

Committee of the Whole Meeting Agenda

Consolidated as of August 30, 2019

**Tuesday, September 3, 2019 – 2:00 p.m.
Council Chambers, Guelph City Hall, 1 Carden Street**

Please turn off or place on non-audible all electronic devices during the meeting.

Please note that an electronic version of this agenda is available on
guelph.ca/agendas.

Guelph City Council and Committee of the Whole meetings are streamed live on
guelph.ca/live.

Changes to the original agenda have been highlighted.

Call to Order – Mayor

Disclosure of Pecuniary Interest and General Nature Thereof

Staff Recognitions:

1. 2019 Mentorship for Internationally Trained Professionals Award from Employment Coordination Committee Guelph-Wellington – Corporate Services and Human Resources initiative with corporate-wide mentors

Corporate Services

Kerry Pletch, Human Resources Manager, Talent and Organizational Development

Infrastructure, Development and Enterprise Services

Daryush Esmaili, Manager, Design and Construction
David Gordon, Organic Waste Contract Manager
Emily Stahl, Manager of Technical Services, Water Services
Mohsin Talpur, Development Environmental Engineer
Prasoon Adhikari, Environmental Engineer
Vivian DeGiovanni, Supervisor, Program Development

Public Services

Alex Goss, Manager, Community Investment
Andrea Harvie, Service Performance Development Analyst, Guelph-Wellington Paramedic Service
Muhammed Ismail, Program Manager, Corporate Security
Tammy Adkin, Manager, Guelph Museums

2. **Six Sigma Lean Black Belt in Government Certification – Management and Strategy Institute**
Jade Surgeoner, Manager, Financial Reporting and Accounting
 3. Graduate of Conestoga College Human Resources Course and Guelph Y Woman of Distinction Honouree
Misty Taylor, Human Resources Advisor
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Consent Agenda – Audit

Chair – Councillor Allt

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Agenda, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

CAO-2019-14 Driver Certification Program Compliance Audit Report – 2019

Recommendation:

That the Report CAO-2019-14, Driver Certification Program Compliance Audit Report – 2019, dated September 3, 2019 be received.

CAO-2019-15 Status of Outstanding Management Action Plans – Q2 2019

Recommendation:

That the report CAO-2019-15, Status of Outstanding Management Action Plans – Q2 2019, dated September 3, 2019 be received.

Service Area Chair and Staff Announcements

Please provide any announcements, to the Chair in writing, by 12 noon on the day of the Council meeting.

Ten-Minute Break for Service Area Change

Consent Agenda – Governance

Chair – Mayor Guthrie

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Agenda, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

OMC-2019-01 Councillors' Request for Additional Training Funding, 2019

Recommendation:

That Councillors Rodrigo Goller, Mark MacKinnon, Dominique O'Rourke each be authorized to exceed their 2019 Training Funding allocation of \$4,875.00 in order to cover costs associated with attendance at the Association of Municipalities of Ontario (AMO) conference, 2019.

Items for Discussion – Governance

The following items have been extracted from Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

CS-2019-62 Procedural By-law Update

Delegation:

Susan Watson
Ron East
Lin Grist

Correspondence:

Susan Watson
Steven Petric

Recommendation:

That the proposed Procedural By-law, included as Attachment-2 to the report CS-2019-62 titled Procedural By-law Update, dated September 3, 2019, be approved and that By-law (2018)-20352 be repealed.

CAO—2019-16 City of Guelph Strategic Plan 2019-2023 (staff memo and revised presentation)

Scott Stewart, Chief Administrative Officer
Colleen Clack, Deputy CAO, Public Services
Trevor Lee, Deputy CAO, Corporate Services
Jennifer Smith, Manager, Corporate and Community Strategic Initiatives
John Matheson, Engagement Principal, StrategyCorp

Delegations:

Mike Darmon
Yvette Tendick, Guelph Coalition for Active Transportation

Recommendation:

1. That the City of Guelph Strategic Plan 2019-2023 be approved.
 2. That staff be directed to develop a series of Strategic Plan action plan proposals and report back to Council with these proposals by the end of Q2 2020.
 3. That the costs associated with the implementation of the Strategic Plan as outlined within report number CA0-2019-16, dated September 3, 2019 be referred to the 2020 budget process.
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Service Area Chair and Staff Announcements

Please provide any announcements, to the Chair in writing, by 12 noon on the day of the Council meeting.

Ten-Minute Break for Service Area Change

Consent Agenda – Public Services**Chair – Councillor Hofland**

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Agenda, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

PS-2019-18 Update on the Brant Community Hub**Recommendation:**

That recommendation number one associated with the closed Report PS-16-30 entitled Brant Community Hub Update, adopted on Monday, November 28, 2016, be rescinded and that the associated resolution be removed from any outstanding Council motion lists.

PS-2019-19 Tourism Entity Negotiation**Recommendation:**

That staff be directed to enter into negotiations with a potential eligible tourism entity, as outlined in Report PS-2019-19, with regard to implementing a Municipal Accommodation Tax.

Correspondence:

Karen Hess

Stephen Morris

Recommendation:

1. That staff be directed to approve and execute a mutual surrender and amicable termination of the Centennial Pool License Agreement commencing January 4, 2020 with the Upper Grand District School Board.
 2. That staff be directed to relocate City of Guelph programs, rental contracts and staff at Centennial Pool to other City-owned aquatic facilities as of the 2020 winter season.
-

Items for Discussion – Public Services

The following items have been extracted from Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

PS-2019-17**Locomotive 6167 Move****Presentation:**

Danna Evans, General Manager, Culture, Tourism and Community Investment

Delegation:

Keith Gebhardt

Correspondence:

Steven Petric

Paul Breadner, Past Chair, City of Guelph Locomotive 6167 Restoration Committee

Recommendation:

That Report PS-2019-17, titled Locomotive 6167 Move, dated September 3, 2019 be received.

PS-2019-20**Revised Community Investment Strategy****Presentation:**

Danna Evans, General Manager, Culture, Tourism and Community Investment

Recommendation:

1. That the Community Investment Strategy, included as Attachment-1 of Report PS-2019-20, be approved.
2. That the new Community Investment Strategy programs, as listed in Attachment-2 to Report PS-2019-20, be funded from the Community

Investment Reserve.

3. That Appendix A of the City's General Reserve and Reserve Fund Policy be amended to reflect the updated language for the Community Investment Reserve as identified in Report PS-2019-20.

