

MEETING AGENDA

MEETING	Strategic Plan Revision Process: Start-Up Meeting
DATE	Wednesday, February 23, 2011
LOCATION	Meeting Room C, Guelph City Hall
TIME	6:00 - 9:00 p.m. (Dinner at 5:30 p.m.)
FACILITATOR	Brenda Boisvert, Corporate Manager, Strategic Planning and Corporate Initiatives

AGENDA ITEMS

ITEM #	DESCRIPTION
1 6:00	Welcome and Opening Remarks – <i>Mayor Karen Farbridge</i>
2 6:05	Agenda Overview – <i>Brenda Boisvert</i>
3 6:10	Guelph’s Changing Environment – <i>Brenda Boisvert</i> <ul style="list-style-type: none">• Brief exploration of emerging trends
4 6:30	Understanding Community Aspirations – <i>Barry Watson, President and Chief Executive Officer, Environics Research Group</i> <ul style="list-style-type: none">• Information sharing on the Environics research team and approach• Staff facilitated discussion on survey content
5 7:30	Break
6 7:45	Strategic Plan Revision Process Overview – <i>Chris Bart, Principal, Lead Professor and Founder, The Director’s College & Professor of Strategy & Governance, DeGroot School of Business, McMaster University</i> <ul style="list-style-type: none">• Overview of the Strategic Planning revision process with opportunity for discussion, questions and comments
7 8:45	Next Steps – <i>Brenda Boisvert</i>
8 8:50	Closing Remarks and Adjournment – <i>Mayor Karen Farbridge</i>

ATTACHMENTS

1. Our Environment: Current and Future Issues Shaping the Guelph Community – Draft Background Information Report
2. Draft Survey Framework
3. 2011 Strategic Planning Revision Process Schedule

Our Environment

Current and Future Issues Shaping the Guelph Community

*Background Information Report
February 23, 2011*



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Background, Objectives & Methodology

- With each new term of office, Council determines whether or not a new Strategic Plan or revisions to the existing Strategic Plan are required. On January 24, 2011 Council approved a revision process for the 2006-2010 Strategic Plan that includes undertaking an environmental scan.
- Environmental scans provide the foundation for strategic, financial and performance planning. They describe demographic, political, economic, social/cultural, environmental and technological influencing trends. The information collected also helps to clarify the internal operating environment and potentially emerging issues in the short or medium term.
- Drawing on the perceptions of Council members fresh from campaign efforts, staff input, recent public engagement efforts, data from local organizations such as the United Way and Chamber of Commerce, and larger trends, a picture of the community's current state begins to emerge.



**Trends
Data
Information**



Build Knowledge



Create Strategy

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External Conditions

Political

- Federal recognition of the 'decisive' role of municipalities in Canada's economic stimulus plan
- Fall Provincial election
- Provincial and federal deficit reduction plans

Economic

- Uncertainty about current and future economic stability - slowly recovering national and local unemployment rates
- Federal progress on deficit reduction
- Increase in publicly financed health care expenditures
- Public demand to do more with less – fiscal restraint and better services
- Increasing fiscal pressures with aging population
- Rising commodity costs and slowing GDP – everyday goods cost more
- Greater competition among countries for jobs – importance of creating a distinct advantage for local communities

Social

- A growing, aging and increasingly diverse population
- Longer life expectancy, labour shortages in age related sectors
- New family friendly lifestyles, learning for life
- Changing workplace requirements for next generation
- Increasing income inequality
- Increasing personal debt levels making people more vulnerable to shocks

Technological

- IT making it easier to conduct business worldwide
- Open data – more public information sharing via websites and other vehicles
- WiFi in public spaces
- Service enhancements possible through technology advances

Legislative

- Planning legislation – Places to Grow
- Environmental legislation – air, water, energy, land, waste and recycling
- Increasing legislative and compliance reporting requirements
- Impending health care and old age security reform requirements

Environmental

- Focus on conservation and sustainability
- Utilitarian building design is being replaced with more aesthetically pleasing structures
- Local food movements
- Waste management is recognized as a top public concern

Internal State

Governance

- Recognized improvements achieved in Council and corporate governance
- Commitment to long term planning for sustainability
- Effective Council and ET working relationship

Services

- Need to better demonstrate value for tax dollars
- Service review and cost reduction requirements
- Need for improved information on service expectations
- Striving for greater efficiency, effectiveness
- Approved economic development strategy
- Awards and recognition i.e. E3 Silver Rating for Sustainable Fleet Management

Technology

- City is viewed as a leader with social media practices
- Leveraging IT for greater improvements in customer service i.e. on line transactions
- Long term IT strategic plan at conceptual stage

Leadership

- New Executive structure and streamlined meetings
- Strengthened communications efforts with staff
- Enhanced financial management policies in place
- Key strategies/initiatives in place – Prosperity 2020, CEI, Communications, Service Excellence, Transit Growth Strategy, Water Master Plans, Solid Waste, Natural Heritage
- Strengthened community engagement efforts
- Stimulus funding sought and secured

