

# COMMITTEE AGENDA



TO **Governance Committee**

DATE May 22, 2012

LOCATION Council Chambers

TIME 3:30 p.m.

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## DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

### CONFIRMATION OF MINUTES – April 10, 2012

### PRESENTATIONS (Items with no accompanying report)

a)

### CONSENT AGENDA

*The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Governance Committee Consent Agenda will be approved in one resolution.*

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
GOV-11 Corporate Strategic Plan (CSP) Framework 2012-216	Ann Pappert, CAO		√
GOV-12 Implementing the Corporate Strategic Plan – 2012 Initiatives			

Resolution to adopt the balance of the Governance Committee Consent Agenda.

### ITEMS EXTRACTED FROM CONSENT AGENDA

Once extracted items are identified, they will be dealt with in the following order:

- 1) delegations (may include presentations)
- 2) staff presentations only
- 3) all others.

**NEXT MEETING** – July 9, 2012

**The Corporation of the City of Guelph  
Governance Committee  
Tuesday April 10, 2012, 3:00 p.m.**

A meeting of the Governance Committee was held on Tuesday April 10, 2012 in the Council Chambers at 3:00 p.m.

Present: Mayor Farbridge and Councillors Dennis, Findlay, Hofland, and Piper (*arrived 3:07 p.m.*)

Also Present: Councillors Bell, Furfaro, Guthrie, Van Hellemond and Wettstein (*arrived 3:12 p.m.*)

Staff Present: Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Mr. D. McCaughan, Executive Director of Operations & Transit; Mr. B. Labelle, City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Dennis  
THAT the minutes of the Governance Committee meeting held on January 25, 2012 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda to be dealt with separately:

- GOV-2012 A.7 First Report of the Integrity Commissioner
- GOV-2012 A.10 Procedural By-law and Closed Meeting Protocol Amendments

2. Moved by Councillor Dennis  
Seconded by Councillor Findlay  
THAT the balance of the Governance Committee April 10, 2012 Consent Agenda, as identified below be adopted:

a) **Executive Director Compensation – Competitive Salary Market Position**

REPORT

That the 55<sup>th</sup> percentile of the approved comparator group be established as the competitive position for Executive Director level positions to be consistent with and aligned to the Chief Administrative Officer and other full-time Non-Union positions;

AND THAT the 2011 salary range for Executive Director level positions be established as \$136,288.80 - \$170,361.00;

AND THAT the 2012 salary range for Executive Director level positions be established as: \$139,028.80 - \$173,786.00.

b) **2012 Council Governance Survey**

Mr. M. Amorosi  
Mr. B. Labelle

THAT the April 10, 2012 Governance Committee report entitled '2012 Council Governance Survey' be received.

VOTING IN FAVOUR: Councillors Dennis, Findlay, Hofland and Mayor Farbridge (4)

VOTING AGAINST: (0)

Carried

Councillor Piper arrived at 3:07 p.m.

**First Report of the Integrity Commissioner**

Mr. Robert Swayze, the City's Integrity Commissioner highlighted his first report as contained in the meeting agenda. Mr. Swayze advised that he reports directly to Council. He is available to conduct any investigations regarding the Council Code of Conduct and also serves as a resource for Members of Council to provide advice in relation to questions they may have regarding ethical behavior. Mr. Swayze discussed several minor revisions recommended for the Council Code of Conduct.

3. Moved by Councillor Dennis  
Seconded by Councillor Findlay

REPORT

THAT the Code of Conduct for Council and Local Boards be amended in accordance with Appendix 2 attached to this report.

VOTING IN FAVOUR: Councillors Dennis, Findlay, Hofland, Piper and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

**Procedural By-law and Closed Meeting Protocol Amendments**

The City Clerk responded to questions in order to provide clarification on amended sections of the Procedural By-law. He referenced information contained in the staff report attached as part of the meeting agenda.

REPORT

4. Moved by Councillor Piper  
Seconded by Councillor Hofland

That a new Procedural By-law be adopted pursuant to the proposed amendments highlighted in Attachment A to the April 10, 2012 Governance Committee report entitled 'Procedural By-law and Closed Meeting Protocol Amendments' and that Section 2.3(a) be amended by removing "unless by way of resolution: and replace with "with adequate public notice;

That the Closed Meeting Protocol be revised pursuant to the amendments proposed in Attachment B in the same report.

