



A GREAT PLACE TO CALL

home

City of Guelph Strategic Plan 2005 and beyond



City
— of —
Guelph —
"A Great Place to Call Home"



Community Vision

Guelph is a caring community, diverse in its heritage, vibrant in its neighbourhoods and dedicated to:

- **People** • **Environment** • **Innovation** • **Investment**

A place to live, work, learn and play...

a great place to call home.

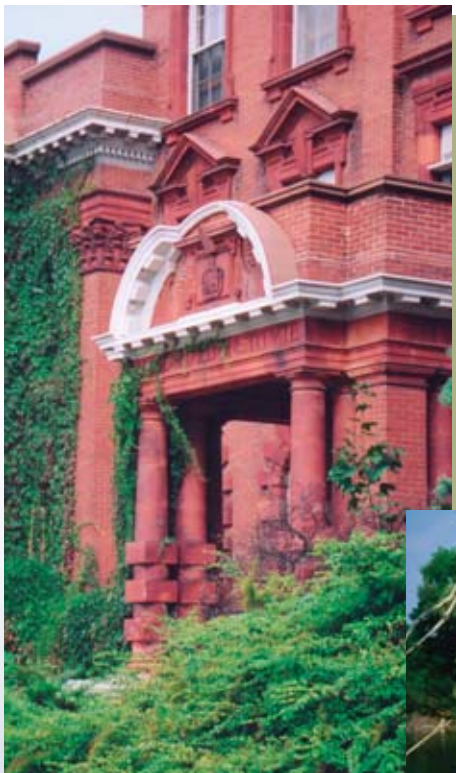


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Message from the Mayor



On behalf of Council, I am pleased to present to you the City of Guelph Strategic Plan, which was approved by Council on May 2, 2005. As you will see, *A Great Place to Call Home* focuses on a number of challenges facing our community and outlines this Council's priorities and the strategic directions we will follow to reach our goals. Council will use this document to set our future direction and to track our progress.

The development of a Strategic Plan was one of the goals I set for Council upon my election in 2003. The involvement of Council, the senior management team, community organizations and staff was essential to establish a proactive, long-term vision for our community. We have set a direction for Guelph which we believe reflects the many and diverse opinions expressed.

"A Great Place to Call Home" provides the framework for City departments to develop business plans that will focus the Vision, Corporate Responsibility, Goals and Strategic Directions contained in the Strategic Plan. The plan enables us to work with and to support our community partners and organizations on their journey toward our community vision. Implementing this important strategic document will enable Guelph to move positively into the future with confidence and assurance that the community's needs are well met for years to come.

Kate M. Quarrie
Mayor

Message from the CAO



We have a new vision for Guelph – and a Strategic Plan to achieve it.

Guelph is a growing community on the verge of many changes. In the fast-paced, evolving world that we face, there is a need to be smart in our planning for the future and realistic in our approach to growth and change.

In the last year numerous residents representing our neighbourhoods, businesses, academic institutions, and community organizations, joined with City Council and staff to create a vision for our city: *Guelph is a caring community, diverse in its heritage, vibrant in its neighbourhoods and dedicated to people, environment, innovation and investment. A great place to live, work, learn and play. A great place to call home.*

The Strategic Plan: *A Great Place to Call Home* will help make our vision a reality by focusing our efforts on six goals: Managing growth in a balanced and sustainable manner; Strengthening our economic base; Supporting our natural, cultural and architectural heritage; Enhancing community wellness; Being strong environmental stewards; Practicing exemplary corporate management.

The Strategic Plan will act as a guiding document for both the City administration and Council in our daily activities to manage and govern one of Canada's most prosperous cities.

Guelph is a community steeped in a deep history of innovation, integrity and prosperity. The Strategic Plan is a continuation of the vision and commitment of our community – past and present – and provides the roadmap to our future as one of Canada's leading cities. Simply, a great place to call home.

Larry Kotseff
Chief Administrative Officer

Guelph: a community of choice

Guelph, which was founded in 1827, has a rich and interesting history. The City has grown and flourished to its current population of approximately 116,000 and projections indicate that we will reach 150,000 people or more by the year 2021. We are a community with a strong sense of place and a pervasive community spirit which respects and welcomes diversity.