Service Area Chair and Staff Announcements

Please provide any announcements, to the Chair in writing, by 12 noon on the day of the Council meeting.

Ten-Minute Break for Service Area Change

Consent Agenda – Corporate Services

Chair – Councillor MacKinnon

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Agenda, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

CS-2019-77 Property Tax By-law Update

Recommendation:

1. That pursuant to Section 23.1(1) of the Municipal Act, By-law (2013)-19529 Schedule "P" be amended by adding delegated authority to the Assessment Review Board to hear Municipal Act Section 357 (1) (d.1) applications as set out in Attachment-1 hereto and by adding delegated authority to staff for the apportionment of taxes under Municipal Act Section 356.
2. That pursuant to Section 342(1) of the Municipal Act, By-law (2015)-19987 be amended by changing the payment schedule of the 11 month pre-authorized payment plan to January through November.

CS-2019-23 Second Quarter 2019 Operating Variance Report

Recommendation:

That report CS-2019-23 Second Quarter 2019 Operating Variance Report dated September 3, 2019 be received for information.

CS-2019-84 The City of Guelph Workplace Diversity and Inclusion Plan

Recommendation:

That report CS-2019-84, The City of Guelph Workplace Diversity and Inclusion Plan dated September 3, 2019 be received.

Service Area Chair and Staff Announcements

Please provide any announcements, to the Chair in writing, by 12 noon on the day of the Council meeting.

Items for Discussion – Infrastructure, Development and Enterprise

Chair – Councillor Gibson

The following items have been extracted from Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

IDE-2019-55

Downtown Community Improvement Plan – Background Report: 2010-2018 and Potential CIP Review Directions

(extracted from the June 21, 2019 Items for Information as requested by Councillor O'Rourke)

Councillor O'Rourke will speak to this item.

Service Area Chair and Staff Announcements

Please provide any announcements, to the Chair in writing, by 12 noon on the day of the Council meeting.

Adjournment

From: Susan Watson

Sent: Friday, August 30, 2019 9:19 AM

To: Clerks <clerks@guelph.ca>; Mayors Office <Mayor@guelph.ca>; Cam Guthrie <Cam.Guthrie@guelph.ca>; Dan Gibson <Dan.Gibson@guelph.ca>; Bob Bell <Bob.Bell@guelph.ca>; James Gordon <James.Gordon@guelph.ca>; Rodrigo Goller <Rodrigo.Goller@guelph.ca>; Phil Allt <Phil.Allt@guelph.ca>; June Hofland <June.Hofland@guelph.ca>; Cathy Downer <Cathy.Downer@guelph.ca>; Mike Salisbury <Mike.Salisbury@guelph.ca>; Christine Billings <Christine.Billings@guelph.ca>; Leanne Piper <Leanne.Piper@guelph.ca>; Mark MacKinnon <Mark.MacKinnon@guelph.ca>; Dominique O'Rourke <Dominique.ORourke@guelph.ca>

Subject: Procedural By-law: Zero public engagement

Why is community engagement important?

Quite simply, because it's your city. This is the city you have chosen to live in, to work in, to volunteer in, to raise your family in, to run your business in. Council and City staff work for you. It's your tax dollars we are spending to offer services you need and want. In order to make the best decisions possible, Council needs to hear from you. And we don't want to hear only from the loudest people, or the most articulate people, or the most connected people – we want to hear from everyone. A solid community engagement framework helps make sure that happens. Local government works better when we're all in this together.

Statement by Mayor Cam Guthrie, February 2015

http://guelph.ca/wp-content/uploads/CEF_Framework_2015.pdf

Mayor Guthrie and Members of Council:

How is it possible that a staff report which brings forward recommendations impacting the most fundamental ways in which the community engages with municipal decision-makers did not involve any community engagement whatsoever?

Not only is this profoundly undemocratic, it is a violation of the City's own policies on Community Engagement and the Council-Staff Relations Policy:

<https://guelph.ca/wp-content/uploads/AODA-Council-Staff-Relations-Policy.pdf>

It is expected that staff will

- *Ensure that Council is apprised of any issues that may impact their decision making process;*
- *Present a corporate and **community** perspective to Council;*

This report does not contain any community perspective whatsoever. How can you be apprised of issues that should impact your decision-making process on this very important issue if citizens have not been asked for input?

In isolation, this is a completely unacceptable omission. But it is taking place in a wider context of disrespect for public input. Two recent examples were the proposed cuts to the library budget

and the repositioning of a community park onto the Marcolongo property. Key stakeholders received little or no advance warning of these unilateral proposals from staff. So much for the "No surprises" policy in the Council-Staff Relations Guidelines:

No surprises

Open lines of communication are essential.

The lack of public consultation on this file and the content of the report exposes a seismic shift in corporate culture at City Hall. Citizens are now not just irrelevant to local decision-making - they are the problem. How much input they get needs to be controlled.

Our local democracy is in crisis, and it is your job as leaders to fix it. This administration needs to regain the focus that it is the job of Council and staff to serve the public interest. Not developers. Not private interests. Not the Province. Not yourselves.

Guelph citizens need to be put back at the centre of everything that happens at City Hall. Now.

Susan Watson

From: Susan Watson

Sent: Friday, August 30, 2019 9:59 AM

To: Clerks <clerks@guelph.ca>; Mayors Office <Mayor@guelph.ca>; Cam Guthrie <Cam.Guthrie@guelph.ca>; Dan Gibson <Dan.Gibson@guelph.ca>; Bob Bell <Bob.Bell@guelph.ca>; James Gordon <James.Gordon@guelph.ca>; Rodrigo Goller <Rodrigo.Goller@guelph.ca>; Phil Allt <Phil.Allt@guelph.ca>; June Hofland <June.Hofland@guelph.ca>; Cathy Downer <Cathy.Downer@guelph.ca>; Mike Salisbury <Mike.Salisbury@guelph.ca>; Christine Billings <Christine.Billings@guelph.ca>; Leanne Piper <Leanne.Piper@guelph.ca>; Mark MacKinnon <Mark.MacKinnon@guelph.ca>; Dominique O'Rourke <Dominique.ORourke@guelph.ca>

Subject: No data. No evidence. No context. No big picture.

Mayor Guthrie and Members of Council:

Perhaps this is stating the obvious to those of you who have already had the opportunity to read the staff report on the Procedural By-law Update, but I would like to make the following observations.

This report contains no data, no evidence, no context and no big picture thinking.

