



Implementation of the City's Strategic Plan: Guelph. Future ready.

Action Plan and Performance Measurement Framework

September 28, 2020



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Revised Draft Action Plan and Draft Performance Measurement Framework

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1.0 Introduction

1.1 Project Context

In 2019, the City of Guelph Council approved **Guelph. Future ready.**, the City's strategic plan for 2019-2023. The strategic plan builds on the longer-term vision of the Community Plan and shows how the City of Guelph will aim to become a more modern and effective government. The strategic plan identifies five strategic priorities and three focus areas per priority that will guide the work of the City for the next four years, as outlined in Figure 1.



Figure 1 – **Guelph. Future Ready.** Strategic Priorities

The City of Guelph is now undergoing an implementation planning process to identify how strategic priorities can be successfully implemented through clear actions that lead to measurable performance indicators.

1.2 Project Overview

The City of Guelph partnered with Optimus SBR to support the implementation planning of the **Guelph. Future ready** strategic plan. Optimus SBR worked with the City's leadership team and the established working groups to develop an integrated action plan and supporting performance measurement framework.

Project Mission:

Partner with the City of Guelph's leadership team and established working groups to develop an integrated action plan and a supporting performance measurement framework.

Desired Outcomes:

1. Create action plans and scorecards that include key initiatives, timelines for completion, accountabilities, and metrics for each initiative.
2. Facilitate staff willingness to embrace a change management mindset to align work effort to the strategic priorities.
3. Develop a performance measurement framework to track and regularly report on the progress of the implementation of strategic priorities.
4. Secure confidence and buy-in from City staff, Council and community stakeholders surrounding the operational plan's ability to drive the City forward.

Project Approach:

Figure 2 describes the five-step approach for this engagement, including the objectives, key activities, deliverables and status of each step.

Step	1. Project Launch and Discovery	2. Current State & Preliminary Measures of Success	3. Future State Development & Implementation Planning	4. Performance Measurement Framework Development	5. Closeout and Knowledge Transfer
Objectives	Onboard the consultants and validate project context and objectives	Assess the current state of the implementation of the strategic plan (this is not a broader assessment of the City of Guelph as a corporation)	Refine and prioritize preliminary measures of success and develop action plans	Develop and refine draft action plans, KPIs and a performance measurement framework	Present final action plans, KPIs and performance measurement framework to Council
Key Activities	<ul style="list-style-type: none"> • Conduct kickoff meeting • Conduct discovery interviews • Develop stakeholder engagement plan 	<ul style="list-style-type: none"> • Review data and documents • Review inputs from the working group's activities to date • Conduct working sessions with each working group to validate the current state and identify preliminary measures of success 	<ul style="list-style-type: none"> • Conduct working session to refine and prioritize the draft measures and start developing the draft action plans • Validate prioritized measures of success and draft action plans with working group co-leads and senior leadership team 	<ul style="list-style-type: none"> • Refine the draft action plans and develop draft KPIs and a performance measurement framework • Conduct working session with Council to review and validate the draft action plans, KPIs and a performance measurement framework 	<ul style="list-style-type: none"> • Finalize the action plans, KPIs and performance measurement framework • Present the final materials to the City Council • Conduct project closeout and knowledge transfer
Deliverables	<ul style="list-style-type: none"> • Project Plan • Stakeholder Engagement Plan 	<ul style="list-style-type: none"> • Current State Report, including Preliminary Measures of Success 	<ul style="list-style-type: none"> • Draft Action Plans 	<ul style="list-style-type: none"> • Refined Action Plans, KPIs and Performance Measurement Framework 	<ul style="list-style-type: none"> • Final Action Plans, KPIs and Performance Measurement Framework
Status	Completed	Completed	In progress	In progress	Upcoming

Figure 2 – Project Approach

1.3 Purpose of this Document

The purpose of this document is to:

- Share the draft Action Plan and draft Performance Measurement Framework for the *Guelph. Future. Ready.* Strategic Plan.
- The **draft Action Plan** outlines the following key components, which were developed by the Strategic Priority Working Groups during a facilitated working session, and validated with the Working Group Co-Leads and General Managers:
 - **Prioritized Measures of Success:** Aligned to the strategic priorities and focus areas that would inform the Council, administration and community on progress against the Strategic Plan
 - **Strategic Initiatives:** Both existing and new initiatives were identified to demonstrate and action progress on the prioritized measures of success.
 - **Implementation Priorities:** High-level actions required to implement the strategic initiative over the cycle of the Strategic Plan from 2020 to 2023.
 - **Accountabilities & Responsibilities:** Identifies the departments within the City that are accountable for measuring success against the expected outcome and strategic initiative, and those who are responsible for execution.
 - **Dependencies:** Any factors, including existing projects or initiatives within the Corporation (internal), or within the community or more broadly with other levels of government (external) have been identified.
 - **Resourcing:** Estimated ranges of total value and full-time equivalent (FTE) requirements have been identified for each initiative, including whether it is an existing, funded or new initiative for consideration.

Note: detailed draft Action Plan is included as Appendix B.

- The **draft Performance Measurement Framework** includes the following key components (detailed provided in Section 4.0). These have been developed by Optimus SBR, and validated with the City of Guelph Project Team:
 - Objectives of the Performance Measurement Framework
 - Performance Measurement Framework (Template)
 - High-level Implementation Considerations

2.0 Strategic Implementation Planning & Performance Measurement: Context

The City's Strategic Plan: **Guelph. Future ready.** outlines the City of Guelph's vision for the future and aims to be the City's defined framework to enable decision-making, prioritization of resources, and efforts related to ongoing and future initiatives. It is designed to fully integrate with a new approach to Multi-Year Budget, which the City is developing in tandem with this work. The Strategic Plan was informed by existing long-range community plans, including the 2019 Community Plan and Official Plan. Optimus SBR facilitated the development of the draft Action Plan to support the effective implementation of the Strategic Plan. The draft Action Plan feeds into the development of a Performance Measurement Framework, which is a corporate level mechanism for assessing City's performance. The Performance Measurement Framework is supported by more specific, operational level indicators within departmental scorecards and individual performance development plans. The Performance Measurement Framework provides a mechanism for continuous measurement and improvement to further refine and enhance the Strategic Plan.

