

COMMITTEE AGENDA



TO **Governance Committee**

DATE December 3, 2013

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 3:00 p.m.

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES – September 16, 2013 open meeting minutes

PRESENTATIONS (Items with no accompanying report)

- a) None

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-2013.19 Approval of Intergovernmental Strategic Framework & Action Plan	<ul style="list-style-type: none"> • Barbara Swartzentruber, Senior Advisory Policy & Intergovernmental Affairs 		√
GOV-2013.20 Review of the Corporation of the City of Guelph's Identity: Phase 1 Findings and Next Steps	<ul style="list-style-type: none"> • Ann Pappert, CAO • Petronilla, Ndebele, Public Affairs Officer 		√
GOV-2013.21 Service Rationalization Project Status			

GOV-2013.22 Council Composition and Employment Status Review			
GOV-2013.23 Integrity Commissioner			

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.

STAFF UPDATES AND ANNOUNCEMENTS

ADJOURN

NEXT MEETING – March 4, 2014



**The Corporation of the City of Guelph
Governance Committee
Monday September 16, 2013 at 3:00 p.m.**

Attendance

Members: Chair Farbridge, Councillors Dennis, Findlay, Hofland and Piper

Councillors: Councillors Furfaro and Wettstein

Staff: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director, Corporate & Human Resources; Ms. C. Clack, Interim Executive Director, Community & Social Services; Mr. A. Horsman, Executive Director, Finance & Enterprise/Chief Financial Officer; Ms. J. Laird, Executive Director, Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director, Operations, Transit & Emergency Services; Mr. B. Labelle, City Clerk; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Coordinator

Call to Order (5:30 p.m.)

Chair Farbridge called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Confirmation of Minutes

1. Moved by Councillor Hofland
Seconded by Councillor Piper

That the open meeting minutes of the Governance Committee held on July 16, 2013 be confirmed as recorded.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Dennis, Findlay, Hofland and Piper (5)
VOTING AGAINST: (0)

CARRIED

Consent Agenda

The following items were extracted:

- GOV-2013.13 Citizen Appointment Policy and Advisory Committee Meeting Procedures**
GOV-2013.15 Downtown Guelph Business Association

- GOV-2013.16 Final Proposed Terms of Reference for City Council and Standing Committees**
- GOV-2013.17 Information Flow Protocol**
- GOV-2013.18 Organizational Assessment Results**

Balance of Consent Items

- 2. Moved by Councillor Hofland
Seconded by Councillor Piper

That the balance of the Governance Committee September 16, 2013 Consent Agenda, as identified below, be adopted:

GOV-2013.12 Driving Performance & Results: Implementing the Corporate Strategic Plan (CSP) Key Performance Indicators (KPIs)

That the September 16, 2013 report entitled "Driving Performance and Results: Implementing the Corporate Strategic Plan (CSP) Key Performance Indicators (KPIs)" be received.

GOV-2013.14 Document Execution By-law

That the Document Execution By-law attached hereto be approved.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Dennis, Findlay, Hofland and Piper (5)
VOTING AGAINST: (0)

CARRIED

Extracted Items

GOV-2013.15 Downtown Guelph Business Association

Ms. Donna Jaques, General Manager of Legal & Realty Services/City Solicitor, advised that as a result of an upcoming Board meeting, there may be changes recommended prior to the Council meeting. She agreed to add staff as non-voting participants at Director meetings.

- 3. Moved by Councillor Dennis
Seconded by Councillor Findlay

That the by-law amending By-laws Number (1981)-10773, (1995)-14281 and (2011)-19143 relating to the Downtown Business Improvement Area is enacted in the form attached to the Legal & Realty Services Report Number CHR-2013-43 dated September 16, 2013.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Dennis, Findlay, Hofland and Piper (5)
VOTING AGAINST: (0)

CARRIED

GOV-2013.18 Organizational Assessment Results

Ms. Ann Pappert, Chief Administrative Officer, advised that the City's current state is in a transformational phase. She provided a brief history of the organizational assessment and the work completed by Western Management Consultants. She introduced Graham Herbert and Mary Baetz of Western Management Consultants.

Mr. Graham Herbert of Western Management Consultants outlined the challenges faced by the City and the key recommendations relating to focus, building and freeing up capacity.

Ms. Pappert advised that staff have met and reviewed the recommendations and work is underway to prioritize actions.

4. Moved by Councillor Hofland
Seconded by Councillor Piper

That the Governance Committee receives Report CAO-C-1306, Organizational Assessment Results, dated September 16, 2013.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Dennis, Findlay, Hofland and Piper (5)
VOTING AGAINST: (0)

CARRIED

GOV-2013.13 Citizen Appointment Policy and Advisory Committee Meeting Procedures

A discussion ensued regarding Canadian citizenship and minimum age for applicants.

5. Moved by Councillor Findlay
Seconded by Councillor Piper

- 1. That the Citizen Appointment Policy be amended to allow residents over the age of 16 years to be members of Advisory Committees.**
2. That the Citizen Appointment Policy, **as amended**, and the Advisory Committee Meeting Procedures attached hereto be approved and circulated to the Liaisons for all City Advisory Committees and Agencies, Boards, Commissions/Committees.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Dennis, Findlay, Hofland and Piper (5)
VOTING AGAINST: (0)

CARRIED

GOV-2013.16 Final Proposed Terms of Reference for City Council and Standing Committees

6. Moved by Councillor Dennis
Seconded by Councillor Findlay

1. That the Terms of Reference for City Council attached hereto as ATT-1, be approved.

2. That the Terms of Reference for City Council's Standing Committees attached hereto as ATT-2, be approved.
3. That the necessary amendments to the Procedural By-law provided for in the Amending By-law attached hereto as Att-3, be approved.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Dennis, Findlay, Hofland and Piper (5)
VOTING AGAINST: (0)

CARRIED

GOV-2013.17 Information Flow Protocol

7. Moved by Councillor Findlay
Seconded by Councillor Hofland

1. That CAO-C-1305 Information Flow Protocol report be received.
2. That the Information Flow Protocol as attached to Report #CAO-C-1305 be approved by Guelph City Council.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Dennis, Findlay, Hofland and Piper (5)
VOTING AGAINST: (0)

CARRIED

Staff Updates and Announcements

Mr. Al Horsman, Executive Director, Finance & Enterprise advised that Ernie has been updated for the 2014 budget and a presentation has been scheduled for today at 5:00 p.m. for Councillors.

Adjournment (4:20 p.m.)

7. Moved by Councillor Dennis
Seconded by Councillor Piper

That the meeting be adjourned.

CARRIED

Tina Agnello – Deputy Clerk

**GOVERNANCE COMMITTEE
CONSENT AGENDA**

December 3, 2013

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

REPORT	DIRECTION
<p>GOV-2013.19 INTERGOVERNMENTAL STRATEGIC FRAMEWORK & ACTION PLAN</p> <p>1. That the Intergovernmental Strategic Framework be approved.</p> <p>2. That staff be directed to report back on an ongoing process for setting annual and term of council IG priorities, including an approach for integrating intergovernmental priority- setting into the Corporate Strategic Planning process for the 2015-18 term of council.</p>	<p>Approve</p>
<p>GOV-2013.20 REVIEW OF THE CORPORATION OF THE CITY OF GUELPH’S IDENTITY: PHASE 1 FINDINGS AND NEXT STEPS</p> <p>1. That the December 3, 2013 report entitled” Review of the Corporation of the City of Guelph’s Identity: Phase 1 Findings and Next Steps”, be received.</p> <p>2. That staff be directed to report back in 2014 with implementation options for Committee consideration.</p>	<p>Approve</p>
<p>GOV-2013.21 SERVICE RATIONALIZATION PROJECT STATUS</p> <p>1. That staff report CAO-A-1308 “Service Rationalization Project Status”, be received.</p> <p>3. That no further action be taken on implementing a Service Rationalization project for 2014.</p>	<p>Approve</p>

**GOV-2013.22 COUNCIL COMPOSITION AND EMPLOYMENT
STATUS REVIEW**

Approve

1. That a Council Composition and Employment Status Review be conducted by a third party subject matter expert during the 2014-2018 term of Council with the intent that any proposed changes to be subsequently approved by Council take effect for the 2018-2022 term of office.
2. That all costs associated with the review be referred to the 2015 budget process for Council approval.

GOV-2013.23 INTEGRITY COMMISSIONER

Approve

1. That report CAO-C-1308 entitled "Integrity Commissioner" be received.
2. That Governance Committee direct staff to develop a Charter for the Integrity Commissioner position for Governance Committee consideration in Q2 - 2014.

attach.

STAFF REPORT



TO Governance Committee

SERVICE AREA Policy & Intergovernmental Affairs, Office of the CAO

DATE December 3, 2013

SUBJECT Approval of Intergovernmental Strategic Framework & Action Plan

REPORT NUMBER CAO-I-1301

EXECUTIVE SUMMARY

PURPOSE OF REPORT

Communications and Relationships are one of four focus areas of the Office of the Chief Administrative Officer. The long term outcome of this focus will be that Guelph is better positioned to influence and assert its interests to other levels of government, regions, counties and a wider range of partners. Healthy relationships benefit from coming to the table with a positive reputation and identity.

In support, Council resourced the Inter-governmental and a Public Affairs function within the Office of the CAO. Both functions serve to advance this focus area and work collaboratively across the corporation, and with the community and Council.

Two CAO objectives for 2013 were established for communications and relationships and their progress is being presented together to Governance Committee, namely:

1. Inter- governmental Strategy Framework
2. Review of the Corporation of the City of Guelph's identity and if it is deemed necessary, scoped options to revitalize and position the City as a vital partner in marketing Guelph as a destination for economic and community prosperity.

This report is specific to the Intergovernmental Strategy Framework and Action Plan.

All areas of municipal operations are impacted by the policy, service and program decisions of other levels of government. These decisions also impact the lives of residents and can have significant financial implications. A coordinated and strategic approach to intergovernmental relations can help to position Guelph as a 'municipality of influence' within regional, provincial and federal contexts, improving our ability to advocate effectively on behalf of

STAFF REPORT

residents and to achieve corporate strategic priorities.

The purpose of the report is to seek council approval for an Intergovernmental Strategic Framework and input on 2014/15 IG priorities.

KEY FINDINGS

Following a review of best practices in municipal intergovernmental relations and internal consultations with City staff, it is recommended that the City of Guelph adopt a strategic framework for intergovernmental relations (IG) and implement an IG Action Plan, guided by annual and term of council priorities.

The purpose of the IG strategic framework is to align and coordinate cross-organizational activities (departmental, corporate, political) towards a common goal of increasing the City's ability to influence the agenda and decisions of other levels of government and stakeholder groups. This work can also be advanced through a strong articulation of the City's identity, priorities and value proposition as a strategic partner in the delivery of public services.

In order to grow in influence, the City of Guelph must present a clear and consistent approach to government relations that is guided by a common goal, vision, objectives and action plan as proposed below.

INTERGOVERNMENTAL STRATEGIC FRAMEWORK & ACTION PLAN

Goal: City recognized as a "*municipality of influence*" within regional, provincial and federal contexts.

Vision: To be a progressive, thought leader that consistently delivers innovative policies, services and results; and, a trusted & valued strategic partner at regional, provincial & federal levels.

Focus Areas & Objectives:

- **Progressive Thought Leadership:** Continue to develop and promote Guelph's leadership in the delivery of innovative public sector policies, services, solutions.
- **Policy & Advocacy:** Develop the processes, relationships and capacity to manage & respond to emerging issues, funding opportunities, and legislative and policy changes.
- **Strategic Partnerships:** Build strategic relationships & increase leadership role in key networks and associations to achieve priorities and influence directions.

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ACTION PLAN

The proposed IG Action Plan lays out a range of activities and processes for implementing the Strategic Framework. These activities are based on a comprehensive approach to intergovernmental relations that includes ***promotion, education, advocacy*** and ***collaboration***.

The Action Plan will be completely **phased-in over three years**. Biannual reports will be provided to Council on implementation progress and IG activities. The 2014 Report back will include recommendations for an ongoing process for setting annual and term of council IG priorities.

FINANCIAL IMPLICATIONS

There are no financial implications at this time, however, expenditures related to the recommendations provided herein are part of the CAO operating budget.

ACTION REQUIRED

- Governance Committee approval of Intergovernmental Strategic Framework.

RECOMMENDATION

1. That the Intergovernmental Strategic Framework be approved; and
2. That staff be directed to report back on an ongoing process for setting annual and term of council IG priorities, including an approach for integrating intergovernmental priority- setting into the Corporate Strategic Planning process for the 2015-18 term of council.

BACKGROUND

In April 2013, the City established the position of Senior Advisor, Policy and Intergovernmental Relations to support Council, the CAO and the Executive team through the provision of expert advice and guidance on provincial and federal policy matters and proactively advance intergovernmental relations to further the social/cultural, economic and environmental interests of the Guelph community. Over the past several months, the Senior Advisor has worked with the Executive Team and staff to identify current intergovernmental relations activities and assess opportunities for building capacity.

To support the development of the IG Strategic Framework & Action Plan, Strategy Corp was engaged to facilitate workshops with both the Executive and Direct Report

STAFF REPORT

Leadership Teams to better understand the provincial and federal context, the role of an IG Relations Strategy and to begin to identify policy, funding, and advocacy priorities for 2014/15.

The proposed IG Strategic Framework builds on the City of Guelph Communications Plan, recently implemented Issues Management process and the work currently underway to review the City's identity and brand communication. Together with a proactive communication and public affairs plan, the IG action plan will support the achievement of Corporate Strategic Plan priorities in a complex and challenging provincial and federal context.



REPORT

While all City departments engage in a range of 'ad hoc' intergovernmental activities (responding to policy consultations, developing funding applications, participating in municipal associations, etc.) this work could be enhanced through a coordinated and strategic approach. Stronger results can be achieved through the development of a consistent set of messages and a comprehensive approach to articulating City priorities and concerns to provincial/federal governments.

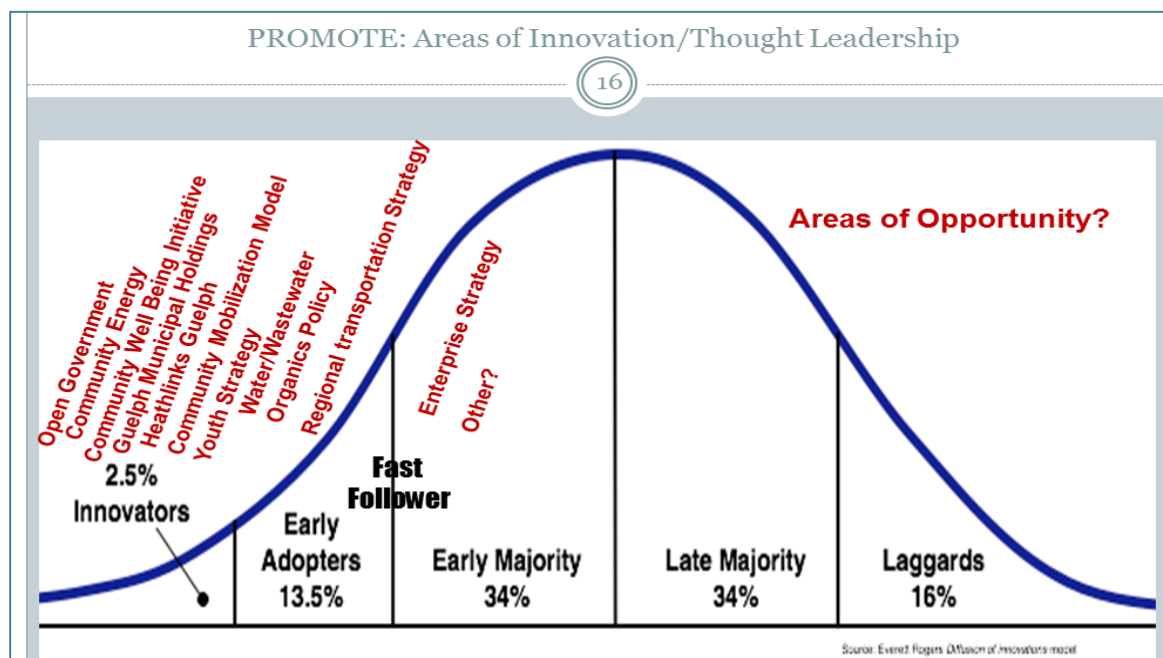
The current environmental context presents a range of challenges for municipalities:

- Increased competition for tax dollars and fiscal constraint at provincial and federal levels
- Managing growth and development in the context of infrastructure deficits, slower economy, transportation/gridlock, environmental issues
- Changing demographics, service delivery pressures and public demands for lower taxes

- Citizen expectations for transparency, accountability and engagement
Municipalities can no longer address these issues in isolation. It is increasingly important to build partnerships, alliances and shared priorities across the public, community and business sectors in order to influence agendas and directions.

Intergovernmental relations efforts cannot be limited to issue identification, but must also propose and demonstrate new solutions to public sector challenges. There are a number of areas in which the City of Guelph has been providing visionary or progressive thought leadership and demonstrating new ways to successfully address these challenges through civic and economic innovation.

The chart below, developed with input from staff, provides a sampling of areas where the City of Guelph has demonstrated progressive thought leadership and is leading public service innovation in a provincial, national and international context:



A key component of the IG Action Plan will be to promote and leverage this work to build partnerships with other levels of government and stakeholders and advance supporting policies and opportunities.

The proposed IG Action Plan provides a comprehensive approach for improving the coordination and effectiveness of the City’s intergovernmental relations efforts, while building the relationships and partnerships necessary to influence policies and decisions. The core activities of the Action Plan focus on:

- **Promoting** the City’s identity, value proposition and profile by building and fostering relationships with government decision-makers.

STAFF REPORT

- **Educating** policy makers on issues, needs, and community impacts of government policy and programs.
- **Collaborating** with local and regional partners and municipal networks to build broad support for addressing issues and creating change.
- **Advocating** for policy and issue-specific priorities and needs.

Action Plan Activities

The following are the activities to be undertaken in each of the action plan areas.

A) Promote:

1. Identify areas where the City is demonstrating progressive 'thought leadership' and leading public service innovation in a provincial, national and international context (e.g. Community Energy; Community Wellbeing Initiative).
2. In collaboration with Public Affairs and Communications staff, develop & implement supporting communication and outreach strategies to promote Guelph's successes and leadership in these areas (e.g., conference presentations, trade/association publications, media releases...).
3. Leverage Guelph's brand as a leader and innovator in local government to build ongoing relationships, partnerships and forward advocacy priorities with other levels of government.

B) Educate:

1. Identify and publish key council endorsed policy & issue position statements. Highlight policy positions and publically report on initiatives undertaken by the City of Guelph to communicate and address the needs of residents with other orders of government. (see Appendix A in Slide Presentation for sample approaches)
2. Establish semi-annual and ad-hoc, issue-specific Environmental Scanning and reporting function for council, senior management and staff.
3. Establish regular mechanisms for providing input to provincial and federal policy-makers:
 - Outreach to host Ministerial, Deputy Minister and staff visits on identified topics

- Establish regular standing meetings (Liaison Committees) with provincial and federal officials on priority areas (e.g. Community Energy; Growth Plan)

C) Advocate

1. Set short & longer term corporate/council IG advocacy and policy priorities (i.e. annual and term of council)
2. Develop & implement annual & priority-specific advocacy action plans
3. Establish Annual Advocacy Outreach Plan:
 - Semi-annual MP & MPP meetings
 - Biennial Queens Park Days – in collaboration with local municipalities, chamber, university
 - Federal and Provincial Budget Cycle Submissions
 - Provincial/Federal election strategies – highlight advocacy positions to candidates and party leaders
 - AMO Conference participation and delegations
4. Establish Annual Council Outreach Plan:
 - Annual Council/MP & MPP joint session
 - Annual Guelph/Wellington Councils joint session

D) Collaborate

1. Identify key strategic partnerships & collaboration opportunities
2. Develop Stakeholder/ Partnerships Map
 - Identify ongoing strategic external partnerships and relationships, assess gaps/duplication and provide compendium as a resource to the organization
3. Develop Stakeholder Relationship Management and Engagement Plan
 - Schedule regular meetings with local and regional stakeholders/partners
 - Identify and support council and staff leads on key associations (e.g. Federation of Canadian Municipalities, Association of Municipalities of Ontario).

The Action Plan will be completely **phased-in over three years**. Biannual reports will be provided to Council on implementation progress and IG activities.

Anticipated Outcomes

The following are the anticipated corporate and community outcomes that will form the basis for reporting on the success of the Action Plan and for development of Key Performance Indicators (KPIs):

- Improved reputational brand as a regional leader;
- Success in influencing provincial and federal agendas that could affect the local community;
- Better informed and positioned to take advantage of funding opportunities;
- Local interests and needs effectively communicated and well understood by other orders of government;
- Prepared and positioned to work proactively with other orders of government; the private sector and community to achieve mutual benefits.

While the Senior Advisor, Policy and Intergovernmental Affairs provides leadership and coordination for IG relations and advocacy, this position works closely with department staff and council to collectively address identified priorities and achieve successful outcomes.

Proposed 2014/15 IG Priorities

The following areas are proposed as primary IG focus areas for 2014-15:

Issue- specific Advocacy:

IG priorities will also include Guelph-specific issues that require intervention or support throughout the year. Currently this includes:

- Re-establishment of Willowdale area child care facility
- Designation of the Elliott
- Water source protection issues

Funding/Policy Advocacy & Promotion:

1. Enterprise Strategy
 - a) Support identification and framing of overall infrastructure ask [Downtown, IMICO, South-end; GID]
 - b) Identify and support development of funding approaches [Investment Strategy; Public-Private Partnerships; PPP Canada; Building Canada Fund, etc]

STAFF REPORT



2. Strategic Regional Transportation Initiative
 - a) Develop strategic linkages between local and regional economic development, growth and transportation planning.
 - b) Support collaboration with Brant, Brantford, Cambridge, Guelph, Kitchener, Region of Waterloo, Waterloo, and Wellington County on the development of a strategic multi-modal region-wide transportation strategy.
 - c) Advocacy collaboration on GO expansion/two-way trains on the Kitchener line.

3. Places To Grow Review
 - a) Actively participate in opportunities to provide input to the Places to Grow Review (2014-16)
 - b) Support promotion of Guelph's successes, policy concerns and contribute to development of next practices through Urban Design Summit (Spring 2014)

4. Open Government
 - a) Promote the City's leadership in the design and implementation of Open Government through collaborations at the municipal, provincial, national and international levels.
 - b) Support the development and implementation of the Open Government Action Plan.

5. Policy Advocacy through Municipal Associations (AMO, LUMCO, FCM)

While the City has been/will be undertaking advocacy efforts in these areas, this work will also advance through staff and council participation in Municipal networks and associations. Through these collaborations, the City has the opportunity to influence the advocacy agenda and provide leadership for proposed solutions.

 - a) Interest Arbitration
 - b) Land Use Planning and Development Charges Review
 - c) Infrastructure Funding Gap
 - d) Affordable Housing

CORPORATE STRATEGIC PLAN

The Intergovernmental Strategy & Action Plan supports each of the CSP focus areas:

- 1.** Organizational Excellence
- 2.** Innovation in Local Government
- 3.** City Building

STAFF REPORT

DEPARTMENTAL CONSULTATION

The Direct Report Leadership Team and Executive Team were both engaged in the development of this report.

FINANCIAL IMPLICATIONS

The current operating budget of the CAO's Office is anticipated to be sufficient to support this work in 2014. Q1's further report will anticipate budget requirements for 2015+ with a referral to future budget deliberation.

COMMUNICATIONS

If approved, the following communications activities and tactics will be undertaken to support the introduction of the City's first ever Intergovernmental Strategic Framework and Action Plan.

- Media relations activities
- Dedicated web page on guelph.ca
- Social media promotion
- Speaking engagements with key stakeholders

As IG action items are pursued and implemented, communications support will be discussed and planned accordingly.

ATTACHMENTS

ATT 1 – 'City of Guelph Intergovernmental Relations Strategic Framework & Action Plan'



Recommended by

Barbara Swartzentruber

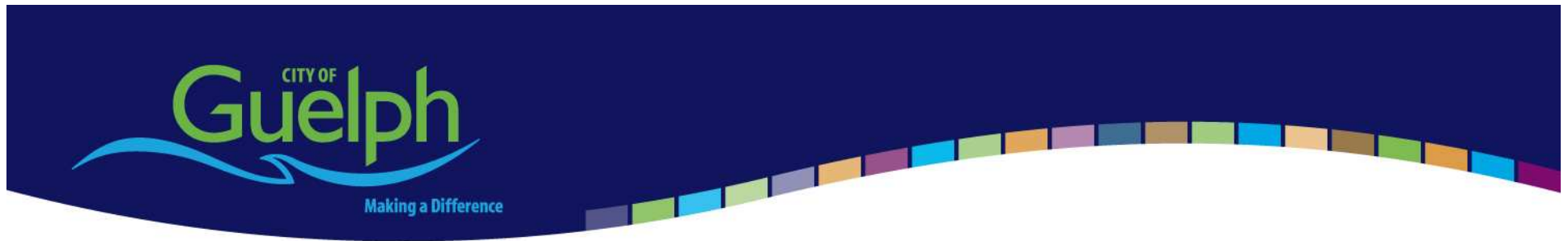
Senior Advisor Policy & Intergovernmental Affairs
Office of the Chief Administrative Officer
Corporate Administration
(519)822-1260 x 3066

STAFF REPORT



Approved By

Ann Pappert
Chief Administrative Officer
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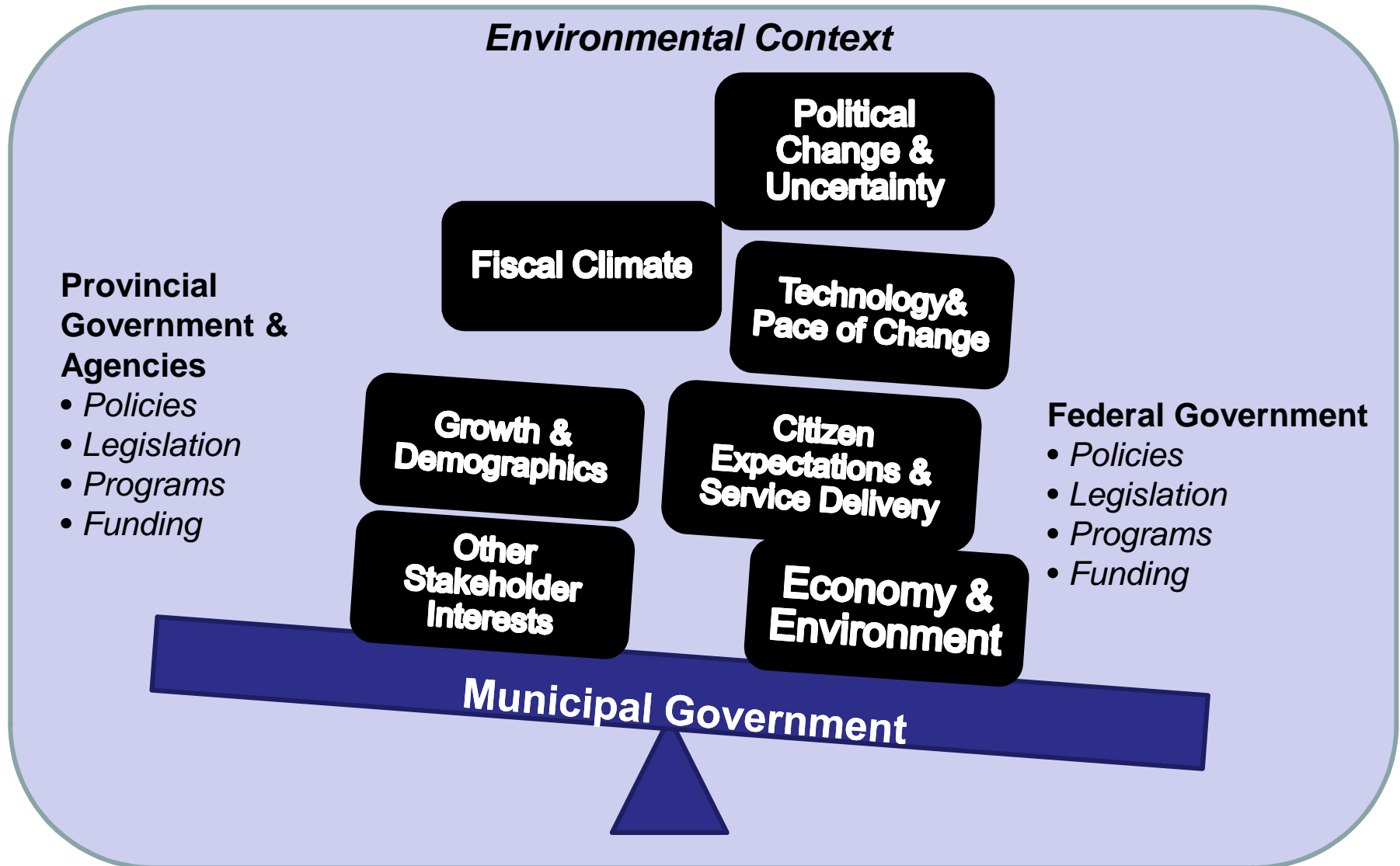


