

# STAFF REPORT



TO Governance Committee

SERVICE AREA Office of the CAO

DATE April 7, 2016

**SUBJECT Corporate Strategic Plan (2012-16) Priority Project Update**

REPORT NUMBER CAO-S-1601

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide Council with an update of the City's progress in delivering the Corporate Strategic Plan's priority projects and initiatives.

### KEY FINDINGS

The City has been implementing the projects and initiatives outlined in the 2012-2016 Corporate Strategic Plan (CSP), approved by Council in June 2012. The organization has achieved considerable progress against these initiatives, which has positioned the community and its local government to better respond to the challenges, business imperatives and opportunities identified during the plans inception.

In 2015 City Council approved their Council Shared Term Agenda, which outlined 29 initiatives. 18 projects included in the CSP directly align to Council Shared Term Agenda.

Of the 50 projects, 34 projects representing 68% of the CSP have achieved significant milestones and are either complete or on track as planned. Another 14 projects or 28% of the CSP have faced some challenges that have slowed progress; they are currently still considered active and are being examined; and 2 projects specific to service reviews/rationalization have experienced limited progress.

Over the remaining year of the CSP, work will continue to focus on areas of challenge and opportunities for success.

### FINANCIAL IMPLICATIONS

None related directly to this report. Individual initiatives that may require budgetary consideration by City Council will be brought forward separately.

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## **ACTION REQUIRED**

That the staff report be received and approved.

## **RECOMMENDATION**

1. That report CAO-S-1601 "Corporate Strategic Plan (2012-16) Priority Project Update' be received; and
2. That report CAO-S-1601 "Corporate Strategic Plan (2012-16) Priority Project Update' be approved.

## **BACKGROUND**

Council approved the implementation of the City's Corporate Strategic Plan (CSP) in June 2012. At that time, staff committed to delivering a series of regular updates to Council. Since that time, Council have received updates with details about key strategies, projects and initiatives. Assessment and reflection of the organization's progress and successes on the existing CSP will inform future community strategic planning.

The methodology to create the CSP was comprehensive and in summary included:

1. An environmental scan
2. A citizen survey
3. Confirmation of continuing with 'Guelph Community Strategy 07 and beyond' vision
4. Confirmation of our Corporation values: integrity, excellence and well-being;
5. Confirmation of a new corporate mission statement
6. Development of a corporate project list
7. Development of preliminary strategic directions
8. CAO analysis and recommendations for success
9. A series of Council workshops open to the public and media

Following the above methodology, a Corporate Strategic Plan (2012-2016) framework was approved by Council consisting of:

- Mission, vision and values
  - 3 Strategic focus areas
  - 9 Strategic directions
- } Council approved
- Measures and targets
  - Strategic initiatives
- } Administration development in collaboration with Council

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The 2012 – 2016 Corporate Strategic Planning Framework (Figure 1) sets out the Corporation's blue print for responding to a number of critical business imperatives facing the organization and the city as a whole.

Figure 1



City Council identified a number of significant trends, challenges and opportunities that were supported by evidence provided in workshops. Topics included pressures from growth, environmental changes, the speed and influence of technology, changing demographics, greater public expectations of their government, and global economic unrest.

These issues impact on the policies, public services, operations and programs offered directly by the City of Guelph but are not fully within City Council's control. Council called for a series of strategically focused actions to be taken that would adapt how "City Hall" worked internally to meet key external challenges while continuing to steadily deliver on its mission of providing 'outstanding service and value'.

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In response, the Corporate Strategic Plan (2012-2016) was built to be a bold, ambitious action plan that manages various tensions – both internal and externally facing our city. It did not replace the 'Guelph Community Strategic Plan 07 and beyond' but rather, it was a strategy and action plan that focused on the work of the Corporation of the City of Guelph to guide its development over a five-year period.

The CSP does, however, serve a broad range of stakeholders (community, Council, business, inter-governmental agencies, partners, volunteers and employees) whose needs can be vastly different and whose priorities and values will be understandably diverse. Therefore, the CSP includes actions for:

- those seeking foundational change to select systems, services and processes of local government;
- those seeking opportunities to innovate, explore alternative thinking about public services, its leadership and to test new options; and
- those seeking steady progress on the often messy, complex and often conflicting issues arising from community living.

Focus Area #3: 'City Building' is externally focused and continues plans and aspirations outlined in the 'Community Strategic Plan 07 and Beyond'; striving to balance the City's quadruple bottom line of social, cultural, environmental and economic sustainability.

Focus Areas #1 'Organizational Excellence' and #2 'Innovation in Local Government' are more inward focused on the transformation of how Guelph's local government is operating to become a more responsive, engaging, adaptable organization that demonstrates value for the dollars provided.

## REPORT

City Council approved the CSP acknowledging that it would be challenging to achieve, was innovative and had far reaching impacts for Guelph's public service and the community it serves.

**Attachment 1: Corporate Strategic Plan Progress on Projects: Summary Chart** provides a legend to accompany attachment 2 and a visual display of progress made on the 50 strategic initiatives.