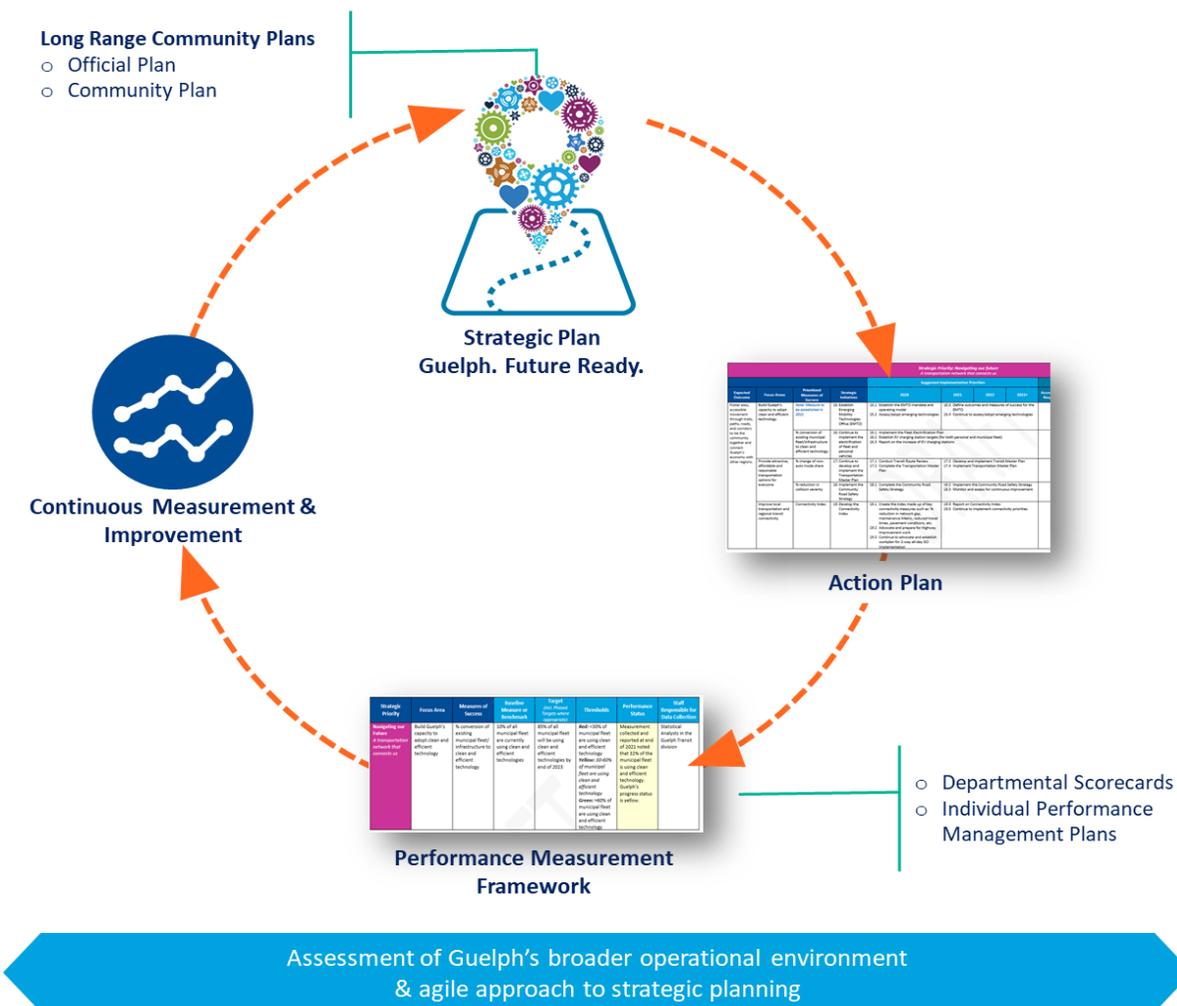


Figure 3 – Strategic Planning Cycle

In the face of relentless technological change, disruptive natural phenomenon, emerging competition, and changing citizen expectations, it is important that the strategic plan takes an agile and dynamic approach that is reflective of an organization's operating environment. Agile strategic planning has a few characteristics, including:

- Frameworks and tools able to manage a future that will be different;
- The ability to cope with more frequent and dynamic changes;
- The need for quality time to be invested for a true strategic conversation (rather than simply being a numbers and budget game); and
- Resources and funds available in a flexible way for emerging opportunities.¹

A traditional strategic planning process is more rigid and usually happens once every few years, while an agile strategic planning process is regularly repeated to reflect the organization's changing landscape. One of the key principles underpinning organizational strategic agility is that teams decide their priorities and where to allocate their own resources based on an organization's current operating landscape and environment.

Agile strategic planning normally requires organizations to follow a few key steps, including:

- **Clear Mission and Values** – having a good, enterprise-wide understanding of the organization's mission and values;
- **Engaged Stakeholders** – ensuring the right stakeholders are involved and engaged in the process – ideally the smallest group of decision-makers as possible so they can be nimble and responsible;
- **Best-Practice Agile Processes** – having an agile process to manage, document and control the flow of information for each strategic initiative, which can include breaking the process into smaller tasks with achievable, measurable outcomes, prioritizing what gets done first, enabling rapid review and buy-in from leadership, and fast-tracking implementation; and
- **Governance Structure** – setting up a governance structure to monitor the planning process, modify it based on any unexpected changes, and revalidate the strategic thinking as appropriate.²

The recent social, economic and operational impacts of Covid-19 highlight the importance of adopting an agile strategic planning approach, as well as ensuring Guelph's broader operating environment is regularly assessed and reflected in the strategic plan and supporting documents. Strategic planning should not be viewed as an 'one-and-done' event, but rather a continuously evolving process to ensure the City is best positioned to respond to changing priorities and to better serve its citizens.

¹ Harvard Business School 2018. Planning Doesn't Have to Be the Enemy of Agile, viewed April 6th, 2020
[URL: <https://hbr.org/2018/09/planning-doesnt-have-to-be-the-enemy-of-agile>]

² Workflow Service Now 2020. How to Adopt Agile Strategic Planning, viewed April 6th, 2020
[URL: <https://workflow.servicenow.com/employee-engagement/how-to-adopt-agile-strategic-planning/>]

3.0 Executive Summary: Draft Action Plan and Draft Performance Measurement Framework

The following summarizes the key components of the detailed Draft Action Plan developed for each of the five strategic priorities outlined in the City's Strategic Plan: **Guelph. Future ready.**