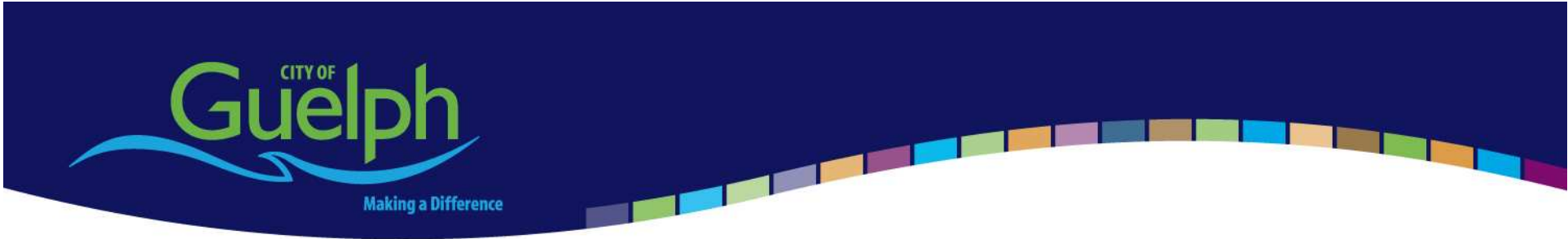
City of Guelph Intergovernmental Relations Strategic Framework & Action Plan

***Building Influence To
Make a Difference***

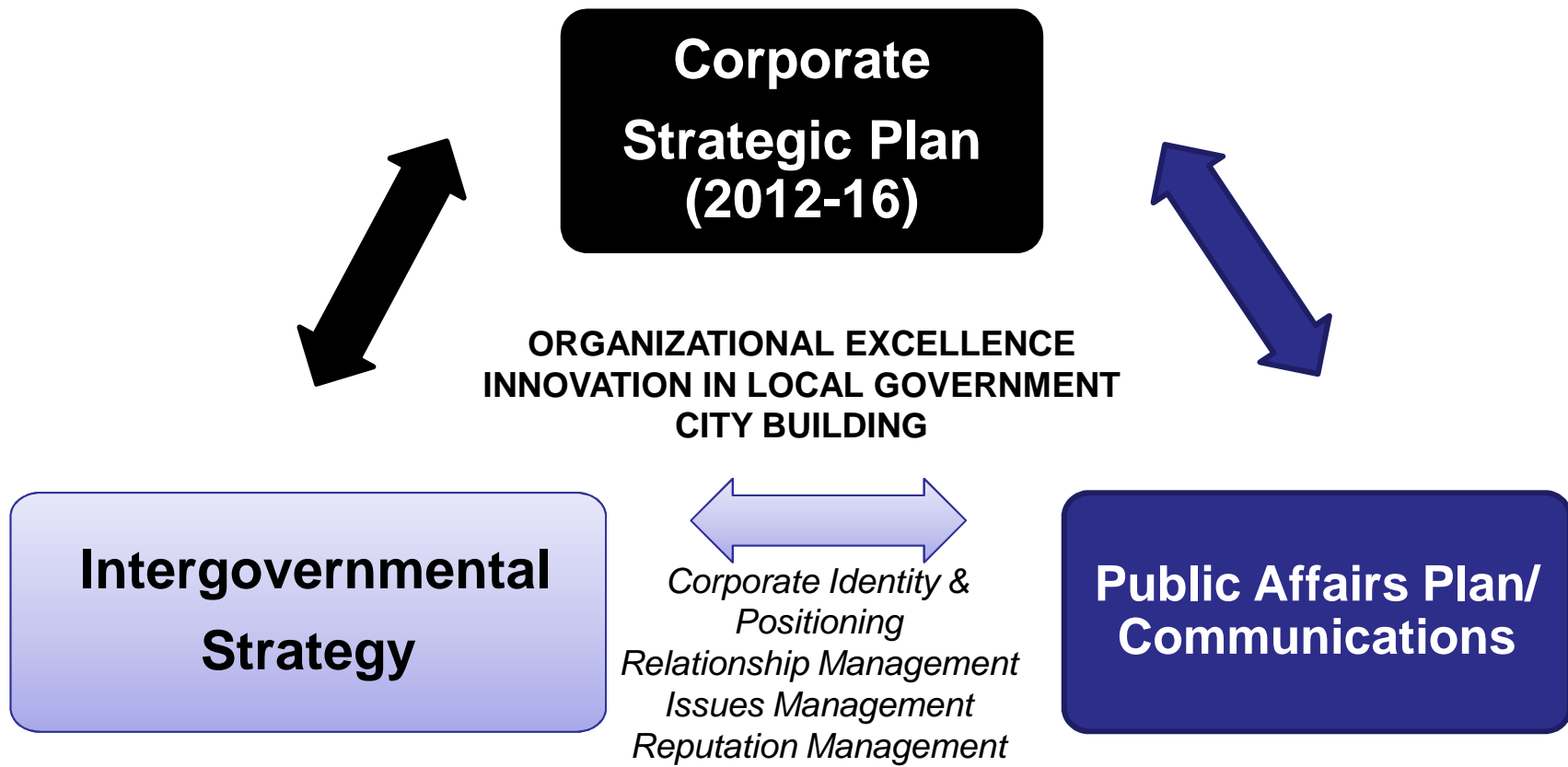
Governance Committee
December 3, 2013

Local Government Challenge



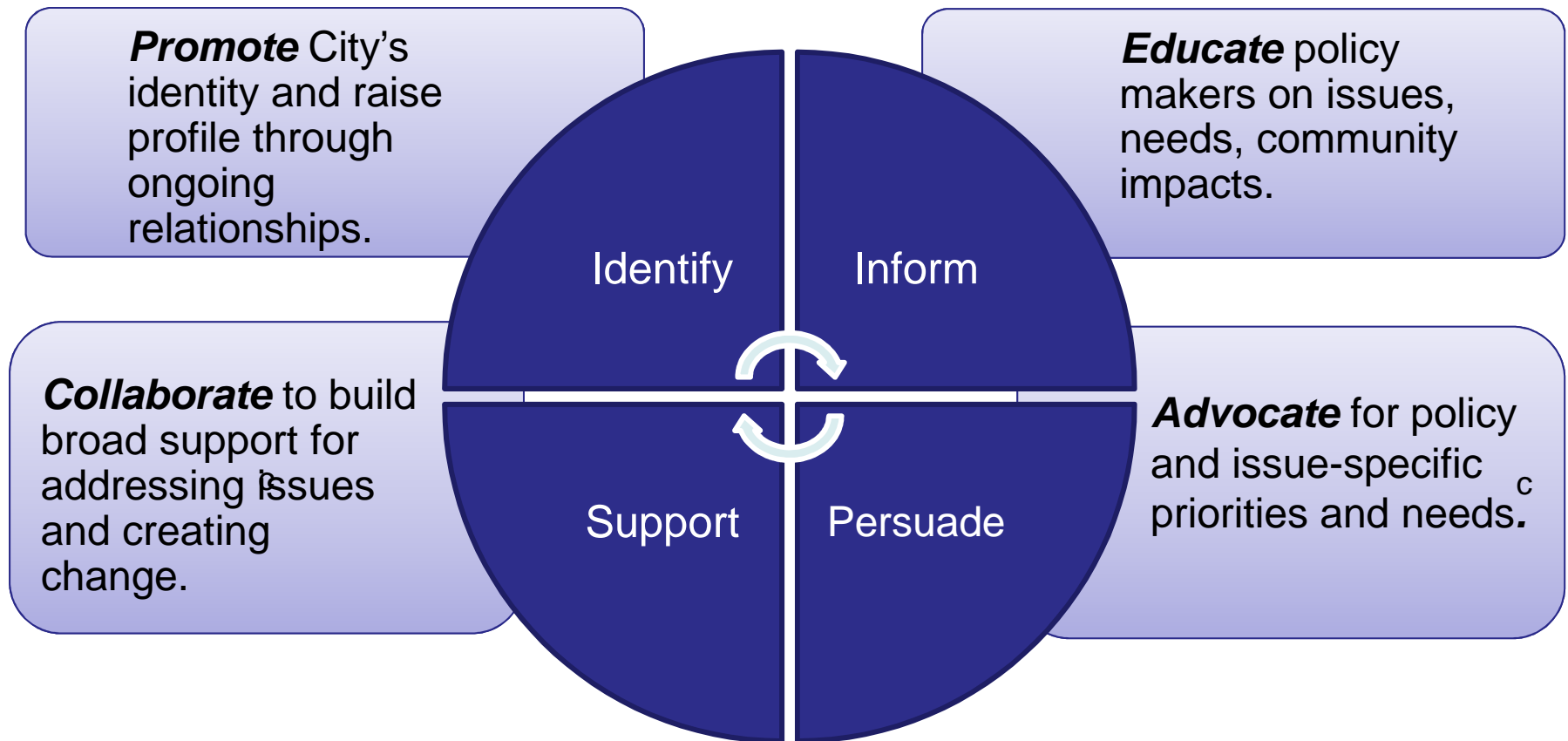


Making a Difference... Requires Integrated Strategies



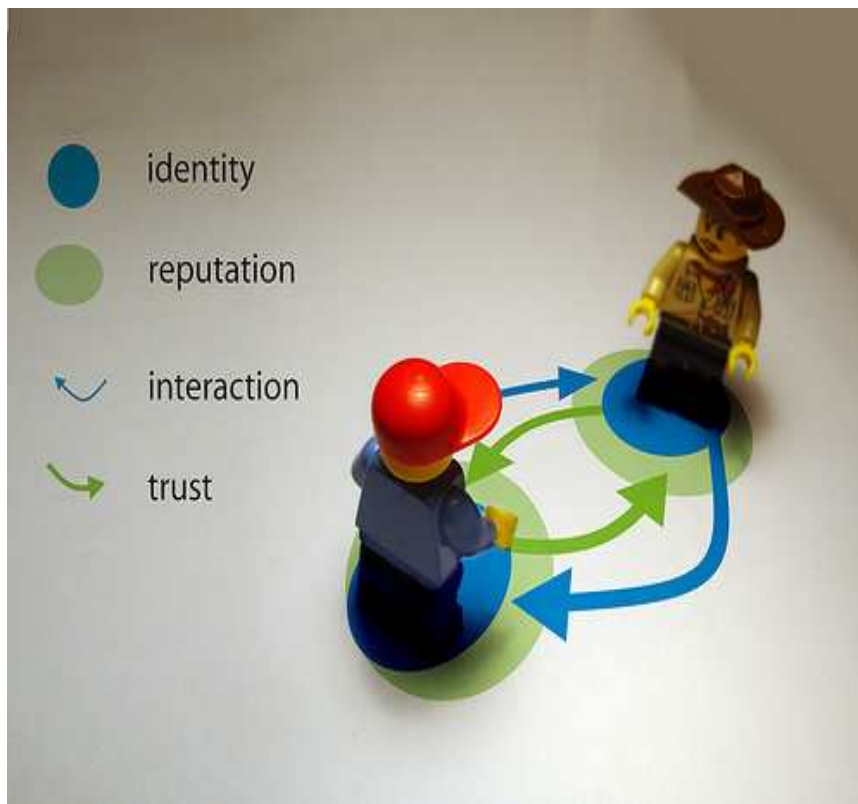
Successful Government Relations (GR)

Key Components & Approach



IG Strategies – Focus on Building Influence

Identity • Leadership • Relationships = Influence



HOW?

- Develop and promote innovative solutions to policy, fiscal, service delivery challenges in the public sector
- Provide leadership in key networks, associations to influence broader agendas
- Act as a trusted advisor and strategic partner to other levels of government

Proposed City of Guelph Intergovernmental Relations Strategic Framework

Vision

- ✓ To be a progressive, thought leader;
- ✓ that consistently delivers innovative policies, services and results;
- ✓ and, a trusted & valued strategic partner at local, regional, provincial & federal levels.



Goal

City recognized as a
“municipality of influence” within regional, provincial and federal contexts.

Intergovernmental Relations Strategic Framework: IGR Focus Areas & Objectives

Promote & Educate

Progressive Thought Leadership

- Continue to develop and promote Guelph's leadership in delivery of innovative public sector policies, services, solutions.

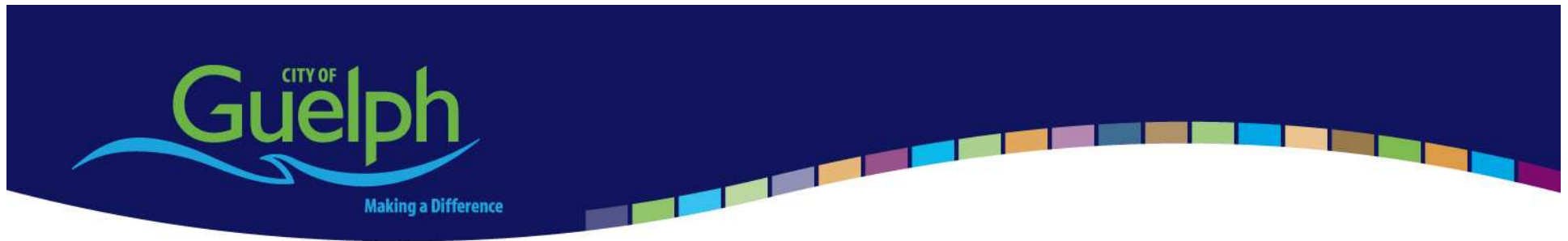
Advocate & Collaborate

Policy & Advocacy

- Develop the processes, relationships and capacity to manage & respond to emerging issues, funding opportunities, and legislative and policy changes.

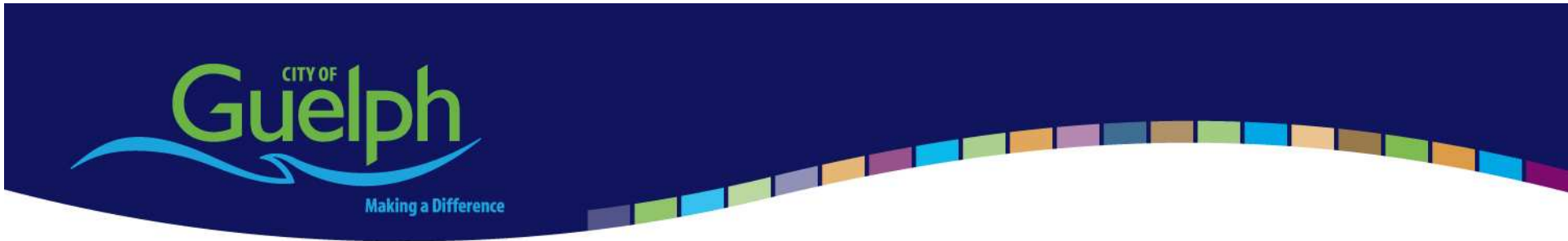
Strategic Partnerships

- Build strategic relationships & increase leadership role in key networks and associations to achieve priorities and influence directions.



Corporate & Community Outcomes/Impacts

- Improved reputational brand as a regional leader;
- Success in influencing provincial and federal agendas that could affect the local community;
- Better informed and positioned to take advantage of funding opportunities;
- Local interests and needs effectively communicated and well understood by other orders of government;
- Prepared and positioned to work proactively with other orders of government; the private sector and community to achieve mutual benefits.



Intergovernmental Relations Strategic Framework

Building Influence to Make a Difference

Vision

To be a progressive, thought leader that consistently delivers innovative policies, services and results; and, a trusted & valued strategic partner at regional, provincial & federal levels.

Focus Areas & Objectives

Progressive Thought Leadership

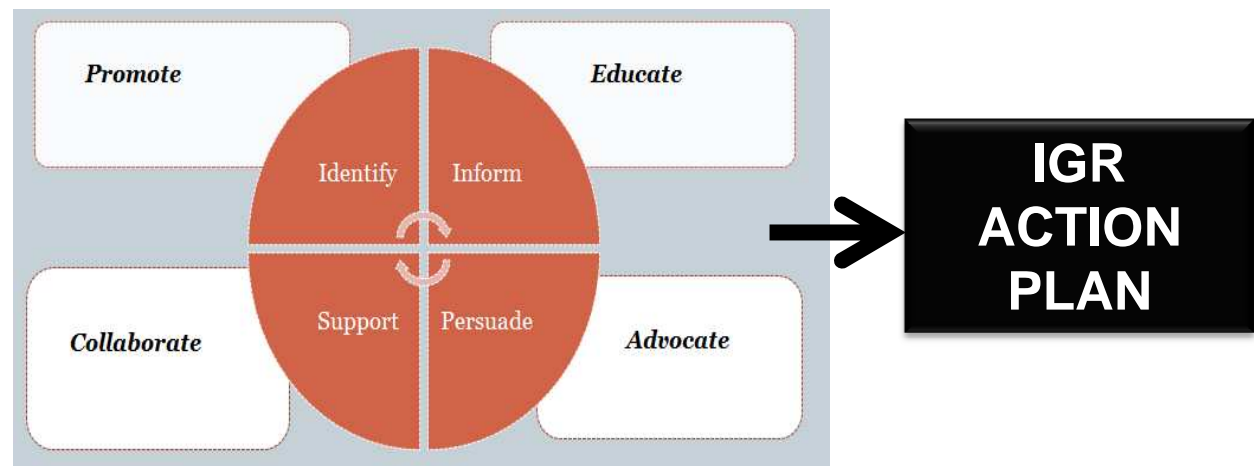
Policy & Advocacy

Strategic Partnerships & Collaboration

Goal

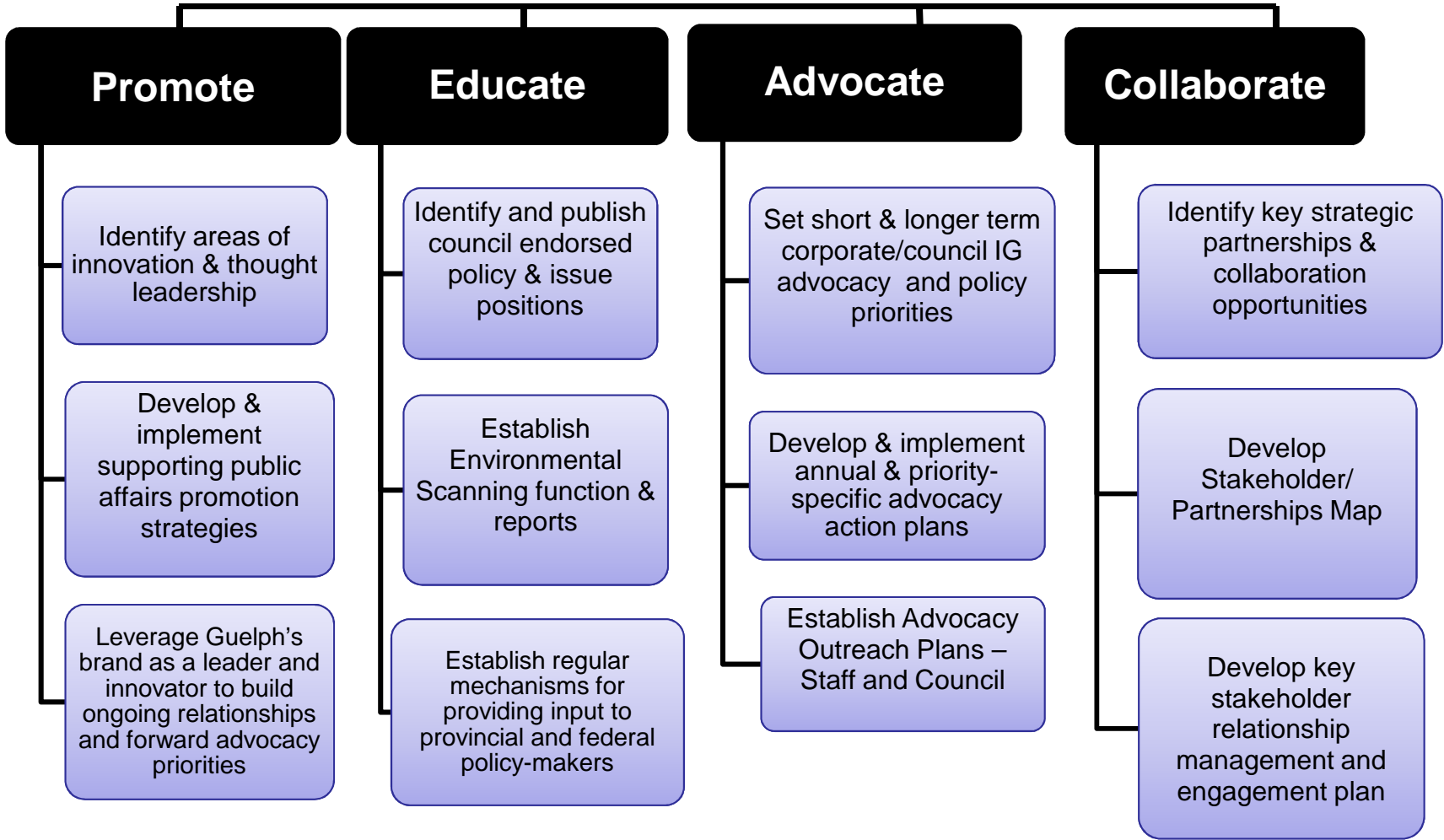
City recognized as a **“municipality of influence”** within regional, provincial and federal contexts.

Approach



IGR Strategy: Action Plan

PROGRESSIVE THOUGHT LEADERSHIP • POLICY & ADVOCACY • STRATEGIC PARTNERSHIPS



Phased Implementation 2014-16

ACTION PLAN

Activity: *Promote*

Proposed Actions:

1. Identify areas where the City is demonstrating progressive 'thought leadership' and leading public service innovation in a provincial, national and international context.
2. In collaboration with Public Affairs, develop & implement supporting communication and outreach strategies to promote Guelph's successes and leadership in these areas (e.g., conference presentations, trade/association publications, media releases...).
3. Leverage Guelph's brand as a leader and innovator in local government to build ongoing relationships, partnerships and forward advocacy priorities with other levels of government.

ACTION PLAN

Activity:

Educate

Proposed Actions:

1. Identify and publish key council endorsed policy & issue position statements. Highlight policy positions and report on initiatives undertaken by the City of Guelph to communicate and address the needs of residents with other orders of government. (see Appendix A for sample approaches)
2. Establish semi-annual and ad-hoc, issue-specific Environmental Scanning function & reports for council, senior management and staff.
3. Establish regular mechanisms for providing input to provincial and federal policy-makers:
 - Outreach to host Ministerial , DM, staff visits on identified topics
 - Regular standing meetings (Liaison Committees) with provincial and federal officials on priority areas (e.g. Community Energy; Growth Plan)

ACTION PLAN

Activity:

Advocate

Proposed Actions:

1. Set short & longer term corporate/council IG advocacy and policy priorities (i.e. annual and term of council)
2. Develop & implement annual & priority-specific advocacy action plans
3. Establish Annual Advocacy Outreach Plan:
 - Semi-annual MP & MPP meetings
 - Biennial Queens Park Days – in collaboration with local municipalities, chamber, university
 - Federal and Provincial Budget Cycle Submissions
 - Provincial/Federal election strategies – highlight advocacy positions to candidates and party leaders
 - AMO Conference participation and delegations
4. Establish Annual Council Outreach Plan:
 - Annual Council/MP & MPP joint session
 - Annual Guelph/Wellington Councils joint session
 - Other?

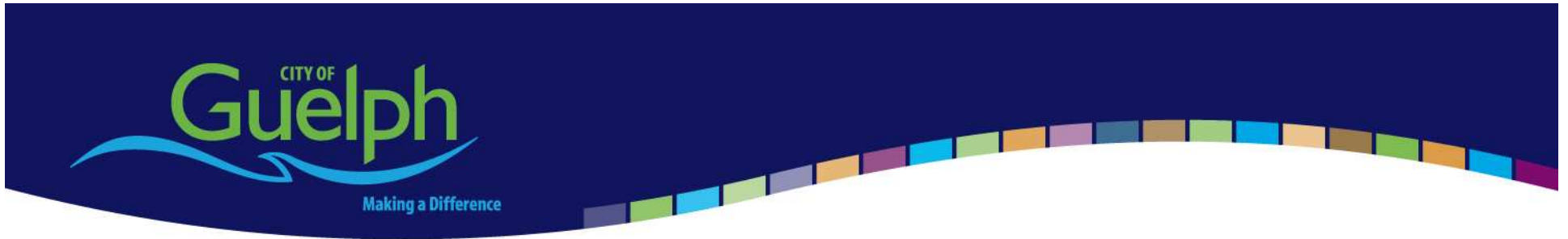
ACTION PLAN

Activity:

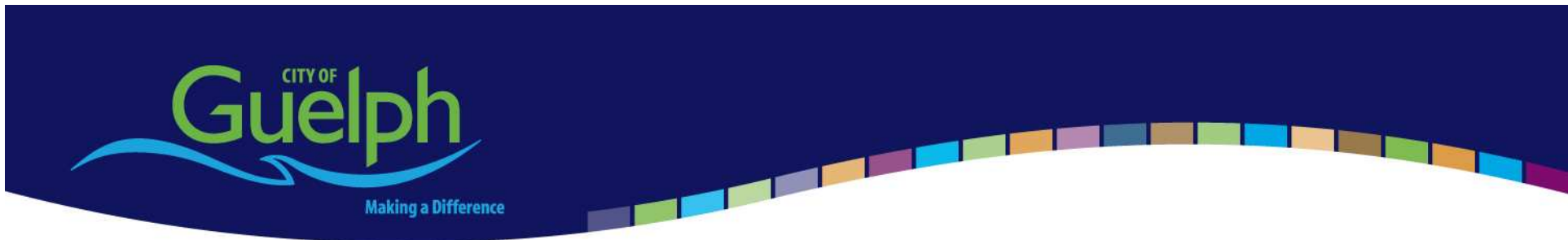
Collaborate

Proposed Actions:

1. Identify key strategic partnerships & collaboration opportunities
2. Develop Stakeholder/ Partnerships Map
 - Identify ongoing strategic external partnerships and relationships, assess gaps/duplication and provide compendium as a resource to the organization
3. Develop Stakeholder Relationship Management and Engagement Plan
 - Regularize meetings with local and regional stakeholders/partners
 - Identify and support council and staff leads on key associations (e.g. FCM, AMO)



Priorities Discussion

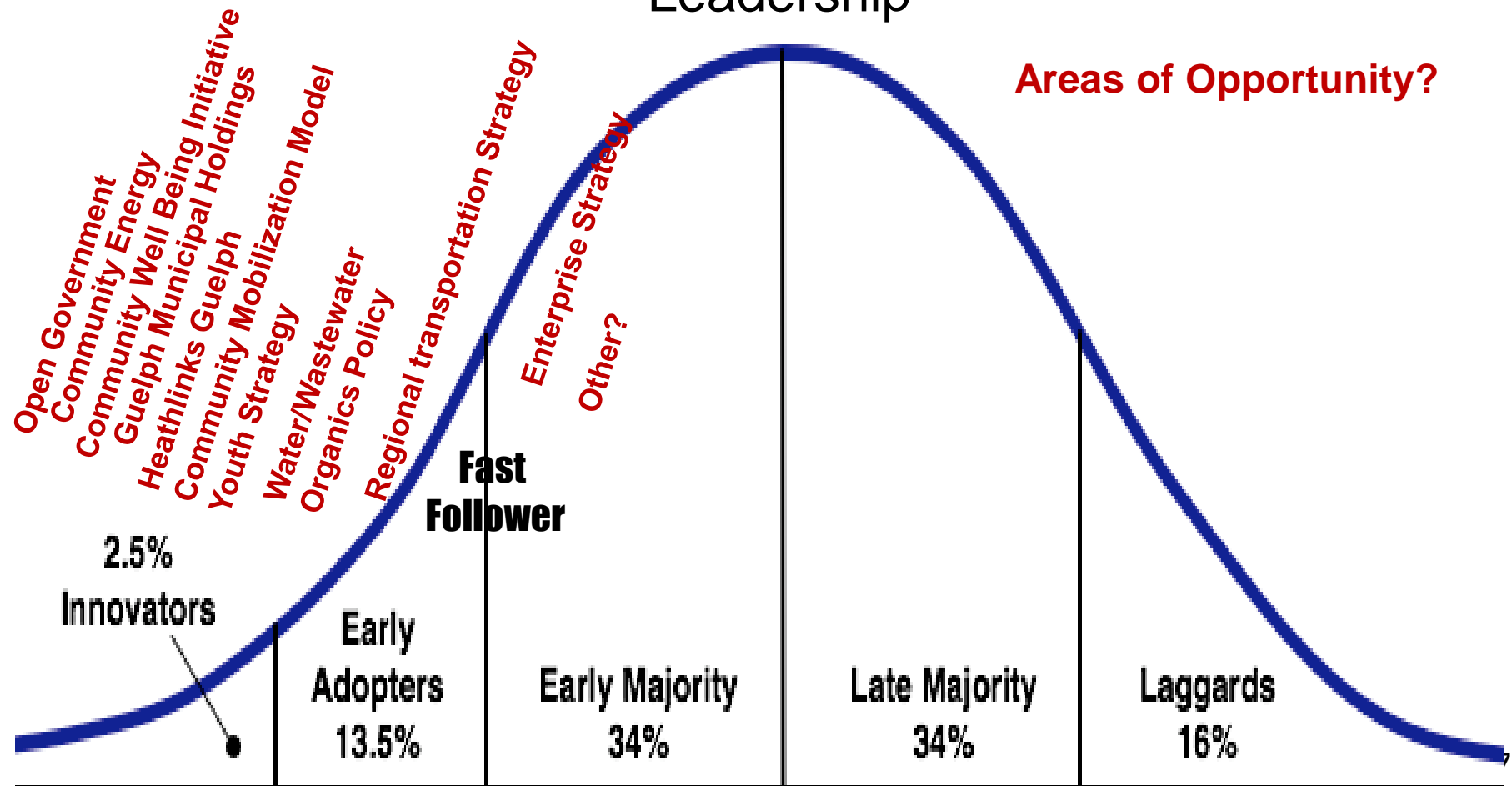


Proposed Priorities 2014/15

- The following areas are proposed as primary IG focus areas for 2014-15:

<i>Issue- specific Advocacy</i> Guelph-specific issues that require intervention or support throughout the year. Current this includes:	<i>Funding/Policy Advocacy & Promotion</i>	<i>Policy Advocacy through Municipal Associations (AMO, LUMCO, FCM, etc)</i>
Re-establishment of Willowdale area child care facility	Enterprise Strategy	Interest Arbitration
Designation of the Elliott	Strategic Regional Transportation Initiative	Land Use Planning and Development Charges Review
Riverside Glen	Places To Grow Review	Infrastructure Funding Gap
Water source protection issues	Open Government	Affordable Housing

PROMOTE: Areas of Innovation/Thought Leadership



Priorities Discussion

- **Process for Council Input to 2014/15 Priorities?**
 - Special Governance Committee meeting - workshop style format?
 - Individual Meetings with Councillors?
- **Topics**
 - Promotion? What areas of our work do we want to promote in order to build influence and 'set' the broader agenda?
 - Funding Advocacy? Projects/Initiatives that require provincial/federal funding?
 - Policy Advocacy? Specific policy/strategy changes that would help the City achieve objectives?
 - Issue- specific Advocacy? Guelph specific issues that require intervention or support?

