

COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate Administration

DATE May 22, 2012

SUBJECT Corporate Strategic Plan (CSP) Framework 2012-2016

REPORT NUMBER

SUMMARY

Purpose of Report: To provide the Governance Committee with the proposed 2012-2016 Corporate Strategic Plan Framework. Governance Committee and Council review and approval of the strategic framework elements including Mission, Vision, Values, Strategic Focus Areas and Strategic Directions is consistent with the Council's leadership and governance role.

Committee Action: To receive and approve the Corporate Strategic Plan Framework.

RECOMMENDATION

THAT Council approve the recommended 2012-2016 Corporate Strategic Framework.

BACKGROUND

On January 25, 2012, Council approved the following:

THAT Council receive, for information, the observations and actions outlined in this report to effectively begin the initial phase of creating a Corporate Strategic Plan Framework; and

THAT Council approve Council and Executive Team workshops in February/March, 2012 to validate proposed critical issues and business imperatives, confirm strategic areas of focus, directions and next steps.

During two workshops in February and March 2012, Council and the Executive Team identified and explored critical issues and business imperatives. That work served as the foundation for a proposed Corporate Strategic Plan Framework that was validated by participants.

REPORT

The new Corporate Strategic Plan Framework is a change strategy to transform the corporation through a focus on Organizational Excellence, Innovation in Local

Government and City Building to better manage community needs and expectations and make a real difference.

Positioning for Success

The CSP effectively responds to both challenges and opportunities currently facing the City of Guelph. It positions the corporation for ongoing success and will require a dedicated investment in positive and bold cultural change.

The Plan compels the corporation to be more innovative, agile, and aligned by challenging current process and practices, better aligning resources, and inspiring deeper motivation, morale and confidence throughout the organization. It will ultimately change the way employees work together and with Council and how community partners are also engaged to collaboratively deliver value.

Recommended Corporate Strategic Plan (CSP) Framework

The Corporate Strategic Plan Framework aligns the City's vision and strategy and is the foundation upon which we will align our resources. It clarifies focus, provides direction and establishes a means of results measurement. The framework is included in this report as Attachment #1. The core components of the framework include:

Vision, Mission, Values

The vision for the CSP is maintained from the 2007-2010 community-driven Strategic Plan consistent with Council and Executive direction. It is:

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.

The mission statement within the framework is new and is designed to more concretely and accurately communicate the purpose of the corporation. The new statement was collaboratively created and validated with input from Council, the Executive Team and the Direct Report Leadership Team.

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

The corporate values of integrity, excellence and wellness remain as the cornerstone of the framework.

Values: Integrity, Excellence and Wellness

The vision, mission and values form the foundation of the plan.