	 Powering our future	 Sustaining our future	 Navigating our future	 Working Together for our future	 Building our future
Goal	Contribute to a sustainable, creative and smart local economy that is connected to regional and global markets and supports shared prosperity for everyone	Care for the local environment, respond to climate change and prepare Guelph for a net-zero carbon future	Foster easy, accessible movement through trails, paths, roads, and corridors to tie the community together and connect Guelph's economy with other regions	Run an effective, fiscally responsible and trusted local government with engaged, skilled and collaborative employees	Make strategic investments that nurture social well-being, provide landmark beauty and offer a safe place where everyone belongs
Focus	<ul style="list-style-type: none"> Accelerate Guelph's innovation economy through partnerships Help businesses to succeed and add value to the community Support businesses as they adapt to changing workforce needs 	<ul style="list-style-type: none"> Plan and design an increasingly sustainable City as Guelph grows Create and execute an ambitious and achievable climate adaptation plan Mitigate climate change by reducing Guelph's carbon footprint 	<ul style="list-style-type: none"> Build Guelph's capacity to adopt clean and efficient technology Provide attractive, affordable and reasonable transportation options for everyone Improve local transportation and regional transit connectivity 	<ul style="list-style-type: none"> Attract and develop accountable employees who work collaboratively and creatively to deliver services Improve how the City communicates with residents and delivers services Develop a long-term financial and resource strategy that is achievable and affordable 	<ul style="list-style-type: none"> Maintain existing community assets and secure new ones Help increase the availability of housing that meets community needs Continue to build strong, vibrant, safe and healthy communities that foster resilience in the people who live here
Measures	<ul style="list-style-type: none"> Number of new businesses and collaborations with priority innovative sectors Percentage of businesses reporting Guelph as a good place to do business 	<ul style="list-style-type: none"> Percentage reduction of climate risk exposure for the City's built and natural assets Percentage increase in renewable energy resources to achieve corporate 100 per cent renewable energy target (100RE) Percentage reduction in greenhouse gas emissions to achieve Community Net-Zero carbon target 	<ul style="list-style-type: none"> Percentage of existing municipal fleet/infrastructure converted to clean and efficient technology Percentage change in non-auto mode share Percentage reduction in collision severity Connectivity Index 	<ul style="list-style-type: none"> Employee Engagement Index Percentage increase in citizen satisfaction Percentage of digital transactions City's credit rating Total tax and rate burden as a percentage of average household income. 	<ul style="list-style-type: none"> Percentage of current assets that provide satisfactory levels of service Percentage of affordable residential units (ownership and rental) Percentage of residents who perceive themselves to be safe in the city Improvement in response time for emergency services A sense of belonging to Guelph

4.0 Draft Performance Measurement Framework

4.1 Objectives of the Performance Measurement Framework

The Performance Measurement Framework is a results-based management tool that is used to guide the selection, development and ongoing use of performance measures of success. The framework allows for accurate assessment and measurement of overall corporate performance, to support informed decision making, and identify risks and opportunities for improvement. The core objectives of the Performance Measurement Framework are:

- To establish accountability for performance measurement and reporting;
- To measure performance against defined targets and thresholds to help achieve the strategic priorities and monitor progress;
- To identify risks and pressures that require leadership support to address and mitigate;
- To ensure there is a structured process and operating mechanisms in place to track, monitor and report on progress;
- To ensure corporate resources are used to enhance services and provide a positive impact to the Corporation and the public; and
- To adopt a continuous improvement lens towards the strategic initiatives and plan more broadly.

4.2 High-level Implementation Considerations

Optimus SBR recommends some next steps to move forward with the detailed design and implementation of the framework. There are five areas that will require Executive Team input and visibility as the Action Plan and the Performance Measurement Framework are rolled out.

4.2.1 Governance & Accountability:

- Define accountability and responsibility for delivery, maintenance, and reporting of the Performance Measurement Framework
- Define accountability and responsibility across the Corporation for individual targets, initiatives and resources (including budget)
- Define responsibility and processes for the collection of data to support reporting
- Determine cadence for the Performance Measurement Framework reporting to Executive Team and Council

4.2.2 Phased Implementation:

- A phased approach will be required, where existing KPIs and reporting infrastructure will be leveraged to begin developing the functionality of the Performance Measurement Framework
- Initially not all measures have been fully developed, have established baselines from which to set targets, or data collection processes in place. These will need to be developed over time

4.2.3 KPIs, Targets & Thresholds:

- For each measure of success, Optimus SBR suggests that the City of Guelph should conduct a readiness assessment to determine whether the data is currently being measured, tracked and reported;
- Targets and thresholds for optimal performance should be developed in draft by business unit owners and/or General Managers and validated by the Executive Team. These would serve as an effective decision-making tool for annual planning and budgeting, and connect to the multi-year budgeting process
- A phased target or threshold can be defined to demonstrate progress over time, and KPIs may also evolve to reflect increasing maturity levels. Where prioritized measures of success are not available, the use of proxy measures is recommended
- Targets, once developed should be incorporated and cascaded through departmental score cards and individual performance plans

4.2.4 Change Management:

- Clear communication to staff around the Performance Measurement Framework and its use as a tool for Executive and Council decision making, and for ensuring transparency and accountability to the public
- Develop operating mechanisms on how to collect inputs and inter-departmental communication
- Provide training on roles and responsibilities, where the process for reporting has changed

4.2.5 Managing insights and risks identified from the Performance Measurement Framework:

- Establish clear accountabilities for acting on risks identified through the Performance Measurement Framework, including accountabilities for identifying risk, risk mitigation and planning and reporting to Executive Team and Council

4.3 Implementation Supports for the Performance Measurement Framework

The Performance Measurement framework is an essential tool to help build a culture of continuous improvement for the Strategic Plan and Action Plan so that the City's operational and regulatory landscape is assessed, progress of the plan measured, and the Plans updated to align with the needs and environment in the City.

- Three key supports are need as illustrated in the figure below.

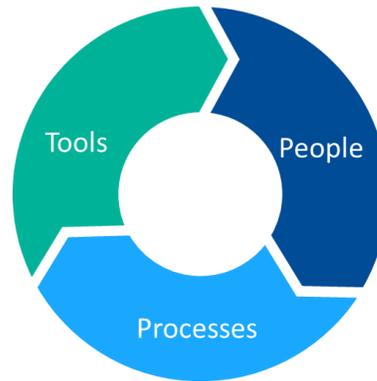


Figure 4 – Implementing Continuous Improvement into the Performance Measurement Framework

- **People** – Examples of key roles and responsibilities include but are not limited to:
 - **General Managers:** Staff (leadership) that are responsible for the performance and outcome of the measure of success.
 - **Quality Oversight:** Staff (management and/or business units) who can provide business context and quality oversight of the data, including any insights and their relevance.
 - **Data Subject Matter Expert:** Staff (business unit) who are the subject matter expert on the data and closest to the data source. This would mean that they are aware of its collection, storage and understand how to analyze the data.
 - **Budgetary & Finance Experts:** Staff (finance and corporate services) who are the subject matter experts on the resources, both human and financial, required to support the initiatives and outcomes.
 - **Strategy, Innovation and Intergovernmental Services Office (SIISO) Liaison:** Staff from the City's Strategy, Innovation and Intergovernmental Services Office, that have been assigned as liaisons to measures of success and the relevant business units and are responsible for facilitating updates to the Performance Measurement Framework. This group is also responsible for scheduling and facilitating the collaborative meetings with the members of the Strategic Plan Advisory Working Group described below.
 - **Strategic Plan Advisory Working Group:** An interdisciplinary collaborative working group composed of General Managers and the Co-Leads from each strategic priority working group. Responsible for meeting twice a year to review the progress of the strategic initiatives and Performance Measurement Framework, and to provide advice and recommendations on updates to the Performance Measurement Framework as appropriate.
 - The working relationship of the roles and responsibilities described are illustrated in the figure below.