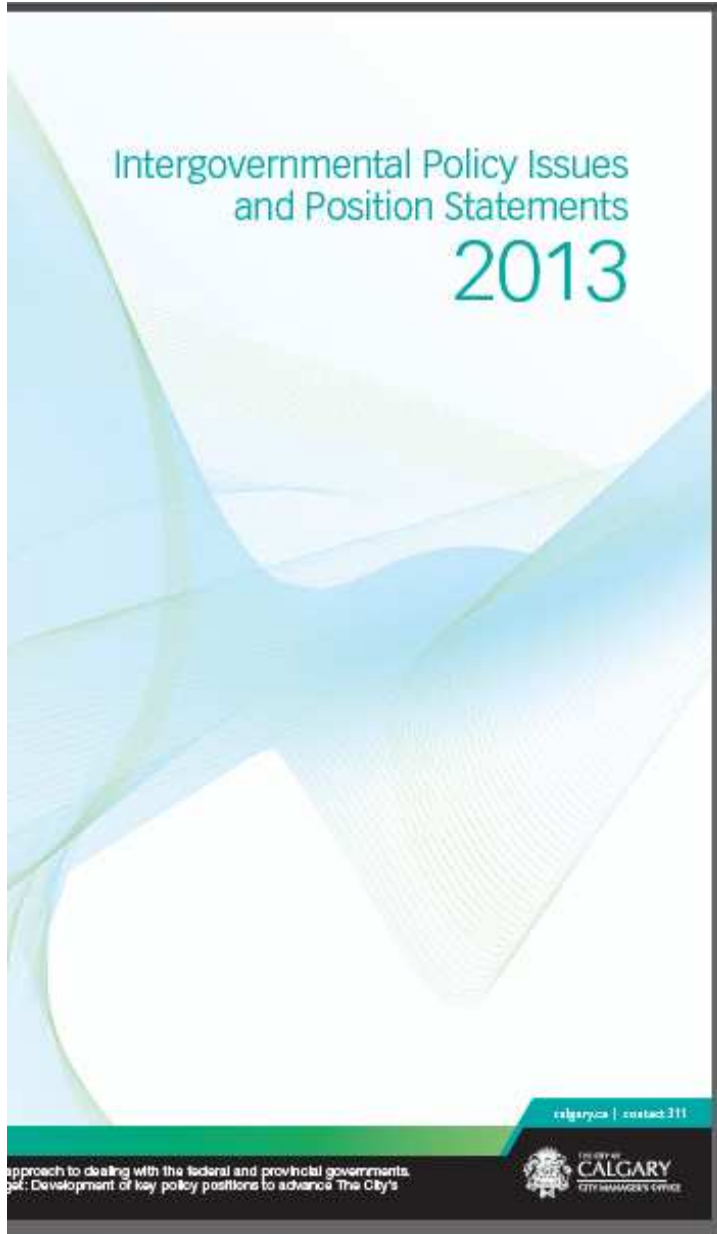


Making a Difference

APPENDIX A

Sample Policy and Position Statement Publication Document– City of Calgary

Index of Policy Issues and Position Statements



POLICY AREA & ISSUE	POSITION STATEMENTS
POSITION 1: Governance: Calgary Metropolitan Plan	That the Government of Alberta proceed with the timely approval of the Calgary Metropolitan Plan (CMP), as submitted by the Calgary Regional Partnership, and the provision of the necessary legislation to enable the Plan.
POSITION 2: Governance: Review of the <i>Municipal Government Act</i> (MGA)	That the Government of Alberta engage in discussions with The City of Calgary on the appropriate legislative and regulatory tools needed to effectively deal with the scale and scope of issues faced by Calgary.
POSITION 3: Governance: Provincial Legislative Reviews and Policy Initiatives	That the Government of Alberta proceed with the following key legislative reviews and policy initiatives, in full consultation with municipalities: <ul style="list-style-type: none"> • Continue regional land use planning and policy initiatives; • Review the property assessment and taxation system; • Continue the review of the <i>Safety Codes Act</i>; • Consult on Fire Medical First Response, • Develop the Social Policy Framework • Review policies relating to oil and gas exploration within municipal boundaries
POSITION 4: Economic: Development of a Municipal Pricing Index (MPI)	That the Federation of Canadian Municipalities (FCM) encourage Statistics Canada to produce a monthly data series of national and regional municipal price indices, which would measure the inflation for a fixed basket of goods and services purchased by Canadian municipal governments.
POSITION 5: Economic: Reform of Joint and Several Liability Legislation	That the Government of Alberta: <ul style="list-style-type: none"> • Reform the current joint and several liability regime to more equitably allocate the burden of funding total damage awards amongst all parties found to be liable, and • Investigate the alternatives to joint liability that have been adopted in other jurisdictions in order to arrive at the best alternative considering the interests of all parties to a lawsuit.
POSITION 6: Economic: Implementing a Fully Funded National Transit Framework	That the Government of Canada implement a fully-funded National Transit Framework, which would provide an annual investment of \$2 billion to cities and communities to build and encourage greater public transit usage in Canada, and mitigate the impact of municipalities' transportation networks on climate change.
POSITION 7: Economic: Long-Term Federal Investments in Municipal Infrastructure	That the Government of Canada provide greater investment in municipal infrastructure.

Sample Advocacy Website with Policy Positions and Activities

The screenshot shows the Halton Region website. The top navigation bar is green with the Halton Region logo on the left and a search bar on the right. Below the logo is a blue navigation menu with categories: Regional Council & Administration, Planning & Sustainability, Living in Halton, Doing Business in Halton, Working in Halton, and Discovering Halton. The main content area is white and features a sidebar on the left with a 'Chair's Corner' section. The main content area displays the title 'Advocating for a Strong Halton' and a list of links, including 'Message from Regional Chair Gary Carr' (2.2MB) and 'key challenges' (263KB). The page also contains several paragraphs of text discussing Halton Region's community, financial position, and growth targets.

Halton REGION

Are You Looking For? Search

Home | Newsroom | Contact Us | Jobs | Sitemap

Regional Council & Administration | Planning & Sustainability | Living in Halton | Doing Business in Halton | Working in Halton | Discovering Halton

Chair's Corner

Advocating for a Strong Halton

A Strong Halton for a Strong Ontario - Partners for the Future (2011)

Message from the Regional Chair

Halton Regional Council 2010-2014

Halton Region at a Glance

Halton's Infrastructure

Halton's Natural Environment

Halton's Economic Vitality

Halton Region » Regional Council & Administration » Chair's Corner » Advocating for a Strong Halton

Advocating for a Strong Halton

- [Message from Regional Chair Gary Carr](#) 2.2MB

Halton Region is a vibrant community with more than 520,000 residents and four distinct communities. Recognized for its high quality of life and close proximity to Lake Ontario and the Niagara Escarpment, Halton Region is committed to ensuring the future is strong and stable.

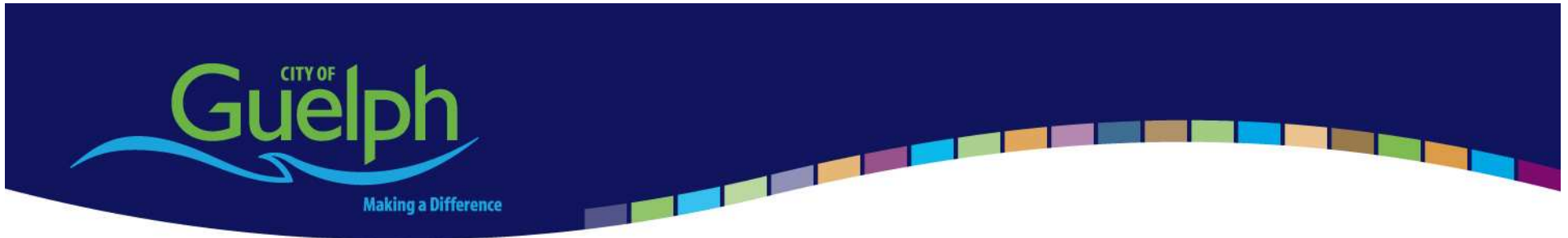
Ensuring that growth pays for itself is imperative to the future vitality of Halton Region and is of critical importance to Regional Council. Halton's strong financial position and AAA credit rating is a key element to our foundation. We will not compromise it to accommodate growth. The growth targets set by the Province for Halton must be matched with the funding to support them. Some of the [key challenges](#) 263KB currently facing Halton are to:

- [Protect Halton's taxpayers from the financial impacts of growth and the costs associated with conforming to Provincial legislation](#) 212KB
- [Meet Halton's community infrastructure needs of today and tomorrow](#) 1.66MB
- [Ensure that provincial funding for cost shared programs keeps pace with growth and that action is taken to address CCAC issues and offloading delays](#) 260KB
- [Partner with all levels of government to create real and affordable housing solutions](#) 171KB



APPENDIX B

IGR Functions



IGR Functions

- Advice to CAO/Mayor/Council on IG issues/relationships
- Environmental Scanning – Policy/Legislative changes & impacts; broader context
- Facilitating Corporate/Council long and short-term IGR Priority setting, planning, monitoring.
- Support to Mayor and Councillors in their participation in municipal sector associations, organizations and provincial and federal committees/task forces
- Developing Advocacy Plans and coordinating outreach activities
- Support to Issue Management process – IGR lens
- Identifying funding opportunities & facilitating applications/submissions
- IGR strategic communications (working with Public Affairs; Communications) – highlight successes; key advocacy messages
- Relationship Development– County, Province, Federal Government, MP/MPPs, Municipal Associations

STAFF REPORT



TO Governance Committee

SERVICE AREA Public Affairs, Office of the CAO

DATE December 3, 2013

**SUBJECT Review of the Corporation of the City of Guelph's
Identity: Phase 1 Findings and Next Steps**

REPORT NUMBER CAO-P-1301

EXECUTIVE SUMMARY

PURPOSE OF REPORT

A Council approved objective of the Chief Administrative Officer was to *review the Corporation of the City of Guelph's identity and if deemed necessary, scope options to revitalize and position the City as a vital partner in marketing Guelph as a destination for economic and community prosperity.*

The purpose of this report is to provide the Governance Committee with the **Phase One** findings of work undertaken to evaluate the Corporation's identity and to provide information on next steps.

Governance involvement in overseeing efforts to strengthen and align the identity of the Corporation and community to further prosperity connects directly to the leadership and stewardship role defined in the 2012 Council adopted principle based governance model.

KEY FINDINGS

- A thorough internal review of documents, strategies, surveys and workshop feedback speaks to an emerging identity of the *Corporation of the City of Guelph* as growing, transforming, thought leaders, unique and open.
- An extensive document review of recent community and stakeholder feedback reveals that the emerging *community* identity is made up of core characteristics and attributes that include – being green, pioneering, collaborative, stewards, committed to wellbeing, inclusive, diverse and safe.
- The community and Corporation also share common social and cultural characteristics - being engaged, accessible, progressive, innovative and resilient.
- These shared characteristics are well reflected in the current 'Making a

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Difference' brand but there is a need to provide evidence of how this is being accomplished to further community pride, prosperity and influence.

- The Corporation must take a leading role in the delivery of its brand promise, by communicating its progressive agenda and policies.
- The new public affairs and intergovernmental relations roles position Guelph strongly to capitalize on the opportunity to showcase how Guelph 'Makes a Difference'. The roles allow for a clarified narrative, assertion of interests, connection, alignment and a strengthened identity and reputation which can lead directly to increased prosperity, public trust and confidence.

FINANCIAL IMPLICATIONS

There are no financial implications at this time, however, expenditures related to the recommendations provided herein are part of the CAO base budget and no additional resources are anticipated for 2014.

It is recognized that there is tangible opportunity cost of not proceeding with this work in terms of the potential it creates to attract investment and the continued success it supports on a variety of current and future project fronts.

ACTION REQUIRED

- Governance Committee receipt; and
- Committee direction for Staff to report back in 2014 with implementation options for Committee consideration.

RECOMMENDATION

1. That the December 3, 2013 report entitled "Review of the Corporation of the City of Guelph's Identity: Phase 1 Findings and Next Steps" be received; and
2. That Staff be directed to report back in 2014 with implementation options for Committee consideration.

BACKGROUND

Communications and Relationships are one of four focus areas of the Office of the Chief Administrative Officer. The long term outcome of this focus will be that Guelph is better positioned to influence and assert its interests to other levels of

STAFF REPORT



government, regions, counties and a wider range of partners. Healthy relationships benefit from coming to the table with a positive identity and reputation.

In support, Council resourced the Inter-governmental and a Public Affairs functions within the Office of the CAO. Both functions serve to advance this focus area and work collaboratively across the Corporation, and with the community and Council.

Two CAO objectives for 2013 were established for communications and relationships and their progress is being presented together to Governance Committee, namely:

1. Inter-governmental Strategy Framework
2. Review of the Corporation of the City of Guelph's identity and if it is deemed necessary, scope options to revitalize and position the City as a vital partner in marketing Guelph as a destination for economic and community prosperity.

This report is specific to the review of Corporate identity.

Under the guidance of Strategic Planning and Corporate Initiatives, Public Affairs scoped a phased approach towards reviewing the City's Corporate Identity.

As part of the scoping, it was identified that while existing staff resources were well utilized in this work, a third party contract could provide a valuable and independent assessment and analysis of the Corporation's identity. In August 2013, Nonpareil Branding and Design was engaged to provide external examination and comment.

The project methodology involved an extensive review of key documents and secondary research materials. Brainstorming workshops and idea mapping sessions were held internally to gather information on how operational and strategic initiatives are differentiating the City from other municipalities. The consultant also performed a cursory audit of Ontario Municipalities' positioning (Refer to page 32 of the Narrative Report attached).

REPORT

Rational: Why Identity, Reputation and Brand Affect Prosperity

In 2007, the City of Guelph asked residents for their vision for Guelph over the next 20 years. The consultations resulted in a community-driven vision, *"to be the city that makes a difference...acting locally and globally to improve the lives of residents, the broader community and the world"*.

Since then, "making a difference" continues to be the vision and brand for Guelph - a statement used to describe our community's' ongoing aspiration. It is validated by

STAFF REPORT



the community's ongoing list of accomplishments, its growing capabilities, values, attitudes, character, history and behaviours.

Likewise, "making a difference" is the vision adopted by City Council and it has become the brand promise of the municipal government known as the Corporation of the City of Guelph.

A brand promise is an externally-oriented benefit statement that expresses what our brand stands for. It is emotionally compelling and captures the commitment being made to the audience. It shapes the experience they have of the City and provides a sense of purpose to employees.

When a brand promise is actively and reliably delivered upon, it creates a trust bond between the Corporation and the community it serves. As long as the Corporation's policies, services and programs as reflected through its accomplishments, values, attitudes, character, history and behaviours continue to align and reflect the community's vision of Guelph it will be seen to be making a positive difference. Its brand will positively grow and it will be a vital and valuable partner in building economic and community prosperity.

In undertaking a review of the Corporation's identity and reputation, staff posed the questions: *What makes the corporation unique? How is it perceived by internal and external stakeholders? Where do Perceptions Align? Is there a shared identity to promote and celebrate?*

Findings

A thorough review of strategies, literature, social media, survey responses and workshop data provided a rich pool of information from which to draw conclusions about the emerging identities of both the city and the Corporation of the City of Guelph.

The Corporation of the City of Guelph is the creator of the brand and the originator of the promise it makes to its various audiences and constituencies. There is no denying that without a fully collaborating and "on-side" Corporation, it would be near impossible for any entity within the community to singularly carry out and uphold the promise to be "the City that makes a difference."

The Corporation must take a leading role in the delivery of its brand promise, by effectively showcasing its progressive agenda and policies.

It also has a key supporting role to play with the City's mainstream institutions, businesses, social/community organizations, partners and residents, by providing them with the "tools" to propagate the vision and mission of the City to audiences far and wide. These various "players" must be engaged and made to think and act in a way that transcends their narrow self-interest, and to recognize that they have

STAFF REPORT



an important role to play and a significant stake in the realization of the Guelph's brand and collective vision.

What Makes the Corporation of the City of Guelph Unique?

The Corporation's ability to make a difference by striking a balance between economic opportunity and prosperity, social justice and wellbeing, environmental stewardship and sustainability and culture and heritage differentiates the City from other municipalities. When telling its stories, to resonate with residents, local business, voters, taxpayers and other stakeholders it should touch on at least one of its four spheres of community experience. The City's unique value proposition will be better understood if communicated through these spheres.

How is it Viewed Internally and Externally?

The Corporation of the City of Guelph's identity is one of the **growing** cities in Canada; is transforming the way it does business, has **thought leaders** given its track record of social innovations; is unique, is committed to being more **open, transparent, accountable** and **collaborative** and is taking a leadership position in this regard (Refer to pages 10-15 of the Narrative Report attached). These are the primary cultural and social characteristics that are the basis of the Corporation's identity.

Where do Perceptions Align? Is there a Shared Identity to Promote and Celebrate?

From the review, it was concluded that the emerging aspirational identity for the community and the Corporation intersect on the characteristics and qualities of engagement, accessibility, progressiveness, innovation and resilience. Enduring resilience in the face of economic conditions that have buffeted global markets in areas where Guelph itself could have been vulnerable. These points of intersection are the emerging points of unity and focus – the place that can be leveraged and evidenced to sharpen awareness of 'Guelph identity' as a whole. It isn't enough to name these qualities. Indeed, these need to be nurtured and upheld through aligned attitudes, behaviors and policies to ensure the experience that people have of the city matches what is being promised by the Corporation. It is also important to effectively communicate the strengths through actively managing the City's brand.

There will always be a gap between a city and its many stakeholder constituencies that it is not possible for everyone to be "on the same page" on all aspects, at all times. As the Report points out, one's own "perception" of the City may be primarily coloured by the nature of their relationship to it. The point is to engage these

constituencies to understand where the gaps exist and, through directed, consistent and strategically considered actions and communications, endeavour to narrow these gaps.



Opportunity to Manage and Shape the Direction of the City’s Brand

Active management of Guelph’s brand communication will convey the City’s identity and realize the full promise of its potential while achieving a sustained and managed rate of growth; economically, socially and culturally. In this regard, Nonpareil Branding and Design presented branding recommendations.

Leverage Guelph’s current positioning as “the City that makes a difference”. This positioning should be preserved, nurtured and strategically leveraged. While the Corporation has a strong brand that tells a compelling story, facts do not necessarily reflect the reality of the present positioning. It was observed that policies, programs, behaviours and public commitments support this positioning although in a potential way. “Making a Difference” represents a clear promise to create a positive impact in the City’s actions and interactions. It contains the essence of differentiation, a core objective in any branding initiative, and entails the idea that the City thinks and does things differently. It is also customer-oriented. This is a characteristic that is rare to non-existent in the positioning of other Ontario municipalities, with most tending toward self-referential statements.

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Use the positioning strategically. Nonpareil Branding and Design observed that the City's tagline "Making a Difference" is omnipresent in communications rendering it less powerful. Furthermore, the nominal graphical treatment within the Guelph brand signature contributes to a lessening of the impact of the promise.

The City is advised to detach the tagline - a summation of the brand promise from the corporate logo in order to make it meaningful and be more mindful when expressing the brand promise. It should only use the combined tagline and corporate logo when fulfilling its promise. Like the "scarcity" principle, use limited exposure to maximise impact.

Redeploy the positioning around a core narrative of "Making a positive difference". The emphasis is on stories that show how the City is making a difference. This is because Guelph's brand is less "Making a Difference" and more, "HOW we make a difference" i.e., Guelph's thinking, actions, approach and results achieved. However, as the City has multiple audiences, it has to be able to present different value propositions by making relevant its promise to each audience, based on their relationship to the City.

On **telling success stories**, the City needs to communicate "how Guelph makes a difference" through the filter of its Spheres of Community Experience:

- Culture and heritage
- Social justice and wellbeing
- Economy, opportunity and prosperity
- Environmental stewardship and sustainability

The communication of the positioning must be actively managed to deliver the results the City seeks to achieve. To resonate with all audiences, the stories should touch on at least one of four governance pillars, more whenever possible.

The other option is to build a formal **Brand Framework** as a tool to ensure behaviors and communications are always "on-brand" and aligned with value proposition. Such a tool could keep the City's identity in sync with its corporate and marketing strategies.

Nonpareil Branding and Design proposed **integrating the Mission, Vision and Values statements** for the City into a more formal and structured **Brand Framework** that flows naturally into a positioning and brand promise.

Simplify Guelph's family of brands wherever possible. The consultant reviewed samples of internal and external brands and concluded that the elimination of superfluous and redundant brand identities under the direct oversight of the City, will enable Guelph - the Corporation and the community - to clarify its value proposition and more effectively get its message across to various audiences in a more unified manner. All organizations with a connection to Guelph, whether directly under the management of the Corporation of the City of Guelph or at arms-

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length community or partnership-based organizations, contribute to delivering the brand promise of the City of Guelph. Opportunities must be provided with potential for communications support to these organizations to cohesively build the Guelph identity and deliver the brand promise and positioning of "*making a difference*".

To bring consistency of identity and messages to the Guelph brand, the consultant recommended leveraging on the economic and tourism visual identity brand system.

Next steps 2014-2016

1. The City will move this work forward, in part, by engaging the community on Guelph's positioning through the regular citizen survey designed to support Council term of office strategic focus.
2. The City will strengthen its focus on building a positive reputation to:
 - support the Intergovernmental Relations Strategy on positioning Guelph to influence provincial and federal policies that have positive outcomes on the local community;
 - strengthen relationships with the County of Wellington, the Region of Waterloo and intergovernmental organizations such as the Association of Municipalities of Ontario (AMO) and the Federation of Canadian Municipalities (FCM);
 - help attract provincial and federal funding; and
 - support key corporate initiatives in recognition of how a strong reputation contributes to achieving their strategic goals and CAO objectives to position the City's reputation for prosperity i.e. Community Wellbeing Initiatives, Prosperity 2020, Downtown Development and Community Energy Initiatives.
3. Scope implementation options and detailed work plan.

Conclusion

Guelph is a growing City, committed to wellbeing, transparency, accountability, collaboration and transformation in how it delivers services and engages the community and stakeholders. With pride, its track record for safety, social innovation and thought leadership is the envy of many municipalities. Similarly, the corporation of the City of Guelph continues to demonstrate resilience, innovation and progressive thought leadership. With its strong capabilities now in place for improved intergovernmental relations and public affairs, the City is well

STAFF REPORT



positioned to demonstrate its identity, better assert its needs and interests and move forward with confidence for greater prosperity and community benefit.

Early in 2014, staff will build on the momentum created by the initial investigation and resultant recommendations into identity and opportunities for improvement. A detailed work plan will be created with options for Committee review and input. The implementation choices that Committee members direct will have the potential to create a lasting legacy for the City, pushing it forward further into the cadre of world class of cities characterized by progressive thinking, high quality of life and enhanced public trust and confidence.

CORPORATE STRATEGIC PLAN

3. City Building

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

3.3 Strengthen citizen and stakeholder engagement and communications

DEPARTMENTAL CONSULTATION

A cross functional team of staff was formed to address the Corporate Identity project. The Corporate Communications Department, Direct Report Leadership Team and Executive Team were engaged in the development of this report.

FINANCIAL IMPLICATIONS

There are no financial implications at this time, however, expenditures related to the recommendations provided herein are part of the CAO base budget and no additional resources are anticipated for 2014.

It is recognized that there is tangible opportunity cost of not proceeding with this work in terms of the potential it creates to attract investment and the continued success it supports on a variety of current and future project fronts.

COMMUNICATIONS

A Communications Plan has been developed to help communicate the key findings of **Phase One** and next steps.

ATTACHMENTS

ATT 1 – Review of the Corporation of the City of Guelph’s Identity:
Phase 1 Findings and Next Steps (Staff Presentation)

ATT 2 - Review of the City of Guelph Corporate Identity Conclusions and Branding
Branding Recommendations–PowerPoint.

STAFF REPORT

ATT 3 - Narrative Report: Review of the City of Guelph Corporate Identity
Conclusions and Branding Recommendations.