Guelph's beauty lies in its compact, small town character. It is a friendly sized City marked by rolling hills and scenic river valleys meandering through a low-profile townscape that is blanketed by a canopy of mature trees. The numerous parks and wooded areas connect to form an open space network that runs throughout the City. Existing and proposed recreation/leisure facilities complement this natural open space system. Continued preservation of important natural areas and watercourses will add to Guelph's unique environment. Our residents demonstrate environmental leadership; they value environmental and social advocacy, participation and volunteerism.



Pride in our City's history can be seen in the downtown core through the various monuments dedicated to the history makers of Guelph's past. The heart of the community, its landmarks and unique architecture, provide an identifying focus for civic pride. The downtown has been the home of the Guelph Farmers Market for over 173 years. A performing arts centre, new sports and entertainment complex, offices, housing and related service facilities all make the area stronger and a more vibrant City centre. The downtown continues to emphasize diversification, thus strengthening Guelph's self-sufficiency and adding to the variety of rewarding employment opportunities.

The City of Guelph is a busy, vibrant community made up of numerous distinct neighbourhoods, many with organized Neighbourhood Groups. Local volunteer driven and community-based neighbourhood programs, along with neighbourhood groups, are busy building healthy, vibrant communities within the City of Guelph. We are also renowned for our culture, music, festivals and arts community.

Guelph is located in one of the strongest economic regions in Canada. It is the ideal destination for companies to access major markets and customers. Our diverse economic base includes the advanced manufacturing sector and expanding life sciences as well as environmental technologies clusters. Our workforce is skilled and well-educated and our corporate community has access to research facilities and graduates from 15 major Canadian post-secondary institutions within a 100 km radius. There has always been a close connection between Guelph and its surrounding agricultural area. The town-and-country relationship was fostered by holding the provincial agriculture exhibition in Guelph for many years, as well as the establishment of the Ontario Agricultural College in the 1870's. The University plays a vital role in Guelph's social, economic, cultural and intellectual development.

The City of Guelph offers its residents well-managed and accessible government. It has enjoyed a AA bond rating for several years and strives to provide its residents with stable taxes.

The City provides the following municipal services (in alphabetical order):

- Ambulance and Fire Response
- Business development
- By-law enforcement
- Growth management and land use planning
- Mobility services
- Museums, culture including the performing arts
- Parking services
- Parks, trails and open spaces
- Planning, design, construction and maintenance of roads
- Police services
- Programs for seniors
- Provincial Offences Court
- Recreation and leisure opportunities for all ages and abilities
- Transit services
- Waste collection, disposal and diversion
- Water and wastewater services



With our government, community and private sector partners, we also provide:

- Affordable/Social housing
- Childcare
- Community development, including the Neighbourhood Coalition
- Long-term care
- Public health services
- Social assistance and employment programs through Ontario Works
- Visitor services



A Strategy for the Future

Strategic planning is one of the most important responsibilities of the leaders of any organization. It establishes a view and direction for the future. In the case of the City of Guelph, the Strategic Plan guides the actions and decisions of Council during its term of office. It establishes the framework for plans and initiatives undertaken by City departments.

Developing a new Strategic Plan has been a key initiative of the current Council. The preparation of the plan began in the fall of 2004. Council and the City's Senior Management Team worked to develop a draft plan for review by City staff and the public.

The City of Guelph's Strategic Plan contains the following components:



The business plans developed by City Departments will contain actions to further describe how the strategic directions will be implemented.