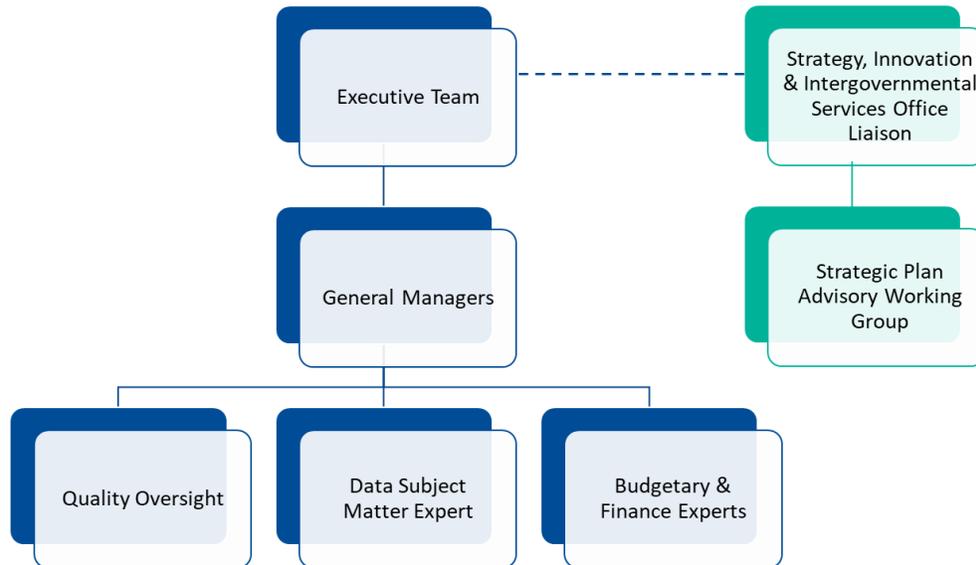


Figure 5 – Roles and Responsibilities for Implementing Continuous Improvement into the Performance Measurement Framework

- **Processes** – define the key processes required for developing, maintaining and/or refining the Performance Measurement Framework as needed. Examples of processes include but are not limited to:
 - Educating departments and key staff on the Performance Measurement Framework, including targets and threshold development and refinement;
 - Providing direction and insights into the development and/or refinement of targets and thresholds;
 - Confirming newly developed or refined targets and thresholds with Executive Team;
 - Working with departments to refine, update, or develop measures of success;
 - Collecting measures of success and related information and recommendations from the departments on a regular basis;
 - Owning the data that is provided for reporting, analysis and quality oversight;
 - Synthesizing information for reporting to the Executive Team;
 - Reviewing performance and receiving appropriate commentary as needed;
 - Enabling a governance body (i.e., the Strategic Plan Advisory Working Group) for making recommendations on how strategic plan and supporting documents will/may need to be updated based on progress and/or environmental changes;
 - Meeting twice a year to review the Performance Measurement Framework and to make recommendations on how strategic plan and supporting documents will/may need to be updated based on progress and/or environmental changes;
 - Addressing and/or removing challenges related to the Performance Measurement Framework; and
 - Leading or supporting Change Management.

- **Tools** – enable the appropriate new and existing Business Intelligence tools to support the processes described above for developing, maintaining and/or refining the Performance Measurement Framework. Currently, staff at Guelph have begun to leverage business intelligence tools to further this work. Business Intelligence uses advanced technologies to access, analyze, and publish data. This data is sourced from existing software systems that currently help staff perform key functions across the City. The data will be utilized to monitor the Measures of Success as outlined in the Action Plan. The tracking of these Measures of Success will be presented as dashboards that will visualize and report on the effectiveness of the Action Plan and will clearly illustrate the improvements in the Focus Areas.

Additionally, the Business Intelligence tool will allow for clear communication of the City's progress to staff and council and allows the City to present a single source of truth to the public. This data-driven approach also empowers staff to analyze the data they need through self-service analytics and enables staff to visualize the effectiveness of improvement strategies, instantly understand where increased efficiencies can be found, waste can be minimized, and spending can be monitored. The provisioning of these key data sets is already underway and the key technology for visualizing and reporting insights has already begun to be implemented.

4.4 Performance Measurement Framework (Template)

The following Performance Measurement Framework has been developed as a draft for discussion with the City of Guelph's project team and Executive Team.

The recommended owner of the Performance Measurement Framework will be the City's Strategy, Innovation and Intergovernmental Services Office and will serve as a dynamic process and supporting systems, that will be regularly updated to measure the progress of the implementation of Action Plans.

Please note that the City has begun to develop expertise in business intelligence tools for the purposes of reporting, and this template is focused on the content required for effective performance measurement, and not a visual depiction of potential reporting tools that may be presented to the Executive Team and Council.

The template provided below provides descriptions for each of the components of the action plan.

Strategic Priority	Focus Area	Measures of Success	Baseline Measure or Benchmark	Target <i>(incl. Phased Targets where appropriate)</i>	Thresholds	Frequency for Reporting	Performance Status	Staff Responsible for Data Collection
<p><i>Definition</i></p> <p>This column describes one of the five strategic priorities. These have already been identified in the <i>Guelph. Future ready.</i> strategic plan.</p>	<p>This column describes one of the three focus areas per strategic priority. These have already been identified in the <i>Guelph. Future ready.</i> strategic plan.</p>	<p>This column describes the prioritized measure of success related to the strategic priority and focus area. These have been developed with input from the working groups and validated with the working group co-leads and General Managers.</p>	<p>This column describes Guelph's current state. This will be used to establish a starting point, and a baseline for comparison to determine progress.</p>	<p>This column describes Guelph's time-bound desired future state. It may also include information around phased targets where appropriate.</p>	<p>This column defines the rules by which performance against a target will be reported (e.g., red, yellow and green scale).</p>	<p>This column defines the frequency by which the measurements will be collected and reported.</p>	<p>This column identifies how the City is performing regarding the measure of success at a specific point in time, and the associated red, yellow or green category based on the thresholds previously identified.</p>	<p>This column identifies the departmental or business unit staff that will be responsible for collecting and reporting on the metrics data. Note – this may be different than the overall accountability for the focus area and strategic initiative.</p>

5.0 Appendix A: Number of Strategic Initiatives by Funding Requirement Category

The following table summarizes the estimated range of total value required to implement each of the strategic initiatives outlined in the action plan. Estimates were developed by the City of Guelph's Implementation Support Working Group, including the Finance team, based on information available. They should be used for directional purposes. Strategic initiative counts indicated with an (*) are a combination of 2 initiatives and for costing purposes have been counted as one given the difficulty in separating the cost drivers. For this reason, while there are 26 strategic initiatives, they are represented by 22 costed in this table.