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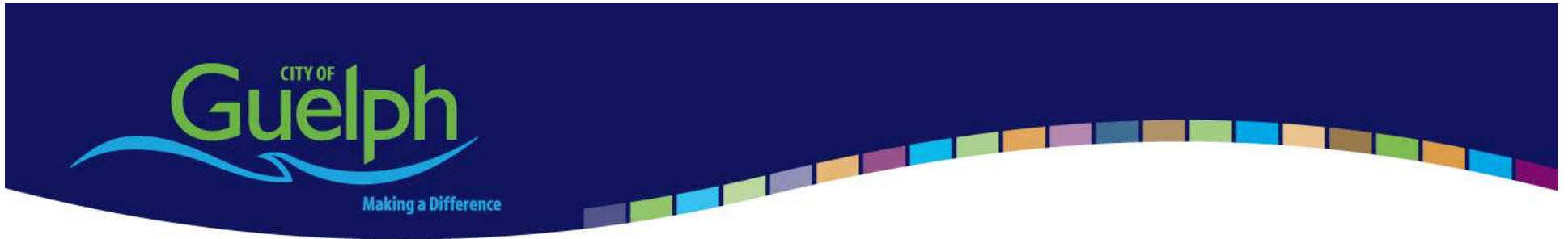
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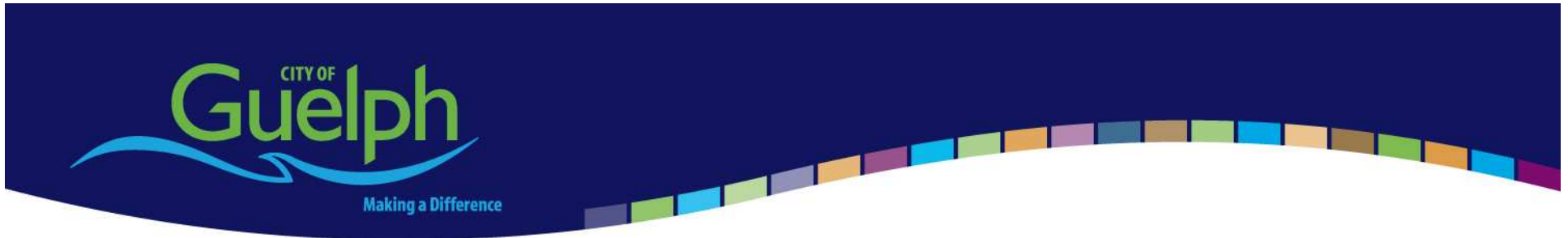
Ann Pappert
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Review of the Corporation of the City of Guelph's Identity:

Phase 1 Findings and Next Steps

Governance Committee
December 3, 2013

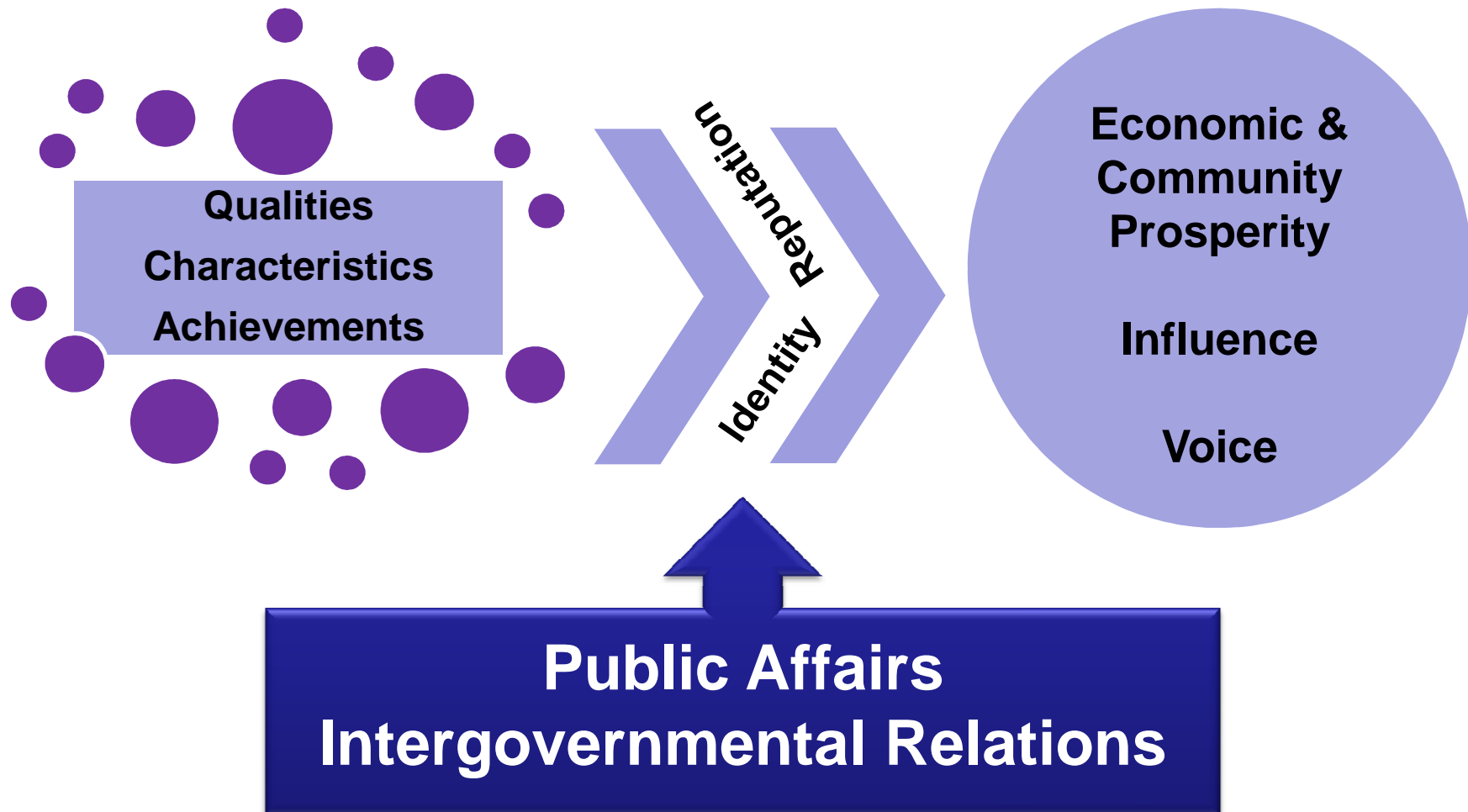


Purpose and Goals

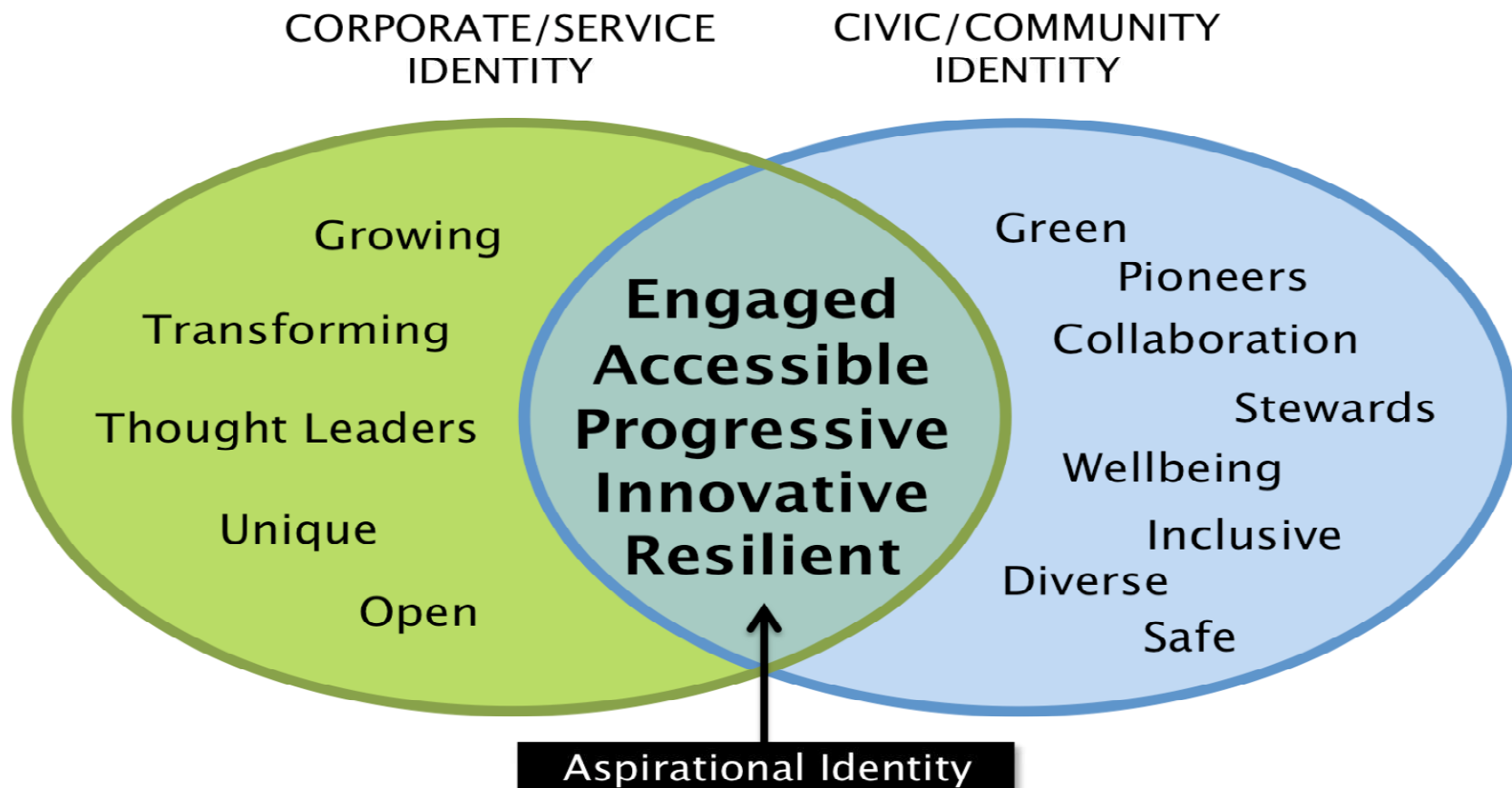
To:

- review the identity of the Corporation;
- scope options to reposition if necessary;
- map what makes the Corporation unique;
- gather information on how the Corporation is perceived; and
- determine alignment and if a shared identity exists with the City; and
- advance intergovernmental relations through public affairs management

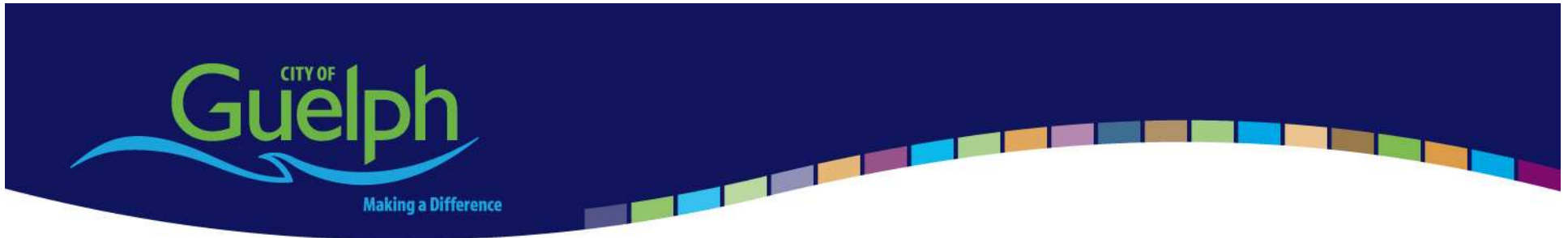
Positioned For Success



Findings: Community and Corporate Emerging Identity

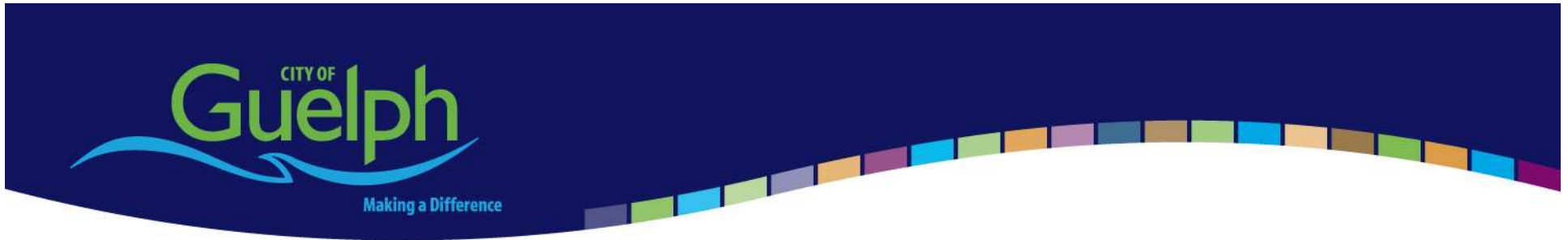


What we are and are striving to be



Findings (cont'd)

- Leverage Guelph's current positioning as "the City that makes a difference".
- Use the positioning strategically by limiting exposure to maximise impact.
- Redeploy the positioning around a core narrative of "Making a positive difference" by telling stories that show how Guelph is making a difference.

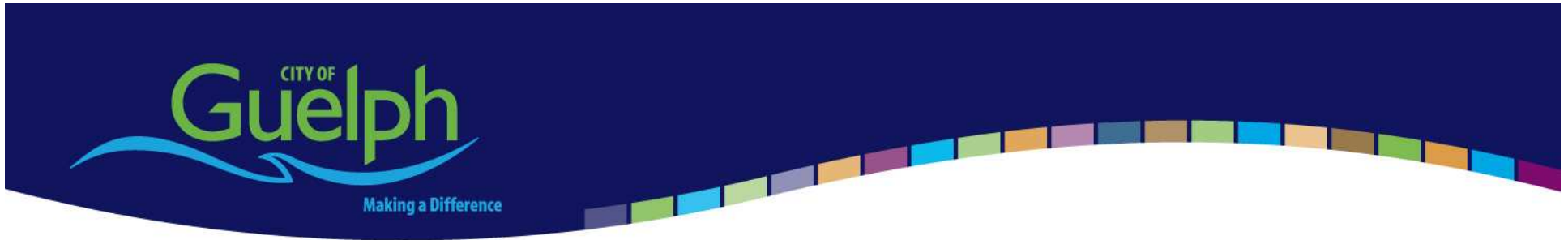


Findings (cont'd)

- Build a formal Brand Framework as a tool to ensure behaviors and communications are always “on-brand” and aligned with value proposition.
- In telling these success stories, the City needs to communicate “how Guelph makes a difference” through spheres of community experience.

Telling the Stories





Findings (cont'd)

- Integrate the Mission, Vision and Values statements for the City into a more formal and structured Brand Framework.
- Simplify Guelph's family of brands where possible.

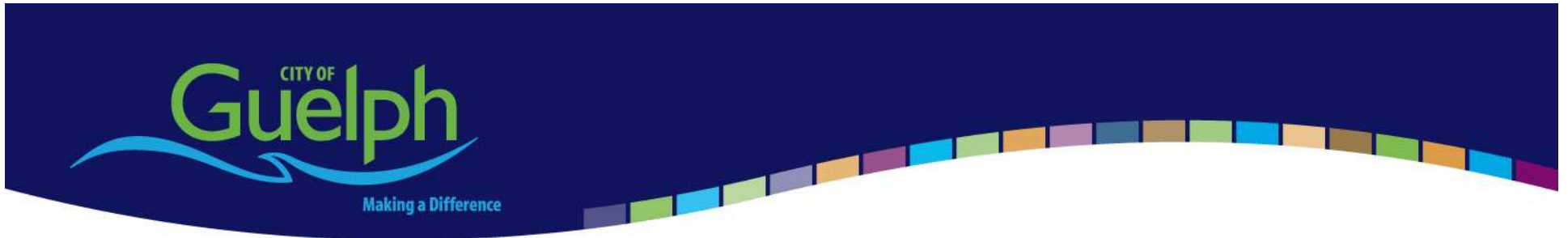
Next Steps

1. Move forward, in part, by engaging the community on Guelph's positioning
2. Strengthen the focus on building a positive reputation to:
 - support the Intergovernmental Relations Strategy on positioning Guelph;
 - strengthen relationships with the County of Wellington, the Region of Waterloo and intergovernmental organizations;

Phase 1
2013
Review

Phase 2
2014-16
Implement

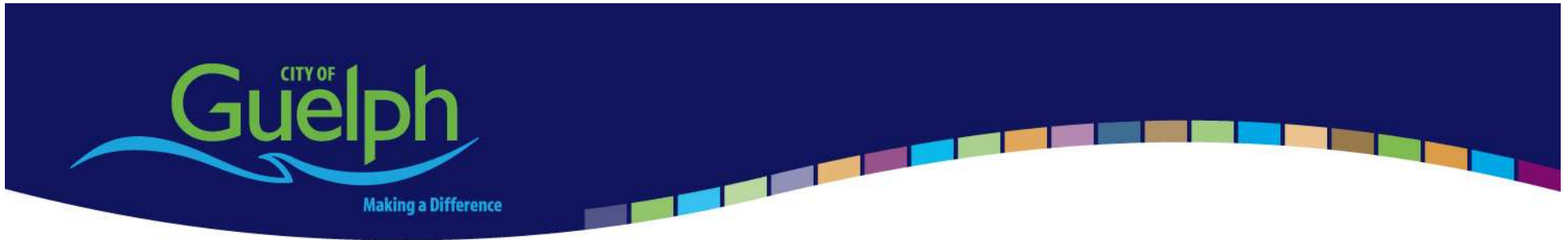
Phase 3
2016
Evaluate



Next Steps (cont'd)

- help attract provincial and federal funding; and
- support key corporate initiatives and CAO objectives

3. Scope implementation options and create a detailed work plan for Committee consideration in 2014.



Conclusions

- Opportunity exists to better demonstrate and communicate how we are 'Making a Difference'
- Now well positioned with Public Affairs and Intergovernmental Relations roles
- Positive identity and reputation results in many benefits that lead to both economic and community prosperity – a lasting legacy for Guelph

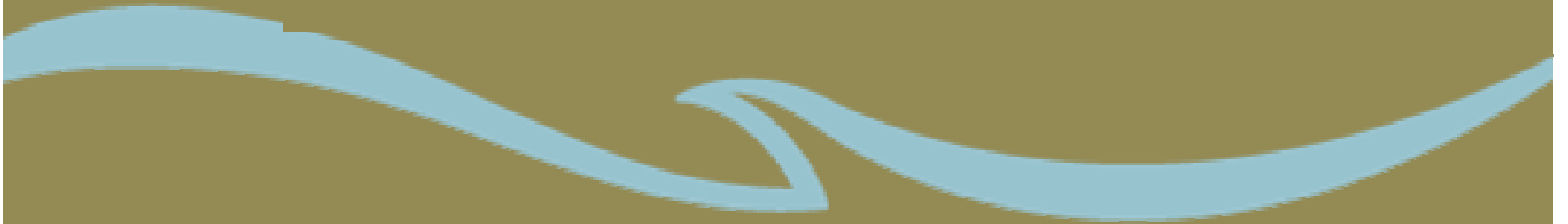


The Corporation of the City of Guelph
Corporate Identity Phase 1: Discovery/Research
**Preliminary Conclusions and
Branding Recommendations**

October 25, 2013



Process Review



Why now?

- Highly competitive arena at the local investment level
- Expected to intensifying in the future
- Important to be positioned to respond and attract the right kind of business, investment, talent and skills

Guelph must leverage its identity and communicate its value proposition to its various internal and external audiences.

Reviewing the mandate

- **Assess Guelph's Present Positioning**

Consistent with declared values, actual behaviours, governance approach and policies, as well as capabilities and resources.
- **Refine Guelph's Value Proposition (if required)**
- **Align Guelph's Corporate identity with its Civic Identity**

Process review

Process helped us better understand/confirm who we are

Reports and Surveys	√
Online survey	√
Partner surveys	√
Competitive audit (other municipalities)	√
Communications audit	√
Workshop/Brainstorming	√
Partner input(s) – secondary	√
Strategic Initiatives and Plans	√
Historical Documents	√
Internal interviews	X
External interviews	X



Brand Concepts Review



Brand concepts review

BRAND what others think of you.

Hint: It lives in THEIR heads.

IDENTITY who you are, your values, your behaviours, your personality, etc. Impacts your brand i.e., image or impression others have of you

(VISUAL) BRAND IDENTITY the components that together make up the visual identity (logos, fonts, imagery, designs, colours, etc.)

BRANDING the process of managing your brand

LOGO a visual representation of the name and/or a symbol to identify an organization, product or service.

BRAND PROMISE the benefit you provide to others and what you stand for.

Shapes experiences and provides a sense of purpose to employees.

Note: closely related to Vision and Mission

BRAND POSITIONING the expression of your brand promise and value proposition that separates you from your peers in a competitive environment

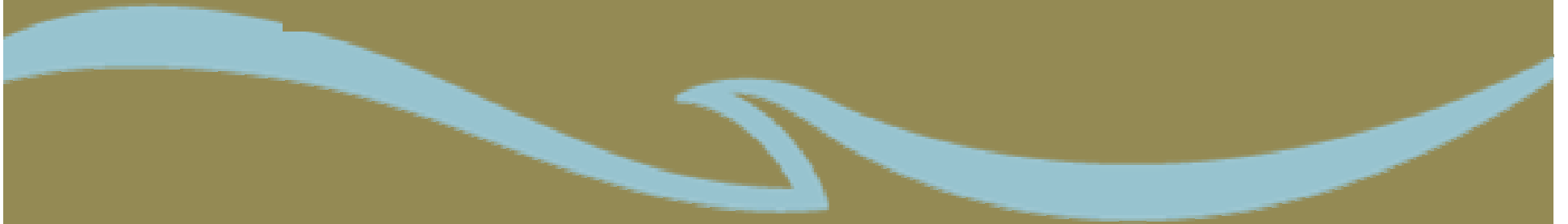
VALUE PROPOSITION how you make relevant your brand promise to your various audiences

BRAND NARRATIVE a dominant, recurring and persistent theme and idea relating to your brand

Brand. Another perspective.

A brand is a *promise*
symbolized by an *identity*
expressed through *communications*
and delivered through *performance*
that creates memorable *experiences*

Where We Are Now...
and Where We Need To Be



Some emerging themes – Positives/Brand assets

- High level of engagement from community
- Pride of citizenship
- Environmental stewardship – environment as priority
- Commitment to Open Government
- Pride in Heritage and History – Preservation as priority
- Low unemployment – opportunities (fleeting depending on economic climate)
- Quality of life – Work-Life balance – Wellness
- Track record of innovation (social, environmental, cultural)
- Technology hub (applied innovation, agri-innovation)
- Ground water asset: preserving an important geological asset?



Emerging themes – Challenges/Brand liabilities

- Raising Taxes
- Levels of Services
- Urban Development approach
- Local business frustrations with workings of the City
- Described city as being “business unfriendly”
- Complaints re: public transportation
- Unfocussed story – what are we about?
- Lack of awareness in key markets
- Too focused on environmental issues
- Image and reality not aligned – stuck in the past

Emerging themes – Communications Challenges

- Lack of identity consistency
who is talking?
- Too much identity overlap/duplication
confusion about message and about who's doing what
- Lack of “brand” awareness
people don't know much about us, or worse...
...may have no reason to care

Aligning Guelph's emerging identities – Key Findings

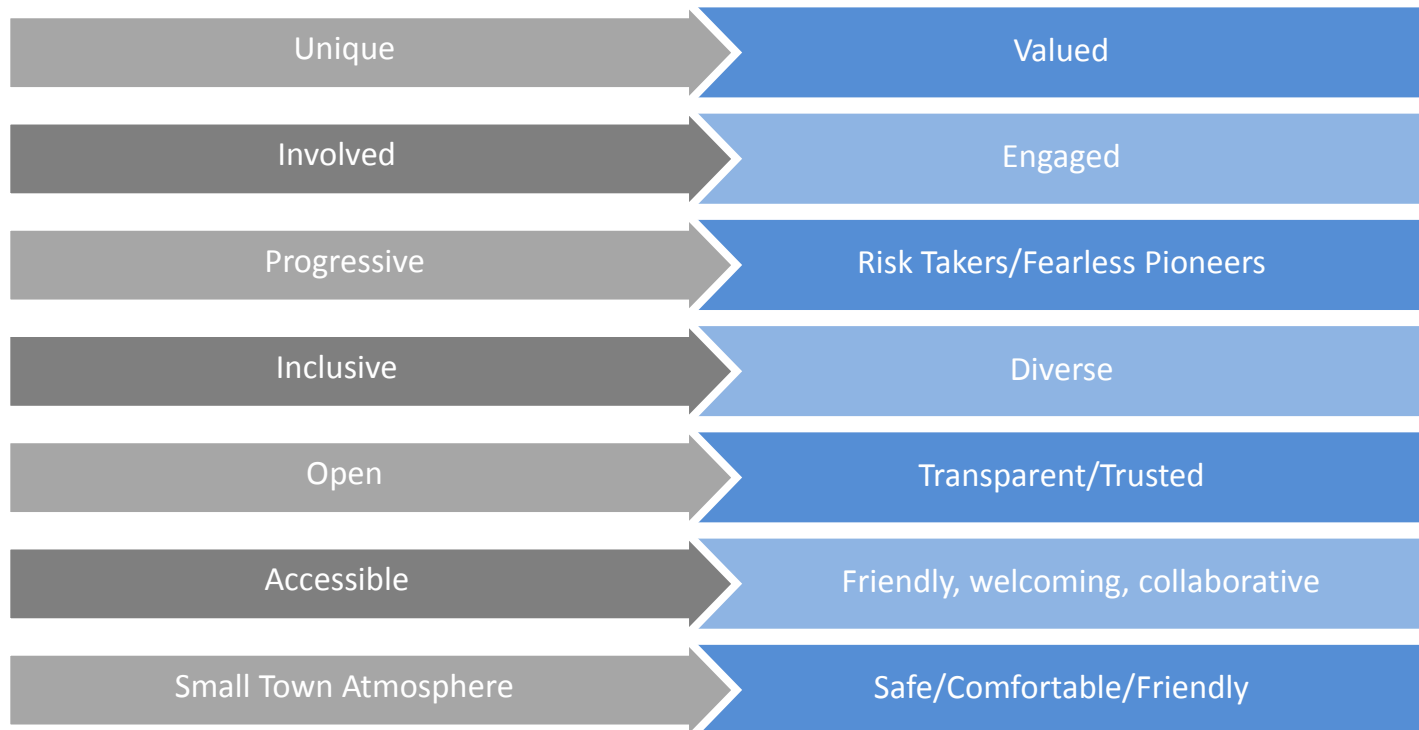


Moving from mindset to realized state.

Current

Aspirational

Aspiring to be what we already are... only more so

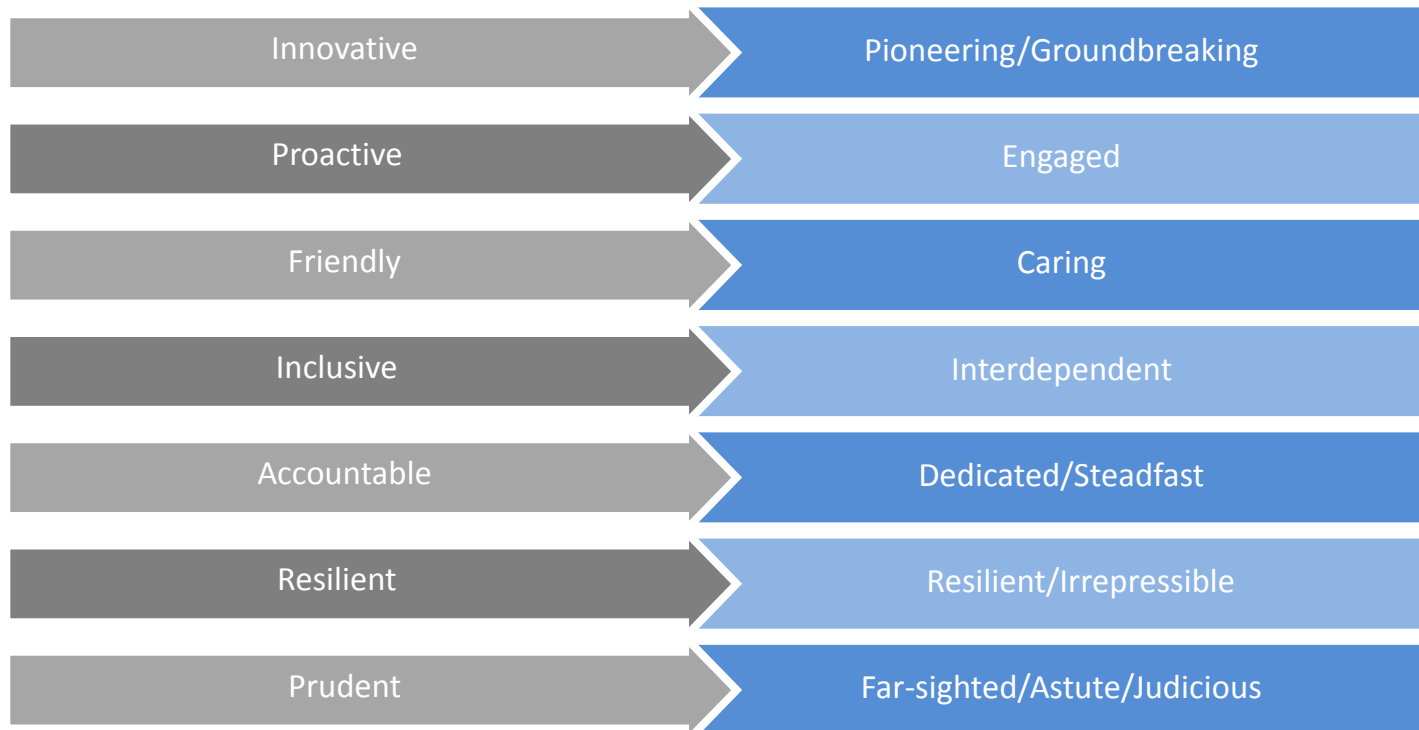


Moving from mindset to realized state.