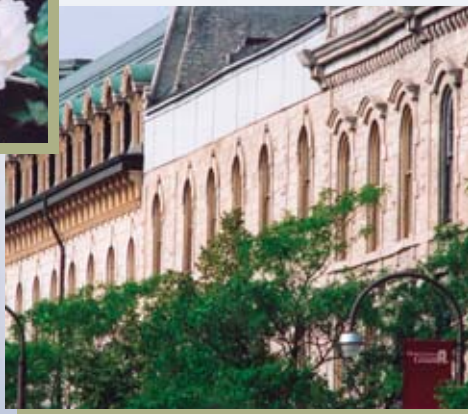
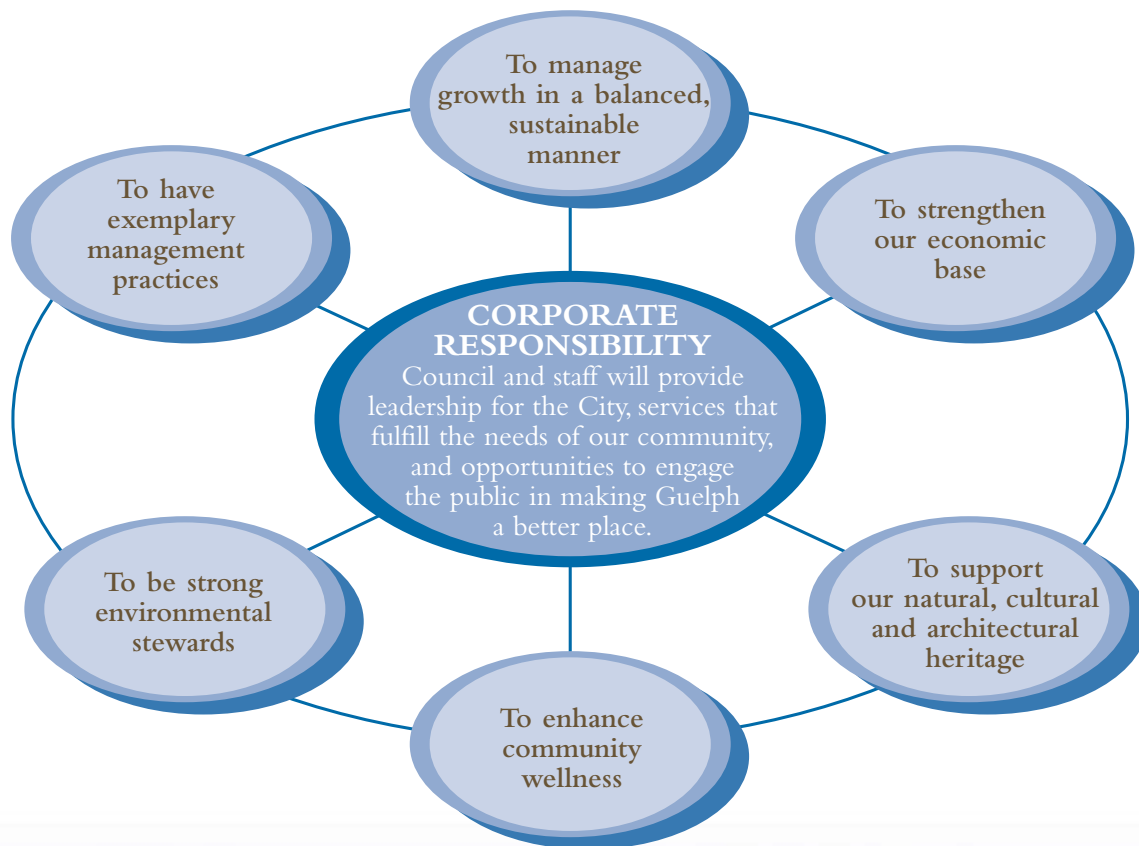
Community Vision

Guelph is a caring community, diverse in its heritage, vibrant in its neighbourhoods and dedicated to:

- People • Environment • Innovation • Investment

A place to live, work, learn and play...a great place to call home.

Goals & Corporate Responsibility



Studies, Plans & Strategies

In the development of this Strategic Plan, Council considered a number of studies, plans and strategies that have been completed by departments within the City of Guelph. The Strategic Plan, as the overall umbrella document, is supported by each of these instruments as well as the departmental business plans. Copies of the listed documents are available through the contacts listed on page 17.