VOTING IN FAVOUR: Councillors Dennis, Findlay, Hofland, Piper and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

The meeting adjourned at 3:26 p.m.

.....  
Chairperson

**GOVERNANCE COMMITTEE  
CONSENT AGENDA**

**May 22, 2012**

Members of the Governance Committee.

**SUMMARY OF REPORTS:**

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with immediately. The balance of the Governance Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
GOV-2012 A.11) <b>CORPORATE STRATEGIC PLAN (CSP) FRAMEWORK 2012 – 2016</b>  THAT Council approve the recommended 2012-216 Corporate Strategic Framework.	Approve
GOV-2012 A.12) <b>IMPLEMENTING THE CORPORATE STRATEGIC PLAN - 2012 INITIATIVES</b>  THAT Council approve the proposed 2012 initiatives to implement the Corporate Strategic Plan subject to Council review and approval of the required funding.	Approve

attach.

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate Administration  
DATE May 22, 2012

**SUBJECT Corporate Strategic Plan (CSP) Framework 2012-2016**  
REPORT NUMBER

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## 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

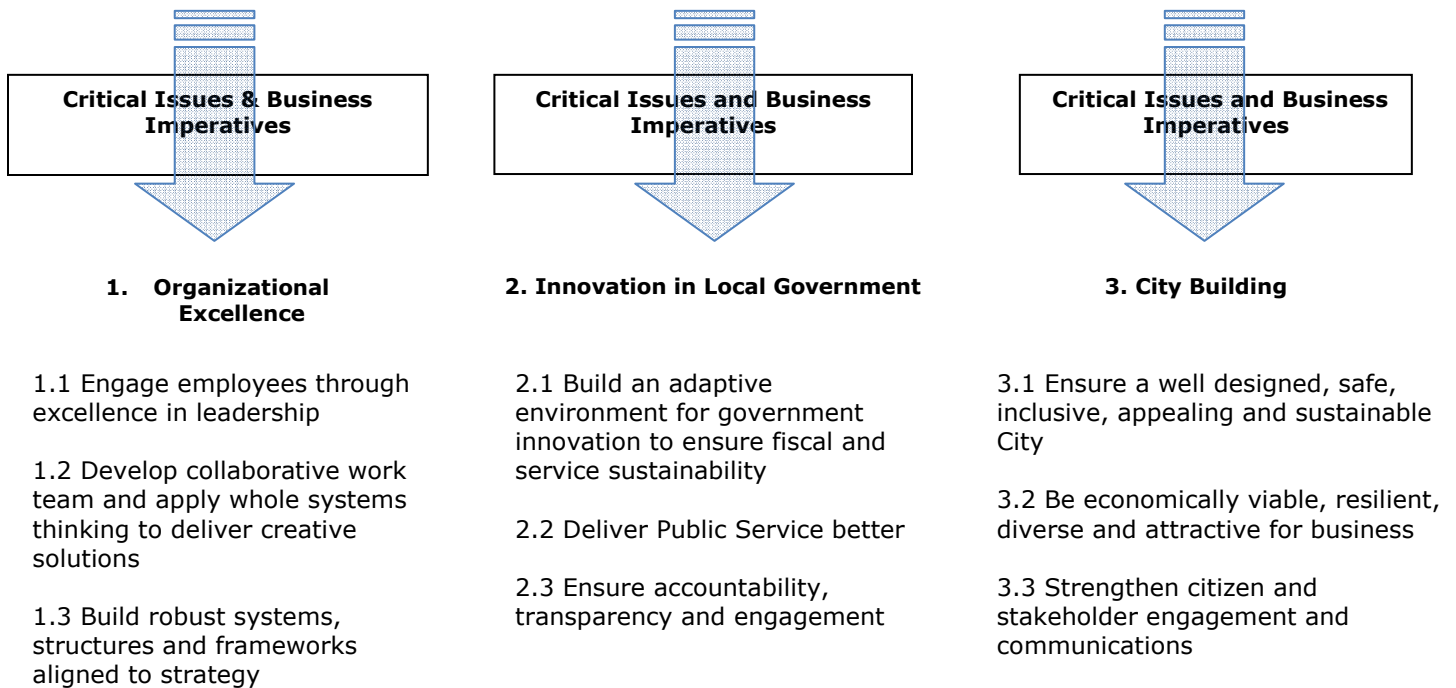
The new plan includes three areas of strategic focus for 2012-2016:

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



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### **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.