Business Processes

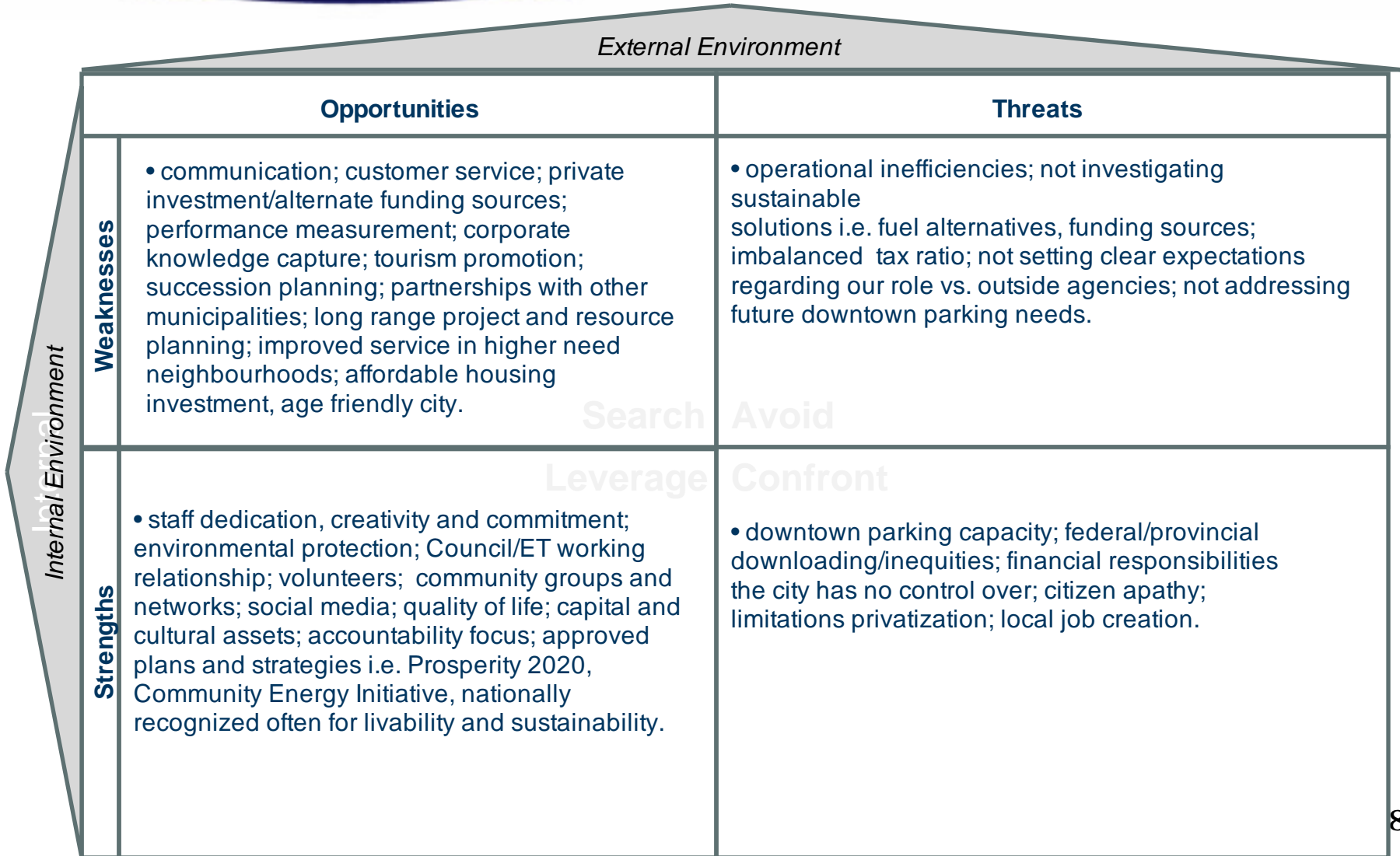
- Approved service review process
- Ongoing operational, service and process reviews occurring to streamline and improve service
- Efficiencies being increasingly realized and reported

Resources

- 1923 dedicated staff (total workforce)
- Valuable human, capital, community and financial resources, strong volunteer/part time staff
- Strengthened financial management policies and practices, new budget software
- Capital budget review planned for 2011

Culture

- Functional reorganization initiated; implementation ongoing
- Widespread municipal recognition of values program and related activities
- Vast cultural/community wealth
- Engaged community groups
- Lower than average local crime rates



