

# COMMITTEE AGENDA



TO **Governance Committee**

DATE July 9, 2012

LOCATION Council Chambers

TIME 3 p.m.

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## DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

### CONFIRMATION OF MINUTES – May 22, 2012

### PRESENTATIONS (Items with no accompanying report)

a)

### CLOSED MEETING

THAT the Governance Committee now hold a meeting that is closed to the public with respect to:

#### 1. **Interagency Relations**

S. 239 (2) (f) of the *Municipal Act* – advice that is subject to solicitor-client privilege.

### 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-13 Corporate Business Development Framework	<ul style="list-style-type: none"><li>Peter Cartwright</li></ul>		√
GOV-14 2012 Council Governance Survey – Summary of Results			

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GOV-15	2011 Delegation of Authority Report			
GOV-16	Interagency Relations			
GOV-17	Communications Plan for Corporate Strategic Plan	<ul style="list-style-type: none"> <li>• Heather Roseveare, Corporate Manager, Corporate Communications</li> <li>• Brenda Boisvert, Corporate manager, Strategic Planning &amp; Corporate Initiatives</li> </ul>		√

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** – October 9, 2012

**The Corporation of the City of Guelph  
Governance Committee  
Tuesday May 22, 2012, 3:00 p.m.**

A meeting of the Governance Committee was held on Tuesday May 22, 2012 in the Council Chambers at 3:30 p.m.

Present: Mayor Farbridge and Councillors Dennis (arrived 3:41 p.m.), Findlay, Hofland, and Piper

Also Present: Councillors Bell, Furfaro, Van Hellemond and Wettstein

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Ms. C. Bell, Executive Director of Community & Social Services; Ms. J. Laird, Executive Director of Planning, Building, Engineering and Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; Ms. S. Aram, Acting Treasurer; Mr. B. Labelle, City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

**Disclosure of Pecuniary Interest and General Nature Thereof**

There was no disclosure.

**Confirmation of Minutes**

1. Moved by Councillor Findlay  
Seconded by Councillor Hofland  
THAT the minutes of the Governance Committee meeting held on April 10, 2012 be confirmed as recorded and without being read.

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

VOTING AGAINST: (0)

Carried

**Consent Agenda**

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

- GOV-2012 A.11 Corporate Strategic Plan (CSP) Framework 2012-2016
- GOV-2012 A.12 Implementing the Corporate Strategic Plan – 2012 Initiatives

**Corporate Strategic Plan (CSP) Framework 2012-2016**

**Implementing the Corporate Strategic Plan – 2012 Initiatives**

Ms. A. Pappert, Chief Administrative Officer, and Ms. Brenda Boisvert, Corporate Manager of Strategic Planning and Corporate Initiatives, provided an overview of the report contained in the meeting agenda titled "Corporate Strategic Plan Framework 2012-2016". It was noted that the development of the framework was supported by several open meeting Council workshops. The CAO also delivered an overview of the 2012 as they were identified in the report contained in the meeting agenda titled "Implementing the Corporate Strategic Plan – 2012 Initiatives". A comprehensive communications plan in relation to the strategic plan was said to be currently under development.

The Committee posed various questions for clarification and follow up both in relation to the proposed framework and with respect to the proposed 2012 initiatives.

REPORT

2. Moved by Councillor Dennis  
Seconded by Councillor Piper

THAT Council approve the recommended 2012-216 Corporate Strategic Framework.

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

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

VOTING AGAINST: (0)

Carried

3. Moved by Councillor Dennis  
Seconded by Councillor Findlay

That the meeting of the Governance Committee of May 22, 2012 be adjourned.

Carried

May 22, 2012

**Governance Committee**

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The meeting adjourned at 5:02 p.m.

.....  
Chairperson

**GOVERNANCE COMMITTEE  
CONSENT AGENDA**

**July 9, 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-13) <b>CORPRATE BUSINESS DEVELOPMENT FRAMEWORK</b>  THAT the report dated July 9, 2012 regarding a 'Corporate Business Planning Framework', be received.	Receive
GOV-14) <b>2012 COUNCIL GOVERNANCE SURVEY – SUMMARY OF RESULTS</b>  1. That the 2012 Council Governance Survey Summary of Results be used to further inform the 2013-2014 Governance work plan.	Approve
GOV-15) <b>2011 DELEGATION OF AUTHORITY REPORT</b>  1. That the report dated July 9, 2012 entitled "2011 Delegation of Authority Report" be received.	Receive
GOV-16) <b>INTERAGENCY RELATIONS</b>  That the report dated July 9, 2012 regarding "Interagency Relationships" be received for information.	Receive
GOV-17) <b>COMMUNICATIONS PLAN FOR CORPORATE STRATEGIC PLAN</b>  THAT Report CHR-2012-51 dated July 9, 2012 from Corporate and Human Resources regarding the communications plan for the Corporate Strategic Plan is received.	Receive

|

attach.

# **Corporate Business Development Framework**

**Presentation to Governance Committee**

**July 9<sup>th</sup>, 2012**



- **2012 - 2016 Corporate Strategic Plan Framework (CSP)**
  - Council approved -June 25<sup>th</sup>, 2012
    - Framework supports:
      - Organizational Excellence,
      - Innovation in Local Government, and
      - City Building
  
- **Six strategic initiatives**
  - Foundation for moving forward with the CSP.
    - Includes Business Case Tools and Capacity Building
      - Corporate Business Development Framework
        - » Business development process
        - » Tools
        - » Capacity Building

- **Intent of the CSP Framework:**
  - Improve collaboration between:
    - City service areas,
    - community stakeholders and,
    - public organizations.
  - Provide the opportunity to:
    - identify and better assess alternate delivery and/or funding models
    - allow for better informed recommendations to Guelph City Council.

- **Preparation of the Framework**

- Interdepartmental Subcommittee representing all of the City's main service areas.
- Review of current literature
- Municipal interviews:
  - City of London
  - City of Oshawa
  - City of Burlington
  - Town of Oakville

- **Framework Principles:**

- Common structure for decision making:
  - Through improved collaboration
  - Informed by master plans, long term financial plans, official plans, etc.
- Ability to tie together:
  - The CSP's Strategic Directions
  - Departmental Work Plans
    - Business plans to implement short, mid and long term strategic goals.
- Provide guidance in assessing core businesses
- Assess alternate methods/best methods to deliver services
- Pre-qualify projects that require full business cases
- Identify community impacts and benefits
- Transparency

- **Framework Elements:**
  - Pre-screening process
  - Base case structure
  - Business planning approval process
  - Implementation
  - Review and assessment

- Pre-screening Process
  - Identifies Projects:
    - That can quickly proceed
    - Those that require detailed business cases
  - Tools
    - Project Scoping Document
    - Pre-qualification Screening Document

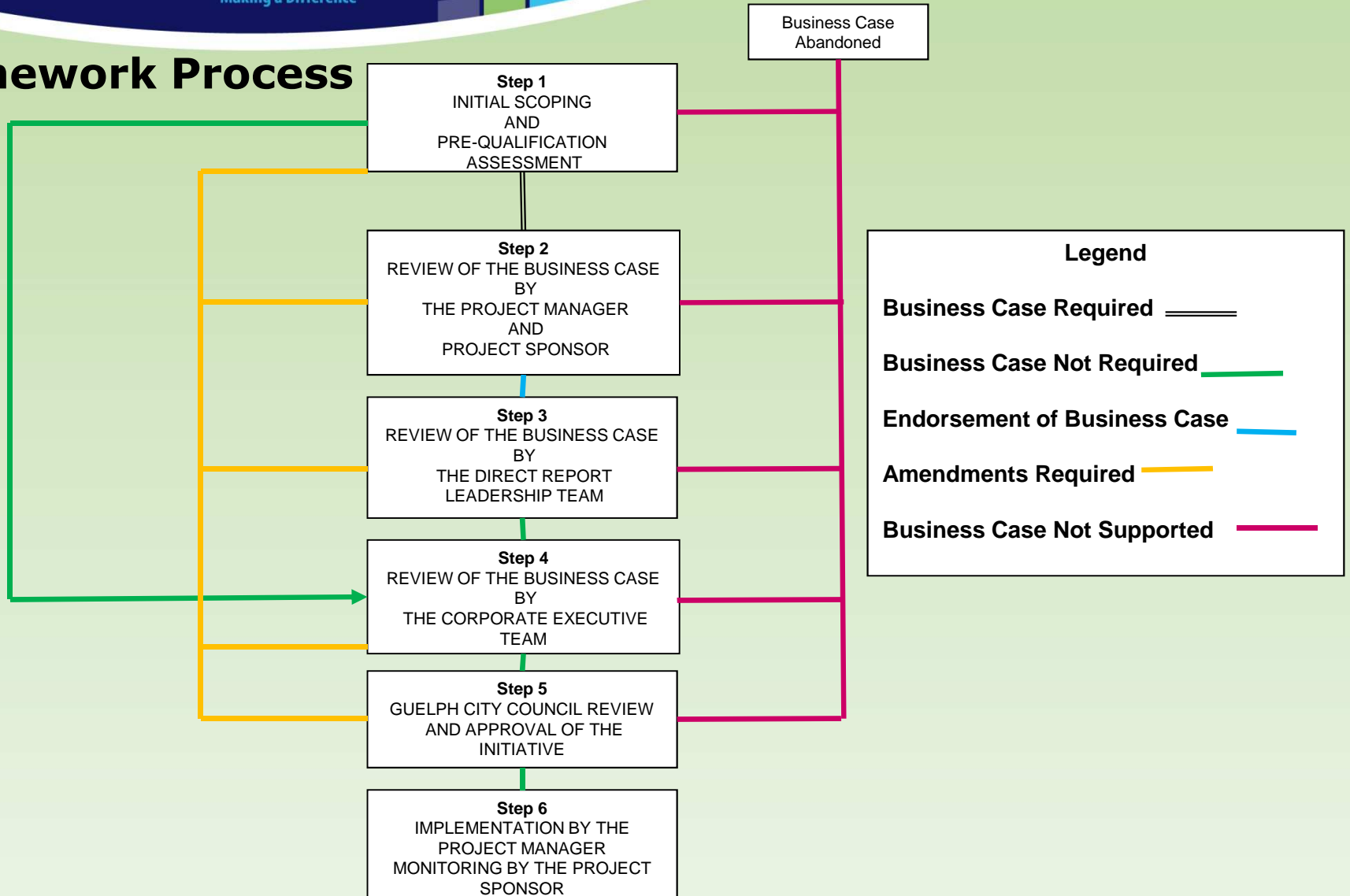
- **Scoping Document (Report Attachment # 2)**
  - Project and product objectives
  - Product or service requirements and characteristics
  - Product acceptance criteria
  - Project boundaries
  - Project requirements and deliverables
  - Project constraints
  - Project assumptions
  - Initial project organization
  - Initial defined risks
  - Schedule milestones
  - Order of magnitude cost estimate
  - Project configuration management requirements
  - Approval requirements