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate Administration  
DATE May 22, 2012

**SUBJECT Implementing the Corporate Strategic Plan-2012 Initiatives.**

REPORT NUMBER

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## **SUMMARY**

**Purpose of Report:** To bring forward recommended 2012 strategic initiatives designed to implement the Council approved Corporate Strategic Plan Framework. This is consistent with the administrative accountability to respond to Council's strategic direction clarified through the Corporate Strategic Plan Framework.

**Committee Action:** To receive the proposed 2012 strategic initiatives for consideration, comment and Council approval.

## **RECOMMENDATION**

**THAT** Council approve the proposed 2012 initiatives to implement the Corporate Strategic Plan subject to Council review and approval of the required funding.

## **BACKGROUND**

On January 25, 2012, Council approved plans to develop a Corporate Strategic Plan Framework and confirmed support for identified next steps which included determining 2012 initiatives, both new and ongoing, that would effectively implement the strategy.

To that end, the Executive Team, under the leadership of the Chief Administrative Officer, began a collaborative process to surface new project requirements and assess existing strategic efforts. The detailed discussions resulted in the list of initiatives attached as Appendix A for Council receipt.

## **REPORT**

### **2012 Strategic Initiatives**

The new Corporate Strategic Plan is a transformational strategy. The shift will ensure that the corporation is able to effectively respond to the ever changing environment, including the increasing appetite for citizen engagement and public accountability and continue to make a real difference in the community. During the month of April, the City of Guelph Executive Team extensively reviewed existing

and potential corporate initiatives for strategic fit with the new Corporate Strategic Plan framework. Feasibility, scope and alignment were all considered. The 2012 strategic initiatives will help to bring about required changes in the three focus areas of Organizational Excellence, Innovation in Local Government and City Building.

The effort resulted in a combined total of 49 new and ongoing initiatives for 2012. It is interesting to note that more than half of the initiatives are existing projects geared to achieve the strategic directions. Some of the ongoing work is long term and/or extensive in nature i.e. the Official Plan, Community Wellbeing Initiatives, Guelph Innovation District and Baker Street Plan/Library project.

<b>CSP Initiatives</b>		
Total	New	Existing
49	21 (43%)	28 (57%)

<b>CSP Initiatives by Focus Area</b>	<b>Organizational Excellence</b>	<b>Innovation in Local Government</b>	<b>City Building</b>
New	13	7	1
Existing	3	13	11
Totals	16	20	12
Approximate % of total	34%	41%	25%

### **An internal capacity focus for the transformational shift**

Through the Corporate Strategic Plan, its focus areas, strategic directions and the related new initiatives for 2012, we are transforming our local government to position ourselves well for current and future change.

#### Organizational Excellence

- *Strengthening our Foundation*

The majority of the recommended new initiatives reside within the Organizational Excellence strategic focus area. A bold organizational cultural change is in order to allow for greater alignment, agility and readiness to meet new and emerging challenges and opportunities. This can be achieved by strengthening how the organization works together along with citizens, Council and community stakeholders.

## Innovation in Local Government

- *Furthering Innovation and Continuous Improvement Efforts*

The second greatest number of new initiatives is found in the Innovation in Local Government area of strategic focus. An acceleration of effort has occurred in this area over the last six months which has set a foundation for continued success. Examples include the creation of a new corporate enterprise unit designed to capitalize on new opportunities for fiscal and service sustainability; action on Council approved service and operational reviews and the incorporation of the new Guelph Municipal Holding Company to further promote excellence in asset management. Additional efforts are required, however, to continue progress and dedicated action that responds directly to the critical issues and business imperatives facing the City in the areas of business decision making excellence and the greater alignment of knowledge, information and capacity building.

## Community Building

- *Continuing the Success in City Building*

Only one new initiative – Building the Guelph Identity - is recommended in the City Building focus area. This reflects the reality that many strategic efforts are currently in place that are working effectively towards making a difference including the Community Wellbeing Initiatives, downtown planning, economic development and community engagement efforts.

## **Next Steps - Identifying 2013-2016 Initiatives**

Implementation of the Corporate Strategic Plan will require ongoing effort and the determination of actions required throughout the 2013-2016 time period. This work will be achieved with the collaborative engagement of employees. Results will be provided to Council for approval in September, 2012 along with recommended indicators and targets.

