



A great place to call home  
A vibrant downtown

A progressive diversified economy  
An appealing attractive city

## AGENDA

### GUELPH CITY COUNCIL

January 21, 2008 - 6:00 p.m.

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

- Disclosure of Pecuniary Interest

#### DELEGATIONS

Resolution (Councillor Beard)

*“THAT persons desiring to address Council be permitted to do so at this time.”*  
Delegations are limited to a maximum of five (5) minutes.

#### South End Community Centre Feasibility Study and Parks, Recreation and Culture Master Plan

“THAT City Council approve merging the South End Community Centre Feasibility Study and the Parks, Recreation and Culture Master Plan into one study.”

#### Implementing the Strategic Plan: Council Priorities 2007-2010

- Welcome:- Hans Loewig, Chief Administrative Officer
- Priority Results:- Brenda Boisvert, Manager of Strategic Planning & Corporate Initiatives
  - introduction of report
  - overview of the process
  - review of the findings

“THAT Council adopt the attached list of priorities and that Departmental Workplans be developed in accordance with these directions to facilitate implementation of the 2007 Strategic Plan goals;

AND THAT a policy be developed to ensure an annual priority setting process, reporting framework and means for addressing new priorities as they emerge.”

#### ADJOURNMENT



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**TO:** Emergency Services, Community Services & Operations Committee

**DATE:** 2008/01/10

**SUBJECT: SOUTH END COMMUNITY CENTRE FEASIBILITY STUDY AND PARKS, RECREATION, AND CULTURE MASTER PLAN**

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**RECOMMENDATION:**

"THAT City Council approve merging the South End Community Centre Feasibility Study and the Parks, Recreation and Culture Master Plan into one study."

**BACKGROUND:**

At a City Council meeting held on December 17, 2007 the following resolutions were adopted:

"THAT the information report dated September 12, 2007 with respect to the South End Community Centre, be received for information."

AND

"THAT staff be directed to proceed with the feasibility study for the South End Community Centre, and that the feasibility study be included in the 2008 Capital Budget"

AND

"THAT the time line for moving forward the South End Community Centre in the Capital Budget be dealt with by the priority setting process."

Master Plans are typically carried out to determine the needs and location of facilities and programs approximately every ten years. The last Master Plan for Recreation & Parks and Culture was carried out in 1997. The next Master Plan is budgeted to be initiated in the years 2009 – 2010.

## **REPORT:**

While the study for the South End Community Centre is typically referred to as a "feasibility study", it is in reality a "component study" to determine the bundle of facilities and programs that will be provided at the new Centre. Staff and Council have recognized since 1997, when the last Master Plan was completed, that a South End Community Centre was "feasible" and accordingly the project has been included in the 10 year Capital Forecast. The work which now needs to be completed with respect to this facility is to determine what "components" should be included in the facility, however to complete the study properly, we also need to look at the longer term needs to ensure that the feasibility study is complete.

Staff recognize that the Parks, Recreation and Culture Master Plan needs to be updated to look at the longer term needs of the City in these areas. There is a concern that insufficient monies are currently budgeted for this study. By combining the two studies we will reduce the possibility of overlap and gain efficiency. The study would be phased so that we would complete the Recreation component of the Master Plan together with the feasibility/component study for the South End Community Centre first as this is the most pressing priority. We anticipate that we could have the Phase One results within twelve months of Council Approval of this recommendation. If the recommendation is approved we expect that the Terms of Reference for the Study would be presented to City Council by the end of March or early April 2008.

The Terms of Reference will involve the creation of a steering committee, and staff from Operations, Community Services and Community Design and Development will all be involved. The first phase of the project will be lead by the Recreation Division.

## **CORPORATE STRATEGIC PLAN:**

Goal 2: A healthy and safe community where life can be lived to the fullest.

## **FINANCIAL IMPLICATIONS:**

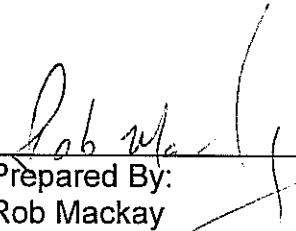
There would be no additional cost to accepting this recommendation. The funds budgeted for the Master Plan and for the Feasibility Study would be combined to pay for the study.

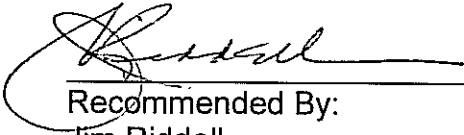
## **DEPARTMENTAL CONSULTATION:**

- Finance, Community Design and Development

## **ATTACHMENTS:**

- Appendix A: Resolution Authorizing the South End Community Centre Study

  
Prepared By:  
Rob Mackay  
Manager of Recreation and Culture

  
Recommended By:  
Jim Riddell  
Director, Community Design and  
Development Services

December 21, 2007

Mr. G.W. Stahlmann  
Director of Community Services

Dear Mr. Stahlmann:

At the meeting of Guelph City Council held on December 17, 2007, the following resolutions were adopted:

“THAT the information report dated September 12, 2007 with respect to the South End Community Centre, be received for information.”