No data:

The staff report provides no data whatsoever to support the assertion that double-delegating is an issue which is having a material impact on meeting length.

This should have been a fairly straightforward process to aggregate data. A four-month period could be selected and a tally could be made of how many people actually delegated both at Committee of the Whole and Council. In the absence of any data, staff have failed to make the case that there is actually a problem.

Moreover, Council members are also subject to speaking maximums during Council meetings, however, these are neither tracked, monitored or enforced. If we are going to have a conversation about the length of meetings, Council conduct needs to be part of it.

You need to make evidence-based decisions. This report has no data to support an evidence-based decision.

No evidence:

Lawyers anticipate risks. That's what they do. But in this case, mitigating risks sits in tension with citizen Charter Rights of Freedom of Expression. You didn't get this perspective, because citizens were not asked for their input.

Has there ever been a case in Ontario law in which a municipality was found to be a party to a finding of defamation because they had published correspondence from a citizen? The staff report does not provide any such evidence.

Neither is there any evidence provided that this has been a problem in our own City.

Section two of the Canadian Charter of Rights and Freedom states the following:

Fundamental Freedoms

Marginal note: Fundamental freedoms

2. Everyone has the following fundamental freedoms:

- b) freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication;

These rights are *"subject only to such reasonable limits prescribed by law as can be demonstrably justified in a free and democratic society."*

The staff report fails to "demonstrably justify" why any limits should be placed either on delegations or written correspondence.

We have a legal system and defamation laws to protect Canadian citizens. It is not the role of staff to be judge and jury in these matters - without any mechanism of appeal for citizens.

It is completely inappropriate for this kind of autocratic power to be vested in staff. It is essentially the power to censor citizens.

I will point out that information that is negative and damaging to someone's reputation is not defamation *if it is true*. This is a matter to be determined by the courts, not by City staff.

No context. No big picture.

If we are going to tackle the matter of the length of Council meetings, then there is a much bigger discussion that needs to take place.

Is the problem actually the Committee of the Whole structure itself? Do we need to revert to a traditional committee structure which may provide better governance and be more democratic and user-friendly for citizens?

We are just embarking on a whole review of Council composition, full-time vs. part-time, ward boundaries, etc; Is the real problem the fact that the size of our City and the issues we have to tackle cannot be dealt with within our current meeting structure? Do we need more frequent Council and Committee meetings to deal with the business of the City? Do we need full-time Councillors who have the time to prepare for and attend more frequent meetings?

It is astounding that citizens are being fingered as the problem and these larger issues are not even mentioned.

I will be delegating on Tuesday afternoon and I will be happy to discuss these matters further at that time.

Sincerely,
Susan Watson

Subject: Procedural By-law Update

Report Number CS-2019-62

Thursday August 29th, 2019

Dear Councillors,

It has come to my attention that proposed changes to the Procedural Bylaw, much of which mirrors one [put forward in 2016](#), are being brought forward on September 3rd.

The right to delegate is one of the very few outlets that citizens have to express their opinions about the governance of their City. This is where the real work of government is completed, and decisions are made. As one person put it in the online comments section of the recent Guelph Mercury Tribune article *"In these times of fake news and decline of news media, we need more direct access to our elected officials not less. We need thoughtful debate and consultation. Repeat delegation is crucial to a free and open process."*

The proposal is to remove the ability for delegations to speak at both Committee of the Whole and Council unless new information is presented publicly following a CoW meeting. Staff recommend that new information would be considered as items that were not previously made available or publicly released (i.e. amendments, additional staff information, government or agency reports, etc.) at the time of the Committee of the Whole meeting. Staff will also develop procedures to formally document what is considered "new information".

However, it should be noted, that a Delegate or Group could bring forward their own "new information". It could be information that may go further than what is in the report, it may be information that was not presented by staff, or even information that was either given some or no consideration. It could be support or opposition and could change as the delegate gets more time to develop a fuller response.

City Staff, in many cases, have many months to research, develop, and prepare reports and recommendations for Council. Some reports have little to no public consultation while others have a lot of public consultation. Since Agendas are only posted about a week or so in advance, it only gives someone from the public a very short window to digest months of research and recommendations and come up with a response.

The reality is a person will delegate at CoW, based on what they can clobber together in a short time. Afterwards, with the additional time before it appears in front of full Council, they will do additional research and prepare further comments, amendments, and/or recommendations for Council to consider.

There is no statistical evidence being provided to either Council or the public to establish that there is any problem whatsoever with repeat delegations. Since Council makes evidence-based decisions and there is no evidence presented, I would recommend that there be no change to the delegation process.

There is also the potential that if these recommended changes did go through, there would/could be a challenge under the Canadian Charter of Rights and Freedoms, which guaranteed freedom of opinion and expression.

Another area of concern that needs clarification is what was said in the *Mercury Tribune* by the Clerk and what is in the actual proposed Bylaw. The Clerk says "obscenities could be redacted" which is a reasonable approach, but the proposed wording of the new By-law says: Section 4.9 (c) says, "The City Clerk's Office shall not accept any written submission or petition that contains any obscene or improper matter or language or defamatory allegations, as determined by the City Clerk in consultation with the City Solicitor."

The addition of a section to prohibit written submissions with respect to a bylaw appearing on an agenda is very concerning. Bylaws are what run much of our city. It would be highly recommended to not take someone's right away to submit written responses in support or opposition to any bylaw being presented to City Council for consideration.

As for the recommendation for Automatic adjournments, I do support this but would also like Council to consider splitting larger than normal agendas over two consecutive days like many other cities do.

All other recommendations and adjustments seem to be in order, and I would support their passage.

I thank you for your time and consideration on this topic.

Regards,

Steven Petric

Guelph

INTERNAL MEMO



DATE August 29, 2019

TO **Council**

FROM Jenny Smith
DIVISION Office of the CAO
DEPARTMENT Strategy, Innovation and Intergovernmental Services

**SUBJECT CAO-2019-16 City of Guelph Strategic Plan 2019-2023
Presentation Slide Amendments**

Following distribution of the September 3, 2019 Committee of the Whole agenda package on August 22, staff have made the following adjustments to the City's Strategic Plan presentation deck.