## **CORPORATE STRATEGIC PLAN**

5.6 Organizational excellence in planning and management.

## **FINANCIAL IMPLICATIONS**

An investment for identified new and ongoing initiatives in each of the three strategic focus areas is required. A detailed financial strategy linked to year end surplus and reserve allocations will be brought to the Corporate Administration, Finance and Enterprise Committee (CAFES) meeting and on to Council approval in June, 2012.

Organizational Excellence	\$300,000
Innovation in Local Government	\$200,000
City Building	\$600,000
Total	\$1.1 million

## **DEPARTMENTAL CONSULTATION**

The Executive Team was consulted in development of this report.

## **COMMUNICATIONS**

An Executive Team approved communications strategy will support Corporate Strategic Plan implementation efforts.

## **ATTACHMENTS**

#1 – Proposed 2012 Strategic Initiatives

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



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### **Recommended By:**

Ann Pappert, Chief Administrative Officer

Council		Administration		
Strategic Focus	Strategic Directions	New and Ongoing Strategic Initiatives (Ongoing Initiatives Italicized)	2012 Action	
<p><b>Organizational Excellence</b></p> <p><i>A streamlined, agile and recognized top employer.</i></p> <p>Critical Issues:</p> <ul style="list-style-type: none"> <li>•Complexity</li> <li>•Competition for talent</li> <li>•Technological opportunities</li> </ul> <p>Business Imperatives:</p> <ul style="list-style-type: none"> <li>•Administrative Excellence</li> <li>•Build Capacity to deal with complexity</li> <li>•Foster and integrate whole systems thinking</li> <li>•Demonstrating value for tax dollars</li> </ul>	1.1 Engage Employees through excellence in leadership.	<b>Leadership and Development Training for Council and Employees</b>	Confirm program and initiate.	
		<b>Decision Making Excellence – Accountability and Delegated Authority</b>	Project framing; setting the stage for 2013.	
		<b>Talent Management/Employee Engagement Plan</b>	Talent management framework developed; conduct employee engagement survey ; assess results, initiate action planning.	
	1.2 Develop collaborative work teams and apply whole systems thinking.	<b>Direct Report Leadership Team and Executive Team Development</b>	Accountabilities, scope, decision making agreements will be completed.	
		1.3 Build robust systems, structures and frameworks aligned to strategy.	<b>Strategic Plan implementation planning 2013-16</b>	Confirm strategic initiatives for 2013-16.
			<b>Organizational roles and expectations</b>	To develop accountability matrices for Council/Committees/Executive Team; Executive Team and Direct Reports Leadership Team; Executive Team and Sub-Committees of the Direct Report Leadership Team.
			<b>Performance Measurement and Tracking Scorecards</b>	Complete CSP measurements and develop reporting framework. Scoping of tracking and annual reporting approach.
			<b>Integrated Performance Reporting Format</b>	Approved and consistent approach for reporting annually on departmental performance.
			<b>Project Planning Framing and Management</b>	"Lessons Learned" debriefing after major projects conclude. ET to frame scope for DRLT.
			<b>Aligned Administrative Capacity and Efficiency</b>	To undertake a "Stop-Start-Pause" discussion regarding all outstanding work/projects ensuring alignment to the Corporate Strategic Plan. Frame up how to we will establish the organization's capacity, from a volume and skills & ability perspective.
			<b>Business Case Tools and Capacity Building</b>	Determination of a common approach to business case development.
			<b>Information Flow Systems</b>	Getting the tools in place to facilitate greater alignment of knowledge and information.
			<b>Intergovernmental Service Coordination</b>	Project framing (to be done in 2012) SWOT analysis/critical issues management/audit of relationships.
<i>Emergency Management Preparedness</i>	To update all Business Continuity Plans (Plans); to incorporate systems to ensure ongoing currency of Plans; to incorporate systems to evaluate staff competency on the execution of Plans; to evaluate the effectiveness of the current EOCG structure.			
<i>Corporate Calendar Coordination with Service Area Work Plans</i>	Introduction of Corporate Calendar and mechanism to ensure its currency.			
<i>Phase 2 Operational Review Business Services</i>	Final report with recommendations to be completed by the end of June. Implementation of recommendations to start mid 2012.			