Current

Aspirational

Aspiring to be what we already are... only more so



Moving from challenges to opportunities.

Current

Aspirational

Reframe the conversation. Change the perception



Where are we are now

Where we are

The makings of a great brand. Overall story is a positive one.

Could be envy of Southern Ontario neighbours:

Progressive open government, dedication to wellbeing of residents, natural and geographic advantages, heritage, engaged citizens, high employment, track record of social innovation, etc.

Much has been done already, however much remains to be done and the following may help start the thinking along those lines.

PRELIMINARY RECOMMENDATIONS

Recommendation #1

Leverage Guelph's Current Positioning

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Recommendation #1 Leverage Guelph's Current Positioning

A key objective of the Corporate Identity undertaking was to determine whether the positioning of the Corporation of the City of Guelph Guelph needed to be “re-vitalized” or re-considered.

We believe it should be preserved, nurtured and more strategically leveraged.

Recommendation #1 Leverage Guelph's Current Positioning

REASON 1

Current positioning as *“the City that makes a difference”* is potential gold for Guelph.

- Embodies a clear **promise** to endeavour to create a positive impact in all your actions and interactions, and in how you create and enact policies.
- Contains the essence of **differentiation**, a core objective in any branding initiative, and entails idea that we think and do things differently...i.e., “better”

Recommendation #1 Leverage Guelph's Current Positioning

REASON 2

Has many strengths and offers key advantages

- “Customer”-oriented¹
- Benefit-oriented²
- High-level/visionary³
- Broad, Scalable and Flexible⁴
- Plausible⁵
- Unique⁶
 - No other Ontario municipality has a similarly strong brand promise
 - Most have none, many are simply self-referencing or stretch credibility

Recommendation #1 Leverage Guelph's Current Positioning

...but

Is it realistic?

- Does Guelph have the capacity and competencies required to deliver it?
- Is it feasible to deliver it in the present context (social, economic, political) ?

Is it authentic?

- Is Guelph committed to delivering it
- Do your words match your thinking, behaviours and deeds

*Nothing erodes trust faster than
not delivering on your promise*

PRELIMINARY RECOMMENDATIONS

Recommendation #2

Re-deploy the positioning as
a renewed brand narrative



Recommendation #4 Telling the stories

Build communications around the theme of “Making a Difference”

A core communications program stemming from singular narrative of *“Making a positive difference”*.

- basis for communications of positioning and brand promise
- delve more deeply into initiatives and success stories
- shed light on governance and policies issues that arise.



Recommendation #2
A renewed brand narrative

Be more strategic use of your brand positioning

- Empower the brand promise by relating stories that support Guelph's positioning.
- Guelph identity is less *"Making a Difference"* and more, *"HOW we make a difference"* i.e., our thinking, our actions, our approach and the results we get.
- However, the city of Guelph has multiple audiences and stakeholders.



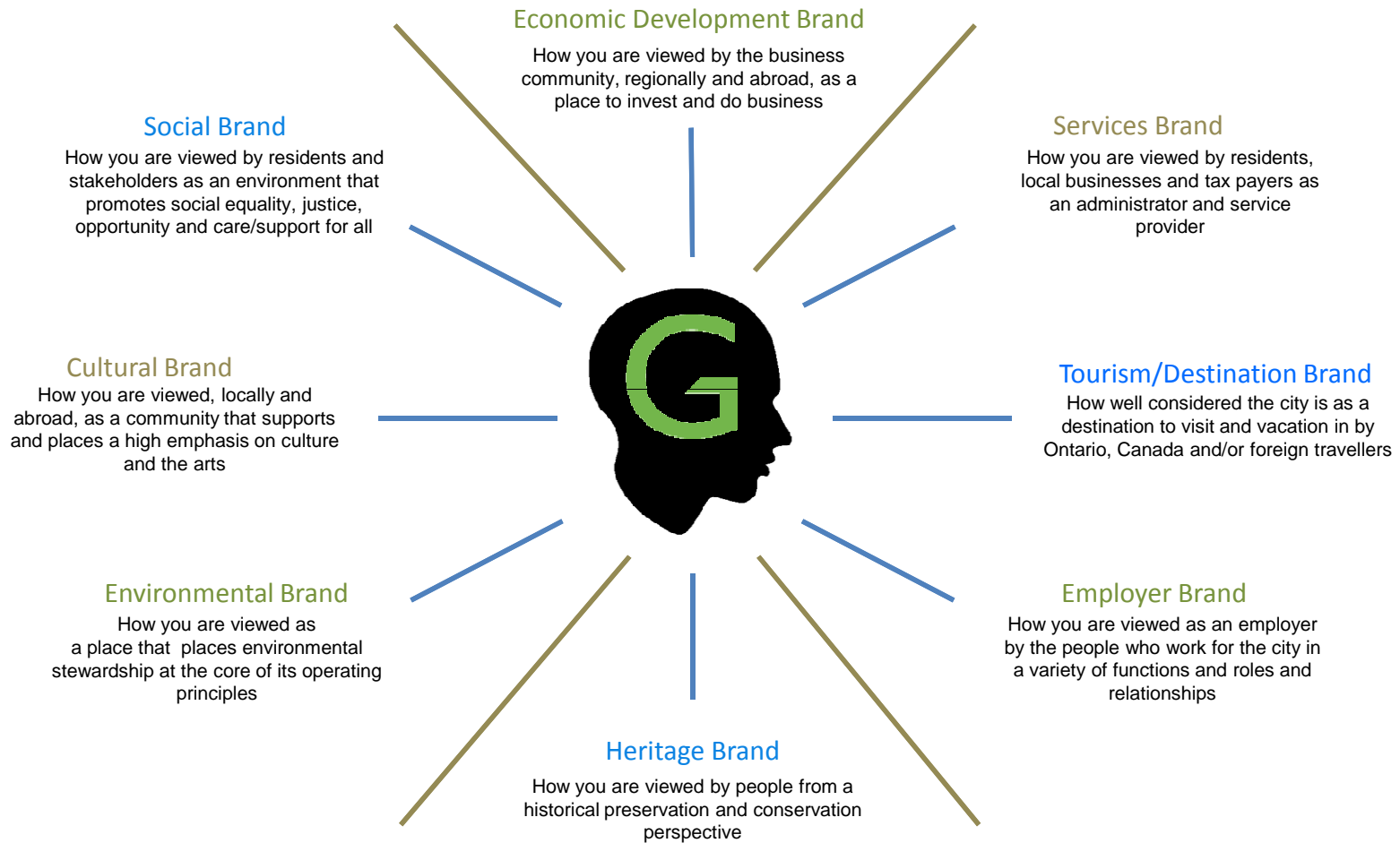
Recommendation #2
A renewed brand narrative

“Making a Difference” with multiple stakeholders

Your audience is not a homogenous block

Engaging various audiences with a consistent voice requires one identity with multiple expressions of the value proposition based on each stakeholder relationship to the city.

Recommendation #2 A renewed brand narrative





Recommendation #2
A renewed brand narrative

“Making a Difference” with multiple stakeholders

Guelph’s brand narrative may center around the ways in which it makes a difference, in subtle and in dramatic ways, day after day, in ways that are relevant to each of its audiences.

Recommendation #2
A renewed brand narrative

ACTION 1– Adapt the Value Proposition to each audience’s needs

ECONOMIC DEVELOPMENT Brand Value Proposition



Recommendation #2
A renewed brand narrative

ACTION 1– Adapt the Value Proposition to each audience’s needs

EMPLOYER Brand Value Proposition



PRELIMINARY RECOMMENDATIONS

Recommendation #3

Use your positioning
strategically



Recommendation #3
Use your positioning strategically

Uncouple the tagline and corporate logo. Why?

Unintended consequence of making the “new” positioning more ubiquitous was to reduce a potent brand promise to the status of a bi-line, an adjunct to the corporate signature.

Graphical treatment
also inadequate





Recommendation #3

Use your positioning strategically

Contributed to rendering the brand promise:

- **Less meaningful** in its ubiquity
- **Diluted** in its meaning
- **Easy to overlook or ignore** in its treatment
- **Gratuitous** in its indiscriminate application
- A potential **target for cynicism or ridicule**

Brand positioning has not been optimally leveraged.

Make it meaningful again.

Recommendation #3 Use your positioning strategically

Proposed action

Restrict use of the tagline with the City's logo

- Only use tagline and corporate logo in certain cases.
- Ensure that the promise of the brand is not used in a gratuitous way.
- “Scarcity” principle = select/limited exposure to maximize impact.

*A tagline is a summation of the brand promise.
Be more mindful when making promises.*

PRELIMINARY RECOMMENDATIONS

Recommendation #4

Simplify Guelph's
family of brands



Wherever possible

Recommendation #4
A simplified brand system

Benefit

Streamlining brand identity system

+

Elimination or superfluous/redundant brand identities

Enable Guelph to clarify value proposition and more effectively get its message across to various audiences.

Recommendation #4

A simplified brand system = more aligned brand family and value

The Whole of Guelph “Makes A Difference”

SERVICES BRAND(S)



MARKET BRAND(S)



PARTNERSHIP BRAND(S) (PROGRAMS AND PUBLIC/PRIVATE INSTITUTIONS)



COMMUNITY BRAND(S) (EVENT/TOURISM/CULTURAL/SOCIAL)



Recommendation #4

A simplified brand system = more aligned brand family and value

The Whole of Guelph “Makes A Difference”

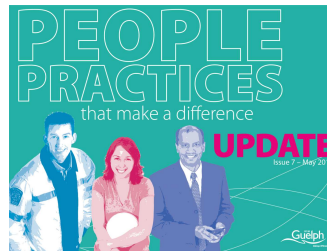
INTERNAL BRANDS



Career Services
that make a difference

Diversity

PEOPLE. PRACTICES. COMMUNITY.



INTEGRITY EXCELLENCE WELLNESS
in our relationships in our service for people

“Clarify services offered within the City and by whom. There are too many business development agendas currently - City's ED, Chamber of Commerce, UofG, Innovation Guelph, private sector companies - it's confusing for the business community to know who is setting the agenda for Guelph's development focus and business attraction strategy.”

Verbatim extracted from EDTS plan

Recommendation #4 A simplified brand system

Leverage the EDTS visual identity brand system

Created for the purposes of marketing the Guelph brand to business and tourism audiences, (vs. the corporate civic/service identity).

Also conceived so that closely related sub-brands could be developed to present overall unified identity.

Recommendation #4
A simplified brand system

Leverage the EDTS visual identity brand system

This core visual identity system can be used as a framework to develop new market-driven sub-brands and bring consistency of identity and messages to the Guelph identity.



PRELIMINARY RECOMMENDATIONS

Recommendation #5

Tell the stories



Recommendation #5
Tell the stories

Communicate Guelph's positioning through telling your success stories

Guelph's positioning will not be understood simply by "osmosis". The communication of the positioning must be actively managed.

To put energy and power behind the brand positioning there must be a narrative that links Guelph's success stories – proof of its brand positioning – together.

"How Guelph makes a difference" can be that link.



Recommendation #5
Tell the stories

Use our Spheres of Community Influence (quadruple bottom line) as framework to communicate “How Guelph makes a difference”

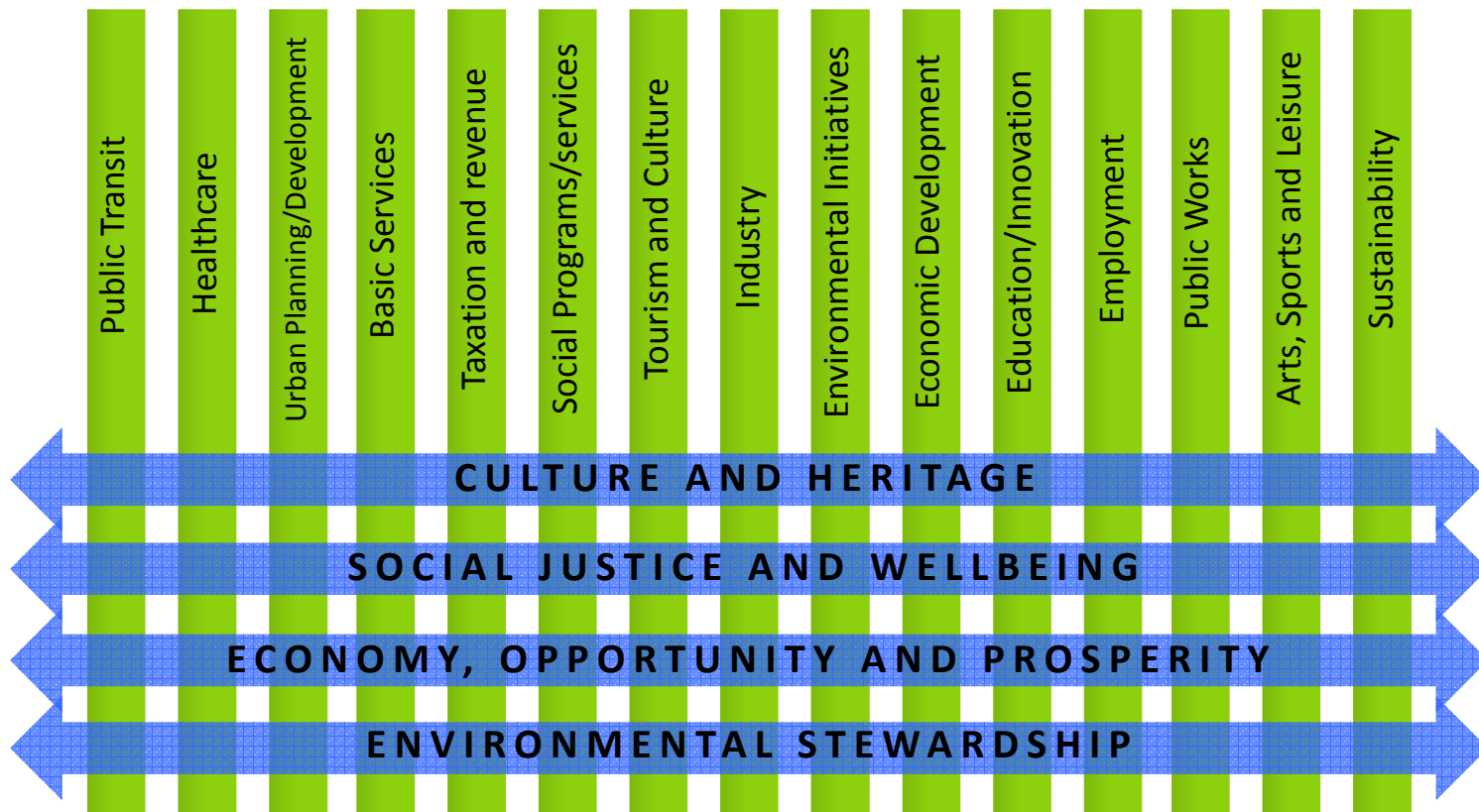
Better told and understood through the filter of our Social, Cultural, Economic and Environmental priorities.

Rationale and meaning more immediately understood, broadly supported by residents, local business, voters, taxpayers, other stakeholders

All of our success stories should touch on at least one of our Spheres of Influence, and preferably more than one.

Recommendation #5
Tell the stories

Spheres of Community Influence (quadruple bottom line) as framework to communicate “How Guelph makes a difference”



PRELIMINARY RECOMMENDATIONS

Recommendation #6

Build your communications
from the core



Recommendation #6
Build your communications from the core

Use your brand framework

If carefully considered, should closely reflect key aspects of your strategic plan.

Use as tool (touchstone) to ensure behaviors and communications are always “on-brand”

Keeps your identity in sync with your strategy

Recommendation #6

Brand Framework Template (DRAFT)




Recommendation #6

Brand Framework Template (DRAFT)



We must remember always that
it is far easier to SAY what we believe
than to BE what we believe.



Recommendation #6
Build your communications from the core

Your employees...YOU... “accomplish” the mission

Vision

WHY we do what we do. The future goal
SHARED BY THE COLLECTIVE THAT IS GUELPH

WHY

WHAT

Mission

WHAT we do to realize our vision
**DELIVERED BY INDIVIDUALS ... OUR EMPLOYEES,
OUR AGENTS, ETC.**

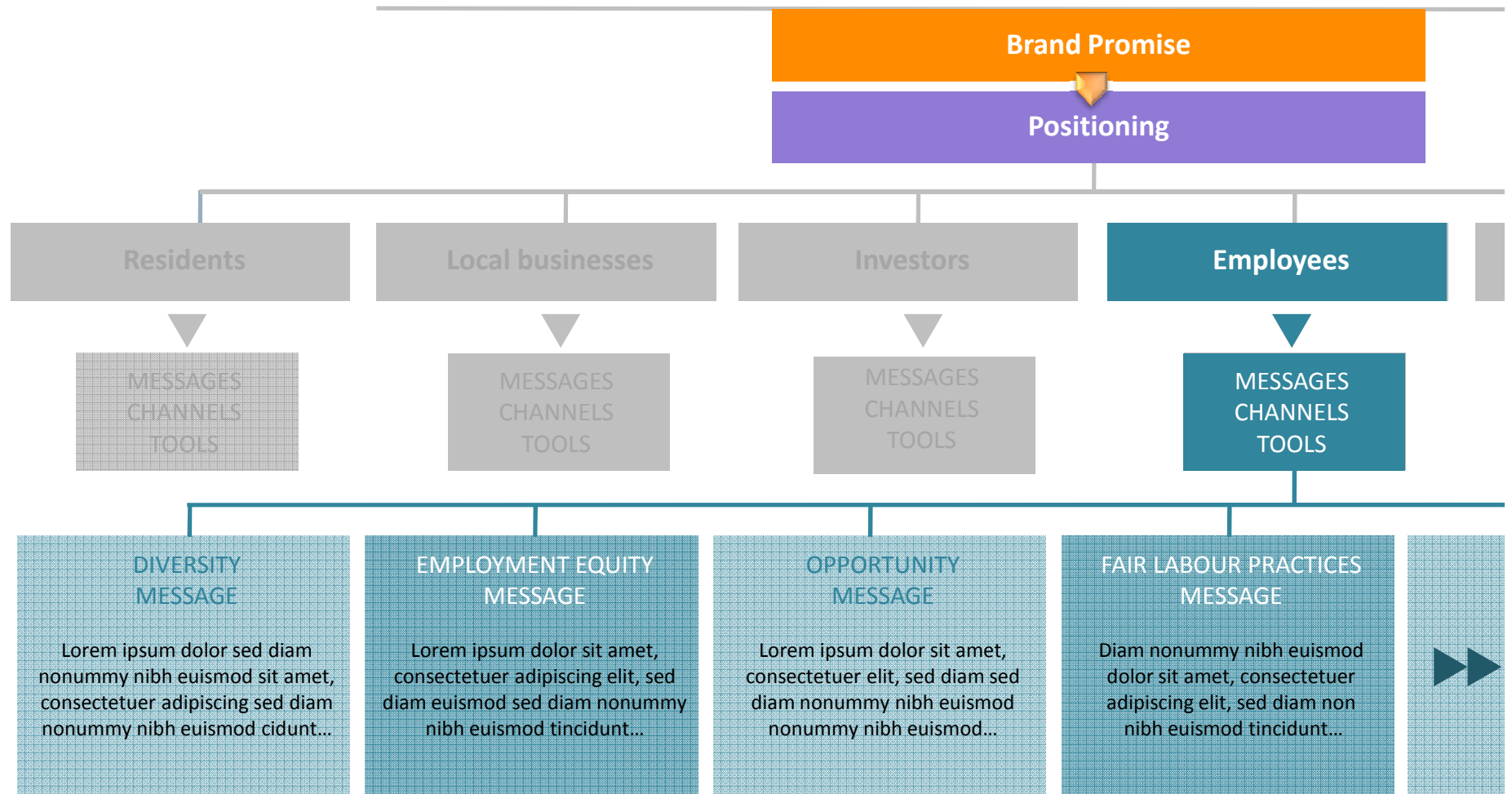


**Shared by
everyone**



**Delivered by
empowered
and engaged
employees**

Recommendation #6
Build your communications from the core





Additional creative execution/initiative ideas.

Make positioning the theme of a series of talks or “townhalls” meetings. “Making a difference” report

Expand and re-brand Mayor’s Awards as “Difference Makers Awards” for people and businesses who themselves have made a significant difference (contribution) to the community.

Find other ways/initiatives to help inculcate a culture of service within the community and promote the “difference makers” persona.

Recommendation Recap

1. Use current brand positioning. It's gold (...as long as it's true)
2. Re-deploy positioning as core brand narrative
 - Realize audience is diverse (value proposition for each)
 - Refine/re-set value proposition for each key audience
3. Use your positioning strategically
 - Monitor/restrict use of tagline to make it more meaningful
4. Simplify/rationalize brand identity system
 - Leverage the EDTS identity brand system when needed
5. Actively manage communication of positioning by telling your success stories
 - Use our Spheres of Community Influence as framework for communication
6. Build communication from your brand core
 - Formalize brand framework
 - Consider updating Vision, Mission statements for greater alignment
 - Create message matrix for each audience

Additional

- Generate community engagement and inculcate "*making a difference*" into culture. All of Guelph delivers the mission

Addendum

Summary audit of Ontario Cities' positioning

Ontario Municipalities Competitive Positionings

City	Population	aka	Slogan/Tagline/Positioning	Motto
Aurora	53,203		You're in Good Company	
Barrie	187,013			The People and the City
Belleville	92,540	The Friendly City	On the Bay of Quinte	
Brampton	523,911	Flower City		
Brantford	93,650	Telephone City		
Brockville	39,024		City of 1000 Islands	
Burlington	175,779			
Cambridge	126,748	Tri-city	It's <u>all</u> right here	
Chatham-Kent	103,671			
Collingwood	19,241		Since 1858, A place to live, work and play	
Cornwall	58,957		A City with a World of Possibilities	
Guelph	121,688	Royal City G-Spot	Making a difference	Faith, Fidelity and Progress
Hamilton	670,580	1. Ambitious City 2. Steeltown 3. The Hammer 4. Hammertown		Together Aspire - Together Achieve
Kingston	159,561	K-town Limestone City	Where history and innovation thrive	A Civil And Creative Community With A Proud Past
Kitchener	441,380			Prosperity Through Industry
London	474,786	1.Forest City 2.London Town 3.L-town	Current: We are London, Canada Past: All mixed-up (short-lived)	Through Labour and Perseverance
Midland	35,419			

Ontario Municipalities Competitive Positionings

City	Population	aka	Slogan/Tagline/Positioning	Motto
Mississauga	713,443	1.Sauga City 2.The Sausage 3.MSS	Leading Today For Tomorrow	Pride in our past, Faith in our future. Be strong. Be Proud
Niagara Falls	82,997	1. Honeymoon Capital of the World 2. The Falls	The World's Most Famous Address	
North Bay	53,651 92nd	1.Gateway to the North 2.Gateway City 3.Smoothie Capital of the World 4.Shadfly City 5.The Bay	1. Just North Enough To be PERFECT 2. It's All Here	Gateway of the North
Oakville	182,520 27th	1. The OC 2.Coke-ville 3.Oakville County 4.Joke-vile 5.The Oaks		
Orillia	40,731	The Sunshine City		
Oshawa	149,607			Prepare to be amazed
Ottawa	933,596	1. Bytown 2.O-Town 3.Capital City 4.The N.C. 5.O-Dot		Advance-Ottawa-En Avant
Owen Sound	22,649	Chicago of the North	Where you want to live	
Parry Sound	6,191	1. Little Liverpool 2.The Scenic City 3.The Elephan't Butthole	1.Charting Sound Opportunities 2.The world renowned jewel of the 30,000 Islands on Georgian Bay	

Ontario Municipalities Competitive Positionings

City	Population	aka	Slogan/Tagline/Positioning	Motto
Penetanguishene	9,111		Gateway to Georgian Bay	
Peterborough	80,660	<ol style="list-style-type: none"> 1.Perfect Patch 2.P-Dot 3.Pborough 4.Peterpatch 5.PTBO 6.The Electric City 		Nature Provides, Industry Develops
Pickering	88,721	P-Town PK		
Richmond Hill	185,541		A little north, A little nicer	Like the rose, I flourish
Sarnia	89,555	<ol style="list-style-type: none"> 1.Narnia 2.Sarn-Hole 3.Chemical Valley 4.The Imperial City (Imperial Oil) 5.Bluewater County 6.Land of Destiny 		Sarnia Always
Saint Thomas	37,905			Strength through progress
Sault Ste Marie	79,800	<ol style="list-style-type: none"> 1.The Sault 2.The Soo 3.Lock City 	Naturally Gifted	Naturally Gifted
Scarborough	625,698	<ol style="list-style-type: none"> 1. Scarberia 2.Scarlem 3.Scartown 		
St Catharines		St. Kitts		
Sudbury		<ol style="list-style-type: none"> 1.Sudz 2.City of Lakes 3.Nickel City 		Come, let us build together

Ontario Municipalities Competitive Positionings

City	Population	aka	Slogan/Tagline/Positioning	Motto
Toronto	2,615,060	<ol style="list-style-type: none"> 1. Queen City 2. Methodist Rome 3. Hogtown 4. T.O. 5. The Big Smoke 6. The 416 7. Toronto The Good 8. Trana 9. T-Dot 10. The City Within a Park 		Diversity Our Strength
Thunder Bay	108,359	<ol style="list-style-type: none"> 1. The Lakehead 2. T-Bay 3. The Bay 	<p>Superior by Nature The Gateway to the West</p>	
Timmins	43,165		The City with the Heart of Gold	
Vaughan	288,301		The City Above Toronto	Industry
Waterloo	98,780	<ol style="list-style-type: none"> 1. K-W 2. K-Dub 3. The Loo 4. Tri-city 5. Waterwoo 		Stability
Welland	50,631	The Rose City	Leading the Way	Where Rails and Water Meet
Windsor	210,891	<ol style="list-style-type: none"> 1. The City of Roses 2. Motor City C.A. 3. Automotive Capital of Canada 		The river and the land sustain us.
Woodstock	37,754			The Friendly City

The Corporation of the City of Guelph
Corporate Identity Phase 1: Discovery/Research

Review of the City of Guelph Corporate Identity Conclusions and Branding Recommendations

REPORT AUTHOR:

Jean-Pierre Veilleux
Principal, Nonpareil Branding and Design

DATE: November 4, 2013

*“The City of Guelph is in a competitive market.
We’re fighting for federal and provincial
resources with every other municipality
in Ontario and Canada.*

*But more importantly we’re in the market
to attract and retain businesses AND the
talented people they need.*

And the competition is global.”

– MAYOR KAREN FARBRIDGE

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EXECUTIVE SUMMARY

In August 2013, the City of Guelph engaged Nonpareil Branding and Design to review the Corporation of the City of Guelph identity and if deemed necessary, scope options to revitalize and position to better market Guelph as a destination for economic and community prosperity.