- Revised the title slide to reinforce the direction of Strategic Plan (slide 1)
- Reordered slides to improve flow of information (slides 3 and 4, and 24 to 28)
- Removed unnecessary slides which can be addressed at the podium (section dividers within Strategy Corp's presentation, **originally** between slides 5 and 20)
- Added slides to reinforce or provide additional information (slides 18 and 27)

Jennifer Smith, Manager, Corporate and Community Strategic Initiatives
Strategic, Innovation and Intergovernmental Services
Office of the Chief Administrative Officer

519-822-1260 x 2120
jennifer.smith@guelph.ca

cc: Scott Stewart, CAO



Guelph.

Future ready.

City's of Guelph's Strategic Plan

Committee of the Whole Staff Presentation
September 3, 2019

Strategic alignment

Our Strategy and Performance



Adapted from City of Hamilton



Community and Strategic plans

Community's 20-year vision

We protect the environment

- Protect and sustain what we have
- Reclaim what might otherwise be wasted
- Go further than any other city
- Prepare for the future
- Steward our resources



City's four-year vision

Sustaining our future

- Create an ambitious and achievable climate adaptation plan
- Mitigate climate change by reducing our carbon footprint
- Plan and design an increasingly sustainable city as we grow

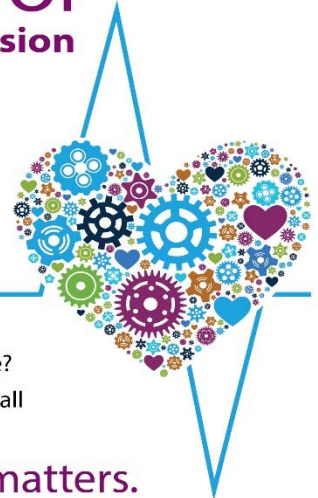


Building the Plan

- ✓ Environmental scanning
 - Corporate Management Team
 - Municipal and Provincial changes
- ✓ Priority setting workshops
 - Corporate Management Team
 - Council and Executive Team
- ✓ Vision, Mission and Values
 - Staff survey
 - One-day workshop
- ✓ Strategic Plan Approval
 - September 23

**Time for
a vision, mission
and values**

**pulse
check**



Where are we going?
How will we get there?
Let's make sure we're all
on the same page.

**Your voice matters.
Take the vision, mission,
values survey.**

June 12 to 19

Online and paper copies of the survey are available.
For more information visit the InforNet or speak with your manager.



Building the City's Strategic Plan.
Together.





City of Guelph

Facilitators Report of Council-Staff Strategic Planning Process

September 2019

John Matheson

Purpose

- Guelph's strategic planning process to date
- Report back on municipal senior staff and City Council's strategic planning work
- Overview of how priorities are incorporated into the strategic planning process.
- Analysis and Recommendations for the Council-Staff Joint Strategic Plan
- Next steps

Sources of Input

- Interviews
- Media analysis
- Council members 1:1 conversations
- 1 Introductory meeting and 2 Workshops
- Deputy CAO interviews
- Meeting with corporate management team
- Update from the new CAO
- General StrategyCorp and City of Guelph staff collaboration

Staff and Council SWOT

Strong position to start from

- Growing community, high resident engagement and satisfaction
- Experienced leadership, relative autonomy as single-tier, engaged staff
- Innovative population, well positioned on Tech Corridor

Some growing pains

- Change resistance among some residents, managing residents' expectations
- Retirement among municipal workers, competition from other employers, adaptation of municipal workplace a challenge (e.g., tools, job descriptions)
- Improving strategic partnerships

Staff and Council SWOT

External conditions lead to uncertainty

- Rapid population and employment growth, transforming economy
- Provincial policy changes, political polarization, unknown changes to critical revenue tools
- Expanding expectations for municipal government, no new tools or revenue

Opportunities on the horizon

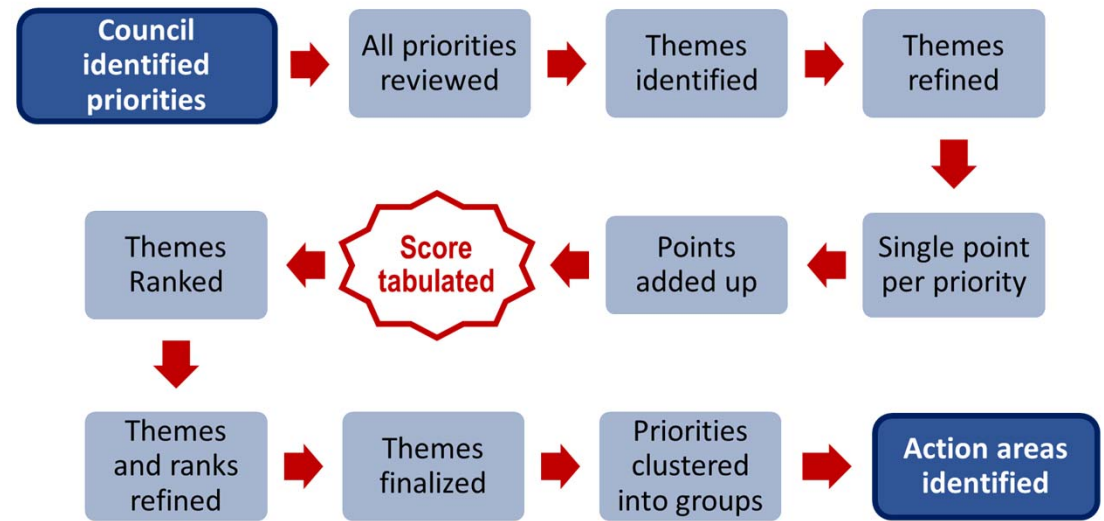
- Agri-food and “green” technology sector, position on tech corridor
- Educated residents and innovative businesses often leading change
- Many local partnership opportunities (e.g., schools, county, health unit, federal government)

The Policy Priority Exchange

Exchanged ideas on strategic priorities

Each councillor and senior staff member identified their top 6 strategic priorities and 6 additional priorities

Discussed these priorities and how they fit in the current political context



“Policy Speed Dating” Results

7 priorities with more than 10 votes

6 priorities with less than 10 votes

Brought back to council for validation at Second Workshop

Top Council Priorities	Next Priorities
1. Transit & Transportation	8. City Building & Development
2. Climate Change & Environment	9. Cultural Master Plan
3. Budgeting & Service Standards	10. Infrastructure
4. Housing Attainability & Poverty Reduction	11. Public Health & Ageing
5. Corporate Management	12. Community Safety & Policing
6. Economic & Workforce Development	13. Electoral Reform
7. Managing Strategic Relationships	