Background, Objectives and Methodology

Executive Summary

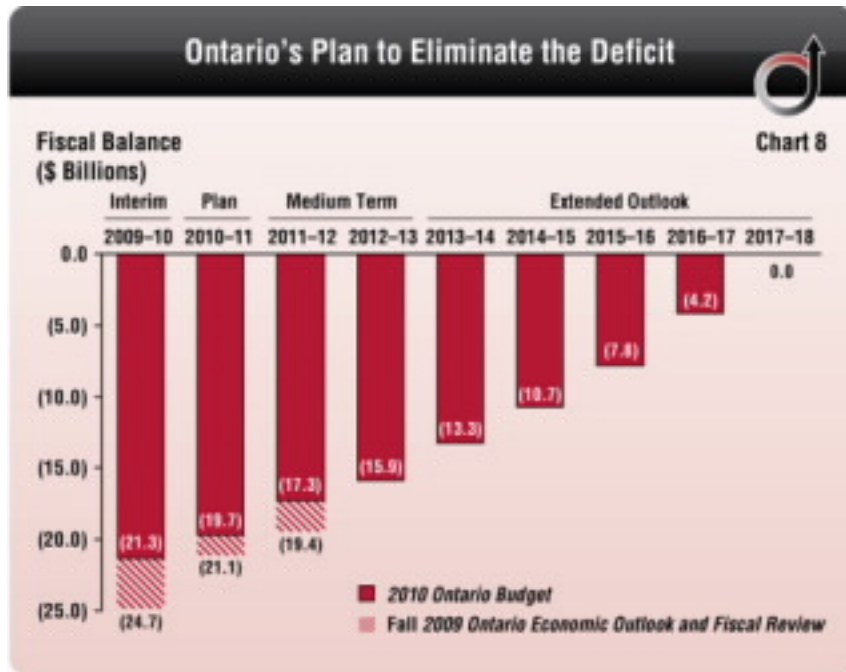
External Scan

Internal Scan

Council and Staff Input

Sources Cited and Consulted

External Conditions - Political



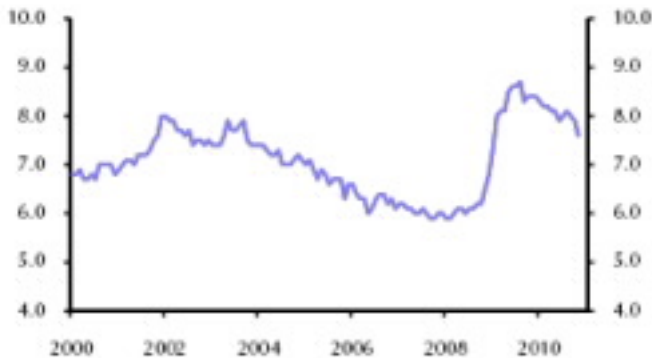
Source: Ministry of Finance, 2010 Budget

- Federal recognition of the 'decisive' role of municipalities in Canada's economic stimulus plan.
- Aggressive Provincial deficit reduction plan from 2010-2018 – raise dollars or reduce spending – could negatively impact municipalities in terms of workload/costs.
- Provincial level program and service reviews.
- Fall provincial election.
- The Strategic Counsel 2008 national survey on the challenges and issues facing municipalities revealed widespread consensus that municipal governments are underfunded in relation to the services they provide to citizens.
- Voter turnout for the City's municipal election dropped by 20% from 35,205 in 2006 to 28,072 in 2010.

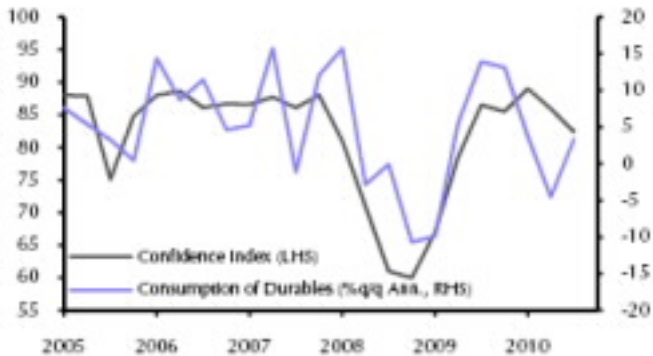
External Conditions

- Economic

Canadian Unemployment Rate (%)



Canadian Consumer Confidence and Durables Consumption



Source: Capital Economics - December 2010

- High national unemployment levels in comparison to 2006, decreased consumer confidence, rising costs due to high commodity pricing (energy, oil, cotton). This is expected to continue with increasing demand from emerging markets. GDP expected to continue slowing - everyday goods are costing more.
- Guelph unemployment rate sits at approx. 7.5%, better than the provincial average and in line with the national average. This is down from 8.1% in 2009.
- Manufacturing is the top employment industry in Guelph (24%) followed by business, educational services and retail trade.
- Average household income in Guelph has risen from \$78,057 to \$87,746 from 2006 to 2010. As we move towards 2015, experts predict a widening gap between higher and lower income wage brackets.
- 62% of residents work in the City. Daytime population (those working in the area and based at home during the day has increased from 138,684 in 2007 to 145,046).
- Guelph participation rate has increased from 71.4% in 2006 to 73.6% in 2010.
- The number of people in the labour force (15+) in Guelph has risen from 66,380 to 82,361 – an increase of approximately 10%.
- New and returning job prospects emerging – Canadian Solar and Linamar.
- BMA 2010 report states that the tax levy per capita has increased at a rate faster than inflation since 2003. Also states that Guelph is in a positive tax, water/ww and affordability position in relation to comparator groups with positive debt, reserve and financial trends.

External Conditions - Social

114,943

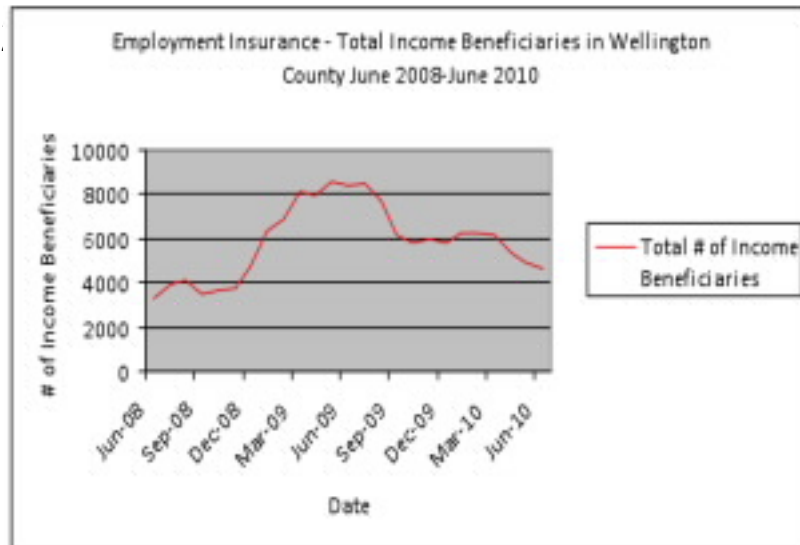
2006

125,770

Source: Statistics Canada 2006 Census, City of Guelph Planning Services Projections 2010.