# Organizational Excellence

## Strategic Initiative Descriptions

New and Ongoing Strategic Initiatives (Ongoing Initiatives Italicized)	Description
<b>Leadership and Development Training for Council and Employees</b>	Focused training designed to enhance administrative leadership capacity.
<b>Decision Making Excellence – Accountability and Delegated Authority</b>	Strengthening our stewardship and risk management; creating a framework for accountability.
<b>Talent Management/Employee Engagement Plan</b>	A framework to support employee engagement and talent management efforts.
<b>Direct Report Leadership Team and Executive Team Development</b>	To elevate the skill sets of these leadership groups at the individual, group and inter group level.
<b>Strategic Plan implementation planning 2013-16</b>	Determination of strategic initiatives for the 2013-16 time period with employee input.
<b>Organizational roles and expectations</b>	To clarify roles assumed by various members of the organization.
<b>Performance Measurement and Tracking Scorecards</b>	Introduction of annual performance/accountability reporting to City Council.
<b>Integrated Performance Reporting Format</b>	Consistent approach to annual departmental performance reporting.
<b>Project Planning Framing and Management</b>	Development and a more comprehensive approach to project management which emphasizes client involvement, representation and satisfaction.
<b>Aligned Administrative Capacity and Efficiency</b>	Optimization of the organization’s capacity to undertake work. An assurance that limited resources are focused on established strategic and operational priorities.
<b>Business Case Tools and Capacity Building</b>	Exploration of an optimal approach to business case developed to support more informed decision making and delivering better public service.
<b>Information Flow Systems</b>	Alignment of knowledge, information and capacity building.
<b>Intergovernmental Service Coordination</b>	A strategy to better coordinate services and communications with other municipalities, provincial government and provincial crown agencies.
<i>Emergency Management Preparedness</i>	To elevate the organization’s ability to respond to emergency situations.
<i>Corporate Calendar Coordination with Service Area Work Plans</i>	To better manage and co-ordinate the presentation of information to Council.
<i>Phase 2 Operational Review Business Services</i>	Joint operational review of Economic Development, Planning, Building & Engineering Services for the purpose of providing better delivery of services to the public and business community.

Council		Administration	
Strategic Focus	Strategic Directions	New and Ongoing* Strategic Initiatives (Ongoing initiatives italicized)	2012 Actions
<h1>Innovation in Local Government</h1> <p><i>Improved program and service delivery methods and practices.</i></p> <p>Critical Issues:</p> <ul style="list-style-type: none"> <li>•Service demand amidst fiscal restraint</li> <li>•Infrastructure renewal</li> <li>•Changing expectations for transparency, accountability and engagement</li> <li>•Stress on social systems</li> </ul> <p>Business Imperatives:</p> <ul style="list-style-type: none"> <li>•Environment for innovation</li> <li>•Meaningful engagement to build effective solutions</li> <li>•Community partnerships to diversify revenue streams</li> <li>•Diversification of interests in decision making</li> </ul>	2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability	<b>Intergovernmental relations focus</b>	Project framing (external focus). Improving inter-government relations.
		<b>County/City Strategy Relationship</b>	Undertake efforts to ensure good working relationships between the two governments.
		<b>Innovation Pilot Project Teams</b>	Innovation pilot project scoping and initiation (electronic document management system).
		<i>Information Technology Strategic Plan</i>	Completion of strategy.
		<i>District Heating Proposal</i>	Pursue the approval of Combined Heat and Power Plants with the Ontario Power Authority. Develop business plan for the growth and governance of a local thermal energy system.
		<i>South End Community Centre Business Plan</i>	Business case development.
		<i>Framework for Doing Business Differently</i>	Best practice review.
	2.2 Deliver Public Service better.	<b>Employee Roundtables</b>	Initiation of round table meetings with employees.
		<b>Development Charges Background Study</b>	Reframe and implement the background study including an independent peer review team.
		<i>Older Adult Strategy</i>	Strategy completed in 2012 .
		<i>Guelph Community Investment Strategy</i>	Phase 1 framework approved in April 2012; Phase 2 Implementation plan to Council in Sept 2012.
		<i>Parks Model – use, role of neighbourhoods in place</i>	Best practices review.
		<i>Guelph Municipal Holding Company Strategic Plan</i>	Develop a Strategic Plan, at the board level, that defines the overall strategy. Identify management and administrative approaches and resource needs.
		<i>2012 Service and operational reviews</i>	To undertake a number of Service and Operational Reviews as approved by Council.
	2.3 Ensure accountability, transparency and engagement	<b>Service Review Framework</b>	To establish a methodology of selection for the consideration of Council and to select the services to be reviewed in 2013.
		<b>Compliance Reporting</b>	Project framing complete for launch in 2013.
		<i>Land Ambulance Agreement</i>	To negotiate an acceptable agreement that achieves the desired goals.
		<i>Public Health Strategy</i>	Strategy completed in 2012.
		<i>Financial Reporting and Communications Framework</i>	Scoping of framework elements; determination of next steps.