Number of strategic initiatives by funding requirement category							
Funding Requirement Category	Funded vs New	Strategic priority					Total No. of Strategic Initiatives
		Powering our Future	Sustaining our Future	Navigating our Future	Working Together for our Future	Building our Future	
<\$1M	<i>Funded</i>	3			1		4
	<i>Partially funded</i>						
	<i>New</i>	1	1			1	3
\$1-3M	<i>Funded</i>						
	<i>Partially funded</i>	1		1			2
	<i>New</i>		1	1	1*		3
\$3-10M	<i>Funded</i>	1					1
	<i>Partially funded</i>				1	1*	2
	<i>New</i>						
\$10-50M	<i>Funded</i>						
	<i>Partially funded</i>	1	1				2
	<i>New</i>			1			1
\$50-100M	<i>Funded</i>						
	<i>Partially funded</i>			1		1	2
	<i>New</i>						
\$100-250M	<i>Funded</i>						
	<i>Partially funded</i>		1*				1
	<i>New</i>						
>\$250M	<i>Funded</i>						
	<i>Partially funded</i>					1*	1
	<i>New</i>						
Total No. Of Strategic Initiatives	<i>Funded</i>	4			1		5
	<i>Partially funded</i>	2	2	2	1	3	10
	<i>New</i>	1	2	2	1	1	7

6.0 Appendix B: Detailed Action Plan

6.1 Powering our future

The working group identified measures of success and strategic initiatives for the *Powering our future* strategic priority, these have been refined into 2 measures of success with their associated strategic initiatives (6). The table below also identifies whether the strategic initiative is new or funded (existing). The measures of success and the associated strategic initiatives will be further refined and prioritized after discussions with the working group Co-leads of Powering our future and General Managers.

Strategic Priority: Powering our future An economy that empowers us													
				Suggested Implementation Priorities					Dependencies		Resourcing		
Expected Outcome	Focus Areas	Prioritized Measures of Success	Strategic Initiatives	2020	2021	2022	2023+	Accountabilities & Responsibilities	Internal	External	Total \$	Additional FTE	Funded vs New
Contribute to a sustainable, creative and smart local economy that is connected to regional and global markets and supports shared prosperity for everyone.	Accelerate Guelph's innovation economy through partnerships	# new businesses and collaborations with priority innovative sectors	1. Formalize the Grow Guelph Partnership initiative	1.1 Validate progress of the Grow Guelph Partnerships initiative to date 1.2 Define new governance structure for managing partnerships at the City 1.3 Define collaborative initiatives with partners within each of the priority areas	1.4 Formalize strategic partnerships through contractual agreements. 1.5 Measure progress and outcomes resulting from the formalized partnerships, particularly outcomes relating to the four priority areas of the initiative (e.g., impact on Guelph's innovation economy, number and types of businesses focused on innovation, number and types of business opportunities, etc.)			IDE, Business Development and Enterprise	n/a	n/a	Less than \$1M	0	Funded
			2. Implement the City of Guelph Innovation Work Plan	2.1 Develop a Data Trust Strategy (Our Food Future Use Case) 2.2 Evolve and scale the Civic Accelerator Centre Program	2.3 Implement the Data Trust Strategy and evolved Civic Accelerator program		CAO, Strategy, Innovation and Intergovernmental Services	Digital and Technology Master Plan	n/a	\$1M to \$3M	3 or less	Partially Funded	
				2.4 Develop Smart Cities Strategy (2021/2022) 2.5 Implement Smart Cities Strategy to understand and connect various initiatives underway across the corporation									
			3. Implement Our Food Future circular economy 5-year initiative & associated applicable elements of the	3.1 Launch Harvest Fund and ihub 3.2 Develop food waste campaign 3.3 Complete neighborhood food asset mapping and set	3.5 Implement the three work stream work plans (i.e., Businesses, Nutritious Food and Waste as a resource)			CAO, Smart City Office	n/a	n/a	\$10M-\$50M	0	Partially Funded

Strategic Priority: Powering our future An economy that empowers us															
				Suggested Implementation Priorities					Dependencies		Resourcing				
Expected Outcome	Focus Areas	Prioritized Measures of Success	Strategic Initiatives	2020	2021	2022	2023+	Accountabilities & Responsibilities	Internal	External	Total \$	Additional FTE	Funded vs New		
			Grow Back Better recovery 10 point plan to provide immediate support to three core priorities in our local food economy.:	3.4 baselines for improvement Implement applicable elements of 10 point plan.											
Help businesses to succeed and add value to the community	% businesses reporting Guelph as a good place to do business	4. Develop and implement new Economic Development Strategy	4.1	Develop and approve new Economic Development Strategy and supporting implementation plan for Council consideration	4.2	Implement the new Economic Development Strategy and create/align supporting plans <ul style="list-style-type: none"> Develop a Local Business Service plan Develop the Employment Lands plan 	IDE, Business Development and Enterprise	Local Business Service Strategy, & Employment Lands Strategy	n/a	Less than \$1M	0	Funded			
			5. Implement fibre optic network initiative	5.1	Award construction tender and commence construction	5.2	Implement the fibre optic network initiative	5.3	Report as buildings are brought online and partnerships are made	CS, IT	Digital and Technology Master plan	n/a	\$3M-\$10M	0	Funded
			6. Develop and implement a tourism rebuild strategy	Complete strategy and implement				PS	Culture Plan, Municipal Accommodation Tax	n/a	Less than \$1M	0	New		
			7. Formalize the Workforce Development Partnership component of the City's Economic Development Strategy	7.1	Collaborate with the Workforce Planning Board to identify current workforce development programs and services offered	7.2	Identify an appropriate governance structure for enhanced coordination between the external agencies	7.3	Formalize the workforce development partnerships	IDE, Business Development and Enterprise	n/a	n/a	Less than \$1M	0	Funded
Support businesses as they adapt to changing workforce needs															

6.2 Sustaining our Future

The working group identified measures of success and strategic initiatives for the *Sustaining Our Future* strategic priority, these have been refined into 3 measures of success with their associated strategic initiatives (5). The table below also identifies whether the strategic initiative is new or funded (existing). The measures of success and the associated strategic initiatives will be further refined and prioritized after discussions with the working group Co-leads of Sustaining our Future and General Managers.

