

# STAFF REPORT



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TO Governance Committee

SERVICE AREA Corporate Administration

DATE February 11, 2013

**SUBJECT** Corporate Strategic Plan (CSP) Semi Annual Progress Report

REPORT NUMBER CAO-S-1301

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

Staff is pleased to submit the first semi annual progress report on the Corporate Strategic Plan (CSP) for 2013.

On January 21, 2008 Council approved the concept of Comprehensive Strategic Management (or strategy integration). The success of a strategic plan can be measured by the progress made on implementing its initiatives and by how well it is integrated into the systems and operations of an organization.

This report provides information related to 1) progress achieved on the approved strategic initiatives 2) the degree of integration and 3) next steps with respect to future reporting.

### KEY FINDINGS

Since approval of the 2012 strategic initiatives, a number of achievements have been realized in the areas of organizational excellence, innovation in local government and city building that set the foundation for continued success. The results are provided within this report.

Staff also began the process of incorporating the key elements of the CSP into management systems and operations of the corporation. The purpose is to ensure a strong strategy focus in areas including financial, human resources and reporting practices.

The next semi-annual report on CSP initiatives will be provided in the Fall of 2013.

### FINANCIAL IMPLICATIONS

In 2012, funding for the 2013 CSP initiatives was approved. Any subsequent funding requirements arising will be subject to future budget deliberations. The budget for CSP initiatives will continue to be monitored and reported with regular variance reporting processes in place.

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## **ACTION REQUIRED**

To receive the report.

## **RECOMMENDATION**

1. That the Corporate Strategic Plan semi-annual progress report CAO-S-1301 dated February 11, 2013 be received.

## **BACKGROUND**

In June 2012, Council approved implementation of the Corporate Strategic Plan Framework and strategic initiatives. At that time, staff committed to reporting back to Council and the community on a regular basis to demonstrate progress attained.

## **REPORT**

### **2012 CSP Achievements**

A number of achievements have already been realized. Many of these initiatives are required to be in place in order to implement other strategic initiatives. The 2012 accomplishments sorted by the three CSP focus areas are as follows:

#### *Organizational Excellence*

- **Employee Engagement Survey** – Staff achieved an exceptional response rate of 77% to an enterprise wide engagement survey this year. The results provide information to improve employee engagement. Action plans are being developed.
- **Enterprise Risk Management** – Council approved Guelph’s Enterprise Risk Management Framework. Implementation was initiated and will strengthen the City’s response to risk by identifying and mitigating potential risk situations.
- **Performance Measurement and Tracking Scorecards** – Council approved key performance indicators for the CSP to support annual performance/progress tracking and reporting to Council and the community.
- **Critical Issues Management Framework** – Staff has developed a Critical Issues Management Framework to allow for a more proactive and coordinated response to arising matters. Implementation will follow over the coming months.
- **Corporate Calendar Coordination with Service Area Work Plans** – In 2012 the corporate calendar agenda forecast tool and mechanism was introduced. Coordination with Service Area Work Plans will continue over the coming year.
- **Phase 2 Integrated Operational Review of Planning, Building, Engineering & Enterprise Services and the Development Review Process** – The final consultant report was provided to Council with recommendations for

improvements. Key performance indicators will be presented to Council in 2013 to monitor the effectiveness of implementation of the changes.

- **Intergovernmental Strategy** – a strategy focused on strengthening intergovernmental relations was started for Council review in 2013. The strategy will position the city as a municipality of influence within municipal, provincial and federal contexts.

### *Innovation in Local Government*

- **Corporate Information Technology Strategic Plan** – A strategy for properly investing in technology systems and structures was approved by Council.
- **Guelph Community Investment Strategy** – Approved by Council in September 2012, the aim of this strategy is to improve the way the City works with local organizations, by increasing responsiveness to local needs and ensuring that approval processes are open and transparent.
- **2012-2013 Service and Operational Reviews** – In 2012, two service reviews were completed – Legal Services and IT Business Services. The City's first Internal Auditor was hired. A new approach to conducting internal audits was approved by Council. The auditable entities list was generated to facilitate the identification of future audit work.
- **Audit Review Framework** – A new rating system and methodology for future audit-reviews was developed with input from Council and staff. Approved in principle by Council, the new direction provides an excellent means for identifying audit opportunities that will help to drive continuous improvement efforts.
- **Older Adult Strategy** – Approved by City Council in November 2012, this strategy will ensure that the corporation is age ready in terms of planning and allocating city resources and services. The older adult population is expected to double by 2031 and with this council approval, the implementation of the strategy will begin in 2013.
- **Guelph Municipal Holding Inc. (GMHI) Strategic Plan** – In December of 2012, the Chief Executive Officer of GMHI introduced the GMHI strategic framework (2013-2016) and business development plan (2013-2014) to the Shareholder, Guelph City Council. Both of these Council approved strategic documents set the course for GMHI to realize its potential as an innovative mechanism to deliver increased community benefits.
- **Open Government** – Council approved an Open Government Framework. Work will commence in 2013 to develop a full action plan designed to enable

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community partnerships for access, transparency and use of local government information.

