

**ADDENDUM
GUELPH CITY COUNCIL MEETING
June 25, 2012**

Corporate Strategic Plan:

Correspondence:

- Andrew Seagram and David Thornley, Co-Chairs, Guelph & Wellington Task Force for Poverty Elimination

"THAT By-law Numbers (2012)-19404 to (2012)-19431, inclusive, are hereby passed."

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| BY-LAWS |
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|---|---|
| By-law Number (2012)-19428 A by-law to amend By-law Number (2012)-19356, as amended, being a by-law respecting Building, Demolition, Conditional and Change of Use Permits, Inspections, appointment of Inspectors and a Code of Conduct and to and Municipal Code Amendment #471, which amends Chapter 116 of the Municipal Code. | To amend the Building By-law with respect to the Code of Conduct for all Building Services Staff, as approved by Council. |
| By-law Number (2012)-19429 A by-law to authorize the execution of a Subdivision Agreement between 2014707 Ontario Inc., The Corporation of the City of Guelph and Pacific & Western Bank of Canada. (Cityview Heights Phase 2 Subdivision) | To execute a subdivision agreement for Cityview Heights Phase 2 Subdivision. |
| By-law Number (2012)-19430 A by-law to authorize execution of a Full and Final release with respect to 166 Wyndham Street North, City of Guelph. (160-164 Wyndham St. N.) | To execute a final release for property known as 166 Wyndham St. N. |
| By-law Number (2012)-19431 A by-law to confirm the proceedings of a meeting of Guelph City Council held June 25, 2012. | To confirm the proceedings of a meeting of Guelph City Council held June 25, 2012. |

Corporate Strategic Plan Framework 2012-2016





Strategic Goals

2007

2008

2009

2010



Urban design & sustainable growth

- Growth Management Strategy launched

- Population target set
- Downtown Urban Design Plan
- Overnight parking pilot
- Civic Square design
- Development Charges By-law

- Official Plan update – Phase 1
- Municipal Court renovation
- Downtown Secondary Plan initiated
- Urban Design Action Plan
- Growth Management Strategy – Phase 1
- \$75 million in infrastructure funding
- Energy efficiency plan for zoning by-law initiated

- Official Plan update – Phase 2
- Downtown Secondary Plan complete
- Transit Growth Strategy
- Growth Management Strategy – Phase 2
- Green Building Strategy
- Civic Square construction
- New transit terminal construction



Personal & community well being

- Site for new main library
- Youth Centre opened
- In Motion program
- "Swim to Survive" program with all local schools

- 20 Minute Transit
- 124 affordable home ownership units approved
- South End Emergency Services Facility approved
- Centralized by-law enforcement
- Physician Recruitment Co-ordinator hired
- Youth Shelter approved
- 24/7 community response in Operations

- Parks, Recreation and Culture Master Plan initiated
- South End Community Centre Component Study initiated
- South End Emergency Station construction
- GO Rail Environmental Assessment
- Municipal delivery of ambulance services
- Bicycle racks on transit fleet

- Parks, Recreation and Culture Master Plan complete
- South End Community Centre planning
- South End Emergency Station opens
- Guelph Trails Master Plan update



Economic opportunity

- Two hour free parking pilot
- Guelph Innovation District partnership
- Industrial permits up 150%
- Over 1,000 new jobs announced
- Biz Pal launched
- Approvals work for the Hanlon Creek Business Park

- Grow Guelph brand
- Hanlon Creek Business Park engineering & design
- Downtown Action Plan
- Wilson Street Parking Garage preliminary design
- Employment Land Strategy

- Hanlon Creek Business Park site servicing underway
- Guelph Innovation District interim report
- Downtown Community Improvement Plan initiated
- Wilson Street parking garage design build RFP
- Prosperity 2020 strategy (economic development and tourism)

- Hanlon Creek Business Park monitoring program and site servicing
- Downtown Community Improvement Plan complete
- Baker Street redevelopment planning



Arts, culture & heritage

- Heritage Building Reserve
- Investment in Gummer & Victoria Buildings
- Museum-Loretta Convent Project approved
- River Run 10th anniversary

- Museum Strategic Plan
- Locomotive 6167 restoration
- Digitizing of Museum collection
- \$5M Provincial grant for Museum-Loretta Convent

- Heritage Registry – Phase 1
- Farmer's Market by-law review
- East End library branch construction
- Design and award Museum contract (Loretta Convent)

- Heritage Registry – Phase 2
- Public Art Policy
- Events framework
- Museum-Loretta Convent construction



Government & community involvement

- Strategic Plan & Priorities
- Service review framework
- AA credit rating re-affirmed
- Corporate values
- New City brand unveiled

- Human Resources Strategy
- ServiceGuelph central service counter
- Citizen Satisfaction survey
- Mayor's blog
- New accountability & transparency policies

- Debt policy and financial planning
- New City Hall open
- Customer service strategy
- Comprehensive business licensing review
- Corporate governance framework

- New budget process and format
- Long term capital financing plan
- Capacity demonstration – optimization of Wastewater Treatment Plant
- Enhancements to municipal elections process
- Customer service strategy implementation
- Communications strategy



Natural environment

- New Organics Waste Processing Facility approved
- Community Energy Plan
- Pesticide By-law
- Biosolids Management Master Plan
- Optimization of Wastewater Treatment Plant

- Solid Waste Management Master Plan
- Water Conservation & Efficiency Strategy
- Glass recycling system
- Green energy production at Wastewater Treatment Plant

- Wastewater Management Master Plan
- Urban Forest Management Plan development
- Pollinator Park and Eastview Park site servicing
- Community Energy Plan implementation
- Green Plan for City fleet
- New water supply South West Quadrant
- Natural Heritage Strategy Master Plan

- Organic Waste Processing Facility construction
- Pollinator Park demonstration garden and Eastview Park risk assessment
- Mayor's Task Force on Community Energy

Corporate Strategic Plan Framework (2012-2016)

VISION

To be the City that makes a difference...acting locally and globally to improve the lives of residents, the broader community and the world.