2011

137,000

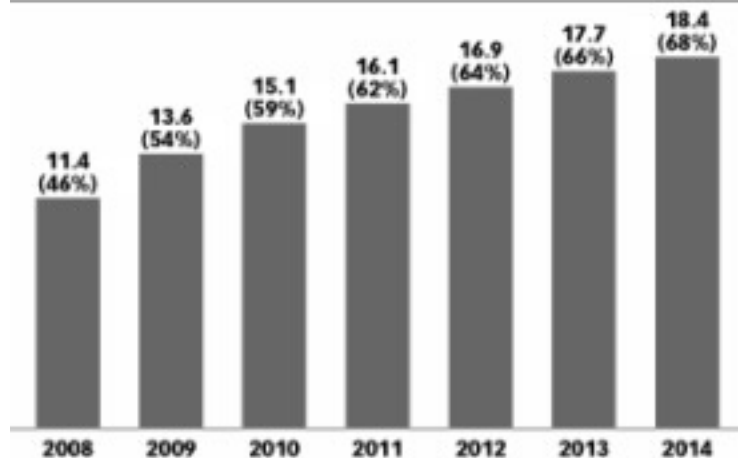


Source:

- Guelph's population is growing. Census data put the numbers at 114,943 in 2006. Current estimates show a rise to 137,085 – an approximate 6% change since 2005.
- A population of approximately 175,000 is expected in 2031.
- Guelph's immigrant population is at an estimated 21.9% - a 17.2% increase since 2005.
- Requirements for seniors will increase as the population ages – need to become an 'age friendly city' and understand 'aging in place' needs.
- Between August 2008 and July 2010 the City of Guelph saw a 48.5% increase in Ontario Works (OW) caseload. As of July 2010, there were approximately 1,466 people receiving OW support.
- In 2009, 694 individuals including 115 youth stayed in an emergency shelter in Guelph/Wellington. The average length of stay was 28.9 days for all individuals and 17.1 days for youth.
- The wait list for Social housing units currently ranges from 2-9 years depending on the location and unit size requested.
- The number of Ontarians using food banks rose 19% between 2008-2009. Food banks in Guelph/Wellington experienced a 36.8% increase in the number of clients between 2005-2009.
- 14.8% of people aged 25-64 years in Guelph/Wellington County do not have a high school diploma. This is above the Provincial rate of 13.6%.
- Usage hours of Guelph recreation facilities have increased from 88,993 hours to 92,908 from 2006 to 2010.
- Guelph enjoys a lower than national average crime rate.

External Conditions - Technological

Social Network Users in Canada, 2008-2014
millions and % of internet users



Note: social network sites include sites where social networking is the primary activity (e.g., Facebook, Myspace, LinkedIn), social network sites linked to portals such as Google and niche social network sites devoted to a specific hobby or interest
Source: eMarketer, Oct 2010

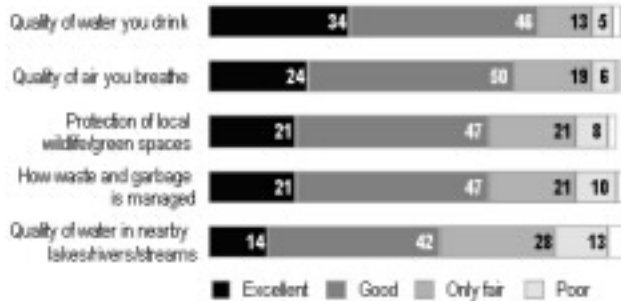
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www.eMarketer.com

- IT is a growth sector for the global economy enabling business worldwide. In Guelph, IT is a growing local sector with approximately 120 companies employing nearly 1000 people.
- Despite difficulties in tracking ROI, many private sector firms are increasing investments in social media to get messages out. Facebook, followed by MySpace is the most popular social networking site in Canada and captures approximately 14.5% of the worldwide internet population aged 15+. The City is viewed as a leader in its use of social media. There was a 76% increase in Facebook fans in 2010 and 104% increase in Twitter followers.
- Guelph.ca received 5.1 million visits in 2008 and 6.5 million visits in 2010. The most popular site after the homepage is Transit routes, maps and schedules.
- Municipalities have more open data to share with the public via websites and other vehicles. In 2010, Information Technology Services managed a 300% increase in on-line data.
- WiFi is increasingly available in public spaces
- Enhanced customer service is now possible with advances in technology. The City continues to offer and investigate on-line transaction options.