As part of the conclusions of this report, it was important to attempt to determine the relationship between the Corporation of the City of Guelph's identity and the civic identity, and whether the local government reflected the identity of its community.

Some key tasks were to:

- Determine/highlight what makes the Corporation of the City of Guelph unique by scoping key corporate initiatives, relevant reports, messaging and reviewing its core services.
- Gather information on how the Corporation of the City of Guelph is seen or perceived by its internal and external stakeholders.
- To determine the gap if any between how the City is perceived by stakeholders and how the City sees itself and the community.

In order that we might achieve the result we were seeking, it was important to get a good sense of where we presently are. The process we followed helped us garner views and reach reliable conclusions on the present state of the brand and how the City of Guelph is currently perceived in the marketplace.

We engaged in the following activities as part of our process:

- Held a corporate Identity workshop
- Met with key City stakeholders and program leaders for day-long intake and idea-generation workshops.
- Reviewed and synthesized data and information from a variety of sources – reports, surveys, strategies, historical, etc.
- Performed a cursory audit of Ontario Municipalities positionings

Note: No primary research was conducted for the purposes of this report. Our process involved the review and analysis of various reports, community surveys, corporate strategic planning documentation and initiative-related reports (generated both internally and by third-party consultants) as well as partner organizations' research and reports. (a comprehensive list of documentation can be found in the Project Overview section of this report.) It is also worth noting that no new benchmark research was conducted with external audiences, either from a business, tourism or public policy perspective. We did however conduct on August 13 and 15, full-day facilitated discussions with key internal stakeholders, and consulted with Guelph's Executive team on our findings.

The report that follows and the recommendations it contains address and provide answers to these important questions:

1. Does the Guelph identity clearly communicate what the City is about and convey the highest value it delivers?
2. Does the Guelph identity effectively differentiate the City from its competitors – local, domestic and global – in your marketplace?
3. Is the Guelph brand promise well understood and consistently executed at all levels of the organization?
4. Does the City of Guelph have consistent key marketing messages?
5. Do its marketing messages resonate with its target audience, and is it talking about the things they most care about?
6. Do these messages match the experience its audience has when they interact with its staff?
7. Is Guelph tailoring its messages to specific segments of its audience when it has the opportunity to do so?

The City of Guelph is the fortunate beneficiary of a bounty of key advantages. Some of these were conferred to it by virtue of the City's geography and geology, however, many more were inherited from a tradition of engaged citizens and a long succession of progressive and visionary leadership that continues to this day to promote a broad-minded agenda and to enact and shepherd a number of far-sighted strategic policies and initiatives on a variety of fronts, from pioneering civic and social programs, to setting the context and conditions for technological and cultural innovations to flourish.

Our work on this program reveals some facts we believe are already well understood by the people who live and work in Guelph; that this is a great place to be. Guelph's "story" is an overwhelmingly positive one. With its present-day progressive open government approach, its dedication to the wellbeing of its residents, its natural and geographic advantages, its cultural heritage, an engaged and city-proud citizenry, a consistently high rate of employment, a solid track record of social innovation, a reputation as a centre of agricultural, environmental and sustainability innovation, Guelph may well be the envy of its Southern Ontario neighbours, and indeed of a great many municipalities from across the continent. These are the hallmarks of the Guelph identity.

It is however incumbent on Guelph – the corporation and the citizens – to uphold, nurture and leverage these advantages through aligning attitudes, behaviours, governance and policies, to ensure that the experience its internal and external audiences have of the City matches its promise.

The recommendations contained within this report can greatly assist the City in more effectively conveying its identity through actively managing its brand communication in order to help it realize the full promise of its potential and realize a sustained and managed rate of growth, economically, socially and culturally.

OVERVIEW OF PROJECT

PROJECT PURPOSE (WHY it is required)

To review the Corporation of the City of Guelph identity and if it is deemed necessary, scope options to revitalize and position the City as a vital partner in marketing Guelph as a destination for economic and community prosperity.

KEY PROJECT GOALS (WHAT is required)

1. To map what makes the Corporation of the City of Guelph unique by scoping key corporate initiatives, relevant reports, messaging and reviewing our core services.
2. To gather information on how the Corporation of the City of Guelph is seen or perceived by its internal and external stakeholders.
3. To identify stories that position Guelph favorably vis-à-vis other municipalities
4. To determine the gap if any between how the City is perceived by stakeholders and how the City sees itself and the community.

SCOPE and DELIVERABLES

- Assess Guelph's present positioning
- Assess the gap between perceptions (how we and others see us) and present-day reality
- Assess the gap between current perceptions and Guelph's aspirational identity
 - Determine if consistent with declared values, actual behaviours, governance approach and policies, as well as capabilities and resources.
- Review organizational culture as a whole – corporate personality, corporate strategy, communication.
- Review current perceptions – employees, community, residents, business, visitors and students.
- Identifying successful economic, political, social and environmental stories that tell the unique story of Guelph.
- Refine Guelph's Value Proposition
- Propose approaches to help Guelph position itself favourably and competitively against peers and comparables
- Help to determine how to align Guelph's Corporate Identity with its Civic Identity

CONCLUSION

In order to meet the various objectives Guelph has set for itself, the City must better leverage its brand and communicate its value proposition to its various internal and external audiences.

METHODOLOGY

Our methodology included a number of components, among others we have:

1. Reviewed a number of key documents and secondary research materials

REVIEWED DOCUMENTATION (partial list)

- 2012-2016 Corporate Strategic Plan
- Official Plan
- 2012 Making a Difference Report
- 2013 Organizational Assessment Report
- Strategic Plan 2007 and beyond
- City of Guelph 2007 Community Strategic Plan
- Employee Engagement Survey
- Guelph – A People’s Heritage 1827-2002
- Report # CAO-S-1201 – Corporate Strategic Plan KPIs
- Employee Engagement Check-Up Survey – Employee Report for Organizational Unit
- Survey of Mapping of Corporate Initiatives and Projects
- Integrated Operational Review
- Prosperity 2020
- Community Energy Initiative
- 2013 Annual Performance Report
- Community Wellbeing Initiative Engagement Findings Report
- Community Wellbeing Initiative – A Community Profile
- Grow Guelph Marketing Plan
- 2008 Citizen Satisfaction Survey (Ipsos)
- 2011 Survey of Residents (Environics)
- Community Engagement Framework
- Previous consultants reports
- City of Guelph Communication Plan
- Economic Development and Tourism Services Marketing Strategy
- 2007 Competitor Review Executive Summary
- 2009 Communications Plan: Public Consultation Report
- Website
- Social media sources and blogs

2. We also conducted brainstorming workshops and idea mapping sessions
3. Garnered strategic input from the Executive Team
4. Present findings and recommendations to stakeholders from initial brainstorming workshops

Note: We did not conduct individual interviews with either internal or external stakeholders

OUR PROCESS HELPED US BETTER UNDERSTAND/CONFIRM WHO WE ARE

- Define Our Unique Value Proposition
- The Importance of Leveraging Our History
- Our Guiding Values – What are the things that form our Core Beliefs
- Our Strengths and Weaknesses
- How we may be viewed in the media
- The Market context
- Competitive context (other municipalities)
- Etc.

Understanding the relationship between the City of Guelph Corporate Identity and its Civic-Community brand.

For the purposes of this report and set of recommendations, it must be understood that “identity” refers to the institution’s collective competencies, its shared history, capabilities, values, attitudes, character and behaviours. These internal dimensions are constituted through narratives of the collective selfhood and are what define the Corporation of the City of Guelph as what/who it is. These are the cultural and social characteristics that are the basis of our Identity and it is precisely through and because of our Identity – who we are, and what we are “made of” – that we can deliver on our brand promise and manage the growth and direction of our civic-community brand.

Our Civic-Community Brand is, on the other hand, a different matter. Here, we are specifically speaking of the variety of notions that are imprinting every day into the minds of our audiences, that help form their opinion of Guelph as either positive or negative (or a combination of both), depending on their specific relationship and expectations of the City.

While we can manage and shape the direction of our brand through the branding process – marketing communications, public relations, visual identity, etc. – our brand is created over time and lives on (or falls apart) through the consistency with which our actions, words and behaviours are aligned with the core principles we advocate and how well and faithfully we uphold our promise.

Our Brand Promise is how we sustain the truth of our brand. Guelph may not yet be universally known as the “City that makes a difference”. Such a positioning (the embodiment of our brand promise) is bold and courageous, and it demands to be constantly demonstrated in order that it may be, in due time, freely granted by your audience.

A brand promise that is seen to be actively and reliably delivered upon, creates a trust bond between the institution and the audiences it serves. As long as the City’s Identity (its internal cultural make up) dictates that its actions, policies, behaviours and beliefs continue to align in order to consistently deliver on its promise, even if in the most seemingly mundane way, the City will be seen to be making a positive difference, and its brand will grow.

SECTION 1 – RESEARCH INSIGHTS

The following sets out a few approaches that will help the City of Guelph take control of the agenda and steer the public conversation as relates to its identity, both with internal and external audiences including its employees, residents, local businesses and organizations, partners, potential and future investors, government and other.

WHERE WE ARE NOW

EMERGING THEMES - POSITIVES

- High level of engagement from community
- Pride of citizenship
- Environmental stewardship – environment as priority
- Commitment to Open Government
- Pride in Heritage and History – Preservation as priority
- Low unemployment – opportunities (fleeting depending on economic climate)
- Quality of life – Work-Life balance – Wellness
- Track record of innovation (social, environmental, cultural)
- Technology hub (applied innovation, agri-innovation)
- Ground water asset: preserving an important geological asset?

EMERGING THEMES – CHALLENGES/BRAND LIABILITIES

- Continually increasing taxes
- Low levels of services (sub-par)
- Urban development approach
- Local business frustrations with workings of the City
- Described City as being “business unfriendly”
- Complaints re: public transportation
- Unfocussed story – what are we about?
- Lack of awareness in key markets
- Too focused on environmental issues
- Image and reality not aligned – stuck in the past

EMERGING THEMES – COMMUNICATIONS CHALLENGES

- Lack of brand consistency
 who is talking?
- Too much brand overlap/duplication
 confusion about message and about who’s doing what
- Lack of “brand” awareness
 people don’t know much about us, or worse...
 ...may have no reason to care

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EMERGING THEMES	ORIGIN/PROOF POINT/NOTE
ENGAGED	<ul style="list-style-type: none"> • Guelph Youth Strategy, Community Engagement Framework • Youth highly motivated to be involved in Transit, Environment, Arts, Culture. • Guelph is volunteer capital of Canada because 69.7 per cent of its population volunteers. (August 28, 2008)
COLLABORATION	<p>Origin: Consultation/Moderated discussion – Aspirational Exercise</p> <p>City, we can provide a platform for collaboration and innovation between organizations and agencies.</p> <ul style="list-style-type: none"> • University of Guelph. CBOs GCC, Business, Community organizations, Developers • Community Energy Initiative • Community Engagement Framework • Prosperity 2020 • LHIN • Community Wellbeing Initiative - also part of a larger picture that includes: <ul style="list-style-type: none"> ▪ Innovation Guelph ▪ University of Guelph Health Study ▪ Ascencia Integrated Health Centre in the South End ▪ Province’s pilot program Health Links - among several others. • City departments collaborated to investigate options to address shared rental housing issues.
TRUSTED	<p>Origin: Consultation/Moderated discussions Origin: 2012 Making a Difference Report</p> <p>Created a new governance model for managing City-owned assets: Guelph Municipal Holdings Incorporated.</p> <p>OPEN GOVERNMENT ACTION PLAN Commitment to be more transparent and accountable and collaborative and to take a leadership position in this regard.</p>
ACCESSIBLE	<p>Origin: Consultation/Moderated discussions Origin: 2012 Making a Difference Report</p> <ul style="list-style-type: none"> • Completed an Open Government Framework designed to make it easier to access City information, and leverage technology to encourage and empower the community to participate in decision-making.
FORWARD-THINKING _ PROGRESSIVE _ INNOVATIVE	<p>Origin: Consultation/Moderated discussions Origin: Wellbeing Initiative Report</p> <p>Verbatims: “We do not follow the best practice. We create it” “We are part of an ‘applied’ technology cluster”</p> <p>VARIOUS SOCIAL PROGRAMS Community Wellbeing Initiative (first city to use the CIW), Open Government Action Plan (First city in Canada to have an open government action plan), Community Energy Initiative (good local, national and international attention as a leader in energy) etc.</p> <p>INNOVATION FUND 90,000+ contributions</p> <p>COMMUNITY WELLBEING INITIATIVE. One of the more promising areas for our innovation platform is around Wellbeing. Opportunity to not only provide better, more efficient health care, put Guelph on the map of progressive health professionals in Canada and beyond, attracting the best people and funding to Guelph.</p>

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<p>ECONOMICALLY RESILIENT</p>	<ul style="list-style-type: none"> • Corporate Strategic Plan Framework • Prosperity 2020 • CSP KPIs • AA+ Credit Rating • High Employment Rate: 8 percentage points above Ontario's. • November 2011 – Canadian city with the lowest unemployment rate at 4.3 per cent. 	
<p>PIONEERING</p> <p>Origin: Survey , conducted by The Impact Group)</p>	<p>CITY OF GUELPH (CORPORATION)</p> <p>CONDOMINIUM - Guelph city planners conceived a way to easily convert units into condominiums. Chicago was so impressed with the system they used it as a model for their city and it has since become a North American standard.</p> <p>Guelph was the first community to establish the role of City Manager</p>	<p>GUELPH COMMUNITY</p> <p>JOCK STRAP – The jock strap was invented here... created by Guelph Elastic Hosiery (now Protexion Industries) in the 1920s. The company held a contest to name the product and jock strap was the winning name. The prize was five dollars.</p> <p>WIRE COAT HANGER – The wire coat hanger was invented here in the 1920s, probably by Steele's Wire Spring Company.</p> <p>YUKON GOLD – Led by potato breeder Dr. Gary Johnston, a research team at the University of Guelph created the Yukon Gold, the first Canadian-bred potato to be marketed and promoted by name. It received a Canadian license in 1980.</p> <p>FIVE PIN BOWLING – Tim Ryan, the inventor of Five Pin Bowling, was a Guelph resident.</p> <p>CABLE TV – Guelph was the home of North America's first cable TV system. Ted Metcalf created McLean Hunter Television and their first broadcast was Queen Elizabeth's Coronation in 1953.</p> <p>POLICING</p> <ul style="list-style-type: none"> • Guelph's police force had Canada's first municipal motorcycle patrol. • Guelph's police force was the first to have two-way car radios. <p>GUELPH UNIVERSITY</p> <ul style="list-style-type: none"> • "The University of Guelph is Canada's most inventive university, according to a new survey. Guelph ranks No. 1 both in the number of inventions per faculty and in the number of inventions in proportion to research funding." • Guelph also came out on top in cost per invention. U of G researchers produce one invention disclosure for every million dollars of research funding received. That is 50 per cent more than the next-closest university, the University of Victoria • Guelph's No. 1 ranking in both categories speaks to U of G's effectiveness at working with industry to turn research into new knowledge and applications. • The Ontario Veterinary College is the oldest school of its kind in the Western hemisphere (founded in 1862).

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GREEN	<p>Guelph is a 'green' city</p> <ul style="list-style-type: none"> • Known for conservation - To a fault according to some • 1999 Guelph Water Conservation and Efficiency Study • 2009 Water Conservation and Efficiency Strategy Update • Guelph aims to use less water per capita than any comparable Canadian City. • "Give Waste a New Life" campaign • Waste Diversion Education Centre • 2013 Conservation Calendar (45,000 homes) • Known for Agricultural Innovation and Technology the world over • Greening Guelph—a tree donation program designed to help increase the green canopy in Guelph.
ENVIRONMENTAL STEWARDSHIP	<p>Origin: 2012 Making a Difference Report</p> <ul style="list-style-type: none"> • Provided 230,000 cubic metres of construction fill material to build the Laird Road interchange on the Hanlon Expressway. Reusing the City's stored material reduced trucking distances, greenhouse gas emissions, and project costs. • Rolled-out automated waste cart collection to one-third of the City to increase waste diversion, and reduce annual waste collection costs and greenhouse gas emissions. • Increased the number of renewable energy jobs, investors and service providers in Guelph. • Commissioned the Organic Waste Processing Facility and ensured the facility operated to the satisfaction of the Ministry of the Environment. • Opened Waste Diversion Education Centre which offers visitors an interactive look at how the City collects and processes Guelph's organics, recyclables and garbage, and identifies ways that residents can help minimize the amount of waste sent to landfill. • City departments collaborated to encourage low impact development practices that help protect and preserve Guelph's natural environmental assets. • Achieved a 68 per cent residential waste diversion rate, exceeding the first two targets set out in the Solid Waste Management Master Plan. • Increased diversion of construction and demolition material by 55 per cent. • Successfully demonstrated the Wastewater Treatment Plant's ability to treat 73.3 million litres per day with the existing infrastructure—which may allow the City to delay significant capital expansion at the facility. • Completed energy audits at 13 City facilities and identified \$3.3 million in energy conservation projects that will result in annual savings of over \$400,000 per year. • Received the first ever Canada Water Week Award of Recognition for outstanding efforts in support of Canada Water Week. • City's own Urban Forest Management Plan
HERITAGE/CULTURAL STEWARDSHIP	<p>Origin: 2012 Making a Difference Report</p> <ul style="list-style-type: none"> • Opened Market Square and hosted several well-attended community events including the Mayor's New Year's Levee, movie nights, Fourth Friday events, John Galt Day, RBC Market Day skates, and a donor reception to thank community members for contributing to the success of the new facility. • Launched Visit Guelph—the City's first mobile application and one of only five mobile tourism apps in Ontario—highlighting local features and events. • Increased attendance and revenue for the new Guelph Civic Museum, which opened in the former Loretto Convent. • Delivered the award-winning Taste Real program—a regional food tourism initiative—and provided marketing benefits to increase business for more than 120 partners in the Guelph and Wellington County. • Held the first annual Mayor's New Year's Levee in Market Square.
WELLBEING/ QUALITY OF LIFE	<ul style="list-style-type: none"> • Developed and introduced Guelph's Community Engagement Framework to improve citizen participation in City decision-making. • Enhanced community engagement practices to find creative and collaborative solutions to address citizens' concerns. • Began implementation of the Diversity Strategy to support a workforce reflective of Guelph's diverse community, ensure equity in its employment systems, and improve service to the community. • Engaged 292 stakeholders to develop Guelph's Older Adult Strategy and implementation plan to ensure the highest possible quality of life for Guelph's aging population.

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	<ul style="list-style-type: none"> Engaged local youth and key stakeholders in developing Guelph’s 2013-18 Youth Strategy to increase meaningful youth engagement and participation in local government. Gathered input from more than 3,000 citizen to be used in developing Guelph’s 10-year Community Wellbeing Plan. Implemented Guelph Transit Growth Strategy and Plan, increasing efficiency and better matching service with demand through new routes, 15-minute peak and 30-minute off-peak service, and improved Mobility Services. Developed and implemented a pilot program offering an Affordable Bus Pass program for low-income families in need of public transportation services. Coordinated a multi-agency response to neighbourhood concerns and engaged community to gather feedback on performance. Guelph ranked number one in MSN’s report on <u>Canada’s next most livable cities</u>. (January 24, 2011) Guelph was ranked among the top ten places to live in Canada for four out of five demographic categories – university graduates, mid-career professionals, families with children and retirees by Richard Florida, the director of the Martin Prosperity Institute at the University of Toronto’s Rotman School of Management in his book <i>Who’s Your City?</i> (2009) <p>WELLBEING COMMUNITY INITIATIVE</p> <ul style="list-style-type: none"> Guelph’s Community Wellbeing Initiative was selected by the Community Indicators Consortium leadership – an American Organization based in Washington state – for a 2013 Impact Award as program that demonstrate the power of indicators to drive positive community change. Adopted the Canadian Index of Wellbeing as our framework. Relationships to world-class Canadian researchers, experts and practitioners created.
SAFE	<ul style="list-style-type: none"> Statistics Canada named Guelph <u>Canada’s safest city</u> (2009). In 2010, Guelph ranked lowest on the nation’s crime severity index for the fourth year in a row. Crime Severity Index 30 percentage point better than that of Canada and 15 better than Ontario Guelph Youth Strategy. Research statistic regarding bullying: “72 percent of our youth feel Guelph rates average or above in keeping youth safe”. People wave at each other - Small town feel
INCLUSIVE	<p>Origin: Consultation/Moderated discussions</p> <ul style="list-style-type: none"> Guelph Diversity Strategy – PEOPLE. PRACTICES. COMMUNITY. Strategy to increase labour force participation of older workers, immigrants, women and youth. Youth Strategy Input from over 700 youth + service providers Engaged 292 stakeholders to develop Guelph’s Older Adult Strategy and implementation plan to ensure the highest possible quality of life for Guelph’s aging population. Gathered input from more than 3,000 citizens to be used in developing Guelph’s 10-year Community Wellbeing Plan.
DIVERSE	<ul style="list-style-type: none"> Guelph Wellington Local Immigration Partnership Guelph Diversity Strategy – PEOPLE. PRACTICES. COMMUNITY. Strategy to increase labour force participation of older workers, immigrants, women and youth. The City of Guelph and several partners are working to ensure our community is an inclusive, appealing and welcoming place that attracts and retains newcomers who bring skills, experience and investment to the area.
GROWING	<ol style="list-style-type: none"> Guelph is part of one of the fastest growing regions in Ontario. Over next 30 years, the City and surrounding county area may grow by 125,000 people. The current City population is approximately 120,000 <ul style="list-style-type: none"> Services must catch up to growth Development and conservations must go hand in hand Infrastructure must supply demand
UNIQUE	Known internationally as a centre for Agricultural innovation
OPEN	<p>Origin: Consultation/Moderated discussions – Aspirational Exercise</p> <ul style="list-style-type: none"> Open Government Action Plan Commitment to be more transparent and accountable and collaborative and to take a leadership

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	<p>position in this regard.</p> <ul style="list-style-type: none"> • City Hall business is more open and transparent than at any other time
BUSINESS-ORIENTED	<ul style="list-style-type: none"> • Completed the Corporate Strategic Plan Framework and launched the 2012 Strategic Initiatives, ensuring the Plan served to meet Council’s vision for Guelph. • Received upgraded AA positive credit rating. • Collaborated with local, regional, and provincial economic development organizations on eight foreign investment missions in Canada, the United States, South America and Europe; generated roughly 120 pre-qualified investment leads likely to attract new businesses and create jobs in Guelph. • Completed Guelph’s Downtown Secondary Plan and initiated a business plan to attract more people and jobs to downtown. • Collaborated with Innovation Guelph to establish the City’s Solar Cluster—a program that could bring up to 1,000 jobs in solar components and services. • Coordinated, facilitated and expedited municipal approvals to assist local businesses seeking to expand operations, including Hitachi’s \$32 million plant expansion, adding 575 jobs over the next five years. • Implemented e-billing and credit card tax payment options.
FRIENDLY/ WELCOMING/CARING	<p>Origin: Consultation/Moderated discussions – Aspirational Exercise</p> <ul style="list-style-type: none"> • Guelph was named Canada’s Most Caring Community by Maclean’s Magazine. • Guelph is the volunteer capital of Canada because 69.7 per cent of its population volunteers. (August 28, 2008) • Developed and implemented a pilot program offering an Affordable Bus Pass program for low income families in need of public transportation services. • Increased, by 198%, participation in the One2One program, designed to support persons with a disability to participate in recreation programs. • Marked the 20th anniversary of the Evergreen Seniors Community Centre, highlighting the 20-year strategic alliance between the Guelph Wellington Seniors Association and the City of Guelph. • Raised more than \$40,000 for three food access and food security organizations in Guelph through the Taste Real Food Dinner. • Established a cross-departmental team to evaluate the City’s options to provide high-quality and cost-effective long-term care services for Guelph.
PRUDENT/FISCALLY RESPONSIBLE	<p>Origin: Consultation/Moderated discussions Origin: 2012 Making a Difference Report</p> <ul style="list-style-type: none"> • Created a new governance model for managing City-owned assets: Guelph Municipal Holdings Incorporated. • Received an upgrade in our credit rating to AA with a positive outlook
FORWARD THINKERS/THOUGHT LEADERS	<ul style="list-style-type: none"> • City departments collaborated to investigate options to address shared rental housing issues. • Introduced the City Card—a pre-paid and reloadable cash card that can be used for recreation passes and programs, transit passes, publications, maps and more. • Priority to transform the “Central Business District” into a truly urban neighbourhood. Targets to raise the downtown population by 3,000 and bring in 1,500 more jobs. Added tax revenues can fund • Fund community centres, pools, libraries and other services. Benefits for South and East end • Close coordination with Kitchener to improve Go service between Pearson International, Guelph and Kitchener/Waterloo. • Various Social Innovations
ACCOUNTABLE	<ul style="list-style-type: none"> • Completed energy audits at 13 City facilities and identified \$3.3 million in energy conservation projects that will result in annual savings of more than \$400,000 per year. • Successfully demonstrated the Wastewater Treatment Plant’s ability to treat 73.3 million litres per day with the existing infrastructure—which may allow the City to delay significant capital expansion at the facility.
RESPONSIVE/ PROACTIVE	<p>Origin: Consultation/Moderated discussions</p>

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	<p>In addressing issues and looking for solutions, sometimes by forming partnerships</p> <ul style="list-style-type: none"> • Collaborated with local, regional, and provincial economic development organizations on eight foreign investment missions in Canada, the United States, South America and Europe; generated roughly 120 pre-qualified investment leads likely to attract new businesses and create jobs in Guelph.
ADAPTIVE/RESPONSIVE	<p>Origin: Consultation/Moderated discussions –</p> <ul style="list-style-type: none"> • “Focused on the betterment of the community” • “Not afraid to try new ideas”
SMART	<p>The Canadian Council on Learning (CCL), ranked Guelph fourth among 4,716 Canadian cities in their Composite Learning Index, an annual measure that gauges learning conditions needed to foster social and economic well-being. (2009)</p>
CREATIVE/INNOVATIVE	<ul style="list-style-type: none"> • The Canadian Council on Learning (CCL), ranked Guelph fourth among 4,716 Canadian cities in their Composite Learning Index, an annual measure that gauges learning conditions needed to foster social and economic well-being. (2009) • Not afraid to “try new ideas” • Wet-Dry Plant
BUSINESS UNFRIENDLY	<p>Origin: EDTS – Research from Economic Development and Tourism Plan</p> <ul style="list-style-type: none"> • Local business many complaints about the workings of City Hall • Investors, often stymied by environmental regulations/policies and/or difficulties dealing with local authorities
HIGH TAXES	<p>Origin: Environics Survey of Residents 2011</p>
LOW SERVICES	<ul style="list-style-type: none"> • Origin: Environics Survey of Residents 2011 • Note: Taxes vs. Services are opposite sides of the same coin. Often the object of heated debates anywhere
LACK OF ACCESSIBILITY	<ul style="list-style-type: none"> • Origin: 2013 Organizational Assessment Results (CAO-C-1306) • Origin: Employee Engagement Survey
LACK OF ACCOUNTABILITY	<ul style="list-style-type: none"> • Origin: 2013 Organizational Assessment Results (CAO-C-1306) • Origin: Employee Engagement Survey
CULTURE OF AUTOCRACY, FEAR AND DISTRUST	<ul style="list-style-type: none"> • Origin: 2013 Organizational Assessment Results (CAO-C-1306) • Origin: Employee Engagement Survey
CONSTANTLY CHANGING PRIORITIES	<ul style="list-style-type: none"> • Origin: 2013 Organizational Assessment Results (CAO-C-1306) • Origin: Employee Engagement Survey
RESOURCE DEFICIENT	<ul style="list-style-type: none"> • Origin: 2013 Organizational Assessment Results (CAO-C-1306) • Origin: Employee Engagement Survey <p>Lack of resources to meet the new demands or live up to the expectations of service level., paired with a reluctance to speak up to it.</p>

FINDING NEW OPPORTUNITIES

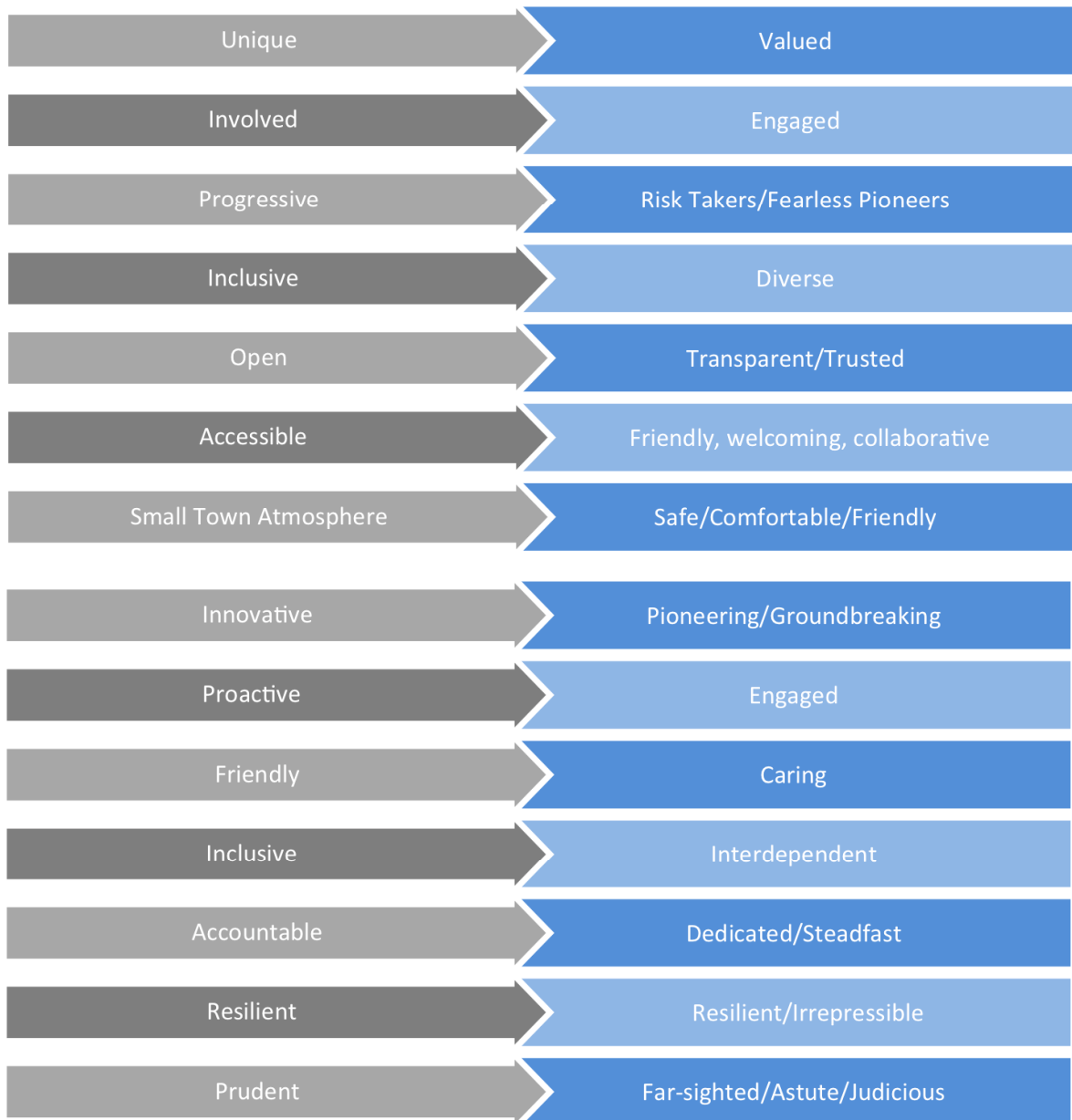
LEVERAGING OUR STRENGTHS. ENDEAVOURING TO BE WHAT WE ALREADY ARE...ONLY MORE SO

One of the surest ways to succeed at any endeavour is to play to ones’s own strengths. This report will conclude that Guelph benefits from great strengths and has all the makings of a great civic brand on a multitude of levels.