STUDY, PLAN OR STRATEGY

RESPONSIBILITY

Accessibility Audit & Plan	Community Services Group
Affordable Housing Action Plan	Planning and Building Services
Affordable Housing Position Paper	Planning and Building Services
Affordable Rental Housing Strategy	Planning and Building Services
Biosolids Management Master Plan	Environmental Services
Biotechnology	Economic Development and Tourism
Brownfield Strategy	Planning and Building Services
Commercial Policy Review	Planning and Building Services
Community Reinvestment Initiatives	Planning and Building Services
Development Charges Study	Finance
Development Guide	Planning and Building Services
Development Priorities Plan	Planning and Building Services
Downtown Revitalization Concept Plan (Charrette 1998)	Planning and Building Services
Downtown Public Realm	Planning and Building Services
Downtown Reinvestment Strategy	Planning and Building Services
Economic Development –	
Business Retention & Expansion Program	Economic Development and Tourism
Guelph & Area Transportation Study	Transportation
Guelph Green Plan	Environmental Services
Guelph Partnership for Innovation	Economic Development and Tourism
Guelph Residents Environmental Handbook	Environmental Services
Housing Intensification Study	Planning and Building Services
Infrastructure Sustainability Plan	Engineering
Library Relocation/Redevelopment Study	Community Services
Neighbourhood Support Program	Recreation
Neighbourhood Traffic Management Policy	Transportation
Official Plan	Planning and Building Services
Outdoor Water Use Program	Environmental Services
Population Study	Planning and Building Services
Recreation, Parks and Culture Strategic Plan	Community Services
Retail Planning Strategy	Planning and Building Services
River Systems	Environmental Services
SmartGuelph	Planning and Building Services
Stone Road Classified EA	Engineering
Termite Management Plan	Planning and Building Services
Tourism Strategy	Economic Development and Tourism
Trail Master Plan	Parks
Transit Transfer Site	Transportation
Transportation Strategy	Transportation
Urban Design Guidelines	Planning and Building Services
Waste Management	Environmental Services
Water Supply EA	Environmental Services
Watershed Studies (Hanlon Creek)	Planning and Building Services
Youth Strategy	Recreation
Zoning By-law	Planning and Building Services

STRATEGIC DIRECTI

1 TO MANAGE GROWTH IN A BALANCED, SUSTAINABLE MANNER

Achieving growth that maintains and enhances the social, economic, cultural and environmental values of the community.

STRATEGIC DIRECTIONS

- Establish an ongoing assessment of the City's infrastructure to ensure it is appropriate for current and anticipated growth
- Work with neighbouring municipalities and all levels of government on policy and direction
- Determine and pursue infill and brownfields development
- Review greenfield development including form, rate, location and cost
- Develop and implement a local growth management strategy to achieve a healthy community
- Cooperate and partner with local agencies, service providers and clients on growth management issues

OUTCOMES

- Benchmarks for sustainable development
- Brownfield redevelopment occurs in Guelph
- Guelph is a well-planned City
- Development is balanced between greenfield and built-up areas of the City
- Implemented Infrastructure Sustainability Strategy
- Positive relationships with our neighbouring municipalities

2 TO STRENGTHEN OUR ECONOMIC BASE

Diversifying and building upon our competitive strengths to create a positive environment for business investment.

STRATEGIC DIRECTIONS

- Ensure a sufficient supply of serviced employment lands
- Build strong relationships with our existing industrial, commercial, institutional and educational bases
- Encourage and support commercialization opportunities within emerging innovation sectors
- Explore economic development opportunities
- Improve the availability and access to our development services
- Develop and implement a strategy for a healthy, viable downtown

OUTCOMES

- The downtown is alive with people and commercial activity
- Those involved with the City's development approval process feel well served
- Guelph is seen as a champion of new and emerging businesses
- The City and the University of Guelph work on joint initiatives
- High quality of life = high quality investment

3 TO SUPPORT OUR NATURAL, CULTURAL AND ARCHITECTURAL HERITAGE

Nurturing and celebrating our rich history and architecture, vibrant arts and culture, diverse multicultural community, open spaces and river systems.

STRATEGIC DIRECTIONS

- Develop the natural heritage inventory and protection policy for the City
- Protect our rivers as a principal natural heritage feature of our City
- Develop a policy that supports culture and the arts
- Support and promote the multicultural fabric of our city
- Strengthen and promote architectural heritage policy

OUTCOMES

- A plan to manage our urban forest
- A Culture Department that supports the mandate and objectives of each partner
- Group arts activity spaces and living/studio work spaces
- A naturalization policy
- Significant heritage properties are designated in accordance with the Heritage Act
- Significant natural and cultural heritage features are identified and preserved
- A thriving multi-cultural community

VISIONS AND OUTCOMES

4 TO ENHANCE COMMUNITY WELLNESS

Creating a community where people feel safe and are supported by accessible, affordable, community facilities, services and programs.

STRATEGIC DIRECTIONS

- Partner with other levels of government and the private sector to provide affordable housing
- Enhance our emergency services
- Support the development of vibrant and safe neighbourhoods
- Ensure the accessibility and safety of facilities, services and programs in Guelph
- Strengthen our commitment to volunteerism and community partnerships
- Coordinate planning for long-term social needs
- Partner with other levels of government and community-based agencies to improve health and leisure services and health promotion

OUTCOMES

- Fully implemented Guelph Accessibility Plan
- Pedestrians, cyclists and drivers experience a safe and clean environment
- Safe, accessible, clean facilities, parks, trails and open spaces
- Provision of timely emergency responses
- Community Emergency Preparedness strategies are in place
- Adequate affordable housing is available
- Programs and services are neighbourhood based

5 TO BE STRONG ENVIRONMENTAL STEWARDS

Working with our community partners to set an exemplary standard for the protection and preservation of our natural resources, green space, water and air.