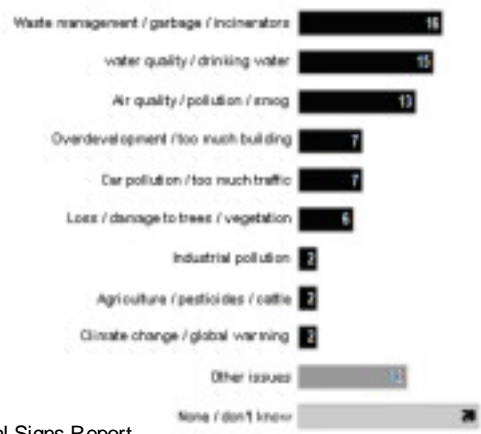
External Conditions – Legislation and the Environment

Rating of local environmental quality



Source: 2010 Vital Signs Report

Most important environmental issue facing your community today



Source: 2010 Vital Signs Report

- Increasing legislation and compliance reporting requirements.
- The 2010 Vital Signs report indicates that Canadians are mostly positive about the environmental quality in their local community, most notably in terms of the water they drink and air that they breathe, but also with respect to waste management, protection of local wildlife and green spaces, and nearby water bodies. Responses also indicate that waste management is the most important environmental issue facing communities today.
- Guelph diverted 43.8% of its waste from landfill in 2007 and is working towards a 55% waste diversion rate by 2011.
- Guelph Organics facility to be operational in 2011. New three bin sorting system is planned for implementation.

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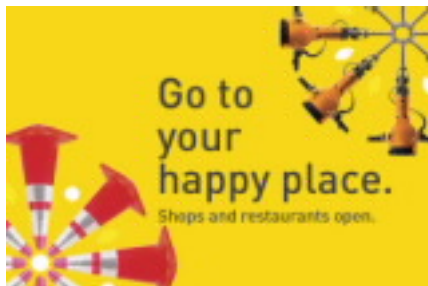
Internal State – Governance and Services



- Significant strides in governance – Council governance handbook developed with job descriptions for key positions i.e. CAO and Clerk, mandates/charters/work plans/ Chair role descriptions for Committees of Council.
- New financial management policies adopted
- Service Review methodology approved.
- Most recent community feed back collected in 2008. In response, a corporate communications and service excellence strategy were developed. As well, service reviews were undertaken and spending priorities clarified to assist with ongoing decision making.
- Increasingly more comprehensive service statistics and efficiency tracking from all areas across the corporation: i.e. transit ridership has increased from 5.12 million/year in 2006 to 6.2 million/year in 2010; the total number of building permits issued in 2010 was 2,420. This is a decrease over 2,549 in 2006 but an increase from 2009 figures at 2,185. Permits for residential building are significantly up from 2006 levels and have risen steadily.
- Recognition that a new mission statement is required.

Year	Guelph Transit Ridership
2006	5,115,684
2007	4,874,736
2008	5,374,655
2009	6,111,557
2010	6,158,245

Internal State – Leadership and Technology



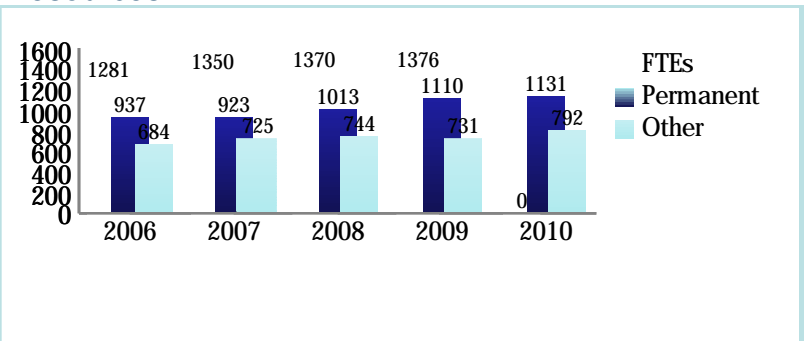
- New functional model introduced in 2010. City functions are now grouped under five departments: Operations and Transit; Community and Social Services; Planning, Engineering and Environmental Services; Human Resources and Legal Services; and the Office of the CAO.
- Key plans in place with approved strategies – i.e. Prosperity 2020, Transit Growth Strategy, Community Energy Initiative, Downtown Secondary Plan Draft, Communications Strategy, Service Excellence Strategy, Water Supply and Wastewater Master Plans, Guelph Trails Master Plan update, Official Plan Amendment #39, Natural Heritage Strategy etc.
- Working towards comprehensive strategic management; recognized need for strengthening metrics and reporting.
- Comprehensive 2010 BMA financial analysis conducted.
- \$44.4 million secured in federal and provincial Infrastructure Stimulus funds.
- ITS provides a comprehensive performance report annually. In 2010 they processed and resolved 8500 Helpdesk tickets, managed 845 PCs, 223 printers, 896 phones, 450 mobile devices and processes 72,9931 phone calls. Approximately \$122,741 was saved in annual costs through the new VoIP system.

Internal State – Business Processes, Resources, Culture

Division	Total Full Time Staff	Total Other (Annual Avg.)	Total Staff	Total % of Staff
CAO - Administration	314	53	367	19%
Community & Social Services	100	550	650	34%
Planning, Engineering & Environmental Services	274	9	283	15%
Human Resources & Legal Services	38	2	40	2%
Operations & Transit	357	73	430	22%
Library	48	92	140	7%
Council	-	13	13	1%
Total Workforce	1131	792	1923	100 %

Workforce Analysis HR Report: 2010

- 2010 statistics report 1,923 staff at the City of Guelph
- 67% of the workforce are between the ages of 35 and 53.
- Half of the workforce is over 45 which will have an impact on retirement projections within the next 5- 10 years.
- Service, process and operational reviews in 2009/10 i.e. sidewalk snow clearing, development approvals, downtown maintenance, Finance Department, parks maintenance.
- Well received recognition program. The FROG award was presented to 89 employees in 2010.
- Comprehensive annual HR reporting to Council.
- Capital budget review planned for 2011
- Many valuable human, capital, community and financial resources.



Workforce Change 2006-2010 HR Report: 2010

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*What did Councillors Hear? “This was largely a one issue election...affordability.”