Feedback from Council and Staff

- Concern that “priorities” were outdated given new political and fiscal context
- Need to maintain / build confidence of Guelph residents & businesses by delivering on major projects
- Greater benefits for everyday Guelph residents and businesses required
- Missing measures to meet the safety and social service needs of the community

Key Takeaways

1. Incorporate community health and wellness:

- Mental health / addictions
- Persistent homelessness
- Community policing improvements
- “Sense of place” and community connections

2. Elevate city building:

- Guelph council and city government demonstrate good management by fulfilling previous commitments
- Deliver on what is mandatory and critical, but also reach for new opportunities that match the priorities identified

Sustain and Grow

Guelph is in an enviable position

- Well managed finances
- Ambitious, engaged residents and businesses
- Strong sense of place

Challenges beyond municipal control

- Provincial policy and financial arrangement changes
- Climate change
- Changing economy

Guideposts for New Priorities

- The environment and climate change
- Transit and transportation planning
- Running a modern, efficient, and well-equipped municipal corporation
- Building a city that serves all its people and businesses while creating places people enjoy
- Providing the services that promote community safety, health, and general well-being

Getting the culture right

Our vision

An inclusive, connected, prosperous city where we look after each other and our environment.

Our mission

Working together to deliver responsible and responsive public service to our growing and diverse community.

We value

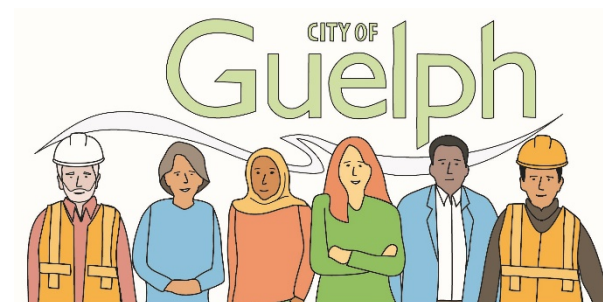
Integrity	Operate with integrity	<ul style="list-style-type: none">• We treat our colleagues and community members with respect.• We take our responsibility as public servants seriously and protect the community's fiscal future.• We trust each other and operate with transparency and accountability.
Service	Community-driven	<ul style="list-style-type: none">• We serve our community with pride.• We work with our community to understand and deliver what they need.• We have empathy for the values and aspirations of everyone we work with and serve.
Inclusion	Stronger for our differences	<ul style="list-style-type: none">• We know better ideas come from listening and collaborating with a diversity of people.• We build trusting relationships and effective teams through honest and open communication.• We encourage each other to bring our uniqueness to work.
Wellness	Adaptable and resilient	<ul style="list-style-type: none">• We recognize that healthy and engaged employees can better serve our community.• We anticipate and manage change proactively.• We help each other adjust to change as employees and as an organization.
Learning	Always learning	<ul style="list-style-type: none">• We are curious and courageous.• We support each other to learn, grow, experiment and share.• Our successes and failures drive continuous improvement.





Guelph.
Future ready.
City's Strategic Plan

Guelph. Future ready.



Powering our future	Sustaining our future	Navigating our future	Working together for our future	Building our future
an economy that empowers us	an environment that sustains us	a transportation network that connects us	a modern government that works with us	a community that supports us
Contribute to a sustainable, creative and smart local economy that is connected to regional and global markets and supports shared prosperity for us all.	Care for our environment, respond to climate change and prepare our community for a net-zero-carbon future.	Foster easy, accessible movement through trails, paths, roads and corridors to tie our community together and connect our economy with other regions.	Run an effective, fiscally responsible and trusted local government with engaged, skilled and collaborative employees.	Make strategic investments that nurture social well-being, provide landmark beauty and offer a safe place where everyone belongs.
Accelerate our innovation economy through partnerships	Create and execute an ambitious and achievable climate adaptation plan	Build our capacity to adopt clean and efficient technology	Attract and develop accountable employees who work collaboratively and creatively to deliver services	Maintain existing and secure new community assets
Support businesses to succeed and add value to our community	Mitigate climate change by reducing Guelph's carbon footprint	Provide attractive, affordable and reasonable transportation options for everyone	Improve how the City communicates and delivers services to residents	Take action to help increase the availability of housing that meets community needs
Support businesses as they build capacity to adapt to changing workforce needs	Plan and design an increasingly sustainable city as Guelph grows	Improve local transportation and regional transit connectivity	Develop a long-term financial and resource strategy that is achievable and affordable	Continue to build strong, vibrant, safe and healthy communities that foster resilience in the people who live here



Powering our future

an economy that empowers us



Contribute to a sustainable, creative and smart local economy that is connected to regional and global markets and supports shared prosperity for us all.

Directions

Accelerate our innovation economy through partnerships

- Leverage the role of Guelph within Toronto-Waterloo innovation corridor
- Foster downtown business innovation to support a thriving downtown Guelph
- Support and attract circular economy businesses
- Leverage partnerships with the University of Guelph and Conestoga College
- Support the work of key sectors of Guelph's economy, such as advanced manufacturing, agri-tech and clean tech

Support businesses to succeed and add value to our community

- Build collaborative partnerships with businesses
- Ensure policies and zoning bylaws support a healthy economy
- Encourage the growth of Guelph's employment base, offering meaningful opportunities for all

Support businesses as they build capacity to adapt to changing workforce needs

- Leverage partnerships with businesses to attract new talent to Guelph to fulfill our economic needs, including skilled tradespeople and workers in emerging tech sectors



Sustaining our future

an environment that sustains us



Care for our environment, respond to climate change and prepare our community for a net-zero-carbon future.

Directions

Create and execute an ambitious and achievable climate adaptation plan

- Invest in “green” infrastructure to prepare Guelph for the effects of climate change
- Increase our tree canopy

Mitigate climate change by reducing Guelph’s carbon footprint

- Reduce the City of Guelph’s energy footprint through retrofits
- Advocate for federal and provincial regulations and policy change aimed at reducing carbon emissions
- Support environmental innovation and programming by aligning with partners such as Our Energy Guelph initiative

Plan and design an increasingly sustainable city as Guelph grows

- Ensure we have adaptable “green” infrastructure to support population and economic growth for future generations in physical areas such as the Guelph Innovation District and Clair-Maltby
- Protect the green infrastructure provided by our woodlands, wetlands, watercourses and other elements of our natural heritage system



Navigating our future

a transportation network that connects us



Foster easy, accessible movement through trails, paths, roads and corridors to tie our community together and connect our economy with other regions.

