

# CITY COUNCIL AGENDA



**DATE** May 9, 2011, 6:15 p.m. – 9 p.m.  
**Committee Meeting Room C**

Please turn off or place on non-audible all cell phones, PDAs, Blackberrys and pagers during the meeting.

## **Disclosure of Pecuniary Interest**

### **Strategic Plan Workshop #1 - Part 1: Mission, Vision and Values**

1. Welcome and Opening Remarks – Mayor Farbridge
2. Agenda Overview – Brenda Boisvert
3. Setting the Context – Chris Bart
4. Mission, Vision and Values Collaborative Group Exercise – Chris Bart
5. Next Steps – Chris Bart / Brenda Boisvert
6. Closing Remarks – Mayor Farbridge

## **ADJOURNMENT**

# THE MISSION, VISION AND VALUES SURVEY

City of Guelph – Remote Exercise #1

## SUMMARY OF RESPONSES



## **RESPONSE STATISTICS**

Maximum 14 respondents

### **Mission:**

13 responses received (including 1 "no change"); 1 "no response".

### **Vision:**

7 responses (fully satisfied or no change); 1 "no response"; 5 responses (recommending specific changes to the vision); 1 response (stating 'not satisfied' but does not have a better suggestion);

### **Values:**

8 responses (fully satisfied or no change; Note, however, that 2 respondents made recommendations ONLY on how to strengthen the implementation of the existing values); 1 "no response"; 5 responses (recommending specific changes);

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## SECTION 1 – MISSION STATEMENT – 12 RESPONDENTS

**PLEASE REVIEW THE MISSION STATEMENTS BELOW and underline key words or phrases that you particularly like.**

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1. At the City of Guelph, our mission is to .....
  - Build a well-designed and appealing city with a strong sense of place and a pervasive community spirit where everyone thrives.
  - Grow a diverse and prosperous local economy where the contribution of business is celebrated.
  - Promote a vibrant cultural identity through the support of volunteerism, the arts, sport, and heritage.
  - Lead in environmental stewardship.
  - Set the standard for accountable, transparent and accessible government.
  - Achieve excellence in service delivery by going the extra mile.
  - Be an employer of choice and treat our employees with the same regard as we expect them to treat those they serve.
- .....

2. The City of Guelph celebrates and supports the economic, social and environmental vibrancy of our community. Guelph strives to provide high quality and affordable services that respond to the needs of our residents and businesses.
- .....

3. At the City of Guelph, our mission is to .....
  - provide the community with valued services at an affordable and sustainable cost.
- .....

4. At the City of Guelph, our mission is to .....
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- Support role of business and create an environment for a resilient and diversified economy.
  - Capture the value of our city’s heritage, arts and culture.
  - Invite and encourage citizen participation.
  - Create a community where all residents have an opportunity to succeed.
  - Respect and protect our environment by preserving our natural, cultural and architectural heritage.
  - Provide a clear sense of purpose and direction for future community growth.
  - Athenian oath: We will leave this community greater, better and more beautiful than it was given to us.
- .....

5. At the City of Guelph our mission is to...

- Deliver municipal services to the residents of Guelph. The delivery of these public services will be achieved through:
    - service excellence with a high level of customer service
    - strong stewardship of all municipal assets
    - cost effectiveness and efficiency
    - engagement of the community and stakeholders by excellence in communication and citizen interactions
    - the development of a prosperous safe and healthy community
    - a high quality of life through diversity in all aspects of community living
    - living the corporate values
- .....

6. At the City of Guelph, our mission is to .....

- deliver services, programs and facilities that are responsive to the needs of the community.
- .....

7. At the City of Guelph, our mission is to .....

- Promote an environment where all residents, businesses, and other stakeholders never dream of another place to be
  - Create a city that all others are jealous of
  - Be the home of the best residents!
  - Provide an atmosphere where businesses and residents are continually on a path of success
- .....