# Pre-Qualification Assessment Document

Criteria	Ranking (1)	Ranking (2)	Ranking (3)	Ranking (4)	Score
<b>1.0 Impact on the Corporation</b>	< \$250k	\$250 - \$500 k	\$500k - \$1m	> \$ 1m	
1.1 Impact on Capital Budget				4	4
1.2 Impact on Annual Operating Budget		2			2
	Low			High	
1.3 Impact on Current Resources			3		3
	Extensive	Good	Some	None	
1.4 Corporate Experience in Delivering Initiative			3		3
<b>2.0 Alignment with Corporate Plans</b>	Multiple	Limited	Indirectly	None	
2.1 Corporate Strategic Plan	1				1
2.2 Corporate Plans/Policies	1				1
2.3 Department Work plans			3		3
<b>3.0 Level of Complexity</b>	1 Area	2-3 Areas	5.	6 + Areas	
3.1 Impacts Multiple Service Areas			3		3
	None	Limited	Moderate	Multiple	
3.2 Impact on Community Stakeholders				4	4
3.3 Compliance with External Policy/Legislation Required		2			2
	Less than 1 Year	1 - 2 Years	2 - 5 Years	5 + Years	
3.4 Anticipated Timeline for the Initiative to be Completed			3		3
<b>4.0 Level of Risk</b>	Minimal	Moderate	High	Extreme	
4.1 Financial				4	4
4.2 Legal		2			2
4.3 Risk in Not Proceeding			3		3
4.4 Human Resource			3		3
4.5 Corporate Reputation			3		3
<b>Project Score =</b>					<b>44</b>
<b>Maximum Possible Score =</b>					<b>64</b>
<b>Project Score as a % of the Maximum Possible Score =</b>					<b>69%</b>
<b>Projects Scoring over 50% of the Total Possible Score require the Preparation of a Business Case</b>					



# Framework Process



- **Implementation (Pilot Projects)**
  - Used to:
    - Assess functionality of Framework
    - Train staff
  - Selection Includes:
    - Projects that have been identified as having community value.
    - Mix of capital and operating related projects.
  - Pilot projects are as follows:
    - Baker Street Redevelopment
    - Corporate Energy Management
    - South End Community Centre

- Implementation (Communications)
  - Strong staff communications
    - order to gain staff involvement and support for the process.
  - Community communications
    - Target community stakeholders and organizations
    - Communicate how Community initiated projects will be developed and assessed.
- These tasks will be led by the City's Corporate Communications staff with input from the subcommittee and others as required.

- Implementation (Training, Resources, Review and Assessment)
  - Training
    - Business Planning Development and Assessment
    - Specialized Financial Software
  - Resources
    - Specialized Financial Software
  - Review and Assessment
    - Performed by the subcommittee
    - Quarterly reports to Executive Team/Council

- **Implementation (Budget)**

- \$250,000 approved by Guelph City Council - June 25<sup>th</sup>, 2012.

- Funding will support:

- corporate training to develop and analyze business plans and cases
    - specialized software relating to the financial, fiscal and economic impact elements of business planning
    - educate staff through training seminars and communication programs.

- Questions

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate Business Development Framework Subcommittee  
DATE July 9, 2012

**SUBJECT Corporate Business Development Framework**  
REPORT NUMBER

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## SUMMARY

### **Purpose of Report:**

To provide the Governance Committee with information regarding a Corporate Business Development Framework which will provide the business case process, tools and capacity to be used to identify, assess and, where deemed appropriate, the implementation of new corporate programs, services and projects.

### **Committee Action:**

Committee receipt of the Corporate Business Development Framework report dated July 9, 2012.

## RECOMMENDATION

**"THAT** the report dated July 9, 2012 regarding a 'Corporate Business Planning Framework' be received."

## BACKGROUND

On June 25<sup>th</sup> Guelph City Council approved a framework for Guelph's 2012 – 2016 Corporate Strategic Plan, as well as funding for six strategic initiatives which will serve to implement the CSP.

The purpose of this report is to provide information on a Corporate Business Development Framework which will serve to implement one of the six strategic initiatives (Business Case Tools and Capacity Building).

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The purpose of the Corporate Business Planning Framework is to improve collaboration between the City's service areas, community stakeholders and, where appropriate other public organizations during the project planning, feasibility analysis, project management and monitoring of current and new unfunded capital and operating initiatives. This would include current capital projects that have been identified in the ten year capital plan but which have not yet been approved for funding.

The Framework also provides the opportunity to better identify and assess alternate delivery and funding models as well as to allow staff to make better informed recommendations to Guelph City Council.

In preparing the Framework an interdepartmental subcommittee, representing all of the City's main service areas, reviewed relevant literature on this topic. They also carried out interviews with select Ontario communities that have developed, or are developing this approach to business planning. **Attachment # 1** provides a summary of this review.

## **REPORT**

In developing the Framework the subcommittee considered that it should:

- Provide a structure for making decisions regarding programs, services and allocation of resources from a corporate wide perspective, which are informed by master plans, long term financial plan, official plan, community investment strategy etc.
- Have the ability to tie together the overall directions established by the Corporate Strategic Plan and the work plans for each service area.
- Provide a common process to develop and assess business plans which provide the steps necessary to achieve short, mid and long term strategic goals.
- Provide a common business planning process which ensures that programs and services delivered provide value and are responsive to needs of the community (business cases, community engagement – transparency, accountability).
- Provide guidance in assessing the core businesses essential to the service areas/organization.
- Support the objectives/goals to be achieved by service areas/organization and resource requirements to achieve these goals (business cases to identify alternative methods/best method to achieve goals).
- Define key performance measures to demonstrate achievement of goals.



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- Establish a process to pre-qualify which projects require full business cases.
  - Have the ability to identify and evaluate community impacts.
  - Be easily understood by City administration, elected official and the public through effective communications and education.
  - Require consultation and collaboration between affected Service Areas and external groups and organizations.

Based on the above principles this report has been structured to address the following elements of the Framework.

- Prescreening Process;
- Business Case Structure;
- Business Planning Approval process;
- Implementation, and
- Review and Assessment of the Framework

## **1.0 Prescreening Process**

The Framework considers a prescreening process which will identify those projects that can quickly proceed to implementation and those that will require a high level of care in their development, assessment and implementation. Without such a prescreening process there is potential for projects to be delayed which may result in a back log in the delivery of services.

Prescreening is a common element of most municipal business planning programs. For example, the City of London has established a threshold of \$250,000 +/- for all new initiatives. The City of Oshawa also has a similar threshold.

London has advised us that its prescreening criteria is under review as the low threshold is resulting in most new initiatives having to be processed through their complete framework. This is resulting in delays to the delivery of initiatives and services.

The subcommittee is concerned that the same may happen should an arbitrary threshold limit be established for Guelph's Framework. Therefore, the approach that is being recommended for the City of Guelph is one that is based on examples coming out of the United Kingdom.

In summary the Guelph's Framework will use two tools to prescreen projects, which will provide flexibility in assessing a wide range of municipal initiatives. The tools include a *Project Scoping Document* (**Attachment #2**) and a *Pre-Qualification Screening Document* (**Attachment #3**).

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The *Project Scoping Document* addresses and documents the characteristics and boundaries of a project and its associated products and services, as well as the methods of acceptance and scope control. The project scope includes:

- Project and product objectives
- Product or service requirements and characteristics
- Product acceptance criteria
- Project boundaries
- Project requirements and deliverables
- Project constraints
- Project assumptions
- Initial project organization
- Initial defined risks
- Schedule milestones
- Order of magnitude cost estimate
- Project configuration management requirements
- Approval requirements

A number of years ago the City of Guelph provided Bates Project Management training to staff which included the development and use of Project Scoping Documents. Unfortunately this practice has not been commonly used by all service areas. The subcommittee is recommending the use of the Bates Project Management Scoping Document as a tool to conduct the pre-screening of projects. This tool will also serve as the platform for the development of business cases as well as to manage, communicate (to others) and implement initiatives.

The second tool that will be used is the completion and assessment of a *Pre-Qualification Screening Document*. This document will include criteria which can be applied to a wide range of initiatives. Using a weighted approach in applying the criteria, initiatives will be assessed based on their:

- Level of complexity;
- Level of risk;
- Impact on the Corporation; and
- Alignment with Corporate Plans.

It is proposed that those initiatives that score 50% or more of the total possible score will be required to develop a complete business case. Those scoring less than 50% will not be required to do so and may proceed directly for review by the Executive Team.

## 2.0 Business Case Structure

As noted in the Council report dated December 7th, 2011, an effective business case is a multi-purpose document that generates the support and participation needed to turn an idea into reality. It explains what the idea, problem, or opportunity is about, how and who it will impact, what others are doing, each of the alternatives, the associated impacts, risks and cost/benefit of each alternative, and makes recommendations.

The subcommittee is recommending there is a need for the City to create standard business cases to allow for a better assessment of projects and establishing priorities.

**Figure # 1** provides a refresher of the typical contents of a business case compared to the City's current practice. Those elements noted in the first column will form the common requirements for Guelph's business cases.

**Figure # 1**

<b>Business Case Requirements</b>	<b>Current Business Case Requirements</b>	<b>Description</b>
<b>Stage 1 - Preliminary Assessment</b>		
a) Project Charter	Yes	Purpose is to articulate what the project will accomplish in clear and measurable terms
b) Project Scope	No	Defines the time, resource needs and management parameters.
c) Anticipated Outcomes	Yes	Itemizes the specific and measurable deliverables of the project
d) Stakeholder Assessment	No	Assessments of each stakeholder's interests and/or requirements
e) Alignment to Strategic Plans	Yes	How the opportunity aligns with strategic plans/policies/programs
f) Environmental Analysis	No	How the opportunity aligns with other Corporate, Provincial or Federal activities, as well as community (public/business) activities.
g) Alternatives	Yes	Identify and assess all possible solutions and alternatives. Only viable alternatives should be further assessed.
h) Business & Operational Impacts	No	Potential impacts (both positive and negative) to stakeholder's interests.
i) Project Risk Assessment	Yes	All project risks that may relate to the opportunity are identified and assessed.

**Figure # 1 (Continued)**

<b>Proposed Business Case Requirements</b>	<b>Current Business Case Requirements</b>	<b>Description</b>
<b>Stage 2 - Cost/Benefit Analysis</b>		
a) Full Cost Analysis	No	Where possible all costs and expected benefits are identified and analyzed for each viable alternative (including the status quo)
b) Incremental Cost Analysis	No	Identifies the changes or differences to costs/benefits of each alternative, using the status quo as a base.
c) Timeframe/Resources	No	Identifies an appropriate project timeframe over which both the costs and benefits will be analyzed.
d) Other Costs	Yes	All relevant costs incurred are identified, including direct costs, indirect costs, initial costs, on-going costs and capital costs.
e) Financial Benefits	Yes	All quantifiable cost benefits over the course of the opportunity are identified.
g) Non-Financial Benefits	No	All non quantifiable benefits are identified and assessed. This lends itself well to projects that have broader objectives.
f) Assumptions	Yes	All assumption that are used to determine both quantitative and qualitative costs/benefits are to be clearly documented.
<b>Stage 3 - Cost/Benefit Analysis</b>		
a) Project Responsibility - Manager	Yes	Identification of the Project Manager who has responsibility for managing the implementation of the Business Case.
b) Project Accountability - Sponsor	No	Identification of the Project Sponsor who is accountable for the project completion. Needed for cross-departmental projects.
c) Implementation Strategy	No	Confirms the resources and schedule that are required to implement the opportunity
d) Review and Approval	No	Identifies who has reviewed the business case and why it has been approved (or not approved).
e) Business Case Sign Off	Yes	Business Cases are usually signed by an approving authority. The sign off can include conditions.