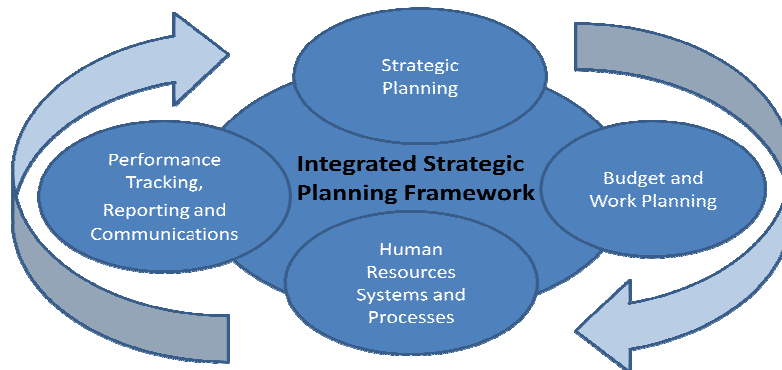
## *City Building*

- **Downtown Secondary Plan** – in April 2012, Council approved the Downtown Secondary Plan (Official Plan Amendment 43). Implementation of this plan will complement other downtown renewal strategies.
- **Official Plan Update** – Council approved the Official Plan update for the City. It positions the City for future success by ensuring policies and practices that enhance and protect the community and is consistent with approved Smart Guelph principles.
- **Sustainable Neighbourhood Engagement Strategy** – 2012 saw this important strategy approved. The Neighbourhood Support Coalition has incorporated as a not-for-profit organization and hired an Executive Director.
- **Community Wellbeing Plan** – More than 3,000 inputs to the community wellbeing plan were received in the City's more comprehensive engagement process to date, including the first ever Canadian Index of Wellbeing Household Survey. A draft corporate community engagement framework was developed through consultation with city staff, advisory committees of council and key stakeholders

## **CSP Integration**

CSP success in 2012 can be evaluated through the implementation of strategic initiatives and through the degree to which the CSP has been integrated into key management systems and practices. The goal of Comprehensive Strategic Management was first introduced with the implementation of the 2007-2010 Strategic Plan. The implementation of comprehensive strategic management takes time. We are beginning to see progress.

## Comprehensive Strategic Management



In 2012, the CSP was integrated into financial, human resource and reporting practices:

### CSP and Budget

In 2012, the CSP priorities informed the budget decision-making process. Key resources have been approved that support the implementation of CSP goals and objectives.

### Financial Management

In 2012 Council approved the creation of a Strategic Initiatives Reserve with the purpose of funding strategic initiatives. The development of the reserve provides for transparency on how specific strategic projects are managed and funded. In June 2012, six initiatives received multi-year funding through the reserve and in December 2012, additional CSP initiatives requiring one time funding were also approved through the reserve.

### Human Resources Systems and Processes

Efforts began in 2012 to identify additional skills, knowledge, and cultural shifts required to implement the CSP. Staff has also begun to review recruitment, performance development, leadership development and succession management programs/processes to support the implementation of the CSP.

### Performance Reporting

The Making a Difference Report communicates financial and performance information on an annual basis and will be used to provide progress updates of the CSP initiatives.

### Communications and Information Sharing

In 2012, the Governance Committee approved a Communications Strategy for the CSP that includes a number of tactics to ensure widespread understanding.

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## CSP Work Plan

In 2012, an initial set of 50 strategic initiatives was approved by Council. In addition, a CSP work plan for 2013-2016 approved by Council. The four year work plan sets out strategic initiatives and estimated funding requirements.