**Attachment 2: Corporate Strategic Plan 2012-2016 Priority Project Update Tracking** is the detailed 2016 update on the CSP. It provides information on each Focus Area including: goal statements and the critical issues and business imperatives underlying the strategic directions. It provides a listing of each strategic initiative and a short description and statement of progress made to date.

## Progress Highlights

This section provides highlights of the City's progress since 2012. Of the 50 projects, 68% have achieved significant milestones and are either complete or on track as planned. 28% of projects are facing internal or external challenges that have slowed progress and 4% of projects are on hold or have experienced limited progress. Over the remaining year of the CSP, work will continue to focus on areas of challenge and opportunities for success.

The highlights have been framed around six of the key challenges and imperatives the CSP was designed to respond to and continue to exist. These challenges and imperatives have been summarized.

### 1. Shifting Demographics and Diversity

Guelph's population continues to grow and change. This continuous shift presents both opportunities and challenges that our city and organization must adapt to. The benefits of adapting to our changing demographics are far reaching in terms of current and future economic growth and increased quality of life. The City has been working in collaboration with its partners and citizens to make progress on several foundational areas including:

- The **Official Plan Update** was adopted by Council in 2012. This plan frames the future of our city, stating community goals and objectives for quality of life and brings forward a strong basis for zoning bylaws and land use control.
- Building an age-friendly community with social and physical environments that enable older people to live active, safe and meaningful lives while contributing to the broader Guelph community. The City has successfully developed an **Older Adult Strategy**. Implementation is underway and successes have already been achieved in this multi-year initiative.
- Continuing to collaborate with partners and the community to continue the critical work of the **Local Immigration Partnership**. The current focus of this work is attracting, welcoming and settling immigrants and newcomers through service system integration, increasing economic opportunities and social participation.
- Supporting youth to participate socially, keep healthy and active, have a voice in local decision making and receive employment support that enables them to succeed in their career development. The City has developed a **Youth Strategy** through extensive engagement with young people that is currently being implemented.

### 2. Transparency, Accountability and Engagement

Guelph, along with other communities around the world, has experienced diminishing levels of trust in government accountability. Over the past three

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years, the City has focused on actions to tackle this trend and has increased accountability mechanisms to make local democracy and the work of the City more open, transparent, easier to understand and collaborative. These efforts ensure that the City can better serve the community and that stakeholders can participate actively in decision making, service design and delivery to add value and ensure effectiveness. They include:

- The City's **Community Engagement Framework** has been adopted and the roll out of the framework has resulted in the improvement of quality and focus of our engagement activity. These standards support meaningful and genuine opportunities for citizens, businesses and partners to get involved in decisions that impact their city and the services they receive. Engaging stakeholders helps the City harness valuable skills, diverse perspectives to make decisions in a transparent, accountable and sustainable way. The City's work in this field is trail blazing. The City's expertise is regularly sought through municipal networks, has been cited in professional facilitation guide, and our employees support the learning of both graduate and undergraduate **University of Guelph** students.
- Canada's first **User Guide to Local Government** was launched. It provides online reference material for citizens, employees and councillors to better understand the complex nature and workings of municipal government.
- The City has created and is implementing its **Open Government Action Plan** that sets out an ambitious service modernization agenda. As part of this, the City has launched its **Open Data Catalogue**. Open data is about proactively releasing City data that community and stakeholders want and can use in ways that enhance their lives. The data released has also been utilized by entrepreneurs to create apps that make data more relevant and accessible to local residents.

### 3. Strategic Partnerships, Alliances and Networks

The complexity of current local and global challenges means that the City's role has to be agile and alternate between direct service provider, advocate, partner and enabler. The Corporation must build new and leverage existing partnerships, alliances and networks to be successful. System-wide thinking is necessary to pinpoint root causes and identify opportunities for improvements that benefit our community and the services it needs. Key areas of focus have been intergovernmental relations, local system-wide agency partnerships, business community networks, the local community benefit sector and educational institutions. Highlights include:

- The City has made significant progress in developing Intergovernmental Relations through its **Intergovernmental Strategy**. This has improved working relationships with municipal, county, provincial and federal levels of government. It has also strengthened relationships with partner

organizations and stakeholders through work with the Association of Municipalities Ontario, Rural Ontario Ministries Association and others. This has resulted in significant progress against a number of important local agendas such as Two Way Go, Blue Dot and the Guelph Innovation District.