This approach to business planning is consistent with those of other organizations. It provides for collaboration in developing and implementing projects. It also provides the structure that is required to effectively manage projects and monitor their progress.

In stating this, the subcommittee feels there is a need to better predict and assess the community impacts. There is an emerging trend for municipalities to do this through the development of customized Community Development Impact Models (CDIM). CDIMs provide a suite of quantitative indicators that measure not only the economic benefits, but also the socio-economic and environmental impacts of a wide range of community initiatives. Such a tool will permit for a more fulsome approach to conducting the Stage 3 Cost/Benefit Analysis business planning component.

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A number of years ago a similar impact model was developed for Economic Development for the purpose of assessing new investment opportunities. This model will require updating to permit a more fulsome community based assessment of a wider range of municipal initiatives. To this end the subcommittee has had preliminary discussions with the developer of the previous Economic Development model who has confirmed that the previous model can be updated. The development of this tool will be pursued further by the subcommittee.

### **3.0 Business Planning Approval Process**

The subcommittee's review of other municipal business planning processes suggests there is no common approach to this matter. Therefore the process which is described in both **Figure # 2** and **Attachment # 4** has been developed with the intent of:

- a. Ensuring collaboration with other impacted/affected parties,
- b. Supporting corporate strategic directions,
- c. Providing speed and agility,
- d. Establishing checks and balances,
- e. Providing transparency.

**Figure #2**

<b>Step</b>	<b>Description</b>	<b>Deliverables</b>	<b>Possible Outcomes</b>
<p align="center"><b>1</b></p>	<p><b>Initial Scoping to Pre-qualify the initiative.</b>  <b>Purpose:</b> This step involves the completion and assessment of the Scoping Document as well as the Pre-screening Document to determine if the initiative can be supported, and if so will it require a complete business case.</p> <p>The Project Manager who is responsible for the initiative will be required to prepare the necessary documents.</p> <p>The assessment of the documents will be done by the Project Sponsor, with input from the current Financial Advisors within Finance and Enterprise Services.</p> <p>The Project Sponsor will most likely be at the General Manager or Corporate Manager level.</p> <p>Where it is required, input into the Documents will be provided by those Service Areas and/or Community Stakeholders that may be impacted.</p>	<ol style="list-style-type: none"> <li>1. Completed Scoping Document; and</li> <li>2. Completed Pre-Screening Document</li> </ol>	<ol style="list-style-type: none"> <li>1. The initiative may <u>not</u> be supported by the Project Sponsor, at which time the project would not proceed.</li> <li>2. The results of the Scoping Document and the ranking of the project in the Pre-screening Document may indicate that the initiative ranks low in terms of its risk, complexity, offers a positive community impact and aligns well with Corporate Plans. If this is the case the initiative would not require a full business case and may proceed directly to Step 4.</li> <li>3. Should the results of the Scoping and Prescreening Documents indicate a combination of high risk and complexity but appear to offer positive community benefits and aligns with other Corporate Plans then a full business case will be required.</li> </ol>

**Figure #2 (Continued)**

<p><b>2</b></p>	<p><b>Presentation of the Business Case to the Project Sponsor</b>  <b>Purpose:</b> This step involves the development of business case drafts by the Project Manager, with input provided by the current Financial Advisors within Finance and Enterprise Services and where appropriate impacted Service Areas and Community Stakeholders.</p> <p>The draft is to be reviewed by the Project Sponsor for its endorsement and possible presentation to the Direct Report Leadership Team.</p>	<p>1. Project Sponsor Endorsed Business Case</p>	<p>The Project Sponsor may decide:</p> <ol style="list-style-type: none"> <li>1. That the draft requires further work before proceeding;</li> <li>2. That the draft has identified too many issues for the initiative to be supported;</li> <li>3. That the draft is suitable for its presentation to Direct Report Leadership Team</li> </ol>
<p><b>3</b></p>	<p><b>Presentation of the Business Case to the Direct Report Leadership Team (DRLT)</b>  <b>Purpose:</b> It is at this stage the DRLT will be presented with the draft business case that has been endorsed by the Project Sponsor. The purpose for this presentation is for the DRLT to provide further analysis and input and endorsement of its presentation to the Executive Team.</p>	<p>1. DRLT Endorsed Business Case</p>	<p>The DRLT may decide:</p> <ol style="list-style-type: none"> <li>1. That the draft requires further work before proceeding;</li> <li>2. That the draft has identified too many issues for the initiative to be supported;</li> <li>3. That the draft is suitable for its presentation to the Executive Team</li> </ol>

**Figure #2 (Continued)**

<p><b>4</b></p>	<p><b>Presentation of the Business Case to the Executive Team (ET)</b></p> <p><b>Purpose:</b> It is at this stage the Executive Team will be presented with the business case that has been endorsed by the Project Sponsor and the DRLT. The purpose for this presentation is for the Executive Team to provide further analysis, input and endorsement of the business case for its presentation to Guelph City Council.</p>	<p>1. Executive Team Endorsed Business Case</p>	<p>The Executive Team may decide:</p> <ol style="list-style-type: none"> <li>1. That the business case requires further work before proceeding;</li> <li>2. That the business case has identified too many issues for the initiative to be supported;</li> <li>3. That the business case has the support of the Executive Team for the initiative to be presented for Council's consideration through either the annual budget process, or where applicable outside of the budget process.</li> </ol>
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**Figure #2 (Continued)**

<p><b>5</b></p>	<p><b>Guelph City Council Review and Approval of the Initiative</b></p> <p><b>Purpose:</b> The intent of this stage is to present the Executive Team’s recommendation of the business case to Council. In most cases this will be done through the annual budget process. However, from time to time there may be matters in which timing is an issue, or an opportunity has been identified which results in initiatives being assessed outside the budget process.</p> <p>This stage also permits community stakeholders to comment on the business plan’s findings, structure and recommendation. Having said this, it is anticipated that impacted community stakeholders would have been consulted throughout the process and provided input for consideration.</p>	<ol style="list-style-type: none"> <li>1. Council resolution endorsing the business case;</li> <li>2. Council resolution directing staff to implement the business case.</li> </ol>	<p>Guelph City Council may decide:</p> <ol style="list-style-type: none"> <li>1. That further work is required before considering approval of the initiative and it is referred back to staff;</li> <li>2. That there are too many issues for Council to approve the initiative which results in the initiative not proceeding any further.</li> <li>3. That the business case is suitable for Council approval.</li> </ol>
<p><b>6</b></p>	<p><b>Implementation and Monitoring of the Business Plan</b></p> <p><b>Purpose:</b> The Business Plan will include an Implementation Strategy along with Performance Measurements. These requirements will be specific to the Business Plan.</p>	<p>Typical matters that will be addressed by an Implementation Strategy are:</p> <ul style="list-style-type: none"> <li>• Project Schedule;</li> <li>• Coordination and timing of Resources;</li> <li>• Communications (public and internal);</li> <li>• Project Governance</li> </ul> <p>Typical Performance Indicators usually include:</p> <ul style="list-style-type: none"> <li>• Budget;</li> <li>• Project Schedule</li> </ul>	

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## 4.0 Implementation

Implementation of the Framework is to be done by the current subcommittee and will include the following activities.

### i) Pilot Projects

In order to better assess if the proposed business planning framework is functional it will be tested against a number of pilot projects. These projects are a represent a mix of capital and operating related projects. The lessons learned will then be applied to any required revisions to this Framework. The pilot projects will also serve to train staff on the development of business cases. The pilot projects are as follows:

#### a) Baker Street Redevelopment

The Baker Street Redevelopment project is a City initiated land development project in Downtown Guelph converting a surface parking lot and other adjacent lands into a high-density, mixed-use building site anchored by significant public components such as the New Central Library and public parking.

Baker Street is candidate for a full business case pilot because:

- It is seen as a catalytic downtown initiative which aligns with the top priorities of the Corporate Strategic Plan.
- It requires a detailed analysis of the options the City has in activating its redevelopment to permit the project to move towards implementation.
- It cannot be implemented until the business case implications are fully understood and supported by Council.
- It is a good example of a complex project that will be examining innovative practices for partnership which will inform the planning and implementation of future corporate priorities.
- It involves and will impact a diverse range of community stakeholders
- It may provide for an innovative funding approach.

The Project Manager for the development of this business case is the Corporate Manager for Downtown Renewal. The Project Sponsor is the Executive Director, Finance and Enterprise.

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## **b) Corporate Energy Management**

The Corporate Energy Management supports the objectives of the Community Energy Initiative.

The 2012 operating budget approved by Council reflects \$520,000 in energy cost savings from the original "business as usual" projection of approximately \$7.4M.

In light of rapidly escalating energy prices and increasing city services, there is an urgency to aggressively pursue energy efficiency activity.

In the context of limited tax-based operating and capital budgets to pursue this goal, the business case for the project will assess various alternative ways to mobilize the resources to:

- Implement capital retrofits in city facilities to reduce energy use.
- Develop capacity building activities in support of ongoing operational savings (training, operating policies and procedures)
- Administration and management systems to oversee the City's second biggest expenditure category next to wages and salaries (nearly \$7.4 million per year at current prices)

While being presented to address the current 2012 energy budget targets, the project will more strongly position the City for the integrated benefits of ongoing energy management:

- Mitigate the longer term risk of rapidly escalating energy prices
- Build the capacity to pursue deeper retrofits
- Support broader corporate asset renewal through retrofit activity
- Identify opportunities for the mobilization of City-owned assets into community-based energy activity (i.e. – solar on City rooftops, City facilities participating in District Energy Systems)
- Establish the City's corporate leadership role in the Community Energy Initiative)

Energy savings results in avoided costs that can be mobilized towards various alternative resourcing strategies that don't require access to traditional operating or capital budgets. These various alternatives will be explored and assessed under the framework as described elsewhere in this report. Also explored and assessed will be the alternatives to the current management and administrative oversight of corporate energy use and the use of available tools at our disposal such the Guelph Municipal Holding Company.

The Project Manager for the development of this business case is the Corporate Manager for Community Energy. The Project Sponsor is the Executive Director, Finance and Enterprise.

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### **c) South End Community Park**

A south end community centre has been a forecasted multipurpose facility for many years based on a growing community need in the expanding south end of the City. The city's acquisition of land to develop a community park in the south end demonstrates an acknowledgement of current and future indoor and outdoor recreational needs. The findings of the Recreation, Parks & Culture Strategic Master Plan, and South End Component Study (2009) further supports this position.

The purpose of this initiative is to explore shared funding arrangements and leveraging opportunities to acquire additional support and sustainable funding sources for a future community centre at the South End Community Park. The scale of the project warrants endorsement as a pilot project of Business Development Framework report.