Strategic Priority: Sustaining our future An environment that sustains us													
				Suggested Implementation Priorities					Dependencies		Resourcing		
Expected Outcome	Focus Areas	Prioritized Measures of Success	Strategic Initiatives	2020	2021	2022	2023+	Accountabilities & Responsibilities	Internal	External	Total \$	Additional FTE	Funded vs New
Care for the local environment, respond to climate change and prepare Guelph for a net-zero carbon future.	Create and execute an ambitious and achievable climate adaptation plan	% reduction of climate risk exposure for the City's built and natural assets	8. Develop and implement Climate Adaptation Plan	8.1 Establish a governance approach to developing the plan 8.2 Identify Guelph's current state regarding climate risk exposure and develop an inventory of the City's built and natural assets	8.3 Prioritize actions and adaptation strategies based on assessed climate risk 8.4 Review findings and actions with internal and external stakeholders	8.5 Refine, finalize and approve the final Climate Adaptation Plan with Council 8.6 Complete Growth Conformity Review	8.7 Measure progress and outcomes of implementation 8.8 Identify and action opportunities for continuous improvement and increase the City's resilience to climate change and/or reduce the City's exposure to climate risk	TBD	Corporate Asset Management Plan Addresses Climate Risk; I&I Strategy; Emergency Preparedness; and Forest Management	Climate change risk levels	\$10M - \$50M	4-10	Partially Funded
	Mitigate climate change by reducing Guelph's	% increase in renewable energy resources to achieve corporate 100% renewable energy target (100RE)	9. Implement the ISO 50001 Corporate Energy Management System	9.1 Validate the implementation progress of the Corporate Energy Management System to date and identify key next steps	9.2 Complete implementation and certify to the ISO 50001	9.3 Measure progress and outcomes for continuous improvement, while ensuring compliance with the ISO 50001 Energy Management Standard 9.4 Identify and action opportunities for continuous improvement, while ensuring compliance with the ISO 50001 Energy Management Standard		IDE, Facilities and Energy Management	n/a	n/a	\$1M-\$3M	3 or less	New

Strategic Priority: Sustaining our future An environment that sustains us													
				Suggested Implementation Priorities					Dependencies		Resourcing		
Expected Outcome	Focus Areas	Prioritized Measures of Success	Strategic Initiatives	2020	2021	2022	2023+	Accountabilities & Responsibilities	Internal	External	Total \$	Additional FTE	Funded vs New
	carbon footprint				Energy Management System standard								
		% reduction in greenhouse gas emissions to achieve Community Net-Zero carbon target	10. Continue to support the Community Energy Initiative (CEI)	10.1 Continue funding the CEI and review mechanisms for monitoring and accountability	10.2 Develop strategic partnerships through the CEI 10.3 Advocate for provincial and federal action to support CEI actions 10.4 Support the Priority Actions identified by CEI			IDE, Facilities and Energy Management	Official Plan Growth Conformity Review	Relationship with Our Energy Guelph; and Broader community involvement and participation	\$100 M to \$250 M	3 or less	Partially funded
	Plan and design an increasingly sustainable City as Guelph grows	n/a <i>Note: Measures are currently addressed in the 2 previous Focus Areas</i>	11. Develop and implement a Sustainability City Master Plan	11.1 Identify existing departmental initiatives or projects related to sustainable city planning	11.2 Establish the Working Group/Community of Practice	11.3 Identify and action opportunities for continuous improvement		IDE, Planning and Building Services	Urban Forest Management Plan; NHAP; Storm Water Protection Plan; and Official Plan Growth Conformity Review		Less than \$1M	0	New

6.3 Navigating our Future

The working group identified measures of success and strategic initiatives for the *Navigating Our Future* strategic priority, these have been refined into 4 measures of success with their associated strategic initiatives (5). The table below also identifies whether the strategic initiative is new or funded (existing). The measures of success and the associated strategic initiatives will be further refined and prioritized after discussions with the working group Co-leads of Navigating our Future and General Managers.

Strategic Priority: Navigating our future A transportation network that connects us													
				Suggested Implementation Priorities				Dependencies		Resourcing			
Expected Outcome	Focus Areas	Prioritized Measures of Success	Strategic Initiatives	2020	2021	2022	2023+	Accountabilities & Responsibilities	Internal	External	Total \$	Additional FTE	Funded vs New
Foster easy, accessible movement through trails, paths, roads, and corridors to tie the community together and connect Guelph's economy with other regions.	Build Guelph's capacity to adopt clean and efficient technology	<i>Note: Measure to be established in 2021</i>	12. Establish Emerging Mobility Technologies Office (EMTO)		12.1 Establish the EMTO mandate and operating model 12.2 Define outcomes and measures of success for the EMTO 12.3 Continue to assess/adopt emerging technologies			IDE, Engineering and Transportation Services	Parks and Rec Master Plan	n/a	\$1M to \$3M	3 or Less	New
		% conversion of existing municipal fleet/infrastructure to clean and efficient technology	13. Continue to implement the electrification of the fleet and personal vehicles	13.1 Implement the Fleet Electrification Plan 13.2 Establish EV charging station targets (for both personal and municipal fleet) 13.3 Report on the increase of EV charging stations			IDE/PS	Operations Campus approval	n/a	Included in SI 10 (part of CEI actions)		Partially funded	
	Provide attractive, affordable and reasonable transportation options for everyone	% change of non-auto mode share	14. Continue to develop and implement the Transportation Master Plan	14.1 Conduct Transit Route Review	14.2 Complete the Transportation Master Plan 14.3 Develop and implement the Transit Master Plan 14.4 Implement Transportation Master Plan			IDE, Engineering and Transportation Services, PS, Guelph Transit	Fibre Network	n/a	\$50M to \$100M	More than 10	Partially funded
		% reduction in collision severity	15. Implement the Community Road Safety Strategy	15.1 Complete the Community Road Safety Strategy	15.2 Implement the Community Road Safety Strategy 15.3 Monitor and assess for continuous improvement			IDE, Engineering and Transportation Services	n/a	Community behavior and adoption of safety practices	\$1M to \$3M	3 or less	Partially funded
Improve local transportation and regional transit connectivity	Connectivity Index	16. Develop the Connectivity Index and support regional transit connectivity	16.1 Create the index made up of key connectivity measures (such as % reduction in network gap, maintenance Metric, reduced travel times, pavement conditions, etc.) 16.2 Advocate and prepare for Highway Improvement work	16.4 Report on Connectivity Index 16.5 Continue to implement connectivity priorities			IDE, Engineering and Transportation Services, PS	n/a	Metro-linx finalization of 2-way all-day GO Provincial decisions related to Highway 6/7	\$10M to \$50M	3 or less	New	