- Council approved the new **Community Investment Strategy** and the development of new investment mechanisms including the **Wellbeing Grant** program, **community benefit agreements** and the **innovation fund** which is currently administered through **The Elevator Project**, an initiative co-founded by the City, Innovation Guelph, 10 Carden and the Guelph Community Health Centre. The strategy improved the way the City partners with local organizations, making the approach more responsive and supportive of local needs, in a manner that is consistent and clear. This strategy also supports thousands of citizens each year to access an array of health, social, economic, learning and arts and cultural programs/services that all support Guelph in improving the quadruple bottom line.
- The City has worked in partnership with others to deliver a number of important local **economic and urban design summits**. These significantly informed the urban design work program and enable the City to adjust and build upon its economic development strategies and action. Other important collaborations have included the **Community Energy Initiative** and ongoing work with partners to improve local social and health planning and service integration through examples such as Toward Common Ground, Healthy Kids Challenge, Growing Great Generations and the Guelph Wellington Task Force for Poverty Elimination, to name a few.

#### 4. **Affordability and Improvement**

Municipalities are experiencing increasing responsibilities alongside increasing citizen and stakeholder expectations; however, resources remain fairly static. The City must respond to compounding persistent local challenges such as aging infrastructure, affordable housing shortages and stressed local social service systems. In response to this, the City has identified and acted upon the need for new funding sources, leveraging assets and partnership models.

- **Guelph Municipal Holding Inc.** was established to manage city owned assets more strategically, to maximize the value of those assets and to achieve greater alignment with the city's priorities across a 'family of companies'. The City of Guelph is GMHI's sole shareholder. Incorporated in 2011, the Board of GMHI began developing its governance of GMHI in 2012. This continued up to Q3-2014 when it amalgamated with the independent Board of Guelph Hydro Inc. Up until Q3 -2014, Guelph Hydro Inc. oversaw its subsidiaries, namely the regulated utility Guelph Hydro Electric Systems Inc. (GHESI), and the unregulated company Envita Community Energy Inc. who had their own boards. The amalgamation of GMHI-GHI was approved by the

Shareholder to gain greater alignment and agility by having its Boards, staffing and operations streamlined and flatter. Also in 2014, it acquired a new real estate based development corporation (DevCo) to manage select city assets and operations such as downtown land parcels and parking. In 2015, City Council shifted its control over Guelph Junction Railway (GJR). GMHI planned to acquire GJR and potentially establish a Thermal Utility in future years. In 2016, Council has shifted GMHI's governance structure for more direct oversight and control during a transitional period of further development.

- **Innovation Pilot Project Teams** are working on a range of innovation-focused improvements such as **Innovation Fund, Business Process Improvement, and solution-based Round Tables** to create efficiencies, improve business processes and deliver services better.
- Made progress unlocking and leveraging the value of our assets and development of brownfield lands and downtown. The City has undertaken a **Downtown Strategic Assessment** to create a framework to evaluate the best use of **Baker Street** (2013/14).
- Council adopted the **Parking Master Plan** providing a business plan for long-term investments and financial modelling of a downtown parking system (2015).
- **Established an Internal Audit function** that developed the City's comprehensive audit program, enterprise risk evaluation system and a prioritization of audit reviews. Several significant audits and management reviews have been undertaken resulting in recommendations that have resulted in process improvement and improvements to policy across the organization.

## 5. Our People and leadership

An important focus for the organization has been to invest in organizational excellence and develop City employees to their full potential for the benefit of improved service provision. In concrete terms the City has:

- Completed **employee engagement surveys** in 2012 and 2014. Over this period progress has been made in 19 of 21 engagement drivers. To support improvement in engagement, departmental and corporate action plans have been created to act on opportunities.
- Work has been ongoing to implement changes and embed the employees own **Leadership Charter** in City systems and processes.
- To make the City more streamlined and agile the Corporation undertook **organizational structure realignments**. This reduced the number of service areas to three and introduced round tables to the corporate structure. It has re-set the role of the **Executive Team** and built a **Corporate Management Team (CMT)** model to address corporate wide management decision making. It has also created a **Corporate Round Table (CRT)** that brings a range of city staff



together to address key outstanding issues requiring resolution or new solutions.

- Councillor orientation and leadership development has been improved resulting in a **comprehensive and integrated program for orientation and leadership development**.

## 6. Innovation and Technology

Citizen expectations are changing and the current structure of the Corporation, the systems, processes, etc., is not equipped to meet them. The organization is not yet fully able to provide the right tools that suit the busy lives of our constituents and is adapting to what it truly means to be 'open by default.' Progress is being made. There are many gains to be found in modernizing services. In order to maximize those benefits a Corporation-wide strategic approach has been set.