Directions

Build our capacity to adopt clean and efficient technology

- Prepare Guelph's transportation network for autonomous vehicle technology and an increase in electric vehicles
- Update our transportation plans and our program and service delivery models

Provide attractive, affordable and reasonable transportation options for everyone

- Provide affordable transit
- Improve connections to places people work in Guelph
- Invest in and promote active transportation
- Improve the safety, efficiency and connectivity of the whole transportation system

Improve local transportation and regional transit connectivity

- Improve transportation connectivity and safety within city limits, while advocating for better regional connectivity with public transit and rail service



Working together for our future

a modern government that work with us



Run an effective, fiscally responsible and trusted local government with engaged, skilled and collaborative employees.

Directions

Attract and develop accountable employees who work collaboratively and creatively to deliver services

- Find ways to better recruit and retain talented employees
- Alleviate pressures on services that are created as more City employees retire
- Develop strategic partnerships with stakeholders to improve service delivery
- Encourage a culture of innovation and high performance

Improve how the City communicates and delivers services to residents

- Improve services by using technology and data
- Accelerate digital delivery of services
- Improve front-line customer service and communications

Develop a long-term financial and resource strategy that is achievable and affordable

- Maintain our core service delivery
- Clarify the correct service levels the City is expected to deliver
- Establish a multi-year budgeting and planning process
- Explore new funding options, service-delivery models and partnerships to ease the tax burden



Building our future

a community that supports us



Make strategic investments that nurture social well-being, provide landmark beauty and offer a safe place where everyone belongs.

Directions

Maintain existing and secure new community assets

- Manage existing infrastructure
- Continue working to develop new assets that respond to our growing and changing social, economic and environmental needs, such as the Baker District redevelopment and South End Community Centre
- Support the development of new assets through advocacy and policy work

Take action to help increase the availability of housing that meets community needs

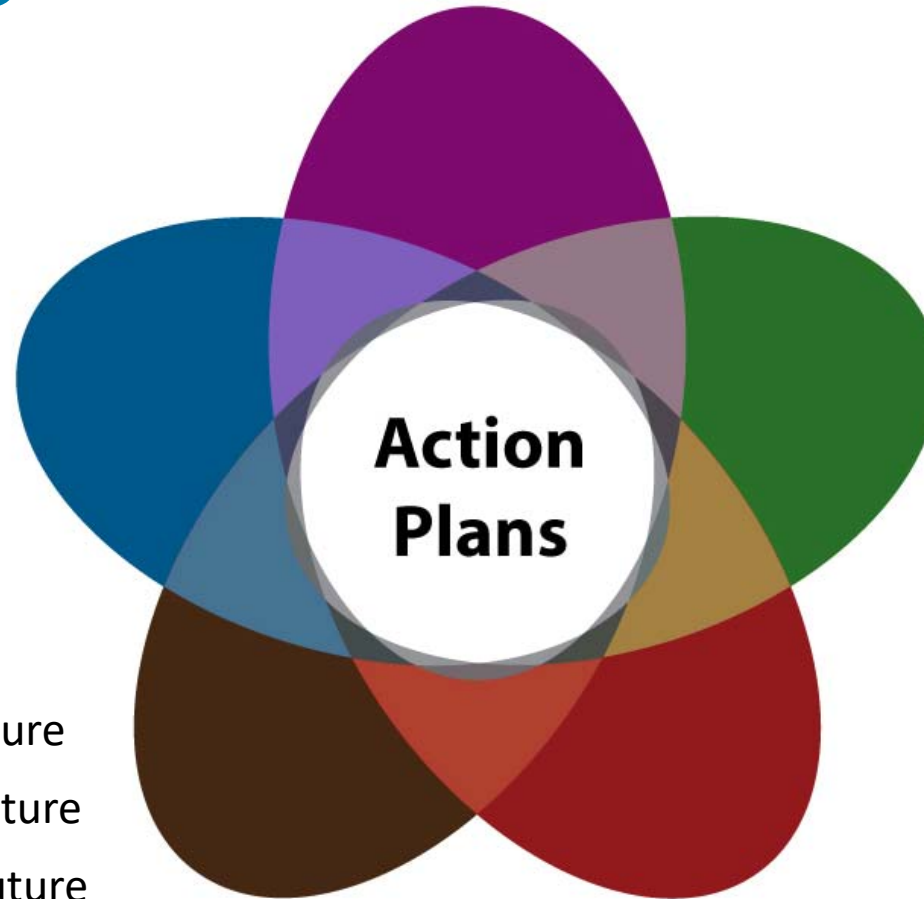
- Advocate for increased funding from federal and provincial governments
- Work with partners to create smart programs and policies that enable more people to obtain housing

Continue to build strong, vibrant, safe and healthy communities that foster resilience in the people who live here

- Work to enhance community well-being and safety through direct service and program delivery
- Create greater impact by aligning our efforts with local and provincial partners
- Help prevent and mitigate the challenges associated with mental health and addictions by working to address root causes



