

2012 INITIATIVES	STRATEGIC FOCUS AREAS and STRATEIC DIRECTIONS LINK						2012 STRATEGIC INITIATIVES				
							TO BE APPROVED BY COUNCIL				
	1. Organizational Excellence	SD	2. Innovation in Local Government	SD	3. City Building	SD	2012 Funding Requirement	Amount	Management/ Administrative Work	Projects approved by Council	Projects being framed to determine future costs/approach

Business Case Tools and Capacity Building	X	1.3					X	250K total 2012 - \$100,000; 2013 - \$150,000				Exploration of an optimal approach to business case development to support more informed decision making and delivering better public service.
Employee Engagement Survey Results Implementation	X	1.1					X	50K				A key element of an overall framework to support employee engagement and talent management efforts.
Records and Information Management Program (EDRMS - Phase 1)			X	2.1			X	\$200K				To develop, implement and administer an effective organization-wide Records and Information Management (RIM) program. A fully supported and sustainable RIM program is essential to the successful implementation of an Electronic Document and Records Management System. This initiative is linked to internal innovation and capacity building efforts.
Community Wellbeing Initiatives - Phase 2					X	3.3	X	\$440K 2012 - 204,400; 2013 - 137,800; 2014 - 97,800				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; includes principles, implementation and monitoring tools.
Economic Development Summit					X	3.3	X	100K				Opportunities for input, engagement and partnership building with respect to the local economy.
Guelph Innovation District Development Strategy						3.2	X	60K				Development of a strategy for the GID In partnership with the Province of Ontario.

Direct Report Leadership Team and Executive Team Development	X	1.2							X			To elevate the skill sets of these leadership groups at the individual, group and inter group level.
Strategic Plan Implementation Planning 2013-16	X	1.3							X			Determination of strategic initiatives for the 2013-16 time period with employee input.
Organizational Roles & Expectations	X	1.3							X			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.
Performance Measurement and Tracking Scorecards	X	1.3							X			Introduction of annual performance/accountability reporting to City Council.
Integrated Performance Reporting Format	X	1.3							X			Consistent approach to annual departmental performance reporting.
Information Flow Systems	X	1.3							X			Alignment of knowledge, information and capacity building.

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Corporate Calendar	X	1.3							X			To better manage and co-ordinate the presentation of information to Council.
Coordination with Service Area Work Plans									X			Undertake efforts to ensure good working relationships between the two governments.
County/City Relationship			X	2.1					X			Meetings with employees to investigate opportunities for improvement across the corporation.
Employee Round Tables			X	2.1					X			

Emergency Management Preparedness	X	1.3							X			To elevate the organization's ability to respond to emergency situations.
Phase 2 Operational Review business Services	X	1.3	X	2.1					X			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.
Information Technology Strategic Plan			X	2.1					X			A strategic plan focused on the Information Technology Services function within the corporation.
District Heating Proposal			X	2.1					X			The development of District Heating systems with a focus on serving the McDonnell and Woolwich area and Hanlon Creek Business Park.
South End Community Centre Business Plan			X	2.1					X			Participation in the model of 'Doing Business Differently' to explore shared funding arrangements and leveraging opportunities to acquire additional support and funding sources .
Framework for Doing Business Differently			X	2.1					X			Clarified framework to support ongoing efforts to deliver public service better.
Older Adult Strategy			X	2.2					X			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.
Guelph Community Investment Strategy			X	2.2					X			A strategy for the way the City funds and support non profit groups to achieve shared community goals.
Parks Model - use, role of neighbourhoods in place			X	2.2					X			An exploration of innovative recreational, cultural and educational programs to create parks as living community centres.
Guelph Municipal Holding company Strategic Plan			X	2.2					X			Guelph Municipal Holdings Inc. (GMHI) has been formed to provide the framework to identify and develop innovative and enterprise-based approaches to community services.

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2012 Service and Operational Reviews			X	2.2						X		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.
Community Energy Initiative			X	2.2						X		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.
Service Review Framework			X	2.3						X		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.
Land Ambulance Agreement			X	2.3						X		To ensure accountability and transparency of governance roles, an agreement is desired between the City and the County of Wellington.
Public Health Strategy			X	2.3						X		A strategy to positively reset the relationship with the Board of Health.
Community Improvement plans					X	3.1				X		Community has adopted CIPs for Brownfield remediation and Downtown redevelopment.
Baker Street Plan/Library Project					X	3.1				X		City-initiated land development in Downtown Guelph including library and public parking components.
Downtown Secondary Plan and Implementation					X	3.1				X		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.
Official Plan					X	3.1				X		Completion of the Official Plan Update (OPA 48) "Envision Guelph".
Downtown Business Plan					X	3.2				X		Implementation strategy for Downtown Secondary Plan.
Local Immigration strategy					X	3.2				X		A partnership lead by a Council of community members and agencies to increase the social and economic inclusion of immigrants.

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Guelph Innovation District (GID) - Development Strategy					X	3.2				X		In partnership with the Province of Ontario create a development strategy for the GID.
Sustainable Neighbourhood Engagement Strategy					X	3.3				X		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 .

Leadership and Development Training for Council and Employees	X	1.1									X	In partnership with the Province of Ontario create a development strategy for the GID.
Decision Making Excellence - Accountability and Delegated Authority	X	1.1									X	Strengthening our stewardship and risk management; creating a framework for accountability.
Project Planning Framing and Management	X	1.3									X	Development and a more comprehensive approach to project management which emphasizes client involvement, representation and satisfaction.
Aligned Administrative Capacity and Efficiency	X	1.3									X	Optimization of the organization's capacity to undertake work. An assurance that limited resources are focused on established strategic and operational priorities.
Intergovernmental Service coordination	X	1.3									X	A strategy to better coordinate services and communications with other municipalities, provincial government and provincial crown agencies.
Intergovernmental Relations Focus			X	2.1							X	A strategy to build a positive relationship with the provincial government for purpose of advocacy and promotion of the City.
Development Charges Background Study			X	2.2							X	Reframing and implementation of the background study.
Compliance Reporting			X	2.3							X	Introduction of community reporting concept. Making relevant, at the community level, the various services provided by the organization.
Financial Reporting and Communication Framework			X	2.3							X	A framework to support clarity of communications with respect to municipal financial information for both internal and external audiences.
Guelph Identity and Image					X	3.3					X	To set a strategy to build our reputation in Guelph with provincial partners and associations.
Canada 150th Anniversary					X	3.3					X	To co-ordinate a series of events in celebration of Canada's 150th anniversary with an emphasis on youth engagement.

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Social Media and Relationships Approach					X	3.3					X	A streamlined social media and relationships approach to capitalize on two-way communications and promotion related opportunities.