- In 2014, the first **Open Government Action Plan (OGAP)** was approved unanimously by Council, outlining the principles and best practices for open government in Guelph. This was based on an early understanding that open government could provide the unifying framework for transforming the organization to ensure citizens come first in our work and how we're positioning the City for the future.
- The OGAP resulted in the creation of a dedicated resource to provide leadership, strategic oversight and to bring cohesiveness to the City's efforts to modernize services and create a great experience for citizens. In June of 2015, the position of the **Open Government Program Manager** began as a corporate support to departments across the organization.
- Harnessed new technology and processes creating new internal efficiencies and cost savings that change how the City works for the better rather than adding extra work on top of current jobs, such as the Bylaw department's adoption of the **311GIS** issue reporting tool. This tool not only simplifies the public's experience and allows them to track progress on their issue, but also enables the Bylaw department to allocate their officers more efficiently throughout the day.
- Adoption and implementation of the City's **IT Strategic Plan** has resulted in improved IT governance, the implementation of 311GIS, the upgrades of foundational systems such as JDE and the **GIS Strategy and implementation plan**.
- Work is ongoing to create **myGuelph**, a 'digital one-stop-shop' for citizens and the development of a supporting **Citizen Relationship Management (CRM)**. Combined, myGuelph and CRM will lead to a corporate-wide customer service and technology project to modernize, simplify, and structure how we deliver City services to citizens. This project is currently in the assessment phase.
- **Records and Information Management (RIM)** working group has been set up to implement the **new RIM strategy**, which supports

policy, systems and tools for greater alignment of knowledge and information.

- The organizational cultural changes required supporting this new openness and willingness to change has been significant and largely noted internally.

## **Areas of Focus for 2016**

There are a number of areas the Corporation will continue to focus on for the remaining year of the CSP. These priorities are driven by past performance, outstanding items and the Council Shared Term Agenda. The work is impacted by changing environmental realities, partners and opportunities; an example is the potential federal funding opportunities for infrastructure.

The following list of initiatives continues to be monitored with reporting coming through various committees of City Council in 2016. Updates are provided below on actions being considered in 2016 and where specific reports are confirmed.

### Focus Area 3: City Building

- Baker Street/Library Development: (Q2 reporting)
- Downtown Business Plan Implementation: (Q2-3 reporting)
- Downtown Secondary Plan Implementation: (Q2 reporting)
- Guelph Innovation District: (multiple partners in coordination – 2017+)
- Joint Education Campus: (multiple partners in coordination-monitoring)

### Focus Area 2: Innovation in Local Government

- Guelph Municipal Holding Company: (Q2-3)
- District Energy Initiative: (Q2-3)
- Evolving the Parks Model: (2017/2018)
- Service Review Framework/Rationalization: (Budget 2017)
- Land Ambulance Agreement: (multiple partners - ongoing)
- Financial/Communications Framework: (2016-ongoing)

### Focus Area 1: Organizational Excellence

- Performance Measurement and Tracking Scorecards: (2016-ongoing)
- Integrated Performance Reporting: (2016- ongoing)
- Administrative Capacity/Efficiencies/Alignments: (2016/2017)

## **Development of Guelph's Corporate Planning Cycle**

There are a number of external and internal environmental conditions that influence and shape the delivery of the CSP over time. To help manage and respond effectively to these influences, the organization has also been building its strategic and corporate planning cycle and in 2015 the Council Shared Term Agenda (2015-2018) was created.

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In response to the Council Shared Term Agenda and the Corporate Strategic Plan, the Corporate Management Team (CMT) have carried out an annual priority setting exercise that will enable the organization to focus and align its efforts to accommodate capacity and pressures.

The Council Shared Term Agenda and the work of CMT also acts as a bridge between planning timelines, and cycles of departmental plans, master plans (e.g. Parking Master Plan) and community plans (e.g. Official Plan).

The creation of the Council Shared Term Agenda and the Corporate Management Team annual priorities will also support concrete performance tracking and reporting to citizens.

## **Conclusion**

The Corporate Strategic Plan is an action plan that has contributed to building the foundations of a strong, agile and modernized government. It has worked tirelessly with its partners and stakeholders to seize opportunities and respond to complex and persistent challenges brought about by local, national and internal pressures.

This performance has been demonstrated in the achievement and significant progress among a number of important and foundational items. We are not the same organization, community or globe we were in 2007 or 2012.

Going forward there will be items listed in the CSP that will need to be continued because they are multi-year and multi-partnered i.e. Guelph Innovation District and Downtown development. A follow up review of the trends, issues and challenged identified in 2012 will help establish the next 5-10 year strategic plan and process.

Council has identified the need to grow, build and repair our City's infrastructure and services and to balance that with the need to transform how the organization operates as it becomes ever more citizen centred and collaborative by design. The City continually balances providing additional public value with affordability for citizens and businesses. And the organization manages the needs of today while keeping an eye on the community's aspirations for tomorrow.

As the City transforms into an increasingly collaborative partner for Council and the community, decisions are made in consultation that strike a reasonable balance between these various tensions.

Successfully walking this fine line enables the City of Guelph to continue providing exceptional service while building a City worthy of its earliest architects and future generations.

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## CORPORATE STRATEGIC PLAN

### Organizational Excellence

- 1.1 Engage employees through excellence in leadership
- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions
- 1.3 Build robust systems, structures and frameworks aligned to strategy

### Innovation in Local Government

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

### City Building

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

## DEPARTMENTAL CONSULTATION

Legal Realty and Risk Services  
Intergovernmental Relations, Policy & Open Government  
Internal Audit  
City Clerk's Office  
Corporate Communications & Customer Service  
Finance  
Human Resources  
Information Technology  
Project Management Project Office  
Business Development & Enterprise  
Engineering & Capital Infrastructure  
Planning Urban Design & Building Services  
Culture Tourism & Community Investment  
Parks & Recreation

## COMMUNICATIONS

The content will be shared on Guelph.ca and on the organization's internal information site. Further communications will be integrated into the project to refresh the CSP in 2017.