Three Strategic Focus Areas

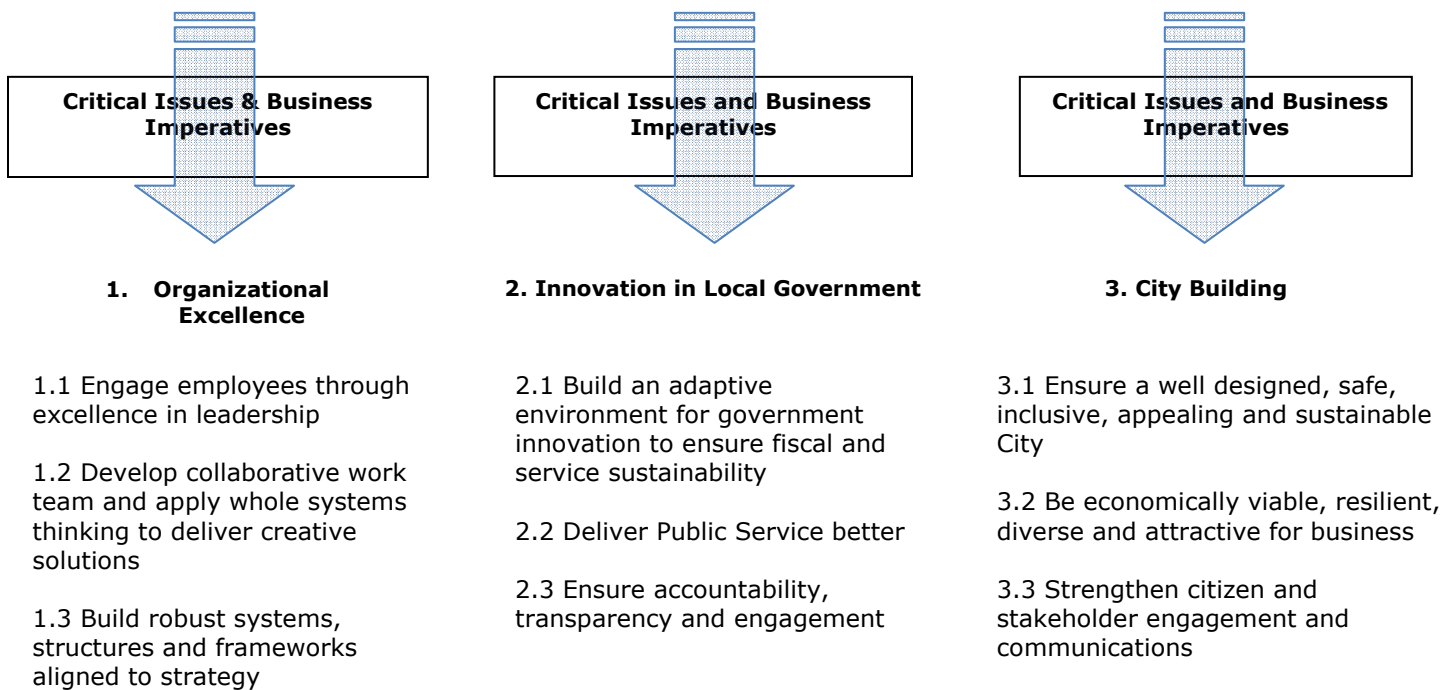
The new plan includes three areas of strategic focus for 2012-2016:

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

Taken together, these focus areas constitute the foundation for a transformational change strategy. By focusing on these three areas, the corporation can better manage community expectations and needs and be the City that makes a difference.

Nine Strategic Directions

Each of the strategic directions stem from identified and confirmed critical issues and business imperatives, which are in turn derived from an extensive review of current and emerging influencing factors from a number of perspectives including the political, environmental, social, technological, economic and legislative arenas.



The nine strategic directions will allow us to achieve the following outcomes together to ensure we make a difference:

- clarity of focus, aligning resources and organizational capacity;
- the development of a learning organization;
- civic leadership and administrative excellence;

- a positive and distinctive image for the City and with its multiple stakeholders;
- excellence in financial decision making and asset management; and
- public trust, confidence and common understanding in directions that will further community prosperity and success.

Next Steps –Corporate Strategic Plan Implementation

Measures and Targets

To understand and communicate our success, indicators that clearly demonstrate both accountability and impact will be identified collaboratively with employees and approved by Council. Through indicators, established baselines and appropriately set targets we will demonstrate public value for tax dollars using measures of productivity, efficiency, and citizen satisfaction.

Recommended metrics will be presented to Council in September, 2012 along with a proposed reporting approach.

Strategic Initiatives

Employees will be key to achieving the goals and directions of this transformational strategy. A set of initiatives for 2012 to implement the Plan have been identified and additional initiatives for 2013 to 2016 will be directly informed by engaging employees to understand their perspectives and suggestions.

A report has been developed for receipt by the Governance Committee in May 2012 which identifies the recommended 2012 initiatives.

CORPORATE STRATEGIC PLAN

5.6 Organizational excellence in planning and management.

FINANCIAL IMPLICATIONS

Budget impacts for new and ongoing initiatives to implement the Strategic Plan have been identified and a financing strategy will be brought to the Corporate Administration, Finance and Enterprise Committee (CAFES) meeting and on to Council for approval in June, 2012.

DEPARTMENTAL CONSULTATION

The Executive Team was engaged in the development of this effort.

COMMUNICATIONS

A communications strategy will be designed to support implementation efforts going forward. As a first step, the Executive Team has collaboratively developed key messages.

ATTACHMENTS

1. Corporate Strategic Plan Framework

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



Recommended By:

Ann Pappert,
Chief Administrative Officer

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.