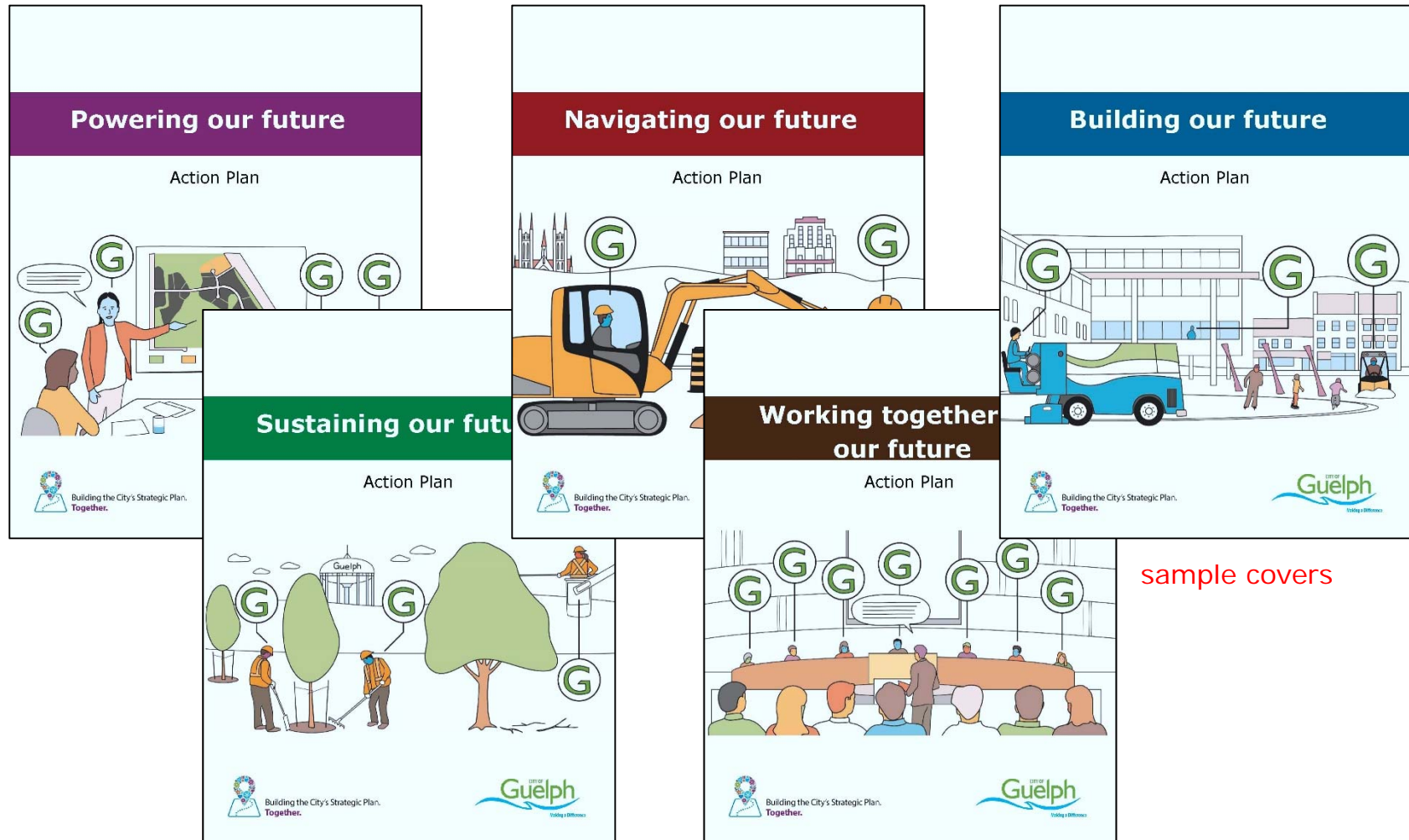
Action plans: focusing our efforts



- Powering our future
- Sustaining our future
- Navigating our future
- Working together for our future
- Building our future



Action plans: Q2 2020



sample covers



Action plan contents

sample

Background.....	1
• Community Plan alignment	
S.M.A.R.T. goals/objectives	1
• Short-term	
• Long-term	
Situational analysis.....	2
• Risk assessment	
• Gap analysis of 'planned' vs. 'work required' to meet goals	
• Potential levers for corporation to action e.g.: advocate, deliver, invest, regulate/policy or convene	
Options to achieve goals	4
Resource considerations	4
• Budget	
• Timelines	
• Staff	
Tracking and monitoring.....	5
• Reporting process	
• Key performance indicators	



Council leadership

- Council will shape action plans by contributing to:
 - Setting SMART Goals: discuss parameters and goals
 - Midway point: discuss metrics and milestones
 - End of implementation planning: confirming priority action plans
- Working with Committee Chairs
- These opportunities will ensure we are working together to achieve success.



Implementation timeline

	2019		2020				2021				2022				2023			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Strategic Plan: Approval	●																	
Strategic Plan: Implementation																		
	Council input																	
Budget Approval																		
Strategic Plan: Council Performance Reporting																		
HR Integration and Culture Change																		
Election																		



Recommendations

- That the City of Guelph Strategic Plan 2019-2023 be approved.
- That staff be directed to develop a series of Strategic Plan action plan proposals and report back to Council with these proposals by the end of Q2 2020.
- That the costs associated with the implementation of the Strategic Plan as outlined within report number CAO-2019-16, dated September 3, 2019 be referred to the 2020 budget process.



From: Karen hess

Date: Friday, Aug 23, 2019, 4:35 PM

To: Leanne Piper <Leanne.Piper@guelph.ca>, Cathy Downer
<Cathy.Downer@guelph.ca>

Subject: Centennial pool and rec centre

To whom it may concern,

I live on _____ in Zone 5, and I have two young girls who have been taking Friday night swimming lessons at Centennial for years. In fact, the Friday night lessons have become a bit of a tradition and we see the same families (many zone 5 residents) session after session.

You simply can't beat the location- it's close, there is always lots of parking and it's easy to access. I know the facility isn't pretty but it is functional and it meets a big need for those of us in zone 5. I hear that this facility may close as early as the end of 2019. This is heartbreaking for me, both the west and Victoria centres are out of way, extremely busy and lack adequate parking.

The new proposed development on Clair (which I assume will not be open for a few years) will also be difficult to access from stone, kortright or college (with no direct route options other than the Hanlon or Gordon). I also understand that the new centre will be short over 1000 parking spaces. I personally would rather a smaller rec centre with adequate parking than an over designed rec centre. We need more pools centrally located not on the fringes of the city. I would prefer the city put the money into updating centennial as that is our local pool and it is the pool for our local high school.

I'm hoping you will stand up for the residents of zone 5- and fight to keep centennial going- hopefully long term- if not at least until the south end facility is open. And please for that south end facility find more parking options or move it to a location that will accommodate adequate spaces.

The lessons at centennial meet a need, provide jobs for local kids. I also believe the pool serves as a practice site for marlins and other aquatic teams.

Thank you,
Karen Hess

From: Stephen Morris

Sent: Wednesday, August 28, 2019 5:48 PM

To: Clerks <clerks@guelph.ca>; Leanne Piper <Leanne.Piper@guelph.ca>; Cathy Downer <Cathy.Downer@guelph.ca>

Subject: Comments Regarding Closing of the Centennial Pool

I just read in the paper about the closing of the Centennial Pool and i was shocked. I would like to register my comments as I will not be able to attend in person as that is the first day of school. I have written this quickly as i saw that the deadline for the committee of a whole is Thursday.

We have very limited year round pool space/capacity in Guelph. Registration for this fall winter is september 4th and if i am not on the computer by 7am I will not get lessons at this time that work at Centennial or the other pools. In the article it talks about shifting resources but those other pools are at capacity so not sure how that works.