Current

Aspirational

Aspiring to be what we already are... only more so



ALIGNING GUELPH'S EMERGING IDENTITIES

The overall “story” is a positive one. With its progressive open government, dedication to the wellbeing of its residents, its natural and geographic advantages, its cultural heritage, engaged citizens, high employment and its solid track record of social innovation, etc. Guelph could become the envy of Southern Ontario neighbours. These are the hallmarks of the Guelph identity. It is however incumbent on Guelph – the corporation and the citizens – to nurture and uphold these strengths through aligning attitudes, behaviours and policies, to ensure that the experience our audience has of the City matches its brand promise, and to effectively communicate those strengths through actively managing its identity.



TURNING NEGATIVES INTO POSITIVES. HOW TO ADDRESS PERCEIVED WEAKNESSES.

In areas where Guelph is perceived to be lacking, we believe there exists opportunities to leverage the many positive attributes the City possesses and address some of the negatives in a head on way so as to eventually turn some of these into actual virtues rather than perceived weaknesses. The idea here is to take a negative (real or perceived) and unveil its positive side.

“Guelph is not a business-friendly City”

One such opportunity exists with regard to the perception that Guelph is a city that is not friendly to business. While this reputations might to many bear some truth born out of their experience dealing with the City of Guelph, we believe that what is being exhibited by the leadership of the City is good judgment and a balanced approach to growth and local investment.

Far from being “anti-business”, the City of Guelph is “Open for Business” but takes a responsible and “whole-community” approach to attracting new businesses and investment to the region, taking care to balance various priorities such as the social, cultural, environmental and economic impact these will have. Well-positioned and communicated, Guelph’s whole-community approach can become, not a deterrent to prospective investors, but rather a unique strength and point of attraction.

“High Taxes/Low Services”

This is a common complaint for many residents. Many will again complain of low levels of services. These two aspects are, for the most part, two sides of the same coin. Through proper community engagement and communication, there exist an opportunity to demonstrate that Guelph is not only fiscally responsible by keeping its book well-balanced and managing its affairs competently but that is also acts in with the best interest of the community as its priority by ensure that it does the most for the least. The Open Government Action Plan and a demonstrated ongoing commitment to be more transparent will help in this regard.

“Unrestrained Development”

This criticism comes primarily from long-time residents and preservation-minded parties. They represent an important voice within the City’s landscape and one that helps to define who Guelph is and its values. It is therefore important to address this issue in a way that is seen by conservationist as being a comfortable/acceptable compromise between development and conservation. The Open Government Action Plan and a demonstrated ongoing commitment to be more transparent will help share the vision and strategies behind the development decisions.

“People do not know about Guelph”

A vague of non-existent identity can be an advantage for Guelph as it means that we are free to create it and do not have to shed outdated or negative stereotypes and ideas about the City. A renewed focus on economic development and tourism combined with an overall emboldened positioning and key messaging will ensure that the present “blank canvas” that is the Guelph identity gets painted in just the right shapes and colours to create the impact and market impression we want to be known for.

“Guelph is a city of tree-huggers”

Another persistent notion is that Guelph takes being “green” to a level that discourages economic growth. Guelph’s opportunity lies in the integration of a comprehensive environmental and sustainability agenda into each facet of its activities. Guelph can demonstrate that it has been, for a long time, on the leading edge of what is now a core strategic consideration for corporations and cities around the globe, and that as such we do more than pay lip service to the notion of sustainability.

“Guelph’s focus is on the past”

Guelph has an enviable past and a reputation as a city that nurtures its historical heritage. The same reputation has created the impression that its primary focus is on its history and not the future. Architectural and cultural heritage is the engine that drives much of tourism and confers character and value to destinations all over. The opportunity will have to be found in leveraging the rich history to create heightened interest in Guelph and present a multi-faceted city that is on the forefront of new, dynamic, knowledge-based industries, in an environment that respects and honours the human need to connect with its heritage.

Reframe the conversation. Change the perception



SECTION 2 – RECOMMENDATIONS

The following sets out a few approaches that will help the City of Guelph take control of the agenda and steer the public conversation as relates to its identity, both with internal and external audiences including its employees, residents, local businesses and organizations, partners, potential and future investors, government and other.

RECOMMENDATION #1

LEVERAGE GUELPH'S CURRENT POSITIONING AS THE "CITY THAT MAKES A DIFFERENCE"

A key objective of the Corporate Identity undertaking was to determine whether the positioning of the Corporation of the City of Guelph needed to be "re-vitalized" or re-considered. We believe it should be preserved, nurtured and more strategically leveraged.

For many, it would be only too easy to dismiss this positioning as just another piece of marketing fluff. Our analysis of the information we have garnered through this process, indicates however that the expression of the positioning the City adopted back in 2007 tells a compelling story that is founded on facts. Where facts do not necessarily reflect the reality of the positioning presently, we have also observed that policies, programs, behaviours and public commitments support this positioning albeit in a prospective/potential way.

Furthermore, the current positioning

- a) Embodies a clear promise to endeavour to create a positive impact in all your actions and interactions, and in how you create and enact policies, and
- b) Contains the essence of differentiation, a core objective in any branding initiative, and entails idea that we think and do things differently...i.e., "better"

It also has many strengths and presents certain key advantages

- It is "Customer"-oriented – something that is rare to non-existent in the positioning of other Ontario municipalities
- It is Benefit-oriented – most Ontario municipalities do not have any statement of a promise or a benefit, and most are simply feature descriptors
- It is High-level and visionary – Depicts an ideal to be attained
- It is Broad, Scalable and Flexible – Speaks to a broad audience and can be made relevant for each regardless of their relationship to the City
- It is Plausible – It does not over-promise or stretch credibility like North Bay's "It's all here", Oshawa's "Prepare to be amazed" or Cornwall's "A City with a World of Possibilities", among other examples
- It is Unique – No other Ontario municipality has a similarly strong brand promise, and most have none, many are simply self-referencing or stretch credibility to the point of ridicule
- Note: It has been brought to our attention that the city of Waterloo made use of the concept of "making a difference" in past campaigns but that the direction was not central to the ongoing positioning of the region or the City.

RECOMMENDATION #2

RE-DEPLOY THE POSITIONING AS A RENEWED BRAND NARRATIVE

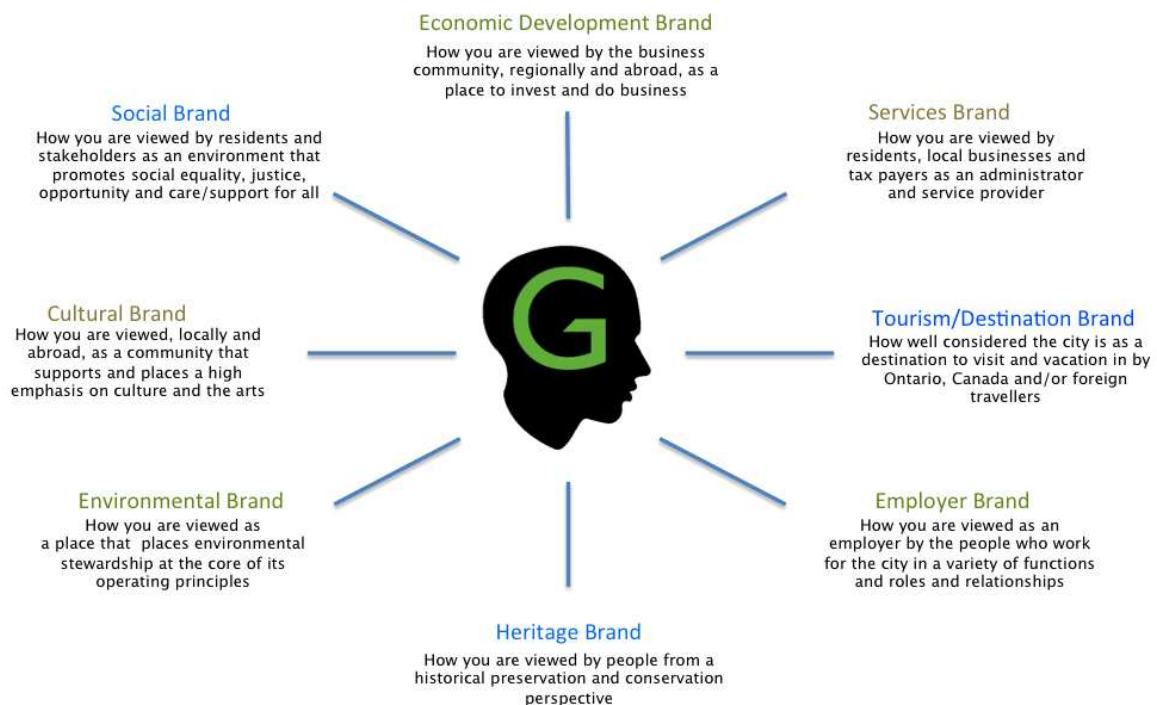
A brand narrative can be said to be a dominant, recurring and persistent theme and idea relating to your identity. It points to the highest value the brand upholds. For instance, the brand narrative for Volvo, regardless of the model car or advertising creative being run is “Safety”. Another good example is Nike, which stands for “Performance”.

A) Build your communications program around a core narrative of “*Making a positive difference*”.

- Use as basis for communications of positioning and brand promise
- Use to delve more deeply into initiatives and success stories
- Use to shed light on governance and policies issues that can arise from time to time

B) Be more strategic use of your brand positioning

- Empower the brand promise by relating stories that support Guelph’s positioning. Guelph’s brand is less “*Making a Difference*” and more, “*HOW we make a difference*” i.e., our thinking, our actions, our approach and the results we get.
- However, the City of Guelph has multiple audiences and stakeholders. Engaging various audiences with a consistent voice requires one brand with multiple expressions of the value proposition based on each stakeholder relationship to the City.



“Brand” is a mental model, an idea that people have in their heads. It’s a “notion” supported by functional attributes. The Guelph brand therefore lives in the minds of its various audiences. But you – through your history, behaviours, performance and messaging – have, deliberately or not, helped put it in there and shape it into what it is today.

Guelph’s brand narrative may center around the ways in which it makes a difference, in subtle and in dramatic ways, day after day, in ways that are relevant to each of its audiences.

However, it must be adapted to the needs of each audience. In this regard, we propose the creation of a value proposition framework that becomes the foundation of all communications with the various audiences. One will be developed for each identifiable audience. It will touch on the key points of relevance as defined by each group’s relationship to the City. Below is an example of such a model intended for international, domestic or local prospective business investors, developers and current local business operators.

ECONOMIC DEVELOPMENT Brand Value Proposition



RECOMMENDATION #3 USE YOUR POSITIONING STRATEGICALLY

A common occurrence and unfortunate unintended consequence of organizations indiscriminately displaying their tagline in a ubiquitous way is that it tends to become less powerful a positioning as it is allowed to sit there, unsupported.

The Guelph tagline: a summation of a more subtle and deeper positioning, a potent brand promise being reduced to the status of a bi-line, an adjunct to the corporate signature.

Furthermore, the graphical treatment contributes to lessening the impact of the promise



Contributed to rendering the brand promise:

- **Less meaningful** in its ubiquity
- **Diluted** in its meaning
- **Easy to overlook or ignore** in its treatment
- **Gratuitous** in its indiscriminate application
- A potential **target for cynicism or ridicule**

Guelph's brand positioning has not been optimally leveraged in this fashion. We propose uncoupling the tagline and corporate logo, in order to re-deploy the positioning and make it meaningful again.

*A tagline is a summation of the brand promise.
Be more mindful when making promises.*

Restrict for the time being, the use of the tagline with the City's logo

- Only use tagline and corporate logo in certain cases. (to be determined on a case by case basis)
- Ensure that the promise of the brand is not used in a gratuitous way.
- "Scarcity" principle = select/limited exposure/access to maximize impact/value.

RECOMMENDATION #4

SIMPLIFY THE OVERALL BRANDED CONTEXT – IF AND WHEREVER POSSIBLE

Wherever possible, the streamlining of the Guelph identity landscape through the elimination of superfluous and redundant brand identities will enable Guelph to clarify its value proposition and more effectively get its message across to various audiences.

It is also important to understand how each of the brands (external and internal) interact with each other to deliver the set of ideas and perceptions that is the Guelph brand identity. For the purposes of the review, we have classified the various brands into the following categories (see table below)

SERVICES BRANDS – The brands owned and operated by the Corporation of the City of Guelph, primarily in the operations of the Corporation and the delivery of services to residents and taxpayers

MARKET BRANDS – The brands owned and operated by the Corporation of the City of Guelph, primarily in marketing and promotion of the City to external (and internal) audiences in the context of economic development, attracting business investments, tourism and visitors

PARTNERSHIP BRANDS – (not necessarily “formal” partners) These brands are owned by third-party organizations, public and private, many of which bear the name Guelph as part of their identity. It is important to understand that while not related to the Corporation of the City of Guelph, they are nonetheless perceived to be part of the City and, within the confines of their respective mandates, contribute to a great extent to the overall perception of Guelph through the delivery of their services and the value of the customer experience they provide.

COMMUNITY BRANDS – A mix of owned and third-party organizations’ brands, public and private. Many are grass-roots, and all contribute a great deal to defining the character and personality of the City and therefore an important aspect of the overall Guelph civic identity. They too contribute to a great extent to the overall perception of Guelph through the offering and the value of the customer experience they provide.

“Clarify services offered within the City and by whom. There are too many business development agendas currently - City's ED, Chamber of Commerce, UofG, Innovation Guelph, private sector companies - it's confusing for the business community to know who is setting the agenda for Guelph's development focus and business attraction strategy.”

–verbatim extracted from EDTS plan

The Whole of Guelph “Makes A Difference”

SERVICES BRAND(S)

- CITY OF Guelph
- Guelph Hydro Inc.
- ENVIDA community energy
- Guelph Transit "ON YOUR WAY"
- ServiceGuelph Service...Simplified
- City Land
- Connect Guelph Business Directory
- GUELPH MUNICIPAL RESOURCE

MARKET BRAND(S)

- invest in Guelph "OPEN FOR BUSINESS"
- visit Guelph
- Guelph FARMERS Market
- DOWNTOWN Guelph
- Barrie Creek Business Park

PARTNERSHIP BRAND(S) (PROGRAMS AND PUBLIC/PRIVATE INSTITUTIONS)

- GFTC
- GIE
- UNIVERSITY OF GUELPH
- GUELPH GENERAL HOSPITAL
- envision GUELPH
- Innovation Guelph
- The Better Planet Project
- Guelph/Eramosa Township
- grow guelph

COMMUNITY BRAND(S) (EVENT/TOURISM/CULTURAL/SOCIAL)

- culture days
- guelph youth council
- guelph library
- gam GUELPH Guelph Association of Municipalities
- guelph community
- River Run Centre
- Guelph Community Wellbeing Initiative
- Guelph CHC
- CULTURAL MAPPING
- SLEEMAN CENTRE

HUMAN RESOURCES INTERNAL BRANDS – These wholly-owned brands are used internally by employees for administrative purposes to identify a variety of departmental mandates and initiatives. We propose a streamlining of these brands wherever possible

The Whole of Guelph “Makes A Difference”

INTERNAL BRANDS

- Career Services that make a difference
- Diversity PEOPLE. PRACTICES. COMMUNITY.
- HEALTH & SAFETY Guelph
- WELLNESS physical • social • emotional
- PEOPLE PRACTICES that make a difference UPDATE
- INTEGRITY EXCELLENCE WELLNESS in our relationships in our service for people

Insights to be drawn from these diagrams

- a) Audiences may get confused by the variety of messages, and their origin;
- b) may not understand which messages directly flow from corporate/civic policy;
- c) or why some messages may potentially contradict or compete with others.

The whole of Guelph is “Making a Difference”

A further insight to be drawn from this diagram is that all organizations with a connection to Guelph, whether directly under the management of the Corporation of the City of Guelph or at arms-length as are some of the community-based organizations or partner organization contribute to delivering the brand promise of the City of Guelph. Opportunities must be provided and communications support potentially provided for these organizations to help build the Guelph identity cohesively and help deliver the brand promise and positioning of “making a difference”.

LEVERAGE THE EDTS VISUAL IDENTITY BRAND SYSTEM and LOOK TO WAYS TO EXPAND THE SYSTEM

Created for the purposes of marketing the Guelph brand to business and tourism audiences, (vs. the corporate civic/service identity).

Also conceived so that closely related sub-brands could be developed to present overall unified identity.

Leverage the EDTS visual identity brand system

This core visual identity system can be used as a framework to develop new market-driven sub-brands and bring consistency of identity and messages to the Guelph brand.



RECOMMENDATION #5 TELLING OUR SUCCESS STORIES

Guelph’s positioning may not be understood simply by “osmosis”. The communication of the positioning must be actively managed to deliver the results the City seeks to achieve. To put energy and power behind the brand positioning, there must be a narrative that links Guelph’s success stories – proof of its brand positioning – together. “How Guelph makes a difference” can be that link.

Communicate “How Guelph makes a difference” through the filter of our four spheres of community experience.

Our story and our positioning and promise will be better understood and ultimately more broadly supported by residents, local business, voters, taxpayers, other stakeholders if communicated through the filter of each of our four spheres of community experience: Social Justice and Wellbeing, Cultural and Heritage Preservation, Economic Prosperity and Opportunity, and Environmental Stewardship. By demonstrating how each success stories impacts each of the four “spheres”, we will support the City’s positioning in a strong and consistent way.

Using our Spheres of Community Experience (quadruple bottom line) as framework to communicate



In order to resonate with all audiences, our stories should touch on at least one of our four spheres of community experience, more whenever possible.

RECOMMENDATION #6

BUILD YOUR COMMUNICATIONS FROM THE CORE

Build a formal Brand Framework as tool to manage communications and guide behaviours

If carefully considered, a formalized brand framework should closely reflect key aspects of your strategic plan. It can become a branding touchstone you use to help ensure behaviors and communications are always “on-brand” and aligned with your value proposition. With the addition of the Brand Promise and a statement of the (market) positioning, the brand framework may be a tool that helps keep the City’s identity in sync with its corporate and marketing strategies.

We recommend integrating the Mission, Vision and Values statements for the City into a more formal and structured brand framework that flows naturally into a positioning and brand promise.

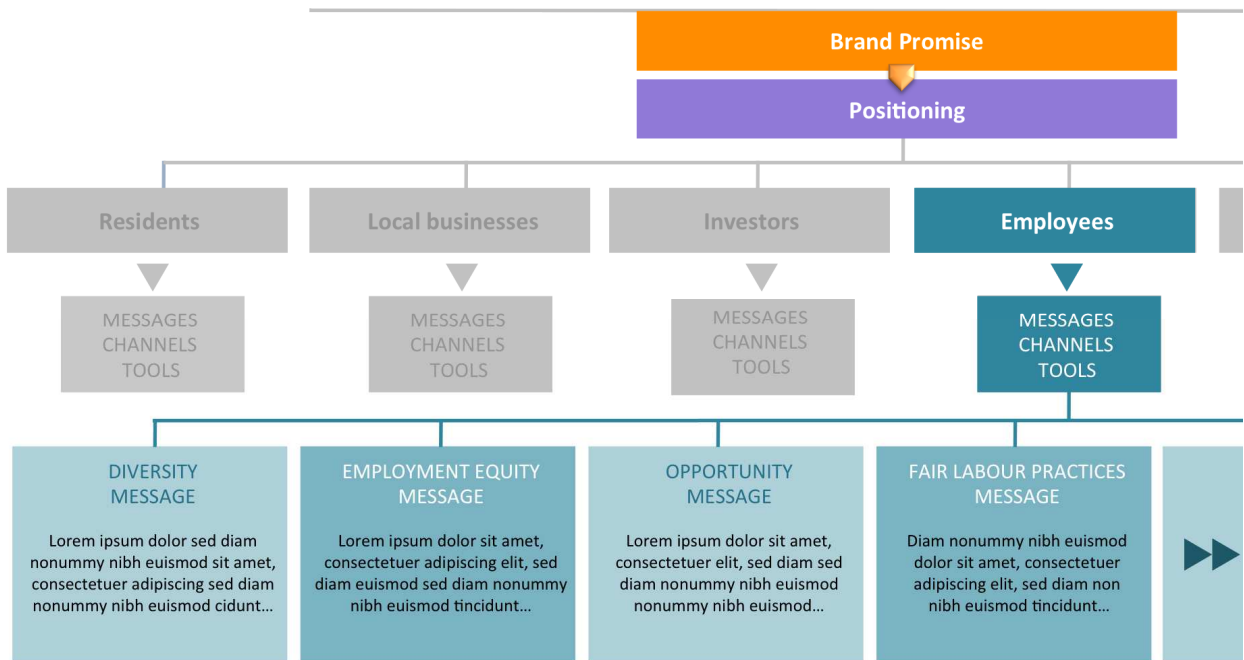
We propose expanding the statement of our values – INTEGRITY, EXCELLENCE AND WELLNESS – so that their exact meaning and how they impact your ability to deliver on the brand promise are clearly understood and internalized at an individual level, and that they may be integrated into our daily activities and help guide our decisions and behaviours.

We further propose amending your Mission and Vision Statements to align with
a) a more inclusive uptake of the vision by a the broader community and
b) ensuring that it is understood by all that delivering on the mission is actually everybody’s duty.

Below is a draft of a brand framework



Furthermore, from the brand framework, via the brand promise and positioning, flow key messages, and communications strategies and tactics addressing each audience on key topics of engagement. This “Message Matrix”, once created, will ensure that all communications to each of our audiences remains “on-target” (addressing and reaching the right audience), is “on-brand” (aligned with/supporting our brand promise and positioning) and “on-message” (touching on core and important aspects relevant to each audiences’ interest and informational needs).



The Message matrix will be created in the subsequent Brand Recommendations Implementation phase of the program.

UNDERSTANDING THE VISION AND MISSION ROLE AND RELATIONSHIP

Who is responsible for upholding the vision, the ultimate goal we strive for? and for delivering on the mission, the thing we do day in and day out that take us toward the fulfillment of our vision?

Your employees...YOU... “accomplish” the mission



ADDITIONAL CREATIVE STRATEGIES TO SUPPORT THE POSITIONING

Make positioning the theme of a series of talks or “townhalls” meetings. “Making a difference” report

Expand and re-brand Mayor’s Awards as “Difference Makers Awards” for people and businesses who themselves have made a significant difference (contribution) to the community.

Find other ways/initiatives to help inculcate a culture of service within the community and promote the “difference makers” persona.

ADDENDUM -1

As reference, the following table captures the respective positioning of most Ontario municipalities. Note: Not all positionings may be currently in use. You will also notice that we have include a) The official Motto for each, wherever it could be identified, and b) a section called “aka” which shows unofficial ways and nicknames some municipalities are referred to by various groups. Some are very revealing of the widely held perceptions people have of these municipalities.

