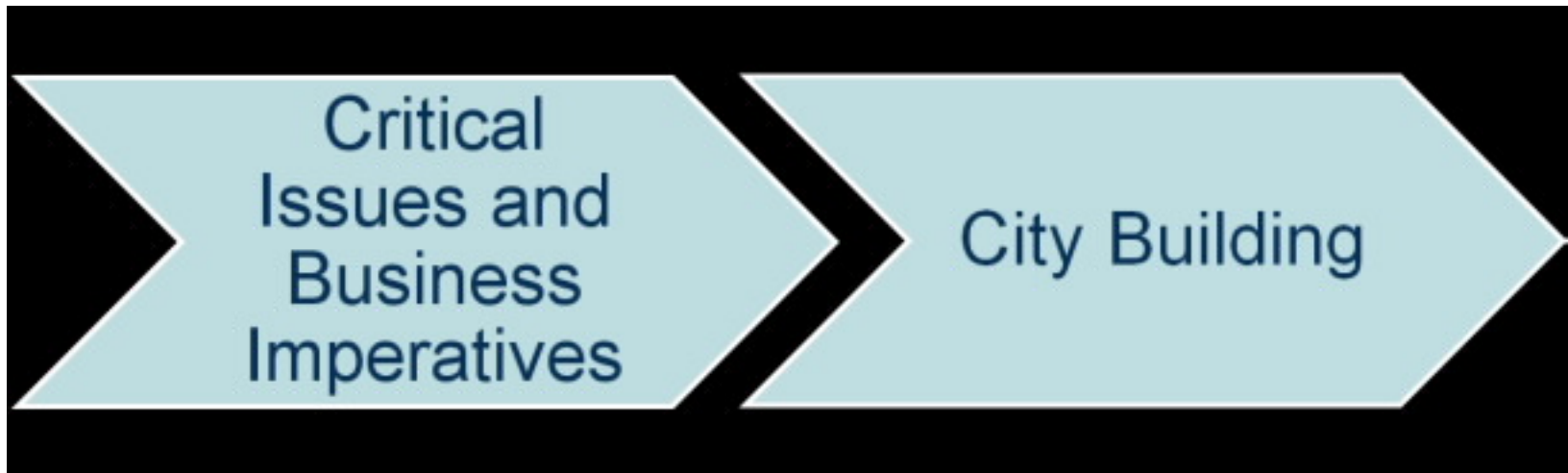
Strategic Focus Areas (cont'd)



Strategic Focus Areas (cont'd)



Strategic Focus Areas (cont'd)



Strategic Directions

1. Organizational Excellence

1.1 Engage employees through excellence in leadership.

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

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

Strategic Directions (cont'd)

2. Innovation in Local Government

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

2.2 Deliver Public Service better.

2.3 Ensure accountability, transparency and engagement.

Strategic Directions (cont'd)

3. City Building

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

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

To build an exceptional City by providing outstanding municipal service and value.

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 deliver creative solutions.
- 1.3 Build robust systems, structures and frameworks aligned to strategy.

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.
- 2.2 Deliver Public Service better.
- 2.3 Ensure accountability, transparency and engagement.

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

Measuring our Success

- Framework for accountability to demonstrate progress and community value creation:

Measures

Baselines

Targets

Reporting mechanism and protocol

Strategic Initiatives

CSP Initiatives	1. Organizational Excellence	2. Innovation in Local	3. City Building
New	13	7	1
Existing	3	13	13
Totals	16	20	14
Approximate % of total	32%	40%	28%

Next Steps

By September 2012:

Council consideration of financial strategy for strategic initiatives in June, 2012

Communications Strategy for employees and stakeholders

Establishment of measures, baselines, targets, reporting mechanism and protocol

Determination of 2013-2016 initiatives

Recommendations

1. THAT Council approve the recommended 2012-2016 Corporate Strategic Framework.
2. THAT Council approve the proposed 2012 initiatives to implement the Corporate Strategic Plan subject to Council review and approval of the required funding.

INTERNAL MEMO



DATE May 22, 2012

TO **Governance Committee**

FROM Corporate Administration

DIVISION Strategic Planning and Corporate Initiatives

DEPARTMENT

SUBJECT Revisions: Governance Committee Report, May 22, 2012 - Implementing the Corporate Strategic Plan – 2012 Initiatives.

Dear Mayor Farbridge and City of Guelph Councillors:

Please be aware that the following revisions to the May 22, 2012 report entitled "Implementing the Corporate Strategic Plan – 2012 Initiatives" are required and will be reflected in a revised report on guelph.ca:

Revisions Summary

Report

- Page 2 of 4 – (first chart) the total number of initiatives will be listed as 50 from an original 49. The reason for this is that one of the initiatives in the City Building Strategic Focus area has been separated into two distinct projects – the Joint University/College Campus Business Case and the Guelph Innovation District Development Strategy.
- Page 2 of 4 – (second chart) with the new total of 50, the total number of initiatives in the City Building column has increased and the approximate percentages of the total number of initiatives will be adjusted accordingly.

Attachment

- On slides 1, 3 and 5 of Attachment #1 the summary sentences will be removed under the focus area headings for consistency with the presentation slides.

Thank you,
Brenda Boisvert
Corporate Manager, Strategic Planning and Corporate Initiatives

T 519-822-1260 x2255
E Brenda.boisvert@guelph.ca