## **Key Results Summary Table**

Four key challenges were identified in developing the CSP:

1. Financial Constraints
2. Growth and Diversity
3. Information, Communication and Engagement
4. Pace of Change and Capacity

Five imperatives were identified to respond to those challenges:

- *Maximizing Cost Avoidance & Increasing System Optimization*
  - By decreasing the cost of doing business, the city is able to stretch tax dollars – do more with less.
- *Ensuring Greater Community Prosperity*
  - A more prosperous community means that we can confidently invest in and plan for the future while continuing to respond to immediate issues and opportunities that arise on a daily basis. Thinking about and planning for the right future is prudent and part of the stewardship responsibility of Council and senior management. It is a primary way to ensure the continuation of Guelph's high quality of life.
- *Using Technology as a Management Tool*
  - The effective use of technology can improve the efficiency and effectiveness of how business is conducted that will enable the city to deliver public services better.
- *Strengthening Communications, Community & Partnership Opportunities*
  - Two way communication promotes understanding, information exchange and provides an opportunity for shared learning and development. It is only by continuing to work together as a community that success, prosperity and high quality of life will be maintained and increased over time.

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- *Building Employee Engagement & Development*
  - Research and practice both clearly demonstrate that increased levels of employee engagement are positively correlated to increased levels of customer satisfaction. In addition, higher levels of staff engagement are also linked to stronger retention rates which reduce the costs associated with recruitment. Investing in people continues to be a top priority.

A summary of the results achieved in relation to these outcomes is provided in Table 1 below:

Table 1

CSP Link	CSP Initiative/CSP Initiative Action Phase	Maximizing Cost Avoidance & Increasing System Optimization	Ensuring Greater Community Prosperity	Using Technology as a Management Tool	Strengthening Communications, Community & Partnership Opportunities	Building Employee Engagement & Development	KPI Link
1.1	Employee Engagement Survey					◇	Employee Engagement
1.1	Enterprise Risk Management	◇					Performance and Results
1.3	Strategic Plan Implementation Planning					◇	Employee Engagement
1.3	Performance Measurement and Tracking Scorecards	◇					Performance and Results
1.3	Information Flow Systems – Critical Issues Management Framework				◇		Engagement and Communications; Effective Work Processes
1.3	Corporate Calendar Coordination with Service Area Work Plans	◇					Performance and Results

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CSP Link	CSP Initiative/CSP Initiative Action Phase	Maximizing Cost Avoidance & Increasing System Optimization	Ensuring Greater Community Prosperity	Using Technology as a Management Tool	Strengthening Communications, Community & Partnership Opportunities	Building Employee Engagement & Development	KPI Link
1.3	Phase 2 Integrated Operational Review of Planning, Building, Engineering & Enterprise Services and the Development Review Process				◇	◇	Service Satisfaction
1.3	Intergovernmental Strategy	◇	◇		◇		Economic Vitality; Engagement and Communications
2.1	Corporate Information Technology Strategic Plan	◇		◇			Effective Work Processes; Engagement and Communications
2.2	Guelph Community Investment Strategy				◇		Quality of Life; Economic Vitality
2.2	2012-2013 Service and Operational Reviews	◇					Performance and Results
2.2	Older Adult Strategy		◇		◇		Quality of Life; Service Satisfaction
2.2	Guelph Municipal Holding Company Strategic Plan		◇				Service Affordability
2.3	Open Government Framework	◇		◇	◇		Service Satisfaction; Effective Work Processes



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CSP Link	CSP Initiative/CSP Initiative Action Phase	Maximizing Cost Avoidance & Increasing System Optimization	Ensuring Greater Community Prosperity	Using Technology as a Management Tool	Strengthening Communications, Community & Partnership Opportunities	Building Employee Engagement & Development	KPI Link
2.3	Audit Review Framework	◇				◇	Performance and Results
3.1	Downtown Secondary Plan		◇				Quality of Life; Economic Vitality
3.1	Official Plan Update		◇				Quality of Life; Service Satisfaction
3.3	Sustainable Neighbourhood Engagement Strategy				◇		Quality of Life; Economic Vitality
3.3	Community Wellbeing Plan	◇	◇		◇		Quality of Life; Economic Vitality; Satisfaction

## NEXT STEPS

### Report Cycle and Level of Reporting

The next CSP update will be provided to Council in the fall of 2013. The first information update on Key Performance Indicators (KPI) will be incorporated in February of 2014.

Year	Achievements + KPI Update	Achievements
2013		February September
2014	February	September
2015	February	September
2016	February	September

## CORPORATE STRATEGIC PLAN

This report is directly linked to all the Corporate Strategic Plan directions which support both the Council approved vision and mission that focus on providing outstanding municipal service and value.

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## DEPARTMENTAL CONSULTATION

All Service Areas and the Executive Team were consulted in the development of this report.

## COMMUNICATIONS

Each progress report on the CSP will be provided to Council and staff to share achievements and progress to date. The report will also be posted on [guelph.ca](http://guelph.ca) so that performance can be monitored.

## ATTACHMENTS

n/a

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A handwritten signature in cursive script that reads "Colleen Bell".

(Acting CAO)

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