Strategic Priority: Navigating our future A transportation network that connects us													
				Suggested Implementation Priorities					Dependencies		Resourcing		
Expected Outcome	Focus Areas	Prioritized Measures of Success	Strategic Initiatives	2020	2021	2022	2023+	Accountabilities & Responsibilities	Internal	External	Total \$	Additional FTE	Funded vs New
				16.3 Continue to advocate and establish work plan for 2-way all-day GO implementation									

6.4 Working Together for our Future

The working group identified measures of success and strategic initiatives for the *Working Together for Our Future* strategic priority, these have been refined into 4 measures of success with their associated strategic initiatives (4). The table below also identifies whether the strategic initiative is new or funded (existing). The measures of success and the associated strategic initiatives will be further refined and prioritized after discussions with the work group Co-leads of Working together for our future and General Managers.

Strategic Priority: Working Together for our future A modern government that works with us													
				Suggested Implementation Priorities				Dependencies		Resourcing			
Expected Outcome	Focus Areas	Prioritized Measures of Success	Strategic Initiatives	2020	2021	2022	2023+	Accountabilities & Responsibilities	Internal	External	Total \$	Additional FTE	Funded vs New
Run an effective, fiscally responsible and trusted local government with engaged, skilled and collaborative employees.	Attract and develop accountable employees who work collaboratively and creatively to deliver services	Employee Engagement Index <i>(Note: This index measure includes scores for 3 drivers within the employee engagement survey - Employee Empowerment, Department Relationships, and Culture)</i>	17. Develop and implement HR Strategy	17.1 Launch and implement Vision, Mission, and Values 17.2 Implement Employee Value Proposition (EVP) Program 17.3 Build Capacity for innovation and creativity 17.4 Review results from the 2019 survey and adapt the Employee Value Proposition Program to reflect input from employees and best practices 17.5 Conduct annual pulse checks and continuously improve the Employee Value Proposition Program to reflect pulse check results 17.6 Conduct an employee engagement survey (once every three years; next one in 2022) to assess the impact of various initiatives on employee engagement				CS, Human Resources	Internal Communications Plan	n/a	\$3M to \$10M	0	Partially funded
	Improve how the City communicates with residents and delivers services	% increase in citizen satisfaction % of digital transactions	18. Implement the Service Simplified Strategy	18.1 Implement the Service Simplified Strategy				Service Simplified: CS, Communications and Customer Service Digital Services Team: TBD	IT and Digital Technology Master Plan Internal and External Communication Master Plans	n/a	\$1M to \$3M	0	New, budget savings potential
			19. Creation of a Digital Services Team that leads the digitization of service delivery	19.1 Create a digital services team that will help set the vision and strategy for the digitization of service delivery. As part of the initial assessment, analyze the % of current services that are delivered digitally 19.2 Implement the Continuous Improvement Office Strategy 19.3 Identify the digitization opportunities and bucket them into short, medium and long-term. Develop and implement plan, prioritizing the short-term opportunities 19.4 Develop business cases for Council's consideration outlining alternate service delivery mechanisms 19.5 Monitor implementation progress and outcomes, and identify and action opportunities for continued improvement									
Develop a long-term financial and resource strategy that is achievable and affordable	City's Credit rating	20. Implement the Long-Term Financial Planning Framework	20.1 Implement the first Multi-Year Budget that will guide the City's investment strategies for the coming years 20.2 Develop the Long-Term Financial Planning Framework dashboard/index	20.3 Implement User Fee Review 20.4 Refine the Multi-Year Budgeting strategies as needed	20.5 Refine the Multi-Year Budgeting strategies as needed	20.6 Develop the next 4-years Multi-Year Budget	CS, Finance			Less than \$1M	0	Revenue-generating potential	

6.5 Building our Future

The working group identified measures of success and strategic initiatives the strategic priority, these have been refined into 5 measures of success with their associated strategic initiatives (5). The table below also identifies whether the strategic initiative is new or funded (existing). The measures of success and the associated strategic initiatives will be further refined and prioritized after discussions with the work group co-leads of Building our future and General Managers.

Strategic Priority: Building our future A community that supports us													
				Suggested Implementation Priorities					Dependencies		Resourcing		
Expected Outcome	Focus Areas	Prioritized Measures of Success	Strategic Initiatives	2020	2021	2022	2023+	Accountabilities & Responsibilities	Internal	External	Total \$	Additional FTE	Funded vs New
Make strategic investments that nurture social well-being, provide landmark beauty and offer a safe place where everyone belongs.	Maintain existing community assets and secure new ones	% of current assets that provide satisfactory levels of service	21. Implement the Corporate Asset Management Plan	21.1 Commence phased roll-out of CMMS to support more effective Asset Management			21.2 Corporate wide CMMS	IDE, Engineering and Transportation Services	Digital and Technology Master Plan	n/a	More than \$250M (Operations Hub is included in costing of #10 CEI)	More than 10	Partially funded
			22. Build key assets (South End Community Centre, Baker Street Development and Operations Hub)	22.1 Baker Street: Council endorsement of Urban Design Master Plan 22.2 Develop business plans for Operations Hub	22.3 South End Community Centre Ground-breaking 22.4 Baker Street: Detailed design and construction 22.5 Zoning by-law review completion	22.6 South End Community Centre Opening 22.7 Baker Street: Ground-breaking							
	Help increase the availability of housing that meets community needs	% of affordable residential units (ownership and rental)	23. Implement the City of Guelph's Affordable Housing Strategy (2017) 24. Enhance Guelph's collaborative relationship with the County	24.1 Continue to implement the Affordable Housing Strategy. Partnership is identified as one of the strategic initiatives in the strategy, the City needs to enhance the collaborative relationship with the County as part of the successful implementation of the strategy	24.2 Review the affordable housing target. The 30% target was developed as part of the background work to the City's 2012 Official Plan Update and has been validated through the affordable housing strategy work. (2023)		24.3 Conduct a preliminary assessment for changing City's affordable housing needs to refine the initiatives 24.4 Complete Official Plan Growth Conformity Review (impact to zoning by-laws)	IDE, Planning and Building Services, PS, Culture, Tourism and Community Investment	n/a	Wellington County Housing Strategy & Funding	\$3M-\$10M	3 or less	Partially funded
Make strategic investments that nurture social well-	Continue to build strong, vibrant, safe and healthy communities that foster resilience	% of residents who perceive themselves to be safe in the city	25. Develop a Community Safety and Well-Being Plan	25.1 Develop a Diversity and Inclusion Plan for the community	25.2 Develop a working group that can support the development of a Community Safety and Well-Being Plan (2021)		25.3 Prioritize the implementation of the initiatives that focus on improving community safety (2022)	PS, Operations	Official Plan Growth Conformity	Community perception of safety and	\$50M to 100M	More than 10 FTE	Partially funded