*External Conditions:

Political – frustration with Provincial and federal downloading

- Most people recognize that the tax issue is more than just a municipal issue but do not ‘buy’ that when the Province and the Federal Government implement cut backs and tax cuts it is up to the Property Tax to pick up the pieces.

Economy – concerns about affordability and jobs

- Positive but not out of the woods yet; focus on job creation
- Asking for tax increases in this environment is wrong
- Due to the recession tax levels had a high profile. People are having to adjust to a new level of affordability in their personal lives and expect their governments to do the same. This question is no longer what additional services do we want but what current services can we no longer afford.

- There is still an interest in dealing with large capital projects but not at the expense of affordability.
- Seniors on fixed incomes are very concerned about rising costs (in a variety of services) and the challenge they face on an on-going basis to afford these costs. The potential of losing/selling their home is a real concern to them.

Social – greater awareness of poverty and diversity challenges

- Widening gap between rich and poor; growing concerns about poverty.
- Increasing diversity and concerns re. the settlement of immigrants and intolerance (i.e. reaction to Sikh Temple)
- Protect and invest in and value neighbourhoods.

Environmental – need to protect the environment

- Water quality and supply must be protected.
- Traffic congestion and related impacts.
- Protect and enhance our green infrastructure.

*What did Councillors Hear? (cont'd)

“Improve service and reduce costs.”

*Internal State:

Governance – ensure value for tax dollars

- Residents are seeking increased levels of accountability, transparency and value for tax dollars.

Services – improve communications, review services... it's a focus and a 'must'

- Improve communication – do a better job explaining why something is done a certain way/ clearly outline costs and clarify financial management information.
- Provide quality service and review discretionary service offerings.
- Cuts to transit service are a concern for many residents.
- The 3 bin collection system is not well understood - rationale and costs.

Leadership – continue to provide strong leadership

- City is moving in the right direction.
- Concerns about current CMSM management of social services social housing, child care.
- Seeking strong financial management and understanding.
- There is some appreciation for the strong financial policies implemented this past term.
- There is a feeling that we need to put a greater emphasis on corporate efficiency - with an appreciation that Council and Mgmt are working well as a team and should be able to get at this.
- Develop stronger business and community partnerships.

Business Processes – improve supporting processes

- Improve the Planning and Building approval process.
- Ensure a strong business ethic – assess project benefits/costs.

Resources – live within our means

- Recognize that there are many big ticket items (library, organics facility, Wilson St.) on the horizon. The recession is far from over for many individuals in this city that struggle daily to make ends meet.
- Identify needs vs.wants and spend on necessary, required areas identified by the public.
- We can't increase the workforce without visibly improving service

*Ideas and opinions about strengths of the City, and/or existing opportunities for improvement in our services and how they are provided.

What did Councillors Hear? (cont'd)

“Make valued and strategic investments.”

Culture – *continue to work as a team to achieve results*

- We have made great strides in being seen as a positively functioning Council / Mgmt team - with some criticism of the quality our debates.

Suggestions for Improvements

- Become a child-friendly community.
- Become an age-friendly community.
- Build a community centre for the South End.
- Pay more attention to brownfield development.
- Recognize that our business friendly perception has to change if we are to successfully get our residential, commercial and industrial tax ratios back into line.
- Get moving on the Guelph Innovation District.
- Reduce the impact of growth on existing residential neighbourhoods.

- Improve safety in the downtown; address nightlife issues.
- Recognize the impact of shared rental housing.
- Increase support for heritage protection.
- Examine contracting out options i.e. garbage collection
- Three bin garbage system – projected cost skepticism. Many residents are convinced that final costs will be greater than predicted. As well, many, many seniors have concerns with the storage, hygiene, capacity and mobility of the bins. Residents were/are very concerned about getting these bins to and from the curb throughout the winter. As well, since plastic bags will be a thing of the past, what is the city doing about getting one of the large “box stores” to manufacture paper bags (similar to the ones used for yard waste) and adopt the “best practices” presently used with the bin system. We have one year to get this program sorted out and implemented. We want to do it right the first time.

*What did staff say?
“We are dedicated staff willing to serve a unique City...”

Corporate Governance – *clarify processes and priorities*

- Ensure HR work/life balance policies.
- Clarify processes and practices, improve departmental cooperation.
- Need for more written SOPs corporately and job specific - written documentation makes it easy for staff to respond to requests and complaints and be consistent.
- A strong corporate vision and new focus is needed – we are so diverse but can pull people together with the strategic plan and clarity on the steps to get there.

Services – *continue to improve services, understand what’s important*

- Continue looking for improvement in all areas.
- More services and new needs will emerge for retiring boomers.
- As a smaller municipality we’re able to better control the services we provide, we can identify what’s important and learn from other municipalities.
- Continue to investigate service efficiency opportunities – confirm that all service groupings working as well as possible.
- Clarify our role vs. that of our outside agencies.
- Better understand what residents want.
- With these challenging economic times the public wants to know more about our efficiencies and accountability.

What did staff say? (cont'd)

Technology – capitalize on technological capacity

- Strong web/social media presence/GIS strategic plan.
- IT employees have helped us soar to great heights with Technology, capitalize on the existing capacity with a long term strategic plan for IT.
- Share software interdepartmentally for greater efficiencies.
- Use technology for even more new service enhancements.