STRATEGIC DIRECTIONS

- Develop strategies to sustain our natural and built infrastructure
- Increase community awareness of the value of partnering on environmental stewardship
- Engage the residential, industrial, commercial and institutional communities in best practices for resource management and environmental protection
- Promote and implement environmentally sustainable initiatives
- Evaluate and implement proven and leading-edge environmental technologies and programs

OUTCOMES

- Strong community understanding and support of the City's environmental initiatives
- Sufficient resources to maintain our infrastructure to provide environmental benefits
- Increased use of public transit and alternative means of transportation to the automobile
- Successful partnerships are in operation
- Reduced use of pesticides and increased use of alternatives to pesticides

6 TO HAVE EXEMPLARY MANAGEMENT PRACTICES

Providing the community with affordable, effective and responsive services.

STRATEGIC DIRECTIONS

- Implement municipal best practices for Council, staff and service delivery
- Strengthen the competencies and capabilities of Council and staff
- Implement an effective strategic and business planning process
- Build on relationships and partnerships with stakeholders to enhance service provision
- Promote a positive, productive and healthy work environment
- Ensure that all City initiatives are based on sound financial, social and environmental principles

OUTCOMES

- The Strategic Plan and departmental business plans are the basis for decision-making and budget-setting
- Individuals and organizations consider the City of Guelph to be well-governed
- A corporate workforce that is recognized, skilled, motivated, productive and informed
- Leadership capacity is supported and developed within the corporation
- All municipal assets are supported by life-cycle financing strategies
- A people-friendly City Hall

Implementing the Strategic Plan



The Strategic Plan is implemented through the City's business planning process. Each City department develops a business plan that contains a mandate, objectives and actions, all of which support the City's Strategic Plan. The business plans are used as input into the City's annual budget process.

Through the use of the business plans and budgets, the City of Guelph is able to track the success of implementing the goals and strategic directions contained in the Strategic Plan. On an annual basis, the City will review its progress through a report from the Chief Administrative Officer. It will ensure City Council, community organizations, City employees and residents who live and work in Guelph, are made aware of the progress and successes in achieving the goals and strategic directions contained in the Strategic Plan.

As part of the monitoring process, the goals and strategic directions will be reviewed by Council and staff. The need to update them or add new ones will be determined.

CORPORATE CORE VALUES

Corporate Core Values bind the behaviours of all members of the organization towards each other, partners, customers, and stakeholders.

We commit to the following values:

INNOVATION – Encouraging new ways of thinking in the delivery of programs and services.

ENVIRONMENT – Protecting and improving our natural, cultural and architectural resources.

SELF-DEVELOPMENT – Investing in the skills and knowledge of staff and providing opportunities for personal and career growth.

TRUST – Keeping commitments and being honest, dependable and truthful.

COMMUNICATIONS – Exchanging effective information in a timely manner using clear and simple language.

RESPECT – Treating people fairly and equally.

Departmental Mandates & Objectives

CORPORATE ADMINISTRATION OFFICE

Mandate	The Corporate Administration Office will provide strategic advice and support to Council, and leadership and direction to the organization.
Objectives	<ul style="list-style-type: none"> • To define and communicate the roles and responsibilities of the Corporate Administration Office. • To develop and implement an effective strategic and business planning process. • To develop an effective Corporate Administration Office. • To strengthen the competencies and capabilities of senior management staff. • To proactively manage and communicate corporate initiatives.

COMMUNITY SERVICES GROUP

• Recreation

Mandate	With our partners and volunteers, the Recreation Department will advocate for and provide leading edge opportunities that are essential to the quality of life and economic prosperity of our community.
Objectives	<ul style="list-style-type: none"> • To focus on customer service. • To implement the District Service Model. • To be a fiscally responsible department. • To invest in our staff. • To advance our commitment to volunteers and partners. • To enhance our advocacy and education efforts.