8. At the City of Guelph, our mission is to .....

- Ensure that our staff receives the same level of respect, commitment and care that they are expected to deliver to the community (from Oakville SP)
- Assist our residents in meeting all of their basic needs, such as a sustainable food supply, clean air and water, and affordable housing. This will enable them to enjoy all that Guelph has to offer.
- Build a vibrant and sustainable community that retains Guelph’s best qualities as it grows. Make community building decisions that balance economic, social and environmental perspectives.
- Incorporate the SmartGuelph principles into all decision-making. They are to ensure that Guelph is:
  - Inviting and Identifiable
  - Compact and Connected
  - Distinctive and Diverse
  - Clean and Conscious
  - Prosperous and Progressive
  - Pastoral and Protective
  - Well-Built and Well-Maintained
  - Collaborative and Cooperative



9. At the City of Guelph our mission is to supply accurate, honest services for the residents. Maintain affordability and encourage to the remaining stakeholders of Guelph that Guelph listens and is always open for ideas, communication and improvement.



10. At the City of Guelph, our mission is to .....

- Provide leadership in identifying, guiding and achieving the needs and goals of the community



11. At the City of Guelph, our mission is to .....

- Provide our residents, businesses, and institutions high quality services while being sensitive to a wide range of expressed needs and to community affordability.
- To achieve service excellence through cohesive and respectful leadership, innovation, partnerships and effective community engagement.



12. At the City of Guelph, our mission is to .....

- Protect the citizenry and the public purse by insuring that the power of taxation and municipal regulation are not abused or used to advance the interests of the municipal government.
- Insure that the proceeds of taxation are used efficiently to support the community and advance its prosperity.
- Enhance the natural environment.

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## **OTHER MISSION STATEMENTS TO POSSIBLY CONSIDER**

13. At the City of Guelph, our mission is to provide effective, innovative and fiscally responsible municipal services in a manner which promotes a high standard of community life and commercial/economic activity. We sustain order and protect public safety, promote public health and preserve the natural environment. In providing these services, we treat all stakeholders with courtesy, respect and fairness and create an environment in which individuals and families can develop and thrive. All of this is possible only because we have a highly committed and well trained team who are clear about their responsibilities and accountabilities and valued for their accomplishments.

14. At the City of Guelph, our mission is to provide high quality services and service to the residents of Guelph in a fiscally responsible and environmentally sustainable manner. We do this by continually enhancing and improving everything we do. We especially strive to be courteous and friendly towards citizens and co-workers and we work diligently towards understanding their collective needs. At the City of Guelph, we provide appropriate means for employees, residents and business representatives to express their concerns regarding the City's operations. This mission will be accomplished by having an efficient, dedicated and well trained staff whose efforts are recognized and rewarded on both an individual and team basis.

## **SECTION 2 – VISION STATEMENT**

### **- SUGGESTED CHANGES – 5 RESPONDENTS**

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1. The Vision of the city of Guelph is to move forward to grow without imposing all major expenditures on today's citizens only under the "Places to Grow" Legislation.
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2. The vision should include:
    - a. Honesty and transparency in all relationships
    - b. Serve others before yourself
- 
3. THE VISION OF the City of Guelph is a progressive and safe community that:
    - >supports economic growth & development
    - >promotes environmental initiatives / innovation
    - >embraces cultural diversity
    - >values (environment) green spaces & walking trails
- 
4. Not quite sure what I'd change it to, but I do not like the "global" part. I'd like our vision to focus on us locally.
- 
5. Make a positive difference in the lives of our citizens



## SECTION 3 – VALUES

### – SUGGESTIONS FROM 7 RESPONDENTS

**(NOTE: 2 RESPONDENTS ARE SATISFIED AND ONLY RECOMMEND CHANGES TO STRENGTHEN IMPLEMENTATION OF THE EXISTING VALUES)**

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1. Excellence – in the level of service provided