AND

THAT staff be directed to proceed with the feasibility study for the South End Community Centre, and that the feasibility study be included in the 2008 Capital Budget.”

AND

THAT the time line for moving forward the South End Community Centre in the Capital Budget be dealt with by the priority setting process.”

Yours truly,

Lois A. Giles  
Director of Information Services/  
City Clerk

cc. Mr. B. Stewart  
Ms. B. Boisvert



# City of Guelph

## CORPORATE ADMINISTRATION

Report:

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**TO:** Mayor Farbridge and Members of Council

**DATE:** 2008/01/21

**SUBJECT:** Implementing the Strategic Plan: Council Priorities 2007-2010

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### **RECOMMENDATION:**

**That Council adopt the attached list of priorities and that Departmental workplans be developed in accordance with these directions to facilitate implementation of the 2007 Strategic Plan goals.**

**That a policy be developed to ensure an annual priority setting process, reporting framework and means for addressing new priorities as they emerge.**

### **SUMMARY:**

In the fall of 2007, Council and staff undertook an interactive process to assess ongoing commitments, identify new projects and determine priorities that would best implement the goals of the Strategic Plan. With the community-driven Strategic Plan as the basis of discussion, over 200 ongoing initiatives and new ideas were openly reviewed through two information sharing and gathering meetings that took place. The meetings were followed by an electronic survey designed to validate input received and ensure a consistent preliminary priority selection process for final review by members of Council.

Survey findings, which are a direct outcome of the information received from Councillors, reveal a set of high and medium level priorities that support each of the Strategic Plan Goals. Once approved, the priorities will be integrated into Departmental workplans scheduled for completion in April 2008. Other priorities raised that relate to the high and medium priorities or are significantly underway will also be addressed in 2008 workplans. Taken together, all of the approved priorities will serve as the basis for 2009 priority setting and workplan development discussions. Council approval of priorities in support of the 2007 Strategic Plan serves as a significant step in the establishment of a more comprehensive strategic management system that will ensure more effective and accountable decision making and generate results by directly aligning the Strategic Plan with Departmental workplans and the budget.

## BACKGROUND:

In July 2007, Council approved the new Strategic Plan with specific goals, strategic objectives and an inspiring vision - "to be the city that makes a difference." As a management tool, the Strategic Plan helps to set priorities, make decisions, and effectively manage operations. In order to effectively implement the Strategic Plan, and by extension, a comprehensive management system that directly aligns the strategic plan to workplan development and the budget process, it was recognized that a critical next step was to set strategic priorities.

Understanding that project work accounts for only 10%-20% of the city's resources and capacity while 80%-90% of the work, resources, and focus in the organization is dedicated to service delivery (including the work and processes that support service delivery), staff and Council set about determining which mix of project priorities, whether existing, pending or new, might best implement each of the Strategic Plan goals.

To that end, a process was developed that included two interactive and collaborative sessions with staff and Council. The first meeting took place on October 19, 2007. The purpose was to share comprehensive information regarding the ongoing project workload in the organization and to provide an opportunity for Councillors to ask any questions of Directors and Managers that would help their understanding of current organizational project commitments. The extensive project lists completed for each Strategic Plan goal were segmented into four categories:

- A. Regulated and/or Mandated projects
- B. Council Directed and Initiated projects
- C. Council Directed but not yet started
- D. Not Yet Directed by Council; identified or required

At the first meeting, Councillors individually identified those ongoing and new efforts that could serve as preliminary priorities for further discussion at a subsequent meeting. The framework suggested for making those initial selections included those priorities that in each Councillors' opinion would:

- best position the City to achieve a strategic goal(s)
- set a strong and balanced foundation for moving forward
- result in a measurable success

It was assumed that each undertaking was weighted equally in terms of importance and that the initial selections would be subject to further review, debate and discussion.

On November 23, 2007 Councillors and staff met a second time to review the feedback and information gathered from Meeting #1. This information (and new ideas raised) was openly reviewed and discussed to ensure a common understanding. To facilitate workload planning, further input was provided as to whether ongoing discretionary projects should be continued or deferred. At the end of the meeting, Councillors used a

point system along with the criteria above to help further determine key potential priorities from all the information presented.

Following Meeting #2, Councillors individually completed an electronic survey to validate the input received and ensure a consistent selection process for final review by members City Council.

#### **REPORT:**

The attached document includes the final findings on potential priorities for Council's further discussion, debate and approval.