The complexity of the project supports all three corporate strategic foci of Organizational Excellence, Innovation in Local Government and City Building. A collaborative work team will work closely with all stakeholders, using a systems approach, to pursue financial support for the development of sustainable infrastructure.

The Project Manager for the development of this business case is the General Manager, Parks and Recreation. The Project Sponsor is the Executive Director, Community and Social Services.

### **ii) Communications**

Most municipalities that were interviewed indicated strong communications should be developed with staff in order to gain their involvement and support for the process.

As well, the subcommittee strongly feels similar communication is required with the community to advise external stakeholders and organizations of changes in how Community initiated projects that will required the Corporation's involvement and support will be developed and assessed.

These tasks will be led by the City's Corporate Communications staff, with input from others as required.

### **iii) Training and Resources**

The subcommittee recommends the need to ensure there will be adequate staff training and resources to implement the process.

There will be a requirement to train staff on the preparation and assessment of business cases. At this time it is contemplated such training will be focused at the General Manager, Corporate Manager and Manager levels.

The two options that are currently being considered include contracting with either an outside consulting firm or one of the local university business schools (The City of London has contracted with the Richard Ivey School of Business). Further assessment of both options is still required. It is anticipated that training will be completed by the first half of 2013. A preliminary budget for training is noted further in this report.

The report has identified the need to develop specialized assessment software for the purpose of assessing the Community impacts and benefits. Included in this will be the need train staff on its use. It is anticipated such software can be developed, and training delivered in the second half of 2012.

**Figure # 3** provides the targeted schedule for the implementation of the Framework.

**Figure #3**

Activity	Q3 2012	Q4 2012	Q1 2013	Q2 2013
Pilot Projects (Preparation, Assessment, Approval)				
Communications (Development & Implementation)				
Community Impact Software Model (Development & Training)				
Staff Training				

### **3.0 Review and Assessment of the Framework**

The current subcommittee will continue to oversee the implementation of the Framework as well as to monitor its progress and recommend any revisions. The subcommittee will report quarterly to the Executive Team and Council on the status of the Framework's implementation.

## **CORPORATE STRATEGIC PLAN**

The Framework will support the following Strategic Directions of the Corporate Strategic Plan Framework (2012-2016).

### **Organizational Excellence**

- 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**

- 3.2 Be economically viable, resilient, diverse and attractive for business.

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## **FINANCIAL IMPLICATIONS**

An investment of \$250,000 was approved for this initiative by Guelph City Council at its meeting of June 25<sup>th</sup>, 2012.

Specifically, the funding will support corporate training to develop and analyze business plans and cases and the need to develop specialized software relating to the financial, fiscal and economic impact elements of business planning and to educate staff on its use through training seminars and communication programs.

## **DEPARTMENTAL CONSULTATION**

Corporate & Human Resources  
Operations & Transit  
Corporate Administration  
Finance and Enterprise  
Planning, Building, Engineering & Environment

## **COMMUNICATIONS**

At this time there are no communications issues arising from this matter.

## **ATTACHMENTS**

Attachment # 1 - Best Practice Review  
Attachment # 2 - Scoping Document Template  
Attachment # 3 - Pre-Qualification Assessment Document  
Attachment # 4 - Framework Process

“original signed by Peter Cartwright”

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## Attachment # 1

### Best Practice Review

#### Literature Review

- Ontario Municipal Benchmarking Initiative (OMBI).
- Mark Friedman, Author of *Trying Hard is Not Good Enough – How to Produce Measurable Improvements for Customers and Communities*, Trafford Publishing, 2005.
- Leadership Centre for Local Government – *Places, People and Politics: Learning to do things differently*.
- Treasury Board of Canada Secretariat
- On-line Business Case Creator – Public Health Ontario
- Participation in a Business Planning/Case Webinar – Public Health Ontario.

#### Review of Public Sector Documents

- Business planning frameworks for the:
  - City of London, City of Oshawa
  - Town of Oakville
  - City of Hamilton (prepared by the Canadian Urban Institute)
  - City of Ottawa, and
  - The Government of Alberta.

#### Municipal Interviews

- Conference calls and meetings with
  - City of London,
  - City of Oshawa
  - City of Burlington, and
  - Town of Oakville.

**Attachment # 2  
Scoping Document  
Template**

Version No.:	
Date:	

Project Name:		Number:	
Current Name Phase:			
Project Manager:		Telephone #:	
Division Functional Director:		Telephone #:	
Project Sponsor:		Telephone #:	

**PROJECT DEFINITION**

CORPORATE PROJECT PURPOSE:
CRITICAL SUCCESS FACTORS:
PROJECT GOALS:
PROJECT STRATEGY :

PROJECT PRODUCT DEFINITION
END PRODUCTS:
KEY INTERIM PRODUCTS:

PROJECT SCOPE	
Project Scope Is (Includes):	Project Scope Is Not (Does Not Include):



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**PARAMETERS**

**PROJECT OBJECTIVES**

SCHEDULE:

BUDGET:

**KNOWN CONSTRAINTS:**

RESOURCES:

OTHER:

**BEGINNING ASSUMPTIONS:**

RISK ASSESSMENT:	(High, Medium, Low)	
	Probability	Impact
Schedule Risk:		
Budget Risk:		
Technical Risk:		
Other Risk:		

**PROJECT ORGANIZATIONAL IMPACTS**

PROJECT PLANNING TEAM	
NAME	ORGANIZATION & TELEPHONE

ORGANIZATIONS INVOLVED IN PROJECT EXECUTION	
INTERNAL:	CONTACT & TELEPHONE
EXTERNAL:	CONTACT & TELEPHONE

ORGANIZATIONS IMPACTED BY THE PROJECT	
INTERNAL:	CONTACT & TELEPHONE
EXTERNAL:	CONTACT & TELEPHONE

REPORTING RELATIONSHIPS:

POTENTIAL PROJECT PRIORITY			
TYPE PROJECT	STRATEGIC ( )	OPERATIONAL ( )	LOCAL ( )
POTENTIAL PRIORITY:	HIGH ( )	MEDIUM ( )	LOW ( )

USER/CLIENT RESPONSIBILITIES

COMPLETION CRITERIA

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PROJECT PLANNING PARAMETERS	
DATE PLANNING COMPLETION DUE:	
ESTIMATED PLANNING BUDGET:	

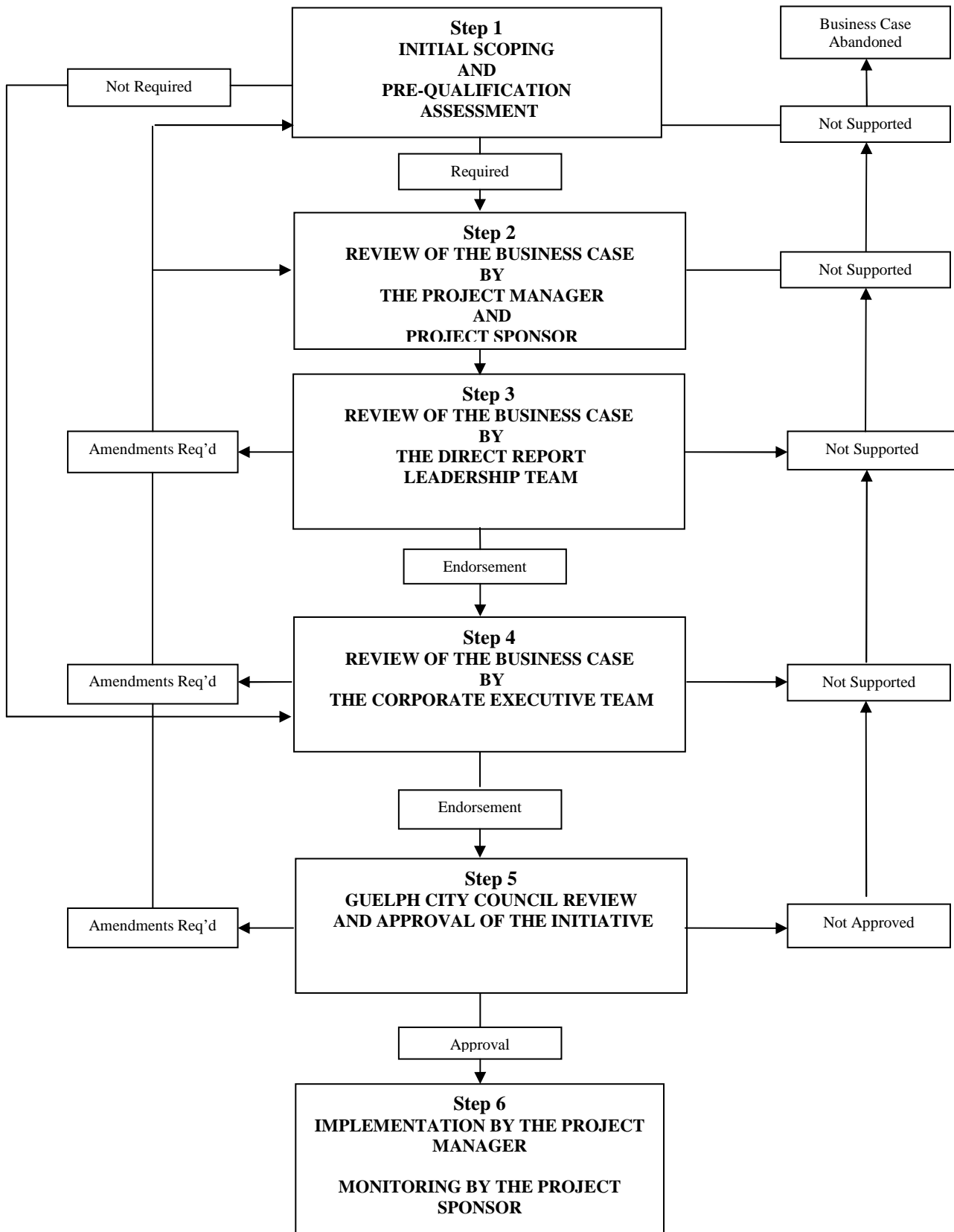
**SIGN OFF**

SUBMITTED FOR PLANNING	SIGNATURE	DATE
PROJECT MANAGER		
FUNCTIONAL MANAGER		
SPONSOR		

**Attachment # 3  
Pre-Qualification Assessment Document  
Template**

Criteria	Ranking (1)	Ranking (2)	Ranking (3)	Ranking (4)	Score
<b>1.0 Impact on the Corporation</b>	< \$250k	\$250 - \$500 k	\$500k - \$1m	> \$ 1m	
1.1 Impact on Capital Budget				4	4
1.2 Impact on Annual Operating Budget		2			2
	Low			High	
1.3 Impact on Current Resources			3		3
	Extensive	Good	Some	None	
1.4 Corporate Experience in Delivering Initiative			3		3
<b>2.0 Alignment with Corporate Plans</b>	Multiple	Limited	Indirectly	None	
2.1 Corporate Strategic Plan	1				1
2.2 Corporate Plans/Policies	1				1
2.3 Department Work plans			3		3
<b>3.0 Level of Complexity</b>	1 Area	2-3 Areas	3-5 Areas	6 + Areas	
3.1 Impacts Multiple Service Areas			3		3
	None	Limited	Moderate	Multiple	
3.2 Impact on Community Stakeholders				4	4
3.3 Compliance with External Policy/Legislation Required		2			2
	Less than 1 Year	1 - 2 Years	2 - 5 Years	5 + Years	
3.4 Anticipated Timeline for the Initiative to be Completed			3		3
<b>4.0 Level of Risk</b>	Minimal	Moderate	High	Extreme	
4.1 Financial				4	4
4.2 Legal		2			2
4.3 Risk in Not Proceeding			3		3
4.4 Human Resource			3		3
4.5 Corporate Reputation			3		3
<b>Project Score =</b>					<b>44</b>
<b>Maximum Possible Score =</b>					<b>64</b>
<b>Project Score as a % of the Maximum Possible Score =</b>					<b>69%</b>
<b>Projects Scoring over 50% of the Total Possible Score require the Preparation of a Business Case</b>					

## Attachment # 4 Framework Process



# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate and Human Resources, City Clerk's Department  
DATE July 9, 2012

**SUBJECT 2012 Council Governance Survey - Summary of Results**  
REPORT NUMBER CHR-2012-49

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## SUMMARY

### **Purpose of Report:**

To provide the Governance Committee with a summary and assessment of the 2012 Council Governance Survey results.