• Parks

Mandate	Vibrant parks and open spaces for our diverse community.
Objectives	<ul style="list-style-type: none"> • To provide beautiful, safe, clean and accessible parks, trails and open space for our community. • To be leaders and educators in environmental stewardship. • To ensure that we have adequate resources to sustain our facilities and services. • To foster an environment that recognizes the contributions of staff and encourages a work culture that welcomes and embraces change. • To implement the District Service Model.

• Emergency Services – Fire & Ambulance

Mandate	We are a caring and compassionate team of highly skilled professionals dedicated to the timely delivery of emergency services for the preservation and protection of life, property and the environment.
Objectives	<ul style="list-style-type: none"> • To continue to improve response times with a focus on the areas where we can exact change. • To improve the delivery of an expanded group of programs and services designed to meet the needs of specific client and customer groups. • To meet or exceed recognized standards for the services we deliver. • To ensure education is available and accessible in multiple formats to our employees, customers and clients. • To utilize all modes of communications to ensure seamless, accurate, timely information is delivered. • To recognize and build upon the strong commitment and dedication of the highly skilled people involved with the provision of emergency services.



Departmental Mandates & Objectives

• Culture

Mandate	The department will encourage, nourish and develop arts, culture and heritage to benefit the citizens of Guelph.
Objectives	<ul style="list-style-type: none"> • To develop, define and clarify relationships under the new Culture Department. • To identify cultural operational and infrastructure needs for the City. • To establish and communicate the resource requirements for the Culture Department.

ENVIRONMENT & TRANSPORTATION GROUP

• Environmental Services

Mandate	The Environmental Services Department will achieve a sustainable community by working with our customers and partners to preserve water and air, and to utilize waste resources.
Objectives	<ul style="list-style-type: none"> • To deliver reliable, valued services. • To increase understanding of the value of environmental stewardship. • To balance environmental and social needs with responsible fiscal management. • To meet or better the regulatory requirements that govern our industry. • To develop and implement leading edge technologies and programs. • To foster a culture that supports innovation, continuous learning and wellness.

• Transportation

Mandate	The Transportation Department will be leaders in the provision of transit, parking and traffic services, with a focus on safety, the environment and service excellence.
Objectives	<ul style="list-style-type: none"> • To ensure the safe, efficient flow of pedestrian and vehicular traffic. • To increase use of public transit and encourage alternative means of transportation. • To contribute to the healthy functioning of the downtown core. • To create a work environment where people feel engaged, involved and supported.

• Engineering

Mandate	The Engineering Department will plan, construct and deliver safe, well designed, cost effective municipal roads, water and sewer infrastructure in a timely way that meets and exceeds our customers' requirements.
Objectives	<ul style="list-style-type: none"> • To enhance the life cycle of our infrastructure. • To secure additional resources to sustain our aging infrastructure. • To support a development approvals process that is timely and effective. • To be leaders in the delivery of municipal engineering services. • To provide a good working environment for our employees.

• Public Works

Mandate	The Public Works Department will maximize the reliability and longevity of the City's rights-of-way, forest and fleet infrastructures for the benefit of the community of Guelph.
Objectives	<ul style="list-style-type: none"> • To strategically manage and maintain our infrastructure. • To promote a safe, clean environment for pedestrians, cyclists and drivers. • To have a highly skilled, motivated workforce. • To establish one corporate fleet for the City. • To improve understanding of the services provided by the Public Works Department.



Departmental Mandates & Objectives

INFORMATION SERVICES

Mandate	The Information Services Department will serve and support the information needs of our internal and external customers.
Objectives	<ul style="list-style-type: none"> • To provide convenient access to information that is accurate, timely and concise. • To proactively manage corporate information and communications technologies. • To support Guelph's municipal governance processes and initiatives. • To develop and support strategies for community emergency preparedness. • To assist City departments in achieving their objectives through the provision of information and communications technologies. • To be responsive to changes in legislation and trends in information and communications technologies. • To foster a positive, challenging and rewarding work environment for our staff.

PLANNING & BUILDING SERVICES

Mandate	The Planning and Building Services Department is committed to promoting and assisting the planning, development and maintenance of a quality community through leadership, innovation, foresight and cooperative spirit.
Objectives	<ul style="list-style-type: none"> • To build stronger relationships through communication, education and outreach. • To enhance the departmental focus as well as the corporate and community profile of the department. • To enhance customer service delivery. • To ensure effective policies, programs and procedures to meet our priorities. • To foster an environment where staff are empowered, accountable, valued and respected.