City	Population	aka	Slogan/Tagline/Positioning	Motto
Aurora	53,203		You're in Good Company	
Barrie	187,013			The People and the City
Belleville	92,540	The Friendly City	On the Bay of Quinte	
Brampton	523,911	Flower City		
Brantford	93,650	Telephone City		
Brockville	39,024		City of 1000 Islands	
Burlington	175,779			
Cambridge	126,748	Tri-city	It's all right here	
Chatham-Kent	103,671			
Collingwood	19,241		Since 1858, A place to live, work and play	
Cornwall	58,957		A City with a World of Possibilities	
Guelph	121,688	Royal City G-Spot	Making a difference	Faith, Fidelity and Progress
Hamilton	670,580	Ambitious City Steeltown The Hammer Hammertown		Together Aspire - Together Achieve
Kingston	159,561	K-town Limestone City	Where history and innovation thrive	A Civil And Creative Community With A Proud Past
Kitchener	441,380			Prosperity Through Industry
London	474,786	Forest City London Town L-town	Current: We are London, Canada Past: All mixed-up (short-lived)	Through Labour and Perseverance
Midland	35,419			
Mississauga	713,443	1. Sauga City 2. The Sausage 3. MSS	Leading Today For Tomorrow	Pride in our past, Faith in our future. Be strong. Be Proud
North Bay	53,651 92nd	1. Gateway to the North 2. Gateway City 3. Smoothie Capital of the World	1. Just North Enough To be PERFECT 2. It's All Here	Gateway of the North

**Review of the City of Guelph Corporate Identity – Conclusions and Branding Recommendations
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		4. Shadfly City 5. The Bay		
Niagara Falls	82,997	1. Honeymoon Capital of the World 2. The Falls	The World's Most Famous Address	
Oakville	182,520 27th	1. The OC 2. Coke-ville 3. Oakville County 4. Joke-vile 5. The Oaks		
Orillia	40,731	The Sunshine City		
Oshawa	149,607			Prepare to be amazed
Ottawa	933,596	1. Bytown 2. O-Town 3. Capital City 4. The N.C. 5. O-Dot		Advance-Ottawa-En Avant
Owen Sound	22,649	Chicago of the North	Where you want to live	
Parry Sound	6,191	1. Little Liverpool 2. The Scenic City 3. The Elephan't Butthole	4. Charting Sound Opportunities 5. The world renowned jewel of the 30,000 Islands on Georgian Bay	
Penetanguishene	9,111		Gateway to Georgian Bay	
Peterborough	80,660	1. Perfect Patch 2. P-Dot 3. Pborough 4. Peterpatch 5. PTBO 6. The Electric City		Nature Provides, Industry Develops
Pickering	88,721	P-Town PK		
Richmond Hill	185,541		A little north, A little nicer	Like the rose, I flourish
Sarnia	89,555	1. Narnia 2. Sarn-Hole 3. Chemical Valley 4. The Imperial City (Imperial Oil) 5. Bluewater County 6. Land of Destiny		Sarnia Always
Saint Thomas	37,905			Strength through progress
Sault Ste Marie	79,800	1. The Sault 2. The Soo 3. Lock City	Naturally Gifted	Naturally Gifted
Scarborough	625,698	1. Scarberia 2. Scarlem 3. Scartown		
St Catharines		St. Kitts		
Sudbury		1. Sudz 2. City of Lakes 3. Nickel City		Come, let us build together
Toronto	2,615,060	1. Queen City 2. Methodist Rome 3. Hogtown 4. T.O. 5. The Big Smoke 6. The 416 7. Toronto The Good 8. Trana		Diversity Our Strength

**Review of the City of Guelph Corporate Identity – Conclusions and Branding Recommendations
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		9. T-Dot 10. The City Within a Park		
Thunder Bay	108,359	1. The Lakehead 2. T-Bay 3. The Bay	Superior by Nature The Gateway to the West	
Timmins	43,165		The City with the Heart of Gold	
Vaughan	288,301		The City Above Toronto	Industry
Waterloo	98,780	1. K-W 2. K-Dub 3. The Loo 4. Tri-city 5. Waterwoo		Stability
Welland	50,631	The Rose City	Leading the Way	Where Rails and Water Meet
Windsor	210,891	1. The City of Roses 2. Motor City C.A. 3. Automotive Capital of Canada		The river and the land sustain us.
Woodstock	37,754			The Friendly City

ADDENDUM – 2

BRAND GLOSSARY

BRAND what others think of you. *Hint: It lives in THEIR heads.*

IDENTITY who you are, your values, your behaviours, your personality, etc. Impacts your brand i.e., image or impression others have of you

(VISUAL) BRAND IDENTITY the components that together make up the visual identity (logos, fonts, imagery, designs, colours, etc.)

BRANDING the process of managing your brand

LOGO a visual representation of the name and/or a symbol to identify an organization, product or service.

BRAND PROMISE the benefit you provide to others and what you stand for. Shapes experiences and provides a sense of purpose to employees.

Note: closely related to Vision and Mission

BRAND POSITIONING the expression of your brand promise and value proposition that separates you from your peers in a competitive environment

VALUE PROPOSITION how you make relevant your brand promise to your various audiences

BRAND NARRATIVE a dominant, recurring and persistent theme and idea relating to your brand

STAFF REPORT



TO Governance Committee

SERVICE AREA CAO Administration, Internal Audit

DATE December 3, 2013

SUBJECT Service Rationalization Project Status

REPORT NUMBER CAO-A-1308

PURPOSE OF REPORT

To follow up on Committees 2012 motion (Gov – 2012 A.26) that states: “that the matter of Service Rationalization be brought back for consideration for 2014, subsequent to the completion of the organizational assessment.”

KEY FINDINGS

An Organizational Assessment was undertaken in 2013 as part of a two-phased approach to address Council enquiries about the possibility of undertaking a full service rationalization of all services and programs delivered by the City of Guelph. It identified the lack of comprehensive data and systems available to analyze services, resources and capacity.

The Assessment strongly recommended that these information systems must be developed first. Systems must now gather analytical data for each service area to establish a modern information baseline that serves to evaluate a service area’s effectiveness and efficiency.

Therefore, it is management’s opinion that a service rationalization in the next two years would be counter-productive and would not bring value to the organization because key work is required ahead of a rationalization process.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report. Previous reports have identified the cost of a corporate wide Service Rationalization to be in the range of \$600,000 to \$750,000

Alternate options to bring greater value and to optimize existing resources is the addition of a Business Process Improvement Specialist to support the Internal Audit function as well as the full implementation of the recommendations from the Organizational Assessment.

ACTION REQUIRED

Committee to receive the information contained in this report and consider staffs’ recommendation of no action.

STAFF REPORT

RECOMMENDATION

1. That staff report CAO-A-1308 "Service Rationalization Project Status" be receive; and
2. That no further action be taken on implementing a Service Rationalization project for 2014.

BACKGROUND

On November 13, 2012 the Committee received report CAO-A-1207 "Service Rationalization and Assessment Project". It outlined a range of options. The recommendation and subsequent direction by the Committee GOV-2012 A.26) was as follows:

THAT the Committee approve the Service Rationalization and Organization Assessment projects – Option D of this report, as a two-year, phased project with Phase 1 – Organization Assessment project to be completed in 2013 and Phase 2 – Service Rationalization project to be completed in 2014."

And further:

THAT the Organization Assessment Option C be approved for 2013 and refer this to the 2013 budget process;

AND

THAT the matter of Service Rationalization be brought back for consideration for 2014, subsequent to the completion of the organizational assessment.

REPORT

As part of its findings, the Organizational Assessment report presented to Governance Committee in September, 2013 identified the lack of comprehensive data and systems available to analyze services, resources and capacity.

The report recommended that these systems be developed and that the City begin gathering this analytical data for each service area over the next year in order to build an information base that could be used to evaluate a service area's effectiveness and efficiency.

In discussion with the organizational assessment consultants (Western Management Consultants) it was further suggested that conducting a service rationalization at this time would be counter-productive as there is so much work for the organization to do with the OA and Employee Engagement results.

Taking time and resources away from this work will be disruptive and will not move the organization forward with its plans. It would likely reduce successful outcomes in the work that is currently underway and planned for 2014. Through staff round-

STAFF REPORT

table forums and the work of the new Organizational Assessment Implementation Steering Committee, work is underway to address all of the recommendations in the consultants' report.

In 2013 and moving forward into 2014, staff has identified significant opportunities to optimize services by expanding the internal audit function to include a business process improvement function. If approved in the 2014 budget, it is anticipated that this function will enhance the internal audit function by focusing primarily on service optimization and cost reduction.

This would be a continuous improvement process that counters the need to conduct a one-time service rationalization.

It is therefore the recommendation of the Internal Auditor and Chief Financial Officer that any form of service rationalization is deferred for at least two years and the need for this be reassessed at that time.

The Chief Administrative Officer supports this recommendation.

CORPORATE STRATEGIC PLAN

- 1.3 Build robust systems, structures and frameworks aligned to strategy.
- 2.2 Deliver public services better.
- 2.3 Provide accountability, transparency and engagement

DEPARTMENTAL CONSULTATION

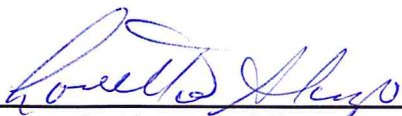
The Executive Team has been consulted in the development of this report.

COMMUNICATIONS

None required at this time.

ATTACHMENTS

N/A



Report Author and Recommended by

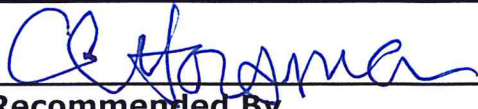
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STAFF REPORT



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STAFF REPORT



TO Governance Committee

SERVICE AREA City Clerk's Office, Corporate and Human Resources

DATE December 3, 2013

SUBJECT Council Composition and Employment Status Review

REPORT NUMBER CHR-2013-61

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide information regarding the preferred approach to review the composition of City Council as well as the employment status of councillors.

KEY FINDINGS

- There has never been a formal review of councillor employment status or council composition in Guelph. These matters are not mutually exclusive and should be considered components of the same review.
- There is also merit in investigating council remuneration and provisioning a ward boundary review to occur as potential components of this review.
- There are no reliable municipal benchmarks directly related to measuring the employment status of councillors. The terms of reference for a review must consider the various interrelated aspects of employment status as it pertains to the role of a municipal councillor in Guelph.
- The role of the municipal councillor is changing along with the local government landscape, as a result, this context must be considered in conjunction with a review of the configuration and structure of Council.
- There is a need to undertake broad community consultation with respect to a council composition and employment status review which should be led by an independent third party subject matter expert.

FINANCIAL IMPLICATIONS

- The costs associated with a council composition and employment status review will be referred to the 2015 budget for approval.
- Financial impacts associated with modifying council composition and/or employment status will be reported to Council along with any proposed modifications during the 2014-2018 term of office.

ACTION REQUIRED

Approve the recommendation to review the composition and employment status of Guelph City Council and refer costs to the 2015 budget process.

STAFF REPORT

RECOMMENDATION

1. That a Council Composition and Employment Status Review be conducted by a third party subject matter expert during the 2014-2018 term of Council with the intent that any proposed changes to be subsequently approved by Council take effect for the 2018-2022 term of office.
2. That all costs associated with the review be referred to the 2015 budget process for Council approval.

BACKGROUND

On November 26, 2012, Council approved the following resolution from the Governance Committee as recommended in a [report](#) regarding Councillor Employment Status:

THAT staff be directed to report back in 2013 with respect to the options and implications of conducting an employment status and composition review for Guelph City Council during the 2014-2018 term of office with potential changes to take effect for the 2018-2022 term of office;

AND THAT the matter of administrative efficiencies to assist with Councillor workload be included in the scope of the report.

The only data available to inform the November 26, 2012 report relates to the amount of time Councillors' commit to attending meetings. This allocation is only one aspect of the responsibilities associated with holding municipal office. Other commitments considered through a 2006-2010 survey captured in a November 18, 2008 [report](#) to Council included: attending various events and gatherings, public and stakeholder constituency work, community activities and engagement, research and preparation as well as serving on various agencies, boards and associations. There is no easy way to quantify this time as the hours worked are often irregular and intermittent. Also included as part of the 2008 staff report were various options for conducting an employment status review. The November 18, 2008 staff report also included a comparison between Guelph City Council and several other municipalities in Ontario. Those municipalities that identified the need for full time councillors met a minimum threshold of at least one councillor for every 22,000 citizens. The ratio of Guelph City Councillors to citizens in 2011 was 1:10,139.

In response to the most recent Council Governance Survey conducted in the summer of 2012, Council was asked whether "A City of Guelph Councillor should be a full time position". In response, 57% of the respondents' agreed, 25% disagreed, and 17% were neutral. As part of this survey Members of Council were also asked if "Council has the right number of Councillors". In response, 41% of respondents' disagreed, 32% agreed and 16% were neutral.

STAFF REPORT



REPORT

The composition and employment status of Guelph City Council has remained largely unchanged since 1930 (see ATT-1). There is no legislated requirement to regularly assess the configuration or the employment status of council. That said it is prudent to undertake an assessment of such things especially in relation to municipalities who experience periods of exponential growth and/or demographic transition. The fact that Guelph City Council has remained largely static over several decades and has been witness to tremendous growth and change seems to present an opportune time to fully consider its configuration and structure.

Dr. Andrew Sancton, Professor of Political Science at Western University, and author of [*Canadian Local Government, An Urban Perspective*](#) contemplates whether a municipal councillor ought to be a full time job. He acknowledges "*the pressure in municipal government is towards making the position of councillor closer to full time rather than part time. In many cities, the councillors are expected to attend meetings at city hall in the day and meetings with residents in the evenings, the job becomes more than full time....*" Dr. Sancton also contrasts the employment status of a municipal councillor with local government organizations that are becoming far more complex and multifaceted. This is an important point to note. The role of a councillor is changing. The world of open government is impacting the function of an elected representative, most notably in the way they are now able to interface with stakeholders and their constituents. This changing landscape is deserving of consideration along with a review to determine whether the composition and structure of council is most appropriate for a municipality.

Environmental Scan

Few council composition reviews seem to include a detailed assessment of employment status. This may be a result of the fact that it is difficult to construct quantifiable benchmarks associated with the varying roles and responsibilities a councillor may assume along with their job description. Consequently, a dedicated review of employment status of councillors is somewhat uncharted territory. There have, however, been some investigations into the remuneration of councillors which have touched on this matter.

On October 28, 2013, Council of the Town of Richmond Hill received a [report](#) from their Council Compensation Review Committee struck with a mandate to make recommendations regarding council remuneration as well as an administrative support model. Although not charged with studying the employment status of councillors, it was the opinion of the committee that "*running a corporation the size of the Town of Richmond Hill requires a full-time effort*". These comments supported the prevailing full time employment status of Richmond Hill Councillors. The committee also noted that "*any concern related to individual employment preference or the amount of time an elected official dedicates to fulfilling their responsibilities is an electorate issue and as such, is beyond the purview of the committee*".

STAFF REPORT



The City of London [final report](#) of the 2013 Council Compensation Review Task Force dated October 16, 2013, states as follows:

"The Task Force also turned its mind to the question of full time. The notion of basing council compensation on hours work isan unreasonable indicator as one is not able to audit the amount worked. There aren't office hours or a time clock to punch, and self-reporting is unreliable. Each councillor manages his or her time differently and there is no accepted way to measure 'hours on the clock'."

With regard to comparators the Task Force report also noted that *"while benchmarking is a standard practice, comparisons between municipalities can be confusing....for example, Guelph and the City of Waterloo have similar populations, yet Guelph levies three times the property taxes than the City of Waterloo. This is because the Region of Waterloo is an upper tier government that deals with the large budget items such as Police, Ontario Works, and public transit...Guelph [acting as a] single tier government must contend [with these on their own]."* From this, comparisons between single tier and separated municipal councils are complicated further by the fact that they all have varying degrees of authority with respect to service delivery. For example, Guelph City Council does not directly govern decisions over social services or public health, whereas several other single tier municipalities serving as comparators do.

Council composition reviews not accounting for employment status seem to be more commonplace, however, their motives for undertaking the investigations and their methodologies used to support them all seem to vary somewhat. Understandably, a consideration regarding adjusting ward boundaries to support the proposed reconfiguration is normally a consistent component of these assessments.

Administrative Efficiencies

The City is currently in the process of co-producing an Open Government Action Plan with community stakeholders. Many of the forthcoming initiatives in relation to this plan as well as those considered as part of the City's Corporate Technology Strategic Plan and future Records and Information Management Strategy will relate to technology improvements to better support councillors in their ability to manage and share information, communicate with their constituents and interface with staff and other stakeholders in a more streamlined and efficient manner. An administrative support model is an alternative that could be explored to better provision City Councillors in their role. Such a model could be more fully explored by way of the terms of reference established to guide a council composition and employment status review in Guelph.

Next Steps

It is clear that the matter of councillor employment status is complex and multifaceted. Such a review for Guelph City Council should be comprehensive and intrinsically tied to the changing roles and responsibilities of a councillor. There is

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little value in further assessing the employment status of councillors in isolation from council composition, especially considering the results of the 2008 study conducted by the City Clerk's Office. Given the absence of any independent formal review in Guelph since 1879, both matters need to be considered components of the same review. Although the principle objectives of council composition and employment status need to be the focus, there is also logic in reviewing council remuneration to compliment the review. In effect, council compensation should reflect the employment status of councillors and the role they play for the City. Similarly, the current electoral geographies (established in 2006) remain to be fair and balanced. That said a ward boundary review should also be within the purview of the assessor if deemed to be warranted in respect to any proposed reconfigurations of council.

There are various options that can be considered with respect to conducting a council composition and employment status review, the 2008 staff report suggests only a few. Regardless of the mechanism, it is important that the investigation is structured and conducted in an objective manner without bias. It is also critical to ensure that there is broad based community engagement undertaken to inform any recommendations moving forward. The City's Community Engagement Framework provides an excellent foundation to assist in this regard. A citizen jury or stakeholder working group are also effective mechanisms to ensure the voice of the community is inherent in the final proposal(s).

It is recommended that a subject matter expert be retained through a competitive procurement process to lead this investigation with support from the Clerk's Office. Undertaking a study of this scope and nature around what is, in effect, the governance construct for the municipality requires an in depth knowledge of effective configuration models and firsthand experience in leading similar exercises. Although ultimately Council will need to approve the final recommendation, its deliberation should be focused on the results of a comprehensive process led by a third party expert with direct involvement from the community.

CORPORATE STRATEGIC PLAN

This report supports the following strategic directions:

- 1.3 Build robust systems, structures and frameworks aligned to strategy.
- 2.3 Ensure, accountability, transparency and engagement.
- 3.3 Strengthen citizen and stakeholder engagement and communications.

FINANCIAL IMPLICATIONS

A request to fund a council composition and employment status review will be referred to the 2015 budget process for approval. A request for proposal (RFP) will be developed and released in order to retain a subject matter expert in accordance with the City's procurement process. The terms of reference for the RFP will provide the principles and an overarching framework for the review, however, it will be

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designed in such a way as to allow proponents to recommend methodologies which subscribe to industry best practice as well as meet the principles of transparency, accountability and overall efficiency. All ongoing financial impacts related to proposed configuration models will be included as part of the recommendations to be considered by Council and accordingly referred to future budgets.

DEPARTMENTAL CONSULTATION

Human Resources, Communications and the Office of the CAO were consulted in relation to the development of this report.

COMMUNICATIONS

If approved, timely media relations activities in support of the proposed recommendations will follow Council's decision.

ATTACHMENTS

ATT-1 Guelph City Council Composition Timeline

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YEAR	COUNCIL COMPOSITION	POP.	ELECTION SYSTEM	NOTES
2010-2013	1 Mayor & 12 part time councillors (2 elected for each of 6 wards)	2011-121,688	By ward	2010 review of voters list showed that elector distribution between the City's 6 wards is considered fair and balanced.
1991-2006	1 Mayor & 12 part time councillors (2 elected for each of 6 wards)	2006-114,943 2001-106,170 1996-95,821 1991-88,444	By ward	Ward boundaries are adjusted to ensure equal distribution of voters and effective representation to support elector growth in future On 2006 ballot electorate voted 80% in support of retaining ward system based on the question "Are you in favour of retaining the current ward system as the method of electing City Councillors?" The results were: Yes – 26,741 No – 5,390
1988	1 Mayor & 12 part time councillors (2 elected for each of 6 wards)	N/I	By ward	Ballot question and electorate support move to a ward system. By-law 1988-12981 is passed by Council modifying the electoral system from twelve at large councillors to 6 wards each represented by two councillors.
1986-1987	N/I	N/I	General vote	
1982-1985	1 Mayor & 11 at large Aldermen	1988-78,235 1982-71,207	General vote	1982 shift from electing Mayor and Council every 2 years to being elected for a 3 year term.
1980-1981	1 Mayor & 11 at large Aldermen	N/I	General vote	A ballot question was raised whether to move from the at large system to a ward system. The electorate voted by a margin in favour of staying with the at large system. The vote was 6,367 for changing to a ward system and 6,779 votes for staying with the at large system of voting.
1970-1979	1 Mayor & 11 at large Aldermen	1976-67,540 1972-60,087	General vote	By-law 1970-7286 passed to have the 1969 election valid only for 1 year so that the 2 year term of members of Council and school boards align in future elections.
1967-1969	1 Mayor & 11 at large Aldermen		General vote	
1964	1 Mayor & 11 at large Aldermen	N/I	General vote	By-law 1964-5716 passed to put to electors the questions "Are you in favour of members of City Council being elected for a 2 year term at biennial elections?"

				This change is then put into place by Council at the beginning of 1965 with by-law 1965-6022 putting in effect a 2 year term, rather than a 1 year term, for the election of members of Council, Boards, Boards of Education and the Board of Combined Roman Catholic Separate Schools.
1963-1930	1 Mayor & 11 at large Aldermen		General vote	
1924-1927	1 Mayor & 18 Aldermen		General vote	Chapter 65 of the 1923 Ontario Statutes provides that the Council shall consist of a Mayor and 18 Aldermen. The Aldermen elected are elected in the same manner of voting hierarchy as from 1919-1923. The Mayor is now elected annually by general vote of the electors.
1919-1923	1 Mayor & 18 Aldermen		General vote	Pursuant to 1918 Ontario Statute C.62, from 1919-1923 the Council consisted of 18 Aldermen elected by general vote. The 6 with the highest number of votes held office for 3 years, the 6 with the next highest number of votes held office for 2 years and the 6 with the next highest number of votes held office for 1 year. In each year after 1/3 of the 18 Aldermen were elected for 3 years. The Council elected one of its members to be Mayor annually.
1909-1918	1 Mayor & 11 Aldermen, with 1 Alderman/ 1,000 population	11,496-15,000	General vote	By-law 1909-686 is passed by Council to repeal by-law 1905-522 and go back to electing Aldermen of the City by general vote, where one Alderman is elected per 1,000 population. The population census at this time noted as 11,496 in Guelph. By-law 1912-884 passed to continue with the general vote for City Aldermen, allowing for the election of eleven Aldermen in total, despite the increase in population to around 15,000 people.
1906-1908	1 Mayor & 18 Aldermen, 3 Aldermen elected for each of the 6 wards	N/I	By ward	

1905				By-law 1905-522 is passed to repeal by-law 1902-421 and move to elect City Aldermen by wards rather than general vote. Three Aldermen are to be elected for each ward in the City.
1903-1905	1 Mayor & 11 Aldermen	N/I	General vote	By-law 1902-421 is passed to allow the Aldermen of the City of Guelph to be elected by general vote. One Alderman can be elected for each 1,000 population.
1879-1902	1 Mayor & 18 Aldermen, 3 Aldermen elected for each of the 6 wards	Ca. 10,000	By ward	Guelph is proclaimed a City and is governed by a Council separate from the County.
1856-1878	1 Mayor & 12 Aldermen, 3 Aldermen elected for each of the 4 wards	Ca. 5,000	By ward	Guelph officially becomes a town and Town Council is formed. The Town of Guelph is governed as a part of Wellington County.
1827	N/I	N/I	N/I	Guelph is established as a settlement.

N/I= No information known

Resources:

- By-law 1902-421: To provide for the election of Aldermen of the City of Guelph by general vote.
- By-law 1906-552: To provide for the election of Aldermen of the City of Guelph by wards instead of general vote.
- By-law 1909-686: To provide for the election of Aldermen of the City of Guelph by general vote.
- By-law 1912-884: To provide for the number of Aldermen to be elected for the City of Guelph.
- By-law 1965-6022: To provide that hereafter the term of office of members of Council of the City of Guelph and members of Boards shall be two years with biennial elections.
- By-law 1970-7286: To provide that hereafter the term of office of members of the Council of the City of Guelph shall be 2 years with biennial election.
- By-law 1988-12981: To provide for the submitting of a question "Are you in favour of changing the election of aldermen from the current at large system to a ward system" to obtain the opinion of the electors of the City of Guelph (1988 election November 14th).
- Guelph Museums Collection, City of Guelph Scrapbooks, catalogue numbers 2007.34.1 and 2007.34.2.
- City of Guelph 2012 Community Profile: http://guelph.ca/wp-content/uploads/2012_Community_Profile.pdf
- Guelph.ca: About Guelph (<http://guelph.ca/living/about-guelph/>)
- Guelph.ca: Elections Results (<http://guelph.ca/city-hall/mayor-and-council/municipal-elections/>)
- Statistics Canada. 2012. Guelph, Ontario. Census Profile. 1996 Census. Statistics Canada Catalogue no. 93-357-XPB. Ottawa. <http://www12.statcan.gc.ca/english/census96/data/popdwell/Table.cfm?T=206> (accessed November 12, 2013).
- Statistics Canada. 2012. Guelph, Ontario (Code 3523008). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012. <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E> (accessed November 12, 2013).
- Johnson, Leo. A. *The History of Guelph 1827-1927*. Guelph, Ont. Guelph Historical Society, 1977.

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TO Governance Committee

SERVICE AREA Office of the Chief Administrative Officer

DATE December 3, 2013

SUBJECT Integrity Commissioner

REPORT NUMBER CAO-C-1308

EXECUTIVE SUMMARY

PURPOSE OF REPORT

This report provides information and a staff recommendation to assist Governance Committee in its consideration of the following referred motion: *"That staff be directed to review all policies and procedures relating to the Integrity Commissioner position and establish an evaluation procedure for reviewing the Integrity Commissioner's performance."*

KEY FINDINGS

The creation of a Charter for the Integrity Commission is recommended as a timely next step in the evolution of this function.

FINANCIAL IMPLICATIONS

The Charter will be developed by in house staff.

ACTION REQUIRED

Governance Committee to consider the recommendations of this staff report as part of their consideration of the referred Notice of Motion (October 28, 2013).

RECOMMENDATION

1. That CAO-C-1308 entitled Integrity Commissioner be received, and
2. That Governance Committee direct staff to develop a Charter for the Integrity Commissioner position for Governance Committee consideration in Q2 - 2014.

BACKGROUND

As a result of Bill 130 amendments to the Municipal Act in 2006, accountability and transparency provisions were introduced into legislation. In 2007 an Accountability and Transparency advisory committee was established as a special committee of Council.

Through their work and the support of Council, a meeting Investigator was appointed, and an Accountability and Transparency Policy, a Public Notice Provision

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Policy, and a New Code of Ethics were adopted. A Governance Manual for Council was also established.

At this point, there was also exploration regarding the appointment of an Auditor, an Ombudsman, a Lobbyist Registrar and Special Investigator.

In September, 2008, Council adopted a new Code of Conduct for Council and local boards. In March, 2010, Council approved a process for complaints under Council's Code of Conduct which allocated responsibilities for complaints to the Chief Administrative Officer.

Consequently, Council referred the appointment of the Integrity Commissioner to the 2011 budget process, which was approved on a retainer basis. An Internal Auditor was approved in the 2012 budget.

In May, 2011, the City issued a Request for Proposal #11-116 and in the fall Council appointed an Integrity Commissioner through By-law number (2011-19295) pursuant to Section 223.3 of the *Municipal Act, 2001* as amended, and approved further updates to its Code of Conduct to establish a process to administer complaints.

The function of the Integrity Commissioner has evolved over the last two years and the complaints process has been accessed and demonstrated.

At Guelph City Council on October 28, 2013, the following motion was referred to the Governance Committee for consideration: *"That staff be directed to review all policies and procedures relating to the Integrity Commissioner position and establish an evaluation procedure for reviewing the Integrity Commissioner's performance."*

REPORT

By-law number 2011-19295 authorized the execution of an agreement for the services of the Integrity Commissioner within the scope of the Request for Proposals and to renew the agreement in accordance with the terms contained for the period up to December 31, 2015. The Request for Proposals did not outline a process for reviewing the position during the term of the contract. The Code of Conduct provides the source of procedures and policies related to the Integrity Commissioner.

The development of a position Charter is the standard next step in the evolution of this function. Administration anticipated the need to develop a Charter for this function. In 2012 a Charter was developed for the Internal Auditor and includes the following descriptions related to the position:

- Mandate
- Scope
- Authority
- Independence

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- Responsibilities
- Audit Planning
- Reporting and Monitoring
- Professional Standards
- Review of Internal Audit

Staff recommends that a similar range of topics would be included in an Integrity Commissioner Charter. Examples of Charters will be secured from other municipalities.

With regard to a review process, staff recommend that the Charter will outline a process that considers a range of principles that also guide the review process of the external audit and the internal audit functions. The process will also be informed by the conditions of Council's current Code of Conduct which speaks to the Integrity Commissioner's authority and independence.

A staff team comprised of the City Clerk and Internal Auditor reporting directly to the Chief Administrative Officer would recommend an Integrity Commissioner Charter and the CAO will report back to Governance Committee before the end of May, 2014.

CORPORATE STRATEGIC PLAN

- 1.1 Engage employees through excellence in leadership.
- 2.3 Ensure accountability, transparency and engagement.
- 3.3 Strengthen citizen and stakeholder engagement and communications.

DEPARTMENTAL CONSULTATION

Corporate and Human Resources has been consulted in the development of this report.

COMMUNICATIONS

No communication plan has developed as the matter is being considered by Governance Committee before proceeding.

ATTACHMENTS

N/A



Approved & Recommended By

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