Leadership – communicate, set priorities, measure and report on results

- ‘Walk the talk’ on organizational change – address horizontal silos.
- Continue sharing information from the top-down and listen from the bottom up.
- Make careful choices about our future focus – too many tasks will compromise quality.
- Ensure strong leadership, strategy, long term capital planning.
- Fully align the new strategic plan and goals to work plans and budgets.

Business Processes – streamline the ‘how’

- We are criticized for red tape in processes, not being business friendly and level of coordination of departments.

Resources – effectively manage valuable assets

- Dedicated employees and volunteers willing to work hard and ‘go the extra mile’/ talent/ brilliant staff willing to give 100% - common goal to provide good customer service. Wanting to assist and make our community the best it can be/ a desire to do better/ creativity and innovation.
- Many valuable assets – university presence, water treatment/supply systems, facilities; public transit system, waste water collection; cultural facilities, parks and recreation, information systems, records and data.
- Ensure succession management.
- Communicate the value of the downtown to the community as a whole.
- Celebrate part time and volunteer staff contributions.
- Ensure equal employment opportunities for the multicultural community.

What did staff say? (cont'd)

Resources (cont'd)

- Address County, provincial and federal funding inequities.
- Align HR policies with emerging workforce requirements.
- Ensure adequate staffing levels and compensation.
- Grow the commercial and industrial tax base, increase opportunities for private investment.
- Continue strengthening fiscal responsibility. Know what services we wish to provide and remove those we can't afford or don't need to provide.
- Emerging social trends – family friendly lifestyles, learning for life, boomer retirement.
- Create partnerships with city support for larger projects that benefit the City as a whole.
- Housing prices are very high with nothing for sale in the downtown – encourage more housing projects.
- Aging workforce/corporate history loss – need for a corporate knowledge repository and improvements in record keeping and filing systems.
- Assess morale – we can set out to do many things but without dedicated employees to action them, to stay with the organization and encourage others to join these won't be accomplished.
- Provide flexible work practices, telecommuting – recognize the benefits.
- Look for opportunities to generate reasonable revenues and continue trying to reduce costs in regard to every venture undertaken.
- Become even more sustainable to eliminate requirements for outside funding sources .
- Investigate the Provincial 'Feed In' Tariff.
- Look at budget constraints in the organization and maintain current staffing levels.
- Investigate partnerships with other municipalities for more effective service delivery.
- Increasing expectations for public service delivery. We need to focus dollars on services that residents feel are most important.
- Understand long term needs and projections, develop plans to manage needs and set aside monies to take advantage of opportunities that arise as we move forward.

What did staff say? (cont'd)

Culture – *seize and leverage existing cultural wealth*

- Ensure university or college presence in the downtown.
- Support and promotion of tourism in Guelph and the general area.
- Farmers Market needs a new and larger facility and to be open more often – could be a centre of urban Agriculture with academic expertise available and a vision for incorporating agriculture into new buildings in the downtown.
- Promote multiculturalism.
- Own' heritage properties such as McCrae House by using poppy motif in our promotion, plant poppies on the Hanlon, trail blazing signs using the poppy, investment programs, connect to the 'riverscape', event attraction and development, directional signage new farmer's market facility, maximize our visibility as a green city.
- Address citizen apathy.

- Engaged citizens and high quality of life - single tier municipality – rare and popular in Southern Ontario.
- Local food movement.
- WiFi is common in public spaces and will attract more use/activity of such spaces by people with portable devices.
- The traditional construction of utilitarian buildings is now being replaced by construction of more aesthetically pleasing buildings.
- More open data sharing with the public is occurring.
- A sense of leadership by everyone is needed at all levels in municipalities. Ensure a concerted effort at the political and administrative levels to create and sustain a strong organization - there should be encouragement towards 'Servant Leadership'.

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External Conditions

- Canada Chart Book Dec 2010/January 2011
- Statistics Canada, 2006 Census Data
- City of Guelph Community Profile, 2010
- Statistics Canada Labour Force Survey
- Housing Market Outlook – Kitchener and Guelph CMAs
- Canadian Social Trends – Statistics Canada December 2010
- Toronto Region Research Alliance – 2011 Report
- Guelph and Wellington Task Force for Poverty Elimination – Poverty Briefing (September 2010)
- The Strategic Counsel: A Report on the Key Issues Facing Canadian Municipalities (2008)
- Vital Signs Report (2010)
- Guelph Wellington Seniors Association – Candidate Questionnaire – Leanne Piper Oct.4, 2010
- State of the Environment 2010
- 2010 Municipal Study, BMA Management Consulting Inc.
- Environmental Scan Presented to Guelph Wellington Local Immigration Partnership April 20, 2010

Internal Scan:

- City of Guelph Staff: Internal Survey – February, 2011
- City of Guelph Councillors Survey – February 2011
- City of Guelph Community Profiles 2006/2010
- Consultation summaries 2010
- Building Services Annual Report 2006/2010
- HR Annual report 2010
- Information Services Annual Report 2010
- City of Guelph Communication Plan Public Consultation Final Report
- Envision Guelph Public Feedback

What additional sources must be considered?

Questions/Comments:

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Draft Survey Framework

The following preliminary focus areas and ideas for specific inquiries were suggested by Council and Staff in support of the 2011-2014 Strategic Planning revision process. Additional discussion on February 23, 2011 will help to surface gaps and priority areas of concentration.

