

Cutten Fields, College Avenue, Guelph  
Dormie Room - February 22, 2012

**Council convened in special session for the purpose of a strategic planning workshop at 5:30 p.m.**

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay (arrived at 5:55pm), Furfaro, Guthrie, Hofland, Kovach Laidlaw, Piper, and Wettstein

Absent: Councillor Van Hellemond

Staff Present: Ann Pappert, Chief Administrative Officer, Mr. M. Amorosi, Executive Director, Corporate and Human Resources, Dr. J. Laird, Executive Director, Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director, Operations and Transit; Ms. C Bell, Executive Director, Community and Social Services; Mr. B. Labelle, City Clerk; Ms. D. Jaques, General Manager of Legal and Realty Services/City Solicitor; Peter Cartwright, General Manager of Economic Development; Ms. H. Roseveare, Communications; Mr. R. Keller, General Manager, Public Works, Ms. Kerry Pletch, Organizational Development Specialist; Ms. D Nixon, Manager, Staffing/Workforce Planning and Development; Ms. B. Boisvert, Corporate Manager, Strategic Planning and Corporate Initiatives; and Ms. T. Agnello, Deputy City Clerk

**STRATEGIC PLAN WORKSHOP - PART 1**

**Welcome**

Brenda Boisvert welcomed those present and gave a brief overview of the agenda items and meeting objectives.

**DECLARATIONS UNDER MUNICIPAL CONFLICT OF INTEREST ACT**

There was no declaration of pecuniary interest.

**Opening Remarks**

Mayor Farbridge provided opening remarks and stated that an important decision point is to determine if change is required and if so what the pace of change will be.

Councillor Findlay arrived at the meeting.

**Introduction to Draft Critical Issues and Business Imperatives**

Ann Pappert reviewed a situational analysis spreadsheet which includes drivers, citizen survey information, a SWOT analysis, issues scoping/operational review, and findings from the budget and provided key messages for the workshop as follows:

- there needs to be agreement on where we are now
- there needs to be agreement on critical issues
- there needs to be agreement on business imperatives
- there needs to be a determination regarding how bold we want to be in achieving goals.

She defined a business imperative as something not to be avoided, which is necessary, and does not have the option of not working.

**Small Group Exercise: Validation of Draft Critical Issues and Business Imperatives**

The participants broke out in to work groups for the purpose of identifying critical issues and business imperatives.

**Setting the Stage: Corporate Strategic Plan Effort in Context**

Ann Pappert reviewed the information on □whole systems thinking, delivering public service better, and bold culture change.

**Plenary Discussion**

Brenda Boisvert led the group in an exercise to determine “How bold are you prepared to be with the Corporate Strategic Plan” and at what pace do you want to implement change.

**NEXT MEETING** - March 6, 2012

**ADJOURNMENT**

The meeting adjourned at 7:45 o'clock p.m.

Minutes read and confirmed March 26, 2012.

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Mayor

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Deputy Clerk