### **Committee Action:**

To support the use of the 2012 Council Governance Survey Summary of Results as information to further inform the 2013-2014 Governance work plan.

## RECOMMENDATION

1. That the 2012 Council Governance Survey Summary of Results be used to further inform the 2013-2014 Governance work plan.

## BACKGROUND

In 2009, a Council Governance Survey was developed by staff and distributed to Members of Council. The questions ranged in scope from strategic planning and service reviews to interaction with senior staff and the utilization of Council and Committee meetings. The findings were categorized under "Areas of Excellence", which demonstrated general support for a question or theme, or under "Priority Area for Consideration", which identified trends which could be used to inform continuous improvement efforts. The consolidated report and summary of results was shared at the September, 2009 Governance meeting where the discussion and results were referred back to staff.

On April 10, 2012, the Governance Committee received a report entitled "2012 Council Governance Survey" which provided an overview and copy of the questionnaire which was later distributed to Members of Council for completion in

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May, 2012. To ensure that the results of the 2009 questionnaire served as a baseline measurement for 2012, the questions remained largely the same. There were, however, some additional questions added in relation to the effectiveness of the Council/Committee structure as well as new sections with respect to Council's support and professional development preferences.

## **REPORT**

Members of Council received the 2012 Council Governance survey on May 7, 2012 which consisted of 79 questions grouped under the following themes:

- A. Governance (Overall)
- B. Governance (Stewardship)
- C. Service Delivery
- D. Self-Governance
- E. Professional Development
- F. Support
- G. Other Comments

There was also an opportunity for respondents to provide specific comments in relation to each question as well as in general with respect to Council's overall performance and/or in relation to factors which should be considered to support effective governance practices.

The response rate for the 2012 survey was 92% (85% in 2009). Several respondents did provide detailed comments relating to specific questions. These comments have been abridged and integrated as part of the summary below. The findings are listed in no particular order of importance but have been categorized as either an "Area of Excellence" a "Priority Area for Consideration" or as a "Professional Development/Support Preference". Where possible, a comparison was made with the 2009 findings in order to demonstrate a supporting or variant trend.

### **1. Areas of Excellence**

#### ***Strategic Planning***

There was 74% (91% in 2009) agreement that Council reviews the strategic vision with each new term to determine appropriateness. Of those questioned, 83% (91% in 2009) of the respondents agreed that Council approves strategic directions and objectives along with the operating and financial plans to achieve them. Nearly 70% agreed that Council strives to meet the City's goals and objectives.

Included comments stressed the importance for the review of the vision each term of Council noting that it was fundamental to the strategic planning process. There were other comments which expressed some concern with respect to the timelines associated with finalizing the current strategic plan.



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## ***Governance Processes***

There were 50% more respondents in 2012 (when compared with 2009) that agreed Council had effectively implemented governance processes to fulfill its responsibility for oversight and control.

The majority of comments were in support of this trend. Respondents felt that Council has been effective in establishing appropriate governance processes. Some of the comments supplemented this by noting that further work on governance related process implementation should still continue to be an area of focus.

## ***Relationship with Senior Staff***

There was overall agreement that appropriate direction is given to senior staff in order to manage the organization effectively. The data indicates that 83% (82% in 2009) of the respondents agreed that Council ensures the CAO understands expectations and the responsibilities of the position and 83% (75% in 2009) also agreed that Council regularly evaluates corporate performance and the work performance of the CAO and takes action when required.

Comments referenced the success of policies and procedures which have been implemented in order to support the interaction between Council and senior staff. There were also remarks suggesting that further work to strengthen the relationship between Council and senior staff would be largely beneficial.

## ***Council and Committee Meetings***

The results indicate that there is confidence in the existing legislative structure and meeting management process. A marked increase of 83% of the respondents (54% in 2009) agreed that Council meeting content is focused on significant matters concerning the future of the City. Moreover, 92% (73% in 2009) agreed that the content provided on Council agendas is sufficient to allow for an appropriate consideration thereof. When asked about Council meeting length and procedure 92% (81% in 2009) agreed that the duration was appropriate and 83% (45% in 2009) agreed that meeting procedures allow for the timely resolution of issues.

There were comments submitted generally supporting the current meeting management process. There were also some which noted that despite meeting procedures being practical and appropriate, it is still the responsibility of every Member of Council to ensure their conduct supports Council's ability to deliberate effectively.

Of the surveys received, 92% disagreed that a Committee of the Whole system is preferable to a Standing Committee system and 75% did not support consolidation of the Council's existing standing committees. There was also general support of Council's current meeting schedule. Overall, 75% to 92% of respondents (45% to 70% in 2009) are satisfied with current legislative structure and associated meeting management practices.

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## **2. Priority Areas for Consideration**

### ***Strategic Planning***

The data shows that 83% of respondents agreed (91% in 2009) that the City has a strategic planning process to set the long-term direction of the Corporation. Of those surveyed, 66% of the respondents (82% in 2009) agreed that Council refers to the City's Strategic Plan when making policy decisions throughout the year.

Comments received in relation to these questions may have been influenced by the fact that, at the time of the survey, the strategic planning process was still ongoing. There were suggestions made that the strategic planning process could be improved by way of a stronger and more direct connection between strategic priorities, budgets, work plans and performance measures.

### ***Governance (Stewardship)***

There was an even split (of 33%) between respondents who either agreed, were neutral or disagreed that "Council allows the CAO enough room to manage and does not get involved with day-to-day operations of the organization". This marks a significant contrast to the findings in 2009 in which 82% of the respondents agreed that Council did, in fact, allow senior management enough room to manage the affairs of the organization.

Comments were also varied on this issue with respondents suggesting that some Members of Council focus solely on oversight responsibilities while others focus more on operational matters. The remarks also suggest that a review of related policies to allow for the appropriate delegation of authority from Council to staff would improve the current situation.

Of those who responded, 70% disagreed with the statement; "Council's capacity to govern effectively is not impaired by conflicts between Members". This is a complete reversal to the findings in 2009 where nearly 70% agreed that Council's capacity is not affected by conflicts between Members of Council.

Several comments submitted in relation to this question suggested that there should be a continued focus on improving and enhancing relationships.

### ***Communication with Residents and Stakeholders***

Although approximately 70% of those completing the survey in 2009 and 2012 agreed that Council takes the necessary steps to ensure adequate communication with stakeholders and the public, there was a 50% decrease in 2012 of the number of respondents who felt that Council regularly articulates the value and progress of the corporation to residents and stakeholders.

Respondents suggested a need to develop a more robust critical issues control and enhanced information management program. It was also expressed that there needed to be a continued focus on strategic communications.

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## ***Performance Monitoring and Reporting***

Only 17% of respondents (45% in 2009) agreed that Council has developed processes for evaluating and, where necessary, improving its own performance.

Comments in relation to this question focused on the Council orientation process and were mixed in relation to its overall effectiveness. Some respondents suggested that there should be more of a focus on educating Members of Council with respect to their governance role as it relates to their statutory obligations. As noted in Section 3 below, this is further reinforced by "legislative training" being selected as the most commonly requested professional development opportunity.

### **3. Professional Development/Support Preferences**

#### ***Professional Development Preferences***

Members of Council ranked the following as their top three preferred professional development opportunities:

1. Legislative Training (regarding the *Planning Act, Municipal Act* etc.)
2. Financial and Risk Management (risk assessment, risk financing etc.)
3. Communications and the Media (practical media training programs)

In relation to future education and training meetings, 75% of respondents noted a preference for the sessions to be held in the early weekday evenings. There was unanimous consent that the sessions not exceed four hours in length.

#### ***Support Preferences***

There was a neutral response from Members of Council who completed the survey as to whether additional administrative support would be of any assistance. Those who indicated that it would be beneficial noted that the focus for support would be to assist with their constituency work rather than provide time management and/or clerical support.

There was majority support for the role of a City of Guelph Councillor to be a full-time position (58% agree, 17% neutral, 25% disagree). The only comment received in relation to this question noted a preference for having two part-time ward councillors versus one full time councillor.

## **CONCLUSION**

It is important to note that any survey is essentially a snapshot in time and can reflect many of the underlying realities of the day. Having only conducted the survey twice, it is difficult to make any concrete assessments with respect to patterns or variations. This is partly due to the fact that the Council composition in 2009 was different then it is today. Moving forward, the issuance of this survey on

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a bi-annual basis will help to develop a more solid baseline with which to continue to measure and analyze both short and long term trends.

Notwithstanding this, there were certain similarities between the findings from 2009 and 2012. The primary "Areas of Excellence" continued to be the strategic planning process, the relationship between Council and the CAO and the meeting management process. The data also suggests that Council feels that governance processes have been enhanced since 2009, specifically in relation to facilitating their oversight and control function.

Although there was an overall sentiment that governance processes had improved, there was a widely divergent view as to whether there was a properly articulated delineation of authority between Council and staff. The findings also demonstrate that further work on relationship development would assist Council's ability to govern effectively. There was general consensus that there should also be a focus on improving internal processes to better monitor and report on Council's performance and to communicate the organizational value and progress to residents and stakeholders.

Strong governance practices are fundamental to the success of any organization. The Governance Survey was initially designed with this notion in mind. It is intended to be a tool to refine and develop initiatives to reinforce organizational effectiveness. The findings in 2012 will facilitate continuous improvement efforts led by both Council and staff in 2013 and 2014.

## **CORPORATE STRATEGIC PLAN**

- Organizational Effectiveness: 1.3 Build robust systems, structures and frameworks aligned to strategy
- Innovation in Local Government: 2.2 Deliver public service better

## **FINANCIAL IMPLICATIONS**

Resources which may be required to implement future governance related initiatives will be coordinated through the budget process.