# Innovation in Local Government

## Strategic Initiatives Descriptions

New and Ongoing* Strategic Initiatives (Ongoing initiatives italicized)	Description
<b>Intergovernmental relations focus</b>	A strategy to build a positive relationship with the provincial government for purpose of advocacy and promotion of the City
<b>County/City Strategy Relationship</b>	Ensuring effective relationships that build effective delivery of public services.
Innovation Pilot Project Teams	Creation of internal innovation pilot project team. Options include open government, technology framework, staff engagement, cluster strategy, e.g. agri-innovation, arts, culture, tourism, electronic document management system.
<i>Information Technology Strategic Plan</i>	A strategic plan focused on the Information Technology Services function within the corporation.
<i>District Heating Proposal</i>	The development of District Heating systems with a focus on serving the McDonnell and Woolwich area and Hanlon Creek Business Park.
<i>South End Community Centre Business Plan</i>	Participation in the model of 'Doing Business Differently' to explore shared funding arrangements and leveraging opportunities to acquire additional support and funding sources .
<i>Framework for Doing Business Differently</i>	Clarified framework to support ongoing efforts to deliver public service better.
<b>Employee Roundtables</b>	Meetings with employees to investigate opportunities for improvement across the corporation.
<b>Development Charges Background Study</b>	Reframing and implementation of the background study.
<i>Older Adult Strategy</i>	A comprehensive and innovative strategy for Guelph to be "Age friendly" through proactively planning for the impact of an increasing older adult population on municipal services.
<i>Guelph Community Investment Strategy</i>	A strategy for the way the City funds and support non profit groups to achieve shared community goals.
<i>Parks Model – use, role of neighbourhoods in place</i>	An exploration of innovative recreational, cultural and educational programs to create parks as living community centres.
<i>Guelph Municipal Holding Company Strategic Plan</i>	Guelph Municipal Holdings Inc. (GMHI) has been formed to provide the framework to identify and develop innovative and enterprise-based approaches to community services.
<i>2012 Service and operational reviews</i>	To undertake Service and Operational reviews fulfilling a primary duty of Council. The goal is to determine whether services should be offered, if so, how best to offer them, at what level, and to evaluate whether they are offered in an effective and efficient manner.
<i>Community Energy Initiative</i>	The Community Energy Initiative (CEI), approved by Council in 2007, sets out to reduce the City's energy and greenhouse gas emissions by 2031 by initiating actions in four areas: conservation/efficiency, distribution, generation and urban design. It also establishes the goal of positioning the City as a community leader in corporate energy strategy and implementation.
<b>Service Review Framework</b>	The number of services provided by the organization cannot be reviewed in a one year period with existing resources. It is necessary to select which services should be reviewed that will deliver the greatest benefit to the organization and community.
<b>Compliance Reporting</b>	Introduction of community reporting concept. Making relevant, at the community level, the various services provided by the organization.
<i>Land Ambulance Agreement</i>	To ensure accountability and transparency of governance roles, an agreement is desired between the City and the County of Wellington.
<i>Public Health Strategy</i>	A strategy to positively reset the relationship with the Board of Health.
<i>Financial Reporting and Communications Framework</i>	A framework to support clarity of communications with respect to municipal financial information for both internal and external audiences.