ECONOMIC DEVELOPMENT AND TOURISM

Mandate	The Economic Development and Tourism Department will provide leadership and grow partnerships to create an environment for business investment and tourism.
Objectives	<ul style="list-style-type: none"> • To expand the city's economic development capacity to attract and retain business investment. • To develop commercialization programs to position Guelph as one of the top innovation clusters in the country. • To develop a sustainable environment that will mature and expand Guelph's tourism sector. • To develop and implement effective communication and marketing programs to a wide range of audiences.

LEGAL

Mandate	The Legal Department will excel in the provision of legal and realty services that are respected and integral to the well-being of the City and court services that meet the need of the community of justice.
Objectives	<ul style="list-style-type: none"> • To foster a positive work environment for our department. • To further operational efficiencies and streamlining. • To improve communication and knowledge-sharing. • To provide appropriate court facilities. • To determine the future of the IMICO site.



Departmental Mandates & Objectives

HUMAN RESOURCES

Mandate	The Human Resources Department will strengthen the Corporation's capacity to attract, develop and retain qualified and motivated employees.
Objectives	<ul style="list-style-type: none">• To enhance employee/employer relations.• To build strategic business partnerships with all departments in the Corporation.• To improve employee productivity.• To promote employee health, safety and wellness.• To provide ongoing development opportunities to all employees.• To manage the development of leadership capacity within the Corporation.

FINANCE

Mandate	The Finance Department is an enthusiastic and innovative professional team dedicated to providing superior financial services.
Objectives	<ul style="list-style-type: none">• To develop and focus on long-term financial planning.• To ensure optimum use of resources.• To attract, develop and retain highly skilled employees.• To further develop sound financial strategies.• To enhance the profile of the department.



Contact Information

The Strategic Plan is implemented, monitored and reviewed annually through each City department's annual business plan. The Commissioners and Directors are highly involved in the business planning and strategic planning exercises. As such more information about the Strategic Plan or individual business plans can be collected by contacting the individuals listed below.

Principal Contact	Phone	Email
Corporate Administration Office Larry Kotseff, CAO	519-837-5602	Larry.kotseff@guelph.ca
Community Services Department Gus Stahlmann, Commissioner	519-837-5618	Gus.stahlmann@guelph.ca
Recreation Andy Goldie, Director	519-837-5618	Andy.goldie@guelph.ca
Parks Jay Kivell, Director	519-837-5626	Jay.kivell@guelph.ca
Emergency Services Shawn Armstrong, Director–Emergency Services – Fire/Ambulance	519-824-6590	Shawn.armstrong@guelph.ca
Culture Rob Mackay, Director	519-837-5662	Rob.mackay@guelph.ca
Environment and Transportation Department Janet Laird Ph. D, Commissioner	519-837-5604	Janet.laird@guelph.ca
Environmental Services James Etienne, Director	519-837-5604	James.etienne@guelph.ca
Transportation Randall French, Director	519-837-5604	Randall.french@guelph.ca
Engineering Rick Tolkunow, Director	519-837-5604	Rick.tolkunow@guelph.ca
Public Works Derek McCaughan, Director	519-837-5628	Derek.mccaughan@guelph.ca
Information Services Department/City Clerk Lois Giles, Director	519-837-5603	Lois.giles@guelph.ca
Planning and Building Services Department Jim Riddell, Director	519-837-5616	Jim.riddell@guelph.ca
Economic Development and Tourism Department Peter Cartwright, Director	519-837-5600	Peter.cartwright@guelph.ca
Legal Department Lois Payne, City Solicitor	519-837-5637	Lois.payne@guelph.ca
Human Resources Department Pauline Blais, Director	519-837-5601	Pauline.blais@guelph.ca
Finance Department David Kennedy, Director	519-837-5610	David.kennedy@guelph.ca