## **DEPARTMENTAL CONSULTATION**

- Corporate Administration

## **COMMUNICATIONS**

Information related to the City's various governance practices can be referenced in the Governance Manual available from the City's "[Accountability and Transparency](#)" webpage.

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“original signed by Tina Agnello”

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**Prepared By:**  
Tina Agnello

“original signed by Blair Labelle”

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**Prepared By:**  
Blair Labelle

“original signed by Mark Amorosi”

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**Recommended By:**  
Mark Amorosi

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate & Human Resources  
DATE July 9, 2012

**SUBJECT 2011 Delegation of Authority Report**  
REPORT NUMBER CHR-2012-48

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## SUMMARY

### **Purpose of Report:**

To advise of staff action with respect to Council's delegated authority in 2011.

### **Committee Action:**

To receive the staff report identifying the various actions taken by delegates in relation to authority which was delegated to them by Council in 2011.

## RECOMMENDATION

1. That the report dated July 9, 2012 entitled "2011 Delegation of Authority Report" be received.

## BACKGROUND

The *Municipal Act* provides Council with the authority to delegate its powers to a person or body subject to some noted restrictions. Over the years, Council has delegated their authority on various matters either by way of a resolution of Council or through a specific by-law. The following are the principal references related to Council's existing delegations of authority:

- By-law (2010)-18935, was adopted to delegate the authority with respect to a variety of routine administrative functions which are considered to be minor in nature.
- By-law (2006)-18173 was adopted in order to delegate the authority to approve certain agreements relating to real property.
- A February 4, 2002 resolution of Council which delegated the execution of tenancy agreements in respect of residential and commercial rental properties where the rental has been previously authorised by Council. For 2012, there were no delegations pursuant to this resolution

## REPORT

The delegation of authority from Council contributes to the efficient management of the City while still adhering to the principles of accountability and transparency. The following is a summary of the actions taken in 2011 with respect to authority delegated by Council.

<b>By-law (2010)-18935</b>		
<b>Schedule "A" Grant Agreements</b>	<b>Item</b>	<b>Purpose</b>
<u>Delegate:</u> <i>Executive Director, Community &amp; Social Services</i>	Ministry of Tourism – Creative Communities Prosperity Fund Application	Creation of Guelph Cultural Resource Inventory
	Ministry of Tourism – Creative Communities Prosperity Fund Agreement	Creation of Guelph Cultural Resource Inventory
	Ministry of Health & Long Term Care- Elderly Persons Centre Grant	2 Base Grants of \$42,700 and 2 Special Project Grants of \$15,000 for Evergreen Seniors Community Centre & West End Community Centre
	Ministry of Training, Colleges and Universities- application and agreement 2011 Summer Jobs Service	\$2 top up Grant for Neighbourhood Group summer camp positions
	(HRSDC) 2011 Summer Jobs Application	Funding for Neighborhood Group Camp Positions
	2011 Summer Jobs Activity Report	Report for 6 Neighbourhood Group Sites Summer Camps
	2011 Summer Jobs Service – Employment Ontario Employer claim forms report	Summer Jobs Service funding for Neighbourhood Groups
	2011 Guelph Community Foundation – Guelph Mercury /Kids to Camp Fund Grant Application	Neighbourhood Groups Summer Camp Subsidies
	2011 Guelph Community Foundation – Kids to Camp Grant Agreement	Neighbourhood Groups Summer Camp Subsidies
	United Way Program Information Report	Neighbourhood Groups funds
	Local Immigration Partnership Contribution Agreement	Immigration Settlement Programs \$240,048
	Conestoga College Coop Work Term Agreements	Students work terms with the City

	Guelph Hydro Lighting Incentive	\$15K Grant application to retrofit T12 to T8 lighting
<b>Schedule "B" Software Licensing Agreements</b>	<b>Agreement with:</b>	<b>Purpose</b>
	HLB Systems	Councillor technical support
	IMedic by InterDev Hosting	Electronic patient care reporting system
	Oracle Broader Public Service	Consortium services
Delegate: <i>City Clerk</i>		
<b>Schedule "C" Data Acquisition Agreements</b>	<b>Agreement with:</b>	<b>Purpose</b>
	Ontario Ministry of Natural Resources	To obtain data as supplied by Ontario Geospatial Exchange.
Delegate: <i>Executive Director, Planning &amp; Building, Engineering and Environment</i>		
<b>Schedule "E" Agreements Pursuant to an Approval Under the Planning Act</b>		
Delegate: <i>Executive Director, Planning &amp; Building, Engineering and Environment</i>		
<b>Minor Variances</b>	<b>Application Number</b>	<b>Property</b>
	B-12/10	14A and 14B Newstead St.
	B-19/07	80 Arthur Street, North
	B-50/10	35 Skov Crescent
	B-46/10	189 Elizabeth Street
	B-17/10	24 Forster Drive
	A-28/11	24 Crestwood Place
	B-1/11	67 Raymond Street
	B-28/10	20 Johnston Street
<b>Site Plan Approvals</b>	SP10D018	1 Rosewood Street
	SP08A002	1498 Gordon Street
<b>Subdivisions</b>	SR0503	Chillico Glen Part 2B
	SR0808	Hanlon Creek Bus. Park Phase 2
	SR1101	Northview Estates Phase 3
	SR1107	Westminister Woods East Phase 5
	SR0905	312 Grange Road
	SR1003	Northern Heights Phase 4
	SR1002	Linke Phase 2



<b>Schedule "G" Fire Dispatch Services</b>  <u>Delegate:</u> <i>Executive Director, Community &amp; Social Services</i>	Rockwood		
	Town of Erin		
	Puslinch Township		
	Mapleton		
	Township of Wellington North		
	Minto Township		
	Centre Wellington		
<b>Schedule "K" Special Events in City Parks</b>  <u>Delegate:</u> <i>Executive Director, Community &amp; Social Services</i>	<b>Dates for all City Parks Special Events Bookings fall between April 16, 2011 – December 31, 2011</b>		
	<b>Event Category</b>	<b>No. of Permits Issued</b>	
	Family reunions, anniversaries, and birthday parties	81	
	Sports tournaments	80	
	Organization and company events	81	
	Community events and festivals	60	
	Day care centre and school outing events	25	
	Fundraising and awareness events	35	
	Road races, track & field, and cross country meets	21	
	Weddings and photo shoots	15	
	Neighbourhood and youth group events	15	
	Miscellaneous events	20	
	<i>Total 2011 Special Events</i>	<i>367</i>	
<b>Schedule "L" Special Events in City Recreational And Cultural Facilities</b>  <u>Delegate:</u> <i>Executive Director, Community &amp; Social Services</i>	<b>Event Category/Purpose</b>	<b>Number of Events</b>	
	Ice Events	50	
	Dry Pad Events	15	
	Aquatic Events	10	
	Events at City Hall	8	
	Evergreen Centre	38	
	West End Community Centre	20	
	<i>Total</i>	<i>141</i>	
<b>Schedule "M" Community Festivals &amp; Special Occasion permits</b>	<b>Event</b>	<b>Date</b>	<b>Location</b>
	Rotary Ribfest 2011	Aug. 16,17, 18	Riverside Park
	Multicultural Festival	Jun. 10, 11, 12	Riverside Park

<u>Delegate:</u> <i>City Clerk</i>	Faery Fest	Jun. 17, 18, 19	Riverside Park
	Festival Italiano	Jul. 8, 9, 10	135 Ferguson St
	Guelph Jazz Festival	Sept. 10 & 11	Downtown
	Wedding reception	Sept. 24	950 Woodlawn Rd
	Homecoming Football Game	Sept. 24	U of G Alumni stadium
	Customer appreciation Wellington Brewery	Sept. 17	950 Woodlawn Rd.
	Licensee appreciation Wellington Brewery	Sept. 18	950 Woodlawn Rd.
<b>Schedule "O" Exemptions to Noise Control By-law for events that have been exempted in past</b>  <u>Delegate:</u> <i>Executive Director of Operations, Transit and Emergency Services</i>	<b>Exemption &amp; Location</b>		<b>Date</b>
	MTO Highway 6 Laird Road interchange Improvements (Stantec)		June 1 to Sept 30, 2012 (granted in August 2011)
Italian Canadian Club 135 Ferguson St-Festival Italiano		July 8 to 10, 2011	
<b>Schedule "P" Tax Write Offs</b>  <u>Delegate:</u> <i>Manager of Taxation &amp; Revenue</i>	<b>Address</b>	<b>Reason</b>	<b>\$Amount</b>
	340 Woodlawn Rd W	Became exempt	2,642.29
	5 Arthur St S	Building demolished	39,614.23
	150 Wellington St E	Building demolished	2,031.47
	31 Farley	Became exempt	31,311.27
	218 Victoria Rd N	Business area removed	121.26
	519 Woolwich St	Business area removed	1,088.82
	265 Edinburgh Rd N	Became exempt	39,126.13
	558 Massey Td	Property class change	2,424.97
	415 Woodlawn Rd W	Gas tanks removed	5,701.06
	7 Edinburgh Rd S	Property class change	4,147.90
	1 Rosewood Ave	Razed by fire	1,529.57
	3 Rosewood Ave	Razed by fire	1,645.97
	71 Wyndham St S	Building demolished	999.28

41 Goodwin Unit 202	Gross/Manifest Error	227.16
24 Barton St	Building demolished	73.22
Cityview Dr N	Became exempt	4,335.40
194 Fleming Rd	Became exempt	511.00
59 Woolwich St	Became exempt	3,720.40
4 Floral Dr	Building demolished	736.23
80-110 Dunlop Dr	Class change	75,472.37
5 Arthur St S	Building demolished	8,932.78
80-110 Dunlop Dr	Class change	75,217.00
57 Glenholm Dr	Gross/Manifest Error	255.29
41 Goodwin Unit 202	Gross/Manifest Error	160.77
Plan 61M161 Blk 54	Became exempt	473.20
Plan 61M161 Blk 57	Became exempt	867.52
297-299 Eramosa Rd	Assessment reduced	13,512.25
218 Victoria Rd N	Business area removed	116.68
Watson Rd N	Became exempt	20,416.86
519 Woolwich St	Business area removed	93.89
Kinlock St	Purchased by City for walkway	35.41
Mullin Dr	Became exempt	4,807.32
Wideman Blvd	Became exempt	6,542.61
79 Mullin Dr	Became exempt	1,705.47
83 Wideman Blvd	Became exempt	5,984.07
24 Barton St	Building demolished	325.26
Woodlawn Rd W	Became exempt	21,238.99
265 Edinburgh Rd N	Became exempt	33,675.89
415 Woodlawn Rd W	Gas tanks removed	1,885.12
340 Woodlawn Rd W	Became exempt	1,591.59