Also with the south end recreation centre still in planning this is going to cause greater issues as there is no supply in the short term but increased population (demand).

Unlike the Library which we will pay 40 plus million the parks and rec does have some cost recovery.

There a number of summer camps use the pool as part of their programming which will be impacted by this decision as well.

I ask that you not shorten the lease agreement and complete the repairs that are required as it seems reasonable.

Thank you

Stephen Morris

Subject: Locomotive 6167 Move

Report: Number PS-2019-17

Thursday August 29th, 2019

Dear Councillors,

Locomotive 6167 stands as a silent witness to our past successes—and will need to be moved in order for us to repeat them.

So, it breaks my heart to read one of the is to “take the most significant parts of the train and scrap the rest.” Not after all the countless hours of restoration work that went into this object.

Guelph has a long history with the railroad having the only federally chartered, municipally owned, short line railway as well having railway access in the centre of Ontario’s Industrial Heartland.

Every object tells a story. Locomotive 6167 springs countless stories of Canada’s past.

Built in 1940, Locomotive 6167 was one of 203 “Northern” locomotives used by Canadian National Railways (CN) for passenger and freight service. No. 6167 was based in the Moncton, New Brunswick area and, during the Second World War, it hauled troops and supplies to the eastern ports.

No. 6167 was given a new lease on life when CN repurposed the locomotive for special excursion trips. Between 1960 and 1964, it carried about 40,000 passengers on popular pleasure trips throughout Ontario, becoming known as Canada’s “most photographed locomotive.” Even today, when I google 6167, I see international recognition of its restoration.

Canadian National (CN) presented 6167 to the City of Guelph in 1967 in honour of Canada’s centennial. And then, as a community, we dropped the ball. We let the train deteriorate through the 1980’s and 1990’s with minimal maintenance and fenced off behind some trees beside the formal inter-regional bus terminal – lost to the ages.

In 2002, Guelph city council established the Locomotive 6167 Restoration Committee, comprised of railway enthusiasts and City staff. Their mission was to restore 6167 as a stationary display for the citizens of Guelph. The restoration was completed in 2014, and Locomotive 6167 became part of the Guelph Museums collection.

Now we have a chance to put the train in the right spot, as recommended by the Community back in 2012, where it can be easily accessed by the public and a proper program can be developed by Guelph Museums centered around 6167 and our strong railway heritage.

While donating it to another museum like Toronto or Halton is an admirable idea, it is very unlikely any could make the arrangements quickly or even afford to move the train at all.

I would like City Council to direct staff to take this back to the drawing board. We still have time to search around and find better answers and cheaper solutions without resorting to cutting up and destroying the train. This includes consulting with the Guelph Historical Railway Association and other experts in the field such as the various Train Museums in Ontario.

Please also read "Love helped restore locomotive 6167"
<https://www.guelphmercury.com/news-story/4733925-love-helped-restore-locomotive-6167>

I thank you for your consideration on this matter.

Steven Petric

Guelph

Guelph August 28, 2019

Submission to Council from Paul Breadner, past chair of the City of Guelph Locomotive 6167 Restoration Committee.

Subject: The Locomotive 6167 proposed move.

Steam Locomotive 6167 has had a strong place within the Guelph fabric for over 50 years.

When a group of concerned Guelph citizens who were familiar with 6167 operating as an excursion train in the early '60's heard that 6167 was languishing in a rail yard in Toronto, CN was approached to possibly gift the historically significant locomotive to the City of Guelph in time for the Canadian Centennial.

Steam Rail was such a strong component of Guelph's early development that our ability to preserve one of the most powerful and advanced Steam Locomotives from the era was embraced, and 6167 was entrusted to the City of Guelph.

As we are aware, the Locomotive 6167 Restoration Committee was launched by the City of Guelph in 2003 to remove asbestos from 6167 and perform a cosmetic restoration of the locomotive at the original site.

The Committee also engaged in fundraising helping to contribute to expenses, inform the community of the importance of 6167 and our railway heritage, and keeping the community advised of our progress on the restoration.

The Restoration Committee with strong support of Council, and City and Museum Staff were able to faithfully execute this mandate even though the need arose to move the locomotive during the process from it's original site to make way for the Guelph Central Station for City and GO service at the original 6167 site.

A very large component of the Committee's success was the participation of the Expert Volunteers.

Our Expert Volunteers consisted of qualified individuals who were competent and familiar with the technology associated with 6167 and gave of their time unconditionally, in many cases travelling several hours from their homes to attend each work session or planning meeting.

At the time of the need to move 6167 it was the recommendation of the Restoration Committee to move the Locomotive to John Galt Park near the River Run Center.

The committee was however, informed that the Farquhar Street site would be used as the property was readily available.

Unfortunately, with the planned Metrolinx expansion requiring the current Farquhar Street site, 6167 needs to be moved again.

The original "Best Possible" location of John Galt Park has been recommended by City Staff for 6167 to now be moved to, and I would like to confirm that this proposed location is unconditionally endorsed by the group.

It is where we believe(d) Locomotive 6167 should reside to allow maximum exposure and enjoyment for the people of Guelph and visitors to our community.

As a past chair of the Locomotive Committee, I would like to confirm that original Committee members and Expert Volunteers who restored the Locomotive and prepared 6167 for the move are currently registered as Guelph Museum Volunteers.

We are fully committed to continue our existing role of maintenance support for 6167, as well as the new added task of preparation and liaison for the relocation of 6167 to John Galt Park next year.

We believe 6167 will continue to offer a very strong and impactful presence for all Guelph Residents and Visitors as a physical reminder of the historical role that railways have played in the development of our region.

Mayor Karen Farbridge quoted the following just before the Restoration Committee handed over a restored 6167 to Guelph Museums in August of 2014....

"With significant support from a number of volunteers and locomotive experts, the Committee oversaw the restoration of the locomotive and tender, including the removal of asbestos, repainting, and interior refurbishments.

If it were not for the dedication and passion of these volunteer committee members, along with Council's commitment to restoration, Locomotive 6167 could have been lost.

Instead, it stands as a wonderful example of a 1940's era steam locomotive, and it has even been honoured by the North America Railway Hall of Fame."

Our group is firmly committed to supporting and maintaining one of Guelph Museums largest artefacts, CN Locomotive 6167 as a tribute to the history and heritage of our City and Region.

Thank you
Paul Breadner