Council		Administration	
Strategic Focus	Strategic Directions	New and Ongoing Strategic Initiatives (Ongoing initiatives italicized)	2012 Actions
<p><b>City Building</b></p> <p><i>A resilient, safe, connected, sustainable and whole City.</i></p> <p>Critical Issues:</p> <ul style="list-style-type: none"> <li>•Demographic shifts</li> <li>•Environmental change</li> <li>•Wellness</li> <li>• Global competitiveness</li> <li>•Public trust and confidence in government</li> </ul> <p>Business Imperatives:</p> <ul style="list-style-type: none"> <li>•Defining what distinguishes the City</li> <li>•Knowledge sharing</li> <li>•Providing community value</li> </ul>	3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.	<i>Community Improvement Plans</i>	Downtown CIP Amendment No. 1 approved. Financial support for investment programs approved. Amendments for Brownfield CIP under development for 2012. Grant award recommendations ongoing.
		<i>Baker Street Plan/Library Project</i>	Land assembly ongoing. Project review, including delivery and finance options to be presented to Council in 2012.
		<i>Downtown Secondary Plan and Implementation</i>	April 2012 – Approval of the Downtown Secondary Plan (Official Plan Amendment 43).  Development of the Downtown Guelph Implementation Strategy which will provide framework for implementing the Downtown Secondary Plan and other Downtown Renewal strategies and act as a guide to the City’s annual and long-term budgeting processes.
		<i>Joint University/College Campus Business Case</i>	Late Q3 – Finalize the business case and present it to the Province of Ontario.
		<i>Official Plan</i>	May 2012 - Council to decide on adoption of the Official Plan Update .
	3.2 Be economically viable, resilient, diverse and attractive for business.	<i>Downtown Business Plan</i>	Data and metrics development to be scoped and baselines developed in 2012. Initial scoped business plan in 2012.
		<i>Local Immigration Strategy</i>	Application for a web portal submitted ; 7 action teams complete their work plans and results reflected in the project evaluation.
		<i>Guelph Innovation District (GID) – Development Strategy.</i>	Ongoing project work.
	3.3 Strengthen citizen and stakeholder engagement and communications.	<b>Guelph Identity and Image</b>	Project framing.
		<i>Community Wellbeing initiatives</i>	Community Engagement including a household survey completed in September 2012 Community Profile completed in October 2012 Draft Community Plan with community identified priorities completed by Dec 2012  Corporate community engagement framework to Council by December 2012
		<i>Sustainable Neighbourhood Engagement Strategy</i>	Neighbourhood Support Coalition Steering Committee convened. Executive Director hired. Incorporation as a non profit – fall 2012.
		<i>Summits and Roundtables</i>	Project framing and 2012 summit related to Prosperity 2020.
		<i>Canada 150<sup>th</sup> Anniversary</i>	Detailed project plan outlining community celebrations and possible legacy projects will be developed in 2012.
		<i>Social Media and Relationships Approach</i>	Project framing.

# City Building

## Strategic Initiatives Descriptions

New and Ongoing Strategic Initiatives (Ongoing initiatives italicized)	Description
<i>Community Improvement Plans</i>	Community has adopted CIPs for Brownfield remediation and Downtown redevelopment.
<i>Baker Street Plan/Library Project</i>	City-initiated land development in Downtown Guelph including library and public parking components.
<i>Downtown Secondary Plan and Implementation</i>	Incorporation of a Secondary Plan for the downtown into the Official Plan, providing a comprehensive vision, principles and policy framework to manage land use change in the downtown to the year 2031. Implementation of the Downtown Secondary Plan.
<i>Joint University/College Campus Business Case</i>	Development of a business case to determine the need for an expanded post secondary school campus which is to be presented to the Province of Ontario and other stakeholders.
<i>Official Plan</i>	Completion of the Official Plan Update (OPA 48) "Envision Guelph".
<i>Downtown Business Plan</i>	Implementation strategy for Downtown Secondary Plan.
<i>Local Immigration Strategy</i>	A partnership lead by a Council of community members and agencies to increase the social and economic inclusion of immigrants.
<i>Guelph Innovation District</i>	In partnership with the Province of Ontario create a development strategy for the GID.
Guelph Identity & Image	To set a strategy to build our reputation in Guelph with provincial partners and associations.
<i>Community Wellbeing initiatives</i>	<p>Community Facing: A comprehensive community plan build on the Canadian Wellbeing Index to enhance services to citizens through engagement , service integration and innovation.</p> <p>Corporate Facing : Community Engagement Framework to guide the work of City staff and includes principles , implementation and monitoring tools .</p>
<i>Sustainable Neighbourhood Engagement Strategy</i>	A strategy for supporting neighbourhood groups in a sustainable and effective way in the future. It articulates the way in which the City will fund and support these groups .
<i>Summits and Roundtables</i>	Opportunities for input, engagement and partnership building with respect to the local economy; urban design and citizen engagement
<i>Canada 150<sup>th</sup> Anniversary</i>	To co-ordinate a series of events in celebration of Canada's 150th anniversary with an emphasis on youth engagement.
<i>Social Media and Relationships Approach</i>	A streamlined social media and relationships approach to capitalize on two-way communications and promotion related opportunities.