## By-law (2006)-18173

<b>Item 4. Agreements permitting others to enter onto lands owned by the Corporation.</b>	<b>Approval Authority</b>	<b>Description</b>
	Executive Director of Operations, Transit and Emergency Services and Manager of Realty Services	Agreement with Kathleen Corrigan to enter the property known as 17 Tipperary Place for the City's installation of a storm sewer
	Executive Director of Planning & Building, Engineering & Environment and Manager of Realty Services	Permission to Enter Agreement with Ministry of Transportation for the Laird Road interchange
	Executive Director of Planning & Building, Engineering & Environment and Manager of Realty Services	Early Access Agreement - Hydro One Networks to construct new Electrical Transmission Facilities
	Executive Director of Planning & Building, Engineering & Environment and Manager of Realty Services	Via Rail Canada for permission to enter and Liability Release into 79 Carden Street
<b>Item 5. Agreements licensing others to use lands owned by the Corporation</b>	Executive Director of Planning & Building, Engineering & Environment and Manager of Realty Services	License Agreement with Guild Electric Ltd. - Hanlon Expressway/ Wellington S W/ Waterloo Avenue - use of property for construction storage area
	Executive Director of Corporate and Human Resources and Manager of Realty Services	License Agreement with Guelph General Hospital for use of a portion of the City's lands for parking and access route at 65 Delhi Street
	Executive Director of Operations and Transit and Manager of Realty Services	Licence Agreement - with The Canadian Legion, Branch 234 - Colonel John McCrae - 57 Watson Parkway South - use of city property for sportsfields
	General Manager of Legal Services-City Solicitor and Manager of Realty Services	Licence Agreement w/ Hydro One Networks Inc. - West side of Crawley Road allowance between Clair Road and Maltby Road for the purpose of a construction assembly area
	General Manager of Legal Services-City Solicitor and Manager of Realty Services	Licence Agreement with First Baptist Church - 18 Norwich Street - parking
	Executive Director of Corporate and Human Resources and Manager of Realty Services	Licence Agreement w/ Guelph General Hospital - use of parking lot - 65 Delhi Street

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## **CORPORATE STRATEGIC PLAN**

- Organizational Excellence: 1.3 Build robust systems, structures and frameworks aligned to strategy
- Innovation in Local Government: 2.3 Ensure accountability, transparency and engagement

## **FINANCIAL IMPLICATIONS**

Not applicable as this is an administrative matter.

## **DEPARTMENTAL CONSULTATION**

All service area staff taking action with respect to a delegated authority in 2011 were canvassed in the preparation of the report. The Clerk's Department continues to work with staff to capture and document this ongoing action as well as to pursue further opportunities for delegated authority.

## **COMMUNICATIONS**

Information regarding the Delegation of Authority policy is available from the City's "[Accountability and Transparency](#)" webpage.

"original signed by Tina Agnello"

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**Prepared By:**  
Tina Agnello  
Deputy City Clerk

"original signed by Blair Labelle"

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**Reviewed By:**  
Blair Labelle  
City Clerk

"original signed by Mark Amorosi"

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**Recommended By:**  
Mark Amorosi  
Executive Director of Corporate & Human Resources

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Legal and Realty Services  
Corporate and Human Resources

DATE July 9, 2012

**SUBJECT Interagency Relations**

REPORT NUMBER CHR-2012-46

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## SUMMARY

### **Purpose of Report:**

To provide an overview of the status of most of the existing relationships between the City and other Agencies

### **Committee Action:**

To receive the report dated July 9, 2012 regarding "Interagency Relationships" for information.

## RECOMMENDATION

To receive the report dated July 9, 2012 regarding "Interagency Relationships" for information.

## BACKGROUND

The City has a number of agreements or relationships with third parties relating to the provision of services. The chart attached as Schedule A sets out most of the existing relationship and governing documents.

## REPORT

The City has an interest in ensuring that appropriate policies and procedures are in place in its various relationships with external agencies and boards to ensure the need for transparency and accountability and governance is met, and to provide transparency and accountability for Council and the public.

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In light of this, staff have identified that there are two specific agencies whose governing documents require review to reflect, for example, changes in legislation or regulatory framework - the Downtown Guelph Business Association and the Guelph Cemetery Commission.

Macdonald Stewart Art Centre has requested that its agreement with its stakeholders be updated and some discussions have occurred.

Efforts are already underway to obtain new agreements with the County regarding Land Ambulance and Social Services. The negotiations regarding these issues will continue.

The City has negotiated a service agreement with the County regarding the use of the Willowdale daycare centre.

The City reinstated three Members of Council to the Board of Health for the Wellington-Dufferin-Guelph Health Unit in January 2012 to ensure the effective delivery of public health services.

Staff will be reviewing the arrangements between the City and the following:

- (a) Downtown Guelph Business Association
- (b) Macdonald Stewart Art Centre; and,
- (c) Guelph Cemetery Commission,

and report back to the Committee with recommendations.

## **CORPORATE STRATEGIC PLAN**

- 2. Innovation in Local Government
  - 2.1 Deliver better Public Service
  - 2.2 Provide accountability, transparency and engagement.

## **FINANCIAL IMPLICATIONS**

Updating of agreements and by-laws should provide clarity regarding the roles and responsibilities of the City and the agencies. Governance clarity will reduce the financial risk.

## **DEPARTMENTAL CONSULTATION**

Community and Social Services – Museums & Culture, Parks, Corporate Property and Social Services

Finance and Enterprise – Finance and Community Improvement

## **COMMUNICATIONS**

None at this time.

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## **ATTACHMENTS**

Attachment A – Schedule

“original signed by Donna Jaques”

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**Prepared By:**

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General Manager Legal Services/  
City Solicitor  
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“original signed by Mark Amorosi”

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**Reviewed & Recommended By:**

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Executive Director, Corporate and  
Human Resources  
X2281  
mark.amorosi@guelph.ca



Schedule A

	Governed By	Status	Administered By	Recommended Action
Board of Health for the Wellington-Dufferin-Guelph Health Unit	Health Protection and Promotion Act and regulations 1997 Agreement regarding cost sharing only	<ul style="list-style-type: none"> <li>Attempt to negotiate a new agreement which included the Board as a party in 2005-2006 was unsuccessful.</li> <li>City has concerns regarding the current structure and governance of the Board</li> </ul>	Autonomous Board of Health (one of five models of Boards in the province)  City appoints 3 members to the Board	To be determined
Downtown Guelph Business Association	Sections 204-215, Municipal Act  By-law (1981) - 10773	<ul style="list-style-type: none"> <li>City appoints all 12 members of the Board, two of which are Councillors and 10 of which are members of the downtown business community</li> </ul>	Board of Management/Local Board	The by-law be reviewed to ensure compliance with the Act
Macdonald Stewart Art Centre	Macdonald Stewart Community Art Centre Act, 1978  1981 Agreement	<ul style="list-style-type: none"> <li>City one of five "Sponsoring Bodies" and can appoint 3 Trustees to the Board (out of 15 to 25 total Trustees)</li> <li>Five Party Agreement between MSAC and four sponsors- City of Guelph, University of Guelph, Wellington County Board of Education and County of Wellington</li> <li>City is not required to</li> </ul>	Corporation without share capital managed by a Board of Trustees	Agreement currently being reviewed

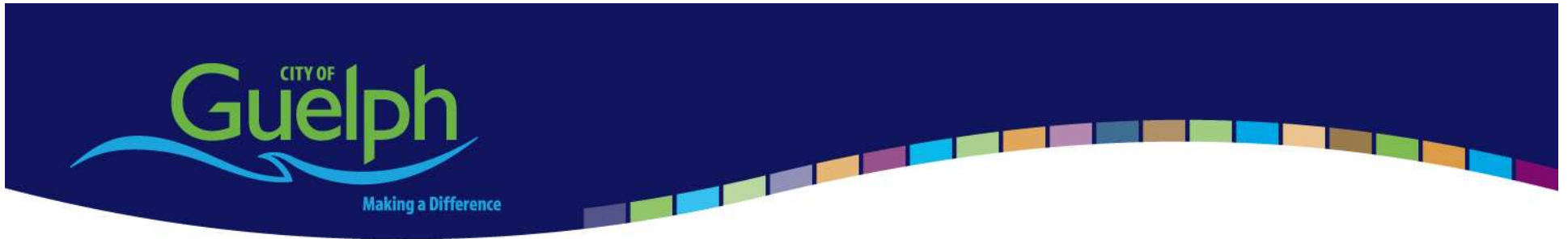
	Governed By	Status	Administered By	Recommended Action
		<ul style="list-style-type: none"> <li>subsidize operating or other costs of the Centre</li> <li>City agreed to provide, if approved by Council, funds for internal minor maintenance and repairs and housekeeping services and utilities</li> <li>MSAC has requested a review of the Agreement</li> <li>In February, 2012, the County of Wellington advised of its intention to withdraw from the Agreement</li> </ul>		
Guelph Hydro Inc.	By-law (2000) 16466 – Transfer By-law, as amended	<ul style="list-style-type: none"> <li>Shareholder Declaration dated November 1, 2000 has been revised</li> <li>New ownership and governance structure in place as of September 7, 2011</li> <li>Guelph Municipal Holdings Inc. owns 100% of shares as of December 31, 2011</li> </ul>	Corporation governed by Board of Directors  Reports to Guelph Municipal Holdings Inc.	No action required
Guelph Municipal Holdings Inc.	Articles of Incorporation dated August 2011	<ul style="list-style-type: none"> <li>Board of Directors and Officers appointed by the City</li> <li>City owns 100% of shares</li> <li>Business Plan and Strategic Plan for 2012 completed</li> <li>Shareholder Declaration</li> </ul>	Municipal Corporation	No action required
Guelph	Guelph		Federal	Transfer of

	Governed By	Status	Administered By	Recommended Action
Junction Railway	Junction Railway Act, 1939 Shareholder Declaration - September 6, 2005	<ul style="list-style-type: none"> <li>addresses governance issues</li> <li>City controls appointment of Directors and composition of the Board</li> <li>City owns 100% of shares</li> </ul>	Corporation governed by Board of Directors	shares to GMHI to be explored in 2012
The Elliott	The Elliott Act Lease Agreement and General Security Agreement between The Elliott and City of Guelph dated January 25, 2008	<ul style="list-style-type: none"> <li>Operational Review completed October 2009</li> <li>City considering the Elliott as one of the options for the City's municipal home.</li> </ul>	Charitable Corporation governed by Board of Trustees	Report to Council once option review is completed.
Guelph Cemetery Commission	City of Guelph Act, 1919 Cemeteries Act	<ul style="list-style-type: none"> <li>Guelph Cemetery Commission manages and controls the cemetery lands which are owned by the City, the Township of Guelph-Eramosa and the Lord Bishop of Niagara (Anglican) and by the Commission</li> <li>Commission has all the rights and powers conferred upon the</li> </ul>	Corporation Local Board of the City	Agreement between the Church, the Township and the City needs to be updated.  Terms of