## ATTACHMENTS

- |       |   |
|-------|---|
| ATT-1 | Corporate Strategic Plan 2012-2016 Priority Project Update Tracking |
| ATT-2 | Corporate Strategic Plan Progress on Projects: Summary Chart        |

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## Report Authors

Jennifer Smith, Manager, Corporate & Community Strategic Initiatives  
Suzanne Holder, Project Coordinator

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## Recommended by

Barbara Swartzentruber  
Executive Director Intergovernmental Relations, Policy & Open Government  
519-822-1260 x 3066  
[Barbara.swartzentruber@guelph.ca](mailto:Barbara.swartzentruber@guelph.ca)

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## Approved By

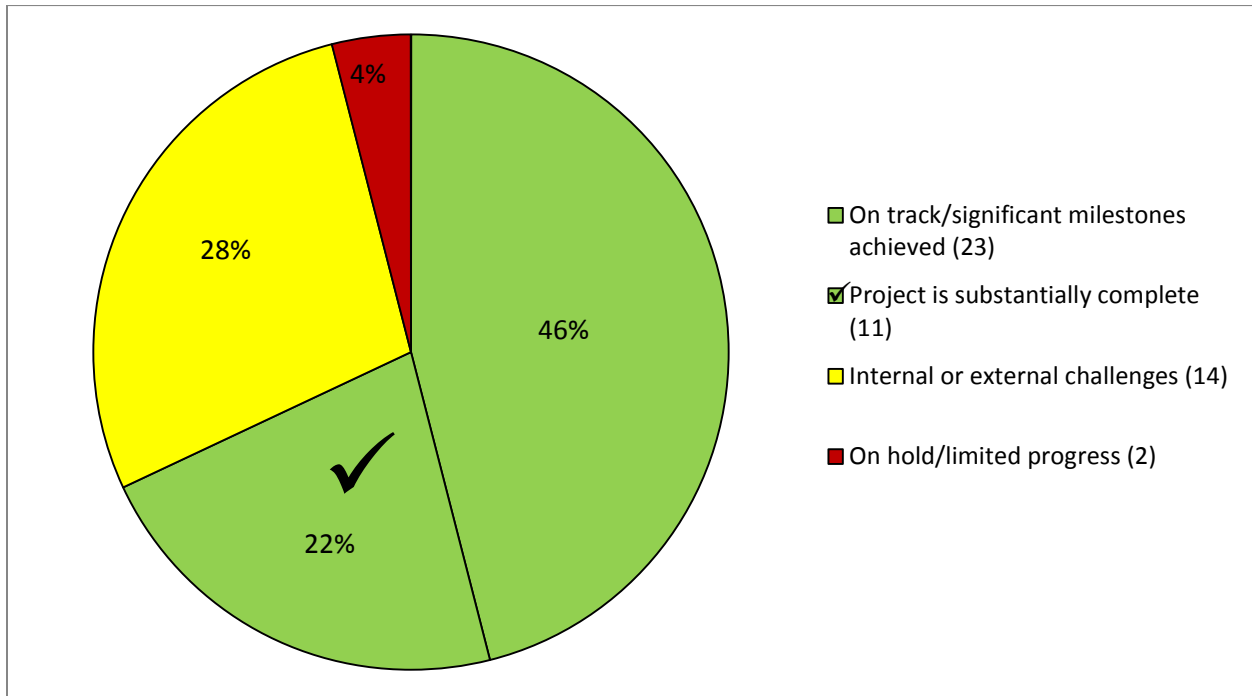
Ann Pappert  
Chief Administrative Officer  
519-837-5602  
[cao@guelph.ca](mailto:cao@guelph.ca)

# Attachment 1: Corporate Strategic Plan Progress on Projects: Summary Chart

## Spreadsheet Legend

	On track/significant milestones achieved
✓	Project is substantially complete
	Internal or external challenges
	On hold/limited progress

## Project Status Analysis - 50 Priority Projects



Of the 50 priority projects, 18 of them are directly related to the Council Shared Term Agenda (CSA).