MISSION

To build an exceptional City by providing outstanding municipal service and value.

VALUES

INTEGRITY EXCELLENCE WELLNESS

STRATEGIC FOCUS AREAS

Organizational Excellence

Innovation in Local Government

City Building

STRATEGIC DIRECTIONS

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

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

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

Organizational Excellence

A streamlined, agile and recognized top employer

1. Engage employees through excellence in leadership.
2. Develop collaborative work teams and apply whole system thinking.
3. Build robust systems, structures & frameworks aligned to strategy.

Innovation in Local Government

Improved program & service delivery methods & practices

1. Build an adaptive environment for government innovation to ensure fiscal & service sustainability.
2. Deliver Public Services better.
3. Ensure accountability, transparency and engagement.



**Organizational Excellence in
Local Government**

**A streamlined, agile and
recognized top employer.**

**Innovation in Local
Government**

**Improved program & service
delivery methods &
practices**

Gov- 11:

Corporate Strategic Plan (CSP) Framework 2012-2016

Recommendation

THAT Council approve the recommended 2012-2016
Corporate Strategic Framework.

Gov- 12:

Implementing the Corporate Strategic Plan – 2012 Initiatives

Recommendation

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

CAFES 27:

Implementing the Corporate Strategic Plan: 2012 Funding Requirements for Six Initiatives Recommendations

1. **THAT** Council approve the funding of the following strategic initiatives in 2012 that will act as a foundation for moving forward with the Corporate Strategic Plan, subject to the approval of the “2011 Operating Reserves Review and Reallocation” - FIN-12-32:
 - a) Business Case Tools and Capacity Building
 - b) Employee Engagement Survey Results Implementation
 - c) Records and Information Management Program (EDRMS – Phase 1)
 - d) Community Wellbeing Initiatives – Phase 2
 - e) Economic Development Summit **subject to staff revisiting the required allocation through collaboration with community partners**
 - f) Guelph Innovation District – Joint University/College Campus proposal

2. **AND THAT** subject to the approval of a Strategic Initiatives Reserve, Council approve implementation of these strategic initiatives.

CAFES - 28:

2011 YEAR End Variance Report and Operating Surplus Allocation

Recommendations

THAT the report FIN – 12-25 dated June 11, 2012 entitled “2011 Year End Variance Report and Operating Surplus Allocation” be received;

AND THAT the recommended allocation of the 2011 year end operating surplus in the amounts of \$2,571,000 in the Tax Supported Budget and \$4,304,000 in the User Pay Supported Budget as outlined in Finance report FIN-12-25 dated June 11, 2012 entitled “2011 Year End Variance Report and Operating Surplus Allocation” be approved.

CAFES - 29: Employee Compensation Review

Recommendations

THAT the Employee Compensation Reserve Policy be approved; and

THAT a new reserve called “Early Retiree Benefits Reserve” be created as per section 4.4 of the Employee Compensation Reserve Policy; and

THAT \$1,600,000 be transferred from the “Accrued Vacation Reserve #209” to the “Early Retiree Benefits Reserve”; and

THAT \$3,522,596 be transferred from the “Accrued Vacation Reserve #209” to the “Operating Contingency Reserve #198”; and

THAT the “Accrued Vacation Reserve #209” be decommissioned as per section 4.6 of the Employee Compensation Reserve Policy; and

THAT the current “HR Contingency Reserve #207” be decommissioned and the balance totaling \$147,500 in this reserve be consolidated into the “HR Salary Gapping Reserve #191” as per section 4.7 of the Employee Compensation Reserve Policy , and

THAT staff be directed to modify the name of the “HR Salary Gapping Reserve #191.”

CAFES - 30:

2011 Operating Reserve Review and Reallocation

Recommendations

THAT the report dated June 11, 2012 entitled “2011 Operating Reserve Review and Reallocation be received;

AND THAT the recommended reallocation of **\$4,516,362** of the Operating Reserves contained in the report FIN-12-32 dated June 11, 2012 entitled “2011 Operating Reserve Review and Reallocation” be approved.

AND THAT Council approve the creation of the Strategic Initiatives Reserve to be used for initiatives identified in the Corporate Strategic Implementation Plan and as approved by Council.

POVERTY
GUELPH & WELLINGTON TASK FORCE FOR
ELIMINATION

Dear Mayor and Council,

The Guelph & Wellington Task Force for Poverty Elimination would like to express its support for the Guelph Community Wellbeing Initiative (CWI). As a local collaborative network focused on income inequality and poverty, we are confident that the CWI will help inform decisions and planning for the future to improve the quality of life for our community members.

As an engagement process, the CWI acknowledges that partnering with the community is necessary to create change and improve health. The CWI is an opportunity for the City of Guelph to go to the community, establish relationships, build trust, and seek commitment from community organizations and leaders to create processes for mobilizing the community around the notion of wellbeing.

We look forward to opportunities to support the CWI and work with the City of Guelph on this exciting initiative.

Sincerely,



Andrew Seagram
Co-Chair

David Thornley
Co-Chair