	Governed By	Status	Administered By	Recommended Action
		<p>owner of a cemetery by the Cemeteries Act and under the authority given to the Commission by the City of Guelph Act 1919 and the agreement between the City, the Township and the Bishop and St. George's Church made December 14, 1918</p> <ul style="list-style-type: none"> <li>• Each of the City, the Township and the Church appoint 2 of the 6 members of the Commission</li> <li>• City became the Trustee for the Commission in 1994</li> <li>• Existing agreement contains restrictions on appointments which do not comply with the Charter</li> </ul>		Reference for the Board need to be created.
Land Ambulance Service	Ambulance Act Arbitration Decision	<ul style="list-style-type: none"> <li>• No current cost sharing agreement in place between the City and County</li> <li>• Currently negotiating new agreement with the County</li> <li>• County has provided a proposed agreement for review</li> <li>• City appoints five members of the Board, with two of those</li> </ul>	City of Guelph	Complete agreement with County
Library Board	Public Libraries Act		Local Board	No action necessary

	Governed By	Status	Administered By	Recommended Action
Social Services	Social Housing Reform Act Day Nurseries Act Ontario Works Act Arbitration Decision	<p>members being members of Council</p> <ul style="list-style-type: none"> <li>includes Ontario Works, ODSP, Social Housing and Child Care</li> <li>The County is the CMSM for these services</li> <li>The agreement with the County dated April 18, 1995 was terminated by the City and the issue of cost sharing was submitted to arbitration. The arbitration decision was made January 26, 2010 and required the City and County to negotiate new cost sharing agreements based on the arbitrator's decision</li> <li>City withdrew from the Joint Social Services Committee in January, 2010</li> <li>Negotiations between the City and County have been continuing</li> <li>County has provided a draft agreement for the City's review.</li> </ul>	County of Wellington	Complete agreement with the County
Long-Term Care Home	Long-Term Care Home	<ul style="list-style-type: none"> <li>City provides funding for a portion of the expenses for the</li> </ul>	County of Wellington	No action required until

	Governed By	Status	Administered By	Recommended Action
(LTCH)	Act Agreement made March, 2012	<p>County owned Wellington Terrace LTCH to fulfill its requirement to have a designated municipal LTCH</p> <ul style="list-style-type: none"> <li>New agreement between the City and County entered into in March 2012</li> </ul>		LTCH options are determined.
Provincial Offences Court	Provincial Offences Act Agreement 2009	<ul style="list-style-type: none"> <li>Cost sharing agreement with County dated December 22, 2009 expires 15 years after date of completion of renovation</li> </ul>	City of Guelph	No action required
Police Services Board	Police Services Act	<ul style="list-style-type: none"> <li>Mayor and one councillor are members of the Board</li> <li>City appoints one citizen member</li> <li>Province appoints two members</li> </ul>	Local Board	No action required



# **Corporate Strategic Plan**

## **Communications Plan:**

### **Highlights for Governance Committee**

**July 9, 2012**

## Objectives

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- To support the participation of Mayor and Councillors, the community and employees in implementing the Corporate Strategic Plan
- To build awareness and understanding of the Corporate Strategic Plan in the community and with internal stakeholders
- To regularly publicize progress towards implementing the Corporate Strategic Plan with all audiences



# Approach

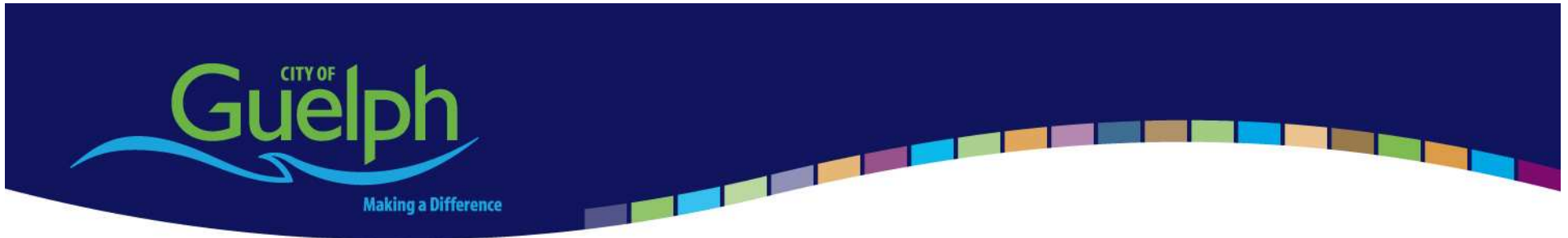


A strategic foundation for telling our story from the inside out: the amazing things we do to benefit the Guelph community

*What:*  
Corporate  
Strategic Plan

*Title:*  
Our City,  
Our Future

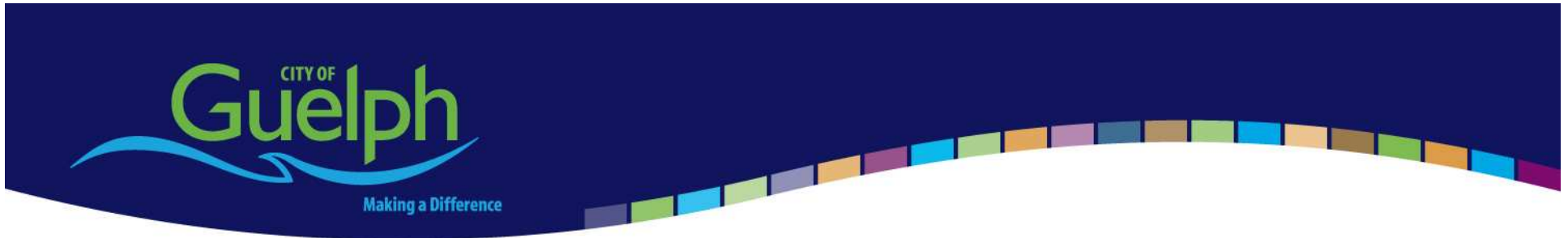
*Tagline:*  
Making a  
difference  
together



## **Tactics – community**

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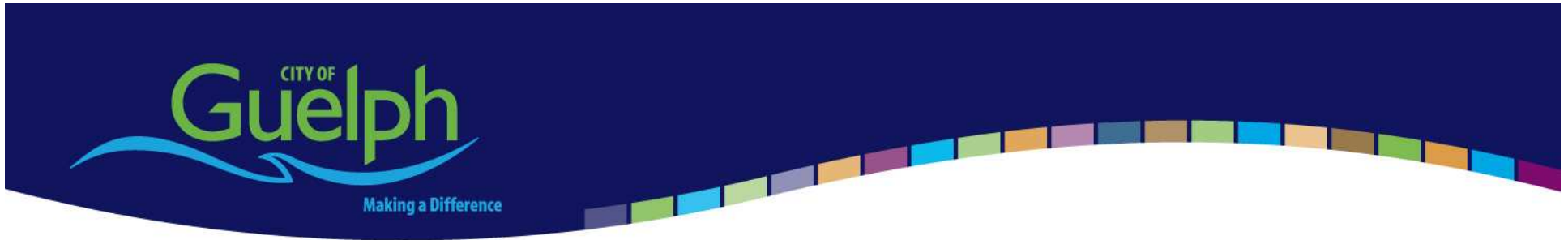
- Resources/tools to Mayor and Councillors to support their participation in implementing the Corporate Strategic Plan and connecting with their constituents
- “Our City, Our Future” videos and online newsletter
- Social media and online progress updates
- Annual report, “Making a difference together”



## **Tactics – employees**

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- Online resources for managers and employees
- Strategic plan focus in employee newsletter, Holler
- Interactive, facilitated exercises for managers and employees – with HR
- Social media and online updates
- Celebrating the achievements of Mayor and Council, community, City employees, and volunteers in the implementation of the Corporate Strategic Plan



## Questions

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- What resources or tools would best support Council in having a leadership role in implementing the Corporate Strategic Plan?
- What resources or tools would best support Council in communicating with your constituents about the Corporate Strategic Plan?
- What suggestions do you have for how the City can regularly communicate our progress towards implementing the Corporate Strategic Plan?

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate & Human Resources  
DATE July 9, 2012

**SUBJECT Communications Plan for Corporate Strategic Plan**  
REPORT NUMBER CHR-2012-51

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## SUMMARY

A strategic communications plan has been drafted to support implementing the Corporate Strategic Plan. It identifies ways to communicate with the community and employees, and supports the Mayor and Councillors in participating in implementing the Corporate Strategic Plan and communicating with their constituents.

### **Purpose of Report:**

- To provide highlights of the strategic communications plan and seek suggestions from Committee members to enhance the plan and identify resources/tools to support their participation and communication with constituents.

### **Committee Action:**

- To provide feedback and recommendations to enhance the plan and identify resource/tools to support their participation and communications with constituents.

## RECOMMENDATION

"THAT Report CHR-2012-51 dated July 9, 2012 from Corporate and Human Resources regarding the communications plan for the Corporate Strategic Plan is received."

## BACKGROUND

The Corporate Strategic Plan provides a foundation for the City's strategic communications. It also offers an opportunity for the City to test new communications practices.

The strategic communications plan was developed with input from the Executive Team and members of the DRLT subcommittee on the Corporate Strategic Plan. In

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addition, Council and committee discussions and advice from external consultants were considered when developing this plan.

## **REPORT**

Strategic communications will play a crucial role in supporting the successful implementation of the Corporate Strategic Plan. Following are highlights of this plan.

### **Objectives**

- To build awareness of and understanding of the Corporate Strategic Plan in the community and among employees
- To regularly publicize progress towards implementing the Corporate Strategic Plan to external and internal audiences
- To support the participation of Mayor & Councillors, the community and employees in implementing the Corporate Strategic Plan

### **Strategic Approach**

- Adopt a title, "Our City, Our Future"
- Adopt a tagline, "Making a difference together"
- Describe the context (i.e., economic, social and technological factors) that necessitates the Corporate Strategic Plan at this time
- Make the connection to the 2007-10 community strategic plan (e.g., continuing the vision and values)

### **Tactics**

#### Community

- Provide resources/tools to Mayor & Councillors to communicate with their constituents
- Involve Mayor & Councillors in interactive sessions with community members
- Produce "Our City, Our Future" videos and publish bimonthly e-newsletter
- Issue social media and online updates
- Adopt media strategy to reach local, national and international targets
- Issue annual report, "Making a difference together"

#### Employees

- Provide resources/tools to managers to communicate with their employees and support their participation in implementing the Corporate Strategic Plan
- Conduct interactive sessions with managers and employees
- Provide Corporate Strategic Plan information and updates in employee communications vehicles (i.e., InfoNet, Holler newsletter)
- Feature employees' contributions when communicating progress towards implementing the Corporate Strategic Plan

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## **CORPORATE STRATEGIC PLAN**

1.1 Engage employees through excellence in leadership.

3.3 Strengthen citizen engagement and stakeholder engagement and communications

## **FINANCIAL IMPLICATIONS**

A budget to support implementing the strategic communications plan will be developed. Funding support will be required for some proposed tactics, such as videography.

## **DEPARTMENTAL CONSULTATION**

Executive Team

DRLT subcommittee on the Corporate Strategic Plan

## **COMMUNICATIONS**

The City's commitment to communicating with the community and employees during the life of the Corporate Strategic Plan will be relayed to all audiences.

## **ATTACHMENTS**

Attachment 1 - PowerPoint presentation

### **Prepared By:**

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Corporate Manager, Corporate Communications

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### **Recommended By:**

Colleen Bell

Executive Director, Community and Social Services

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