## Attachment 2: Corporate Strategic Plan 2012-2016 Priority Project Update Tracking

Council		Administration			
Strategic Focus	Strategic Directions	New and Ongoing Strategic Initiatives (Ongoing Initiatives Italicized)	Description	2016 Update	Status Against Original
<b>Organizational Excellence</b>  A streamlined, agile and recognized top employer.  Critical Issues: - Complexity - Competition for talent - Technological opportunities  Business Imperatives: - Administrative Excellence - Build Capacity to deal with complexity - Foster and integrate whole systems thinking - Demonstrating value for tax dollars	1.1 Engage Employees through excellence in leadership.	<b>Leadership and Development Training for Council and Employees</b>	Focused training designed to enhance administrative leadership capacity.	Completed leadership workshop and training for employees, developed City Leadership Charter and drafted Council Leadership Charter. Next steps include Council Leadership Charter refinements and additional training.	✓ CSA
		<b>Decision Making Excellence - Accountability and Delegated Authority</b>	Focused training designed to enhance administrative leadership capacity.	Delegated Authority Bylaw approved by Council in 2013 to contribute to the efficient management of the City while still adhering to the principles of accountability and transparency.	CSA
		<b>Talent Management/Employee Engagement Plan</b>	A framework to support employee engagement and talent management efforts.	Talent management framework developed, completed employee engagement surveys in 2012 and 2014. Progress made in 19 of 21 engagement drivers. Implemented departmental and corporate action plans to act on opportunities, implement changes and embed the Leadership Charter in City systems and processes. Next step to resurvey in 2016.	✓
		<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.	Streamlined the organization from 5 service areas to 3. Executive Team, Corporate Management Team and a Corporate Round Table are formed and meet regularly to guide decision making and problem-solving in the organization. Tools including meeting agenda management process, issues watch and the agenda forecast have been developed to track, manage and prioritize issues.	✓
		<b>Strategic Plan Implementation planning 2013-16</b>	Determination of strategic initiatives for the 2013-16 time period with employee input.	Council approved. Council Shared Agenda developed. Piloted annual approach to strategic planning and priority setting.	✓
	1.2 Develop collaborative work teams and apply whole systems thinking.				
	1.3 Build robust systems, structures and frameworks aligned to strategy.	<b>Organizational roles and expectations</b>	To clarify roles assumed by various members of the organization.	Roles and accountabilities developed for Council in the Principle Based Governance and the Principles of Administration are embedded in the Leadership Charter. Provided Council orientation and leadership training. Completed an Employee Code of conduct. Reviewed and updated Standing Committee structures and mandates.	✓ CSA
		<b>Performance Measurement and Tracking Scorecards</b>	Introduction of annual performance/accountability reporting to City Council.	Progress is being made. Exploring a citizen dashboard and reporting system and tools.	

<b>Integrated Performance Reporting Format</b>	Consistent approach to annual departmental performance reporting.	Tracking and reporting of annual operational performance at the departmental level. More work required to develop a consistent approach.	
<b>Project Planning Framing and Management</b>	Development and a more comprehensive approach to project management which emphasizes client involvement, representation and satisfaction.	Conducted project management maturity gap analysis and third party risk assessment on complex capital project management. Establishment of Corporate Project Management Office underway with development of project management support tools and frameworks including governance, control, reporting and risk management.	CSA
<b>Aligned Administrative Capacity and Efficiency</b>	Optimization of the organization's capacity to undertake work. An assurance that limited resources are focused on establishing strategic and operational priorities.	Significant restructuring of organization and resources through the corporate reorg. Strategic business planning has occurred to establish 2016-17 priorities to better align resources and manage capacity.	
<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.	Business case tool package developed, training delivered and evaluated. Business case refinement currently underway.	✓ CSA
<b>Information Flow System</b>	Alignment of knowledge, information and capacity building.	Information Flow Protocol developed and implemented.	
<b>Intergovernmental Service Coordination</b>	A strategy to better coordinate services and communications with other municipalities, provincial government and provincial crown agencies.	Established an Intergovernmental Office. Developed intergovernmental relations strategic framework and action plan, strategic partnerships to implement two way go service from Toronto to Kitchener and adoption of Guelph specific Blue Dot resolution.	✓
<i>Emergency Management Preparedness</i>	To elevate the organization's ability to respond to emergency situations.	Operating in compliance with EMO regulations for Community Emergency Management. Established a dedicated Community Emergency Management Coordinator. Representatives from all departments have received training. Next steps include evaluation of the EOCG structure.	✓
<i>Corporate Calendar Coordination with Service Area Work Plans</i>	To better manage and co-ordinate the presentation of information to Council.	Agenda forecast management tool and preview meetings have been implemented to coordinate the presentation of information to Council.	