Glossary of Terms

- **Accessibility** – persons with disabilities may fully participate in all aspects of society by virtue of their unfettered access to buildings, facilities and services, which, because of barriers, may not otherwise be accessible to them.
- **Affordable Housing** – accommodation which is affordable to households with incomes in the lowest 60% of the income distribution for the Guelph housing market. Affordable housing also includes not-for-profit housing.
- **Architectural Heritage** – a building, structure, landscape, monument, installation (or a group of them) or visible remains, which meets the designation criteria adopted by the Heritage Guelph and which is included in the City of Guelph Inventory of Heritage Structures as completed and as it may be amended. All buildings, structures, landscapes, monuments, installations or visible remains constructed prior to 1930, but not limited to those constructed prior to 1930, shall be considered to be built heritage resources until considered otherwise by the Heritage Guelph.
- **Best Practices** – a technique or methodology that, through experience and research, has proven to reliably lead to a desired result. A commitment to using the best practices in any field is a commitment to using all the knowledge and technology at one's disposal to ensure success. The term is used frequently in the fields of health care, government administration, the education system, project management, hardware and software product development, and elsewhere.
- **Brownfield** – a property that has been or may have been impacted by former industrial or commercial uses and may be contaminated as a result of these former activities.
- **Business Plan** – developed by directors with the support of their management teams to outline the role of the departments to support the strategic plan, it provides the link between the strategic plan and the day-to-day work of departments and contains the high level objectives and actions for the more detailed activities contained in the work plans and budgets.
- **Cultural Heritage** – archaeological resources, built heritage resources and cultural heritage landscape resources.
- **Greenfield** – those sites, in both rural and urban areas, which have not experienced previous development. It also includes forestry and agricultural land and buildings, as well as previously developed sites which have now blended into the natural landscape over time.
- **Infill Development** – a form of development within an older established area of the City on land that has not previously been built on.
- **Infrastructure** – physical structures that form the foundation for development. Infrastructure includes: sewage and water works, waste management systems, electric power, communications, transit and transportation corridors and facilities, and oil and gas pipelines and associated facilities.
- **Intensification** – a form of development making efficient use of land and buildings in the City. The concept can include building additions, reuse of buildings and lands, infill development, greater intensity of use, etc.
- **Multicultural** – recognition and appreciation of different cultures or cultural identities within a unified society, as a state or nation.

- **Natural Heritage** – features and areas which are important for their environmental and social values as a legacy of the natural landscapes of the area. These features include significant areas of wetlands, habitats of endangered and threatened species, areas of natural and scientific interest, fish habitat, woodlands, environmental corridors, ecological linkages and wildlife habitat.

- **Neighbourhood Support Coalition** – a network of neighbourhood and community organizations that is committed to building and sustaining neighbourhood groups, strengthening individuals and families, and ensuring healthy growth and development for every child. The Coalition is made up of community members, agency partners and sponsoring agencies who have a vested interest in communities. There are currently three sponsoring agencies, which include Family and Children Services of Guelph-Wellington, the Guelph Community Health Centre, and the City of Guelph - Community Services Group.

- **Persons with Disabilities** – a person having any degree of physical disability, malformation or disfigurement, diabetes mellitus, epilepsy, brain injury, paralysis, amputation, lack of physical coordination, blindness or visual impairment, deafness or hearing impairment, muteness or speech impediment or physical reliance on a guide dog or other service animal or on a wheelchair or other remedial appliance or device, a condition of mental impairment or developmental disability, an emotional disorder, a learning disability or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language, a mental disorder.

Note: There are an estimated 16,000 + persons with disabilities, the majority of whom are the "invisibly" disabled who have no obvious or apparent disability.

- **Serviced Employment Land** – a zoned, graded and serviced (water, sanitary sewer, open storm ditch, paved road, street lighting, hydro, gas and telephone) site available for immediate construction start.

- **Strategic Plan** – developed by Council with assistance from the City's management staff to reflect the community's vision for the future and the City's role in supporting this vision. It is the broad, overarching plan that provides the framework for the more detailed planning undertaken by City departments and divisions.

- **Sustainable** – balancing economic, environmental and social parameters.

- **Urban Forestry** – the cultivation and management of trees and forests for their present and potential contributions to the physiological, sociological and economic well-being of urban society.





Contact Information:

Office Hours: City of Guelph offices are open Monday to Friday from 8:30 a.m. to 4:30 p.m. (*summer hours, 8:30 a.m. to 4:00 p.m.*).

These hours do not apply to facilities, programs and services that normally operate outside of core business hours. Offices are closed on all statutory holidays.

Main Mailing Address: City Hall, 59 Carden Street,
Guelph, ON, N1H 3A1

General Inquiries: Call (519) 822-1260, TTY (519) 826-9771 or send a message to info@guelph.ca.

Website: guelph.ca

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