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  2. Improved service prioritization to better meet the needs of the community. Eliminate outdated services. Streamline departments. Deliver core services effectively and efficiently. Identify non-core services that can be eliminated

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  3. Sensitivity to the financial limitations of our community

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  4. Wellness – for our citizens and staff

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  5. Stronger relationship between management and employees to promote an overall team aspect whereby everyone realizes who they are working for (the citizen) and ensures that the best

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  6. Honesty

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  7. Encourage city staff to reside and pay taxes in Their city, which will only help foster pride and their involvement in Their city

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  8. Better overall City-wide focus (esp. service delivery). Sometimes, the perception is one area of the city is favored over others when it comes to spending taxpayer dollars

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  9. Accountability

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  10. I would prefer to see the word “accountable” or “accountability” in our values

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  11. The value of “authenticity” is important

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  12. Integrity (especially around the Horseshoe)

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  13. Integrity – demonstrates, honesty and sincerity in our relationships and decision making

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  14. Shared responsibility of all key stakeholders when our community faces difficult and restrictive financial times
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15. Under “economic opportunity” theme should be some kind of reference to not only state academic objectives but to also state a pro-active accountability contributing to implementation (making things happen)

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16. Responsible Stewardship - prudent spending for all capital assets

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17. Transparency

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18. Compassion – for the needy and less fortunate in our city

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19. Compassion

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20. We could strengthen the implementation of our values by:
- a. Council signing the values at the beginning of each term
  - b. Providing an on-line quiz that tests our understanding of our values under different scenarios

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21. We could strengthen the implementation of our values by:
- 1. Having staff provide specific examples in PDPs of how values have been or will be adhered to; and
  - 2. Recognizing and supporting the need for individual department approaches to values implementation where possible.
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# APPENDIX

## VALUES – SUGGESTIONS FROM 7 RESPONDENTS

**(NOTE: 2 RESPONDENTS ARE SATISFIED AND ONLY RECOMMEND CHANGES TO STRENGTHEN IMPLEMENTATION OF THE EXISTING VALUES)**

### *Subject 1*

**I am fully satisfied with the Values.**

We could strengthen the implementation of our values by:

22. Council signing the values at the beginning of each term
23. Providing an on-line quiz that tests our understanding of our values under different scenarios

### *Subject 2*

24. Responsible Stewardship - prudent spending for all capital assets
25. Integrity – demonstrates, honesty and sincerity in our relationships and decision making.
26. Excellence – in the level of service provided
27. Compassion – for the needy and less fortunate in our city.
28. Wellness – for our citizens and staff.

### *Subject 3*

“I would prefer to see the word “accountable” or “accountability” in our values.”

### *Subject 4*

- Compassion
- Honesty
- Transparency
- Accountability
- Integrity (especially around the Horseshoe)
- Encourage city staff to reside and pay taxes in Their city, which will only help foster pride and their involvement in Their city.

### *Subject 5*

- Improved service prioritization to better meet the needs of the community. Eliminate outdated services. Streamline departments. Deliver core services effectively and efficiently. Identify non-core services that can be eliminated.
- Better overall City-wide focus (esp. service delivery). Sometimes, the perception is one area of the city is favored over others when it comes to spending taxpayer dollars.

- Stronger relationship between management and employees to promote an overall team aspect whereby everyone realizes who they are working for (the citizen) and ensures that the best

### ***Subject 6***

**This person checked the “satisfied” box, but gave the following suggestions:**

- Sensitivity to the financial limitations of our community
- Shared responsibility of all key stakeholders when our community faces difficult and restrictive financial times
- Under “economic opportunity” theme should be some kind of reference to not only state academic objectives but to also state a pro-active accountability contributing to implementation (making things happen)

### ***Subject 7***

We could strengthen the implementation of our values by:

1. Having staff provide specific examples in PDPs of how values have been or will be adhered to; and
2. Recognizing and supporting the need for individual department approaches to values implementation where possible.