<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.	The City has made great progress so far, and will continue improving development approval processes and customer service. Overall, the City is becoming more efficient, accessible and responsive by: <ul style="list-style-type: none"> <li>•Mapping all of the City's current Development Approval Processes (DAPs) to identify and begin implementing improvements.</li> <li>•Implementing a mandatory pre-consultation process and Development Review Committee.</li> <li>•Developing and implementing the Interim Rapid Response Protocol for high impact Industrial, Commercial and Institutional development and investment opportunities.</li> <li>•Piloting performance measurement systems and targets in the development approval process to monitor and track effectiveness of the process.</li> <li>•Improving the City's webpage to ensure it is user-friendly and intuitive for those looking to develop, invest or do-business in Guelph.</li> </ul>	✓ CSA
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Council		Administration			
Strategic Focus	Strategic Directions	New and Ongoing Strategic Initiatives (Ongoing Initiatives Italicized)	Description	2016 Update	Status Against Original
<b>Innovation in Local Government</b>  <b>Improved program and service delivery methods and practices.</b>  Critical Issues: - Service demand amidst fiscal restraint - Infrastructure renewal - Changing expectations for transparency, accountability and engagement - Stress on social systems  Business Imperatives:	2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.	<b>Intergovernmental relations focus</b>	A strategy to build a positive relationship with the provincial government for the purpose of advocating and promotion of the City.	Established an Intergovernmental Office supporting Council, ET and departments to foster and support critical relationships with the Provincial and Federal governments.	✓
		<b>County/City Strategy Relationship</b>	Ensuring effective relationships that build effective delivery of public services.	Intergovernmental Office is supporting the development and maintenance of good working relationships particularly in the planning and alignment of common areas of focus (e.g. social services, affordable housing). Expanded opportunities for elected officials to collaborate.	
		<b>Innovation Pilot Project Teams</b>	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.	We have piloted a number of innovative projects with successful outcomes including solution-based round tables, innovation fund, Hackathons, open data catalogues, records and information management program, Guelph Labs, A User Guide to Local Government and economic summits.	✓ CSA

- Environment for innovation
- Meaningful engagement to build effective solutions
- Community partnerships to diversify revenue streams
- Diversification of interests in decision making

	<i>Information Technology Strategic Plan</i>	A strategic plan focused on the Information Technology Services function within the corporation.	The plan is complete and implementation is underway. An IT governance committee has been established. Products are underway such as 311 GIS and CRM.	✓
	<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.	Ongoing development of thermal strategies in CEI District Energy under the leadership of Envida Community Energy Inc.	
	<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.	Project is proceeding in accordance with Council approved terms of reference. The component study has been completed with recommendations. Business case preparations are underway. The centre has been included in the capital projects forecast for 2018.	CSA
	<i>Framework for Doing Business Differently</i>	Clarified framework to support ongoing efforts to deliver public service better.	Addressed through the Integrated Operational Review and the Project Management Office. Tools developed include the risk register, business case development, project charters and controls.	✓ CSA
2.2 Deliver Public Services better.	<b>Employee Roundtables</b>	Meetings with employees to investigate opportunities for improvement across the corporation.	The Group of 22 employees was instrumental in the development of the Leadership Charter. Launched solution-based round tables to solve cross-cutting organizational issues in the topics of Citizens First/Customer Service, Policy, Open Guelph and Our People. Building organizational capacity and problem-solving through tools and processes to facilitate change.	CSA
	<b>Development Charges Background Study</b>	Reframing and implementation of the background study.	Study completed in 2014. Implemented an enhanced independent peer review to ensure the development community was involved. It was a successful multi-departmental project.	✓
	<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.	Strategy developed. Established a community leadership team to oversee the implementation of the Older Adult Strategy, secured external funding and completed an age friendly profile. Joined the WHO Global Network of Age Friendly Cities and Communities. Continuing to develop and strengthen strategic relationships in the community.	✓ CSA

	<i>Guelph Community Investment Strategy</i>	A strategy for the way the City funds and support non profit groups to achieve shared community goals.	Council approved the Community Investment Strategy and development of new investment mechanisms which support the community through wellbeing grants, community benefit agreements and the Elevator Project.	✓
	<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.	Ongoing development of parks planning and management plans to optimize the balance amongst protection and stewardship of naturalized and sensitive areas, active spaces and places for reflection and rejuvenation. An overall framework is required to implement the various plans and initiatives.	
	<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.	Completed and Council approved the Business Case to amalgamate GMHI/GHI to position the alignment of assets and resources. A development corporation is established and City staff are working to operationalize it.	CSA
	<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.	Creation of auditable entities and Internal Audit work plan. Internal Auditor conducting ongoing value for money audits. Service rationalization was not funded in 2016 budget.	CSA
	<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.	Supported development of approximately 10MW of Solar PV in the community and on corporate facilities, developed program design for Guelph Energy Efficiency Retrofit Strategy (GEERS) to support energy retrofits of residential building stock, supported Envida Community Energy as the lead in developing district energy nodes in Downtown and the Hanlon Creek Business Park, integrated goals of the CEI into City planning and economic development strategies, advocated to Provincial and Federal governments for the creation of enabling policy and program frameworks. Overall per capita energy use and greenhouse gas emission (high level CEI indicators) have been held or reduced in face of city growth. CEI review process currently at initial stages.	
2.3 Ensure accountability, transparency and engagement.	<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.	See 2012 Service and Operational Reviews.	CSA
	<b>Compliance Reporting</b>	Introduction of community reporting concept. Making relevant, at the community level, the various services provided by the organization.	See Integrated Performance Reporting Format	

	<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.	Draft agreement created. Negotiation continues.	
	<i>Public Health Strategy</i>	A strategy to positively reset the relationship with the Board of Health.	Meeting and strategy discussions with elected officials.	✓
	<i>Financial Reporting and Communications Framework</i>	A framework to support clarity of communication with respect to municipal financial information for both internal and external audiences.	The principles of Open Government have laid the foundation of transparency, accountability, participation and innovation to improve how we communicate and engage with the community. We have piloted a budget simulator and invited community input into the budget process. Work will continue in 2016 to provide more user-friendly information to the public.	