Focus Area	Inquiry Ideas
Service Quality	<ul style="list-style-type: none"> Quality, accessibility, timeliness, fair treatment, knowledgeable and competent staff, going the extra mile Overall service satisfaction levels Value of service excellence
Well-being	<ul style="list-style-type: none"> Meaning of well-being at the individual, neighbourhood and community level Contributing elements to a personal sense of well being
Leadership and Citizen Engagement	<ul style="list-style-type: none"> Opinions on whether Guelph is heading in the right direction Satisfaction levels: local government, public participation in planning and development; opportunities to participate in city/community decision making Interest/preferences regarding public participation: receiving information to build awareness/ testing ideas or concepts to build knowledge/collaborating in the development of solutions/sharing decision making by developing recommendations/ having delegated responsibility to make decisions
Internet	<ul style="list-style-type: none"> Levels of access to the internet
Recreation and Leisure	<ul style="list-style-type: none"> Preferences regarding structured programming vs. unstructured activities i.e. events in parks Affordability of programming and services Satisfaction with the community guide format Effectiveness of registration process
Diversity	<ul style="list-style-type: none"> Opinions on the City's ability to serve an increasingly diverse community Opinions on investing in accessibility features
Economic Development	<ul style="list-style-type: none"> Perceptions about what will make Guelph more attractive to business
Communication	<ul style="list-style-type: none"> Perceptions of feeling well informed; the availability of current information Satisfaction with how City information is accessed Preferred channels of communication; perceived importance of communications Most sought after/ required information
Quality of Life	<ul style="list-style-type: none"> Quality of life as a priority Contributing factors (i.e. parks, cultural opportunities, University presence)
Priority Issues and satisfaction levels of primary services	<ul style="list-style-type: none"> Top 3 priorities willing to support with a tax increase Areas where user fees would be acceptable if it meant a subsequent tax levy reduction
	<ul style="list-style-type: none"> Spending preferences on core services (parks and trails, roads and sidewalks, arts/culture/heritage/libraries; water, sewers and other infrastructure/ Operations (snow plowing/grass cutting); economic development (attracting business), municipal government (administration), fire

Focus Area	Inquiry Ideas
	<p>department, recreation, redevelopment of the downtown, city planning and growth management, environmental initiatives/public transit/other.</p> <ul style="list-style-type: none"> • Services and service levels to decrease or discontinue
Traffic and Public Transit	<ul style="list-style-type: none"> • Perceived importance of Public Transit (i.e. how it affects ridership, compliments our Community Energy Initiative, addresses traffic congestion) • Perceptions on reliability, efficiency, affordability
Strategic Initiatives	<ul style="list-style-type: none"> • Opinion on whether the Community Energy Plan supports the community's goals for environmental stewardship • Whether Guelph is an 'Age-Friendly' City • Community support for a new main library • Opinion on whether the City and downtown community should invest in facilitating discussion on having the University of Guelph relocate part of its operation downtown • Opinion on whether or not the City should be working with the University of Guelph to explore the development of joint athletic facilities in order to support the needs of the south end as identified in the City master plan • Top three suggestions for overall improvement
Open-ended Questions	<ul style="list-style-type: none"> • Most important issues to residents (<i>whether that is an open ended question or a testing of specific issues e.g. protecting our water, jobs and the economy, downtown renewal, arts and culture, seniors program, poverty</i>) • Broad view points: i.e. some people say the biggest problem facing Guelph is inadequate services to city residents, and we need to improve those services even if it means a small tax increase. Other people say the biggest problem we have in the city of Guelph is high city taxes and fees, and we need to lower taxes and fees even if it means a small reduction in services. Which is closer to your view? • OR Which statement do you agree with and why? <ul style="list-style-type: none"> 1) The biggest problem facing Guelph is inadequate services to city residents, and we need to improve those services even if it means a small tax increase. 2) The biggest problem we have in the city of Guelph is high city taxes and fees, and we need to lower taxes and fees even if it means a small reduction in services.

Suggested languages: English + Spanish, Vietnamese, Chinese Cantonese/Mandarin/Simplified Chinese)*

* Top 3 language interpretation/translation requests according to statistics gathered at Immigrant Services Guelph-Wellington from April 1, 2010 to January 26, 2011 Translation and Interpretation Program Services (TIPS):

1. Spanish,
2. Vietnamese, and
3. Chinese (Cantonese/Mandarin/Simplified Chinese).

2011 Strategic Plan Revision Process Schedule

The following proposed schedule is for review and discussion on February 23, 2011 and is designed to assist with clarification of the Strategic Plan review process and approach. Space for notes and comments that you may wish to record during the meeting has been included.

2011 Date	Event	Notes/Comments
January 24	Council consideration	
February 23	Start-up Meeting <ul style="list-style-type: none"> • Operating environment • Survey content • SP Revision process 	
March/April	-Survey refinement, fieldwork and analysis -Pre-work for Workshop #1	
April 11	Governance Committee Presentation <ul style="list-style-type: none"> • Survey Results 	
April 25	Council Presentation <ul style="list-style-type: none"> • Survey Results 	
May 9	Chris Bart Workshop #1 (Council and ET) <ul style="list-style-type: none"> • Mission statement • Vision and values confirmation • Emerging goals and priorities 	
Week of May 16 th	ET Objective Setting Meeting <ul style="list-style-type: none"> • SMART objectives 	
Week of June 6 th	-Pre-work for Workshop #2	
June 21	Chris Bart Workshop #2 (Council and ET) <ul style="list-style-type: none"> • Strategic Initiatives in support of goals, priorities, objectives 	
June	Public validation and refinement	
July	Council consideration	