#### **CORPORATE STRATEGIC PLAN:**

Implementation of the Strategic Plan through the establishment of priorities that are integrated into Departmental workplans and linked to the budget is part of a comprehensive strategic management system that includes: strategic planning to set organizational goals; the identification of priorities and development of annual work plans; alignment between the Strategic Plan, Departmental work plans and the budget; reporting, performance management and measurement systems to evaluate success in achieving the goals; and mechanisms to facilitate ongoing communication among staff, Councillors and the community. While this system will take time to fully implement, Council approval of priorities that support the Strategic Plan is a significant step - a key element of organizational effectiveness related to strategic objective 5.6 which calls for excellence in planning and management.

#### **FINANCIAL IMPLICATIONS:**

With most of the potential priorities ongoing, related costs are within the current operating or capital budgets. If new costs arise over time, any adjustments will be reported and addressed through the regular budget process.

#### **DEPARTMENTAL CONSULTATION:**

Both Directors and Management staff were fully involved in the planning and delivery of both priority setting meetings. It is expected that staff direction and involvement will continue as the priority projects are integrated into the Departmental work plans for 2008 and as a policy is developed to ensure an annual priority setting process, reporting framework and means for addressing new priorities as they emerge.





**COMMUNICATIONS:**

The process undertaken to identify priorities necessitated a highly collaborative and communicative effort between Council and staff. The effort was unprecedented and highly successful in terms of identifying potential priorities for Council approval in support of the Strategic Plan. The 2007 community-driven Strategic Plan, founded on extensive public consultation and engagement was the primary driver behind Council priority discussion at both meetings.

**ATTACHMENTS:**

Appendix A - 2007 Priority Setting Findings

  
Prepared By:  
Brenda Boisvert  
Manager, Strategic Planning and Corporate  
Initiatives

  
Recommended By:  
Hans Loewig, CAO

## 2007 Priority Setting Findings

Following a second meeting with Councillors that took place on November 23, 2007, each Council member completed an electronic survey to validate the input received and ensure a consistent selection process for final review by members of Council. The numeral following each item indicates the number of times it was selected as a potential priority. Items with an equal number of selections as well as those selected only once are listed alphabetically. The findings indicate a high level of agreement on the top nine priorities. High and medium level priorities will be integrated into 2008 Departmental workplans. Other priorities raised that relate to the high and medium priorities or are significantly underway will also be addressed in the 2008 workplans. Once approved, all of the priorities will serve as the basis for 2009 priority setting and workplan development discussions.

### High Priority

- CEP Implementation (10)
- New Organic Waste Processing Facility (10)
- Growth Management Plan (9)
- 20 Minute Transit Service (9)
- York District Plan Phase III/York Watson Lands (9)
- Downtown Action Plan (7)
- Waste Management Master Plan (6)
- Strategic Urban Forest Management Plan (5)
- City/County Service Agreements (4)

### Medium Priority

- Alternative Development Standards (3)
- Eastview Landfill Community Park (3)
- Hanlon Creek Business Park (3)
- IMICO Redevelopment (3)
- Secondary Plan for CPR or Interim Council by-law to Hold CPR Nodes to Redesign (3)
- Expand the GJR (2)
- Community Art Centre (2)
- Corporate Governance Framework (2)
- Corporate Service Review (2)
- Culture Master Plan (2)
- Human Resources Strategy (2)
- Official Plan Update (2)
- Review of the Farmer's Market (2)
- South End Community Centre (2)
- South End Fire Station (2)

### Other Priorities Identified (1)

- |                                             |                                                                                                   |                                |
|---------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------------------|
| ◇ Bike Racks                                | ◇ Downtown Economic Initiative                                                                    | ◇ Pollinator City Parks        |
| ◇ Carbon Footprint Issues                   | ◇ Establishing City-wide Greenways                                                                | ◇ Satellite Transfer Locations |
| ◇ Civic Square Precinct Study               | ◇ Guelph Trails Master Plan                                                                       | ◇ Waste Heat at Ecotricity     |
| ◇ Corporate Social Responsibility Framework | ◇ Heritage Registry and Implementation                                                            | ◇ Water Efficiency Effort      |
| ◇ Dairy Festival                            | ◇ Investigate and Confirm Treatment at Sacco, Smallfield and Clythe Wells and Scout Camp Class EA | ◇ Wilson Street Parking Garage |
| ◇ Debt Issue                                |                                                                                                   |                                |
| ◇ Development Charges Update                |                                                                                                   |                                |

\* It is recognized that many initiatives have strong linkages to others for example: the Downtown Action Plan is connected to the Wilson Street Parking Garage, Civic Square Precinct Study, Downtown Economic Initiative, Library and Museum; the CEP includes Waste Heat at Ecotricity and Carbon Footprint Issues; the Cultural Master Plan links to the Community Art Centre.