**Council Administration**

Strategic Focus	Strategic Directions	New and Ongoing Strategic Initiatives (Ongoing Initiatives Italicized)	Description	2016 Update	Status Against Original
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<b>City Building</b>  A resilient, safe, connected, sustainable and whole City.	3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.	<i>Community Improvement Plans</i>	Community has adopted CIPs for Brownfield remediation and Downtown development.	Major updates to both plans with significant financial support (2012). Significant uptake of major programs in coordination with Downtown Secondary Plan (2012-14). Running of minor Downtown programs (2012-2016). Evaluation and Renewal of program suite 2016/17	✓ CSA
		<i>Baker Street Plan/Library Project</i>	City-initiated land development in Downtown Guelph including library and public parking components.	Undertook Downtown Strategic Assessment to create framework to evaluate highest and best use of Baker Street (2013/14). Partnership and Market Sounding to inform 'Decision Level Proforma' (2014). Council direction to continue to pursue public anchor tenants (2014). Council adoption of Downtown Streetscape Manual to inform adjacent street reconstructions (2014). Council adoption of Parking Master Plan providing business plan for long-term investments and financial modelling of downtown parking system (2015).	CSA

- Critical Issues:
- Demographic shifts
  - Environmental change
  - Wellness
  - Global competitiveness
  - Public trust and confidence in government
- Business Imperatives:
- Defining what distinguishes the City
  - Knowledge sharing
  - Providing community value

	<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.	Council adoption of Plan in 2012. OMB Appeals (2012-16). Significant redevelopment approvals (over 1,000 housing units + commercial) under new planning framework (2012-16). Update to Downtown Zoning By-law to align regulations with Official Plan (2016/17)	
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	<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	Exploring options and working in collaboration with institutions and the province.	
	<i>Official Plan</i>	Completion of the Official Plan Update (OPA 48) "Envision Guelph".	OPA 43 adopted by Council in 2012.	
3.2 Be economically viable, resilient, diverse and attractive for business.	<i>Downtown Business Plan</i>	Implementation strategy for a Downtown Secondary Plan.	Early implementation focus is on Baker District, Parking and Community improvement Plan outcomes over 2012/16. Received Council direction in 2015 to refresh the Implementation Strategy (2.0) for 2016.	CSA
	<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.	Developed the Immigration web portal, employer resources for hiring global talent, and delivering collaborative workshops. Current focus is on coordinating settlement efforts for Syrian refugees.	✓
	<i>Guelph Innovation District</i>	In partnership with the Province of Ontario create a development strategy for the GID.	Secondary Plan is complete and establishes a comprehensive planning vision for the area. Ongoing relationship building and coordination with provincial partners towards development of a "smart community".	
3.3 Strengthen citizen and stakeholder engagement and communications.	<b>Guelph Identity &amp; Image</b>	To set a strategy to build our reputation in Guelph with provincial partners and associations.	Conducted a review of the City's identity in 2013. Renewal of this initiative will be part of the next strategic planning phase.	
	<i>Community Wellbeing Initiatives</i>	Community Facing: A comprehensive community plan built on the Canadian Wellbeing Index to enhance services to citizens through engagement, service integration and innovation.  Corporate Facing: Community Engagement Framework to guide the work of City staff and includes principles, implementation and monitoring tools.	Initiative completed in 2014. Guelph Wellbeing made a positive contribution to the quality of life in Guelph, informed many strategies and enhanced the City's reputation as an innovative municipal leader. Areas of impact include City/community engagement, innovation and measurement of social indicators, and collaborative activities. Its successes were recognized well beyond Guelph's boundaries.	✓
	<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.	Strategy implemented. Neighbourhood Support coalition is incorporated and operations continue to be successful.	✓
	<i>Summits and Roundtables</i>	Opportunities for input, engagement and partnership building with respect to the local economy; urban design and citizen engagement.	Significantly informed the City's ongoing urban design work program. Collaboratively hosted several successful summits including Economic Summit (2013), Urban Design Summit (2014) and Economic and authored Urban Design Whitepapers (2014).	✓ CSA
	<i>Canada 150th Anniversary</i>	To co-ordinate a series of events in celebration of Canada's 150th anniversary with an emphasis on youth engagement	Collaborative planning between the City and community is well underway for 2017 celebrations.	

*Social Media and Relationships Approach*

A streamlined social media and relationships approach to capitalize on two-way communications and promotion related opportunities

Social media policy has been developed, employees trained and integration into daily operations as a tool to support customer service, community engagement and marketing.