being, provide landmark beauty and offer a safe place where everyone belongs.	in the people who live here	Improvement in response time for emergency services			25.4 Report on the annual progress of the activities and initiatives to assess the impact of Diversity and Inclusion Plan on community safety 25.5 Identify the opportunities for improvement in the plan 25.6 Implement the Emergency Services Master Plan 25.7 Implement the Parks & Recreation Master Plan 25.8 Develop and implement the Fire Master Plan 25.9 Conduct a follow-up community survey in 2022 to measure the progress related to the measure of success			belonging			
		% citizens expressing a sense of belonging to Guelph <i>Note: Due to the scope of the focus area, it was felt that multiple measures were required to assess performance.</i>	26. Develop and implement a Culture Plan	26.1 Complete strategy and implement	PS				Less than \$1M	3 or Less	New

7.0 Appendix C: Costing assumptions

7.1 Powering our future

Strategic Initiatives	Costing assumption information
1. Formalize the Grow Guelph Partnership initiative	Assumes funded through Business, Development and Enterprise base budget
2. Implement the City of Guelph Innovation Work Plan	Includes funding for data trust development strategy and smart cities strategy and some technology infrastructure costs. Also includes assumption for potential FTEs.
3. Implement Our Food Future circular economy 5-year initiative & associated applicable elements of the Grow Back Better recovery 10 point plan to provide immediate support to three core priorities in our local food economy	Assumes the program costs funded from the \$10M Smart City award as well as initiatives that are included in the 10-point plan that may require additional grant or partner investment.
4. Develop and implement new Economic Development Strategy	Assumes only the strategy development and not any land development or land acquisition costs
5. Implement fibre optic network	No assumptions, project is funded and approved, and business case shows ROI in the form of cost avoidance.
6. Develop and implement a tourism rebuild strategy	Assumes this is a strategy development in partnership with external agencies that is currently unfunded and that a source of funding would be the planned Municipal Accommodation Tax or other grant funding.
7. Formalize the Workforce Development Partnership component of the City's Economic Development Strategy	Assumes funded through Business Development, and Enterprise base budget

7.2 Sustaining our future

Strategic Initiatives	Costing assumption information
8. Develop and implement Climate Adaptation Plan	Costing includes: Stormwater Master Plan implementation and update, implementation of NHAP, and implementation of UFMP
9. Implement the ISO 50001 Corporate Energy Management System	While the ISO certification itself has budget, the broader implications of managing and recording data to meet the standard may be quite costly across many businesses including: fleet, facilities, water, storm, wastewater, solid waste and, transit. May require additional technology and people resources to meet these higher standards.
10. Continue to support the Community Energy Initiative (CEI)	South End net zero incremental cost, Transit and Fleet electrification including new Operations Hub (operations campus and EV stations) and the 100RE Capital Strategy
11. Develop and implement a Sustainability City Master Plan	Assumes only the budget for Master Plan development

7.3 Navigating our future

Strategic Initiatives	Costing assumption information
12. Establish Emerging Mobility Technologies Office (EMTO)	Assuming a plan a creation of an office of 3 people or less (some may be re-deployed)
13. Continue to implement the electrification of the fleet and personal vehicles	Included in costs of SI 10.
14. Continue to develop and implement the Transportation Master Plan	Assuming all impacts for increasing the City's, modal split targets including increased transit requirements, cycling infrastructure, trail network build-out, signaling and crossing priorities. Note that the Operations Hub facility for new buses is included in #10. Includes cost of new buses, new drivers, the cost of a transit route strategy, and the cost of all the bus structure infrastructure (shelters, signage, communication, digital infrastructure) for implementing route strategy.
15. Implement the Community Road Safety Strategy	Assuming traffic calming, road structure/form, signalization improvements. Could mean enhanced enforcement costs but current costing does not include this component.
16. Develop the Connectivity Index and support regional transit connectivity	Assumes some funding for digital index creation and auto link to data. Also includes costing for impacts for two-way all-day for up to seven grade separation projects at various rail-crossings.

7.4 Working together for our future

Strategic Initiatives	Costing assumption information
17. Develop and implement HR Strategy	Assumes leadership training focus, corporate strategies for working together better, capital funding for Human Resource Information System (PDP, training management, other).
18. Implement the Service Simplified Strategy	Assumes that a digital approach to customer service will centralize the functionality in the city and create capacity to redeploy or create fiscal room for other strategies.
19. Creation of a Digital Services Team that leads the digitization of service delivery	Costing for the creation of a new digital team (combination of new FTE and redeploy) plus technology infrastructure for digital service, excluding the customer service piece but, includes things like Office 365, dashboards, power BI. A significant shift from capital funding to operating budget as we move to cloud / licensing products.
20. Implement the Long-Term Financial Planning Framework	Assumes costs for web redesign, budget modules. No increased staffing. Should have a revenue creation / budget reduction impact

7.5 Building our future

Strategic Initiatives	Costing assumption information
21. Implement the Corporate Asset Management Plan	Assumes capital investment for CMMS, and condition assessment studies and service level studies. Also assumes operating maintenance and capital infrastructure renewal that will be optimized or leveraged to a better extent. Includes the Infrastructure Renewal Strategy and reducing the backlog and infrastructure gap - totaling \$500M corporately.
22. Build key assets (South End Community Centre, Baker Street Development and Operations Hub)	Includes the capital and operating costs of South end Community Centre and Baker District , (Ops facility is included in SI 10)
23. Implement the City of Guelph's Affordable Housing Strategy (2017)	Assumes Council current AFH strategy will continue - funding approved at \$500k annually in budget however targets may need revision and strategy implementation is not staffed.
24. Enhance Guelph's collaborative relationship with the County	No funding assigned to this item.
25. Develop a Community Safety and Well-Being Plan	Assuming Paramedic, Fire and Parks and Rec Master Plans implementation, plus digital presence for communicating safety dashboard and study funding for a community wellbeing plan.
26. Develop and implement a Cultural Plan	Assumes funding for strategy development, program implementation and staffing