

# COMMITTEE AGENDA



TO **Community & Social Services Committee**

DATE October 8, 2013

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:00 p.m.

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## DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

**CONFIRMATION OF MINUTES** - September 17, 2013 open and closed meeting minutes

## PRESENTATIONS (Items with no accompanying report)

- a) Guelph Neighbourhood Support Coalition – Brendan Johnson, Executive Director

## CONSENT AGENDA

*The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Community & Social Services Committee Consent Agenda will be approved in one resolution.*

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
CSS-2013.23 Community and Social Services Annual Report	Colleen Clack, General Manager Culture & Tourism		√
CSS-2013.27 Guelph Museums Strategic Direction and Operating Plan	Tammy Adkin, Manager of Guelph Museums		√
CSS-2013.28 Corporate Accessibility Policy and Multi-Year Accessibility Plan			
CSS-2013.29 City Milestones			

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Resolution to adopt the balance of the Community & Social Services  
Committee Consent Agenda.

**ITEMS EXTRACTED FROM THE CONSENT AGENDA**

Once extracted items are identified, they will be dealt with in the following order:

- 1) delegations (may include presentations)
- 2) staff presentations only
- 3) all others.

**STAFF UPDATES AND ANNOUNCEMENTS**

**ADJOURN**

**NEXT MEETING** – November 13, 2013

**Minutes of the Community and Social Services Committee  
Held in the Council Chambers, Guelph City Hall on  
Tuesday September 17, 2013 at 5:00 p.m.**

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**Attendance**

Members: Chair Dennis, Mayor Farbridge, Councillors Burcher (arrived at 5:06 p.m.) and Van Hellemond

Absent: Councillor Laidlaw

Councillors: Councillors Findlay, Guthrie, Hofland, Piper and Wettstein

Staff: Ms. A. Pappert, Chief Administrative Officer; Ms. C. Clack, Interim Executive Director, Community & Social Services; Mr. A. Horsman, Executive Director, Finance & Enterprise; Ms. J. Laird, Executive Director, Planning & Building, Engineering and Environment; Mr. M. Cameron, General Manager Parks & Recreation; Mr. T. Salter, General Manager Planning Services; Ms. T. Agnello, Deputy Clerk; Ms. J. Sweeney, Council Committee Coordinator

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**Call to Order (5:00 p.m.)**

Chair Dennis called the meeting to order.

**Disclosure of Pecuniary Interest and General Nature Thereof**

There were no disclosures.

**Confirmation of Minutes**

1. Moved by Councillor Van Hellemond  
Seconded by Mayor Farbridge

That the open and closed meeting minutes of the Community and Social Services Committee held on July 16, 2013 be confirmed as recorded.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Dennis, and Van Hellemond (3)*

*VOTING AGAINST: (0)*

CARRIED

**Presentation**

Mr. Charles Whittaker provided the history and an update on Guelph In Bloom and requested that the City endorse the program.

Ms. C. Clack, Interim Executive Director, Community & Social Services, advised that staff will prepare an information report on the future of the program.

## **Consent Agenda**

The following items were extracted:

**CSS-2013.22      Wilson Farm Park – Farmhouse**  
**CSS-2013.23      Community and Social Services Annual Report**  
**CSS-2013.26      Tourism Services RFP Update**

### **Balance of Consent Items**

2. Moved by Mayor Farbridge  
Seconded by Councillor Burcher

That the balance of the Community and Social Services Committee September 17, 2013 Consent Agenda, as identified below, be adopted:

### **CSS-2013.24      Guelph Civic Museum Phase 2**

1. That the September 17, 2013 report entitled "Guelph Civic Museum Phase 2 Landscaping" be received for information.
2. That Council approves the expenditure of up to \$50,000 in 2013 of the existing \$250,000 in donations collected towards Capital Project MU0017, in order to do a revised design, site plan and costing for the Phase 2 landscaping at Guelph Civic Museum.

### **CSS-2013.25      The Elliott Business Case Scope**

1. That the elements of the business case outlined in the report to designate The Elliott as the City's municipal long-term care home be approved.
2. That staff be directed to allocate \$80,000 from the Social Services Reserve towards the cost of conducting an operational review and building condition assessment of The Elliott to support the development of the City's business case to the Ministry of Health and Long-Term Care to designate The Elliott as the City's municipal long-term care home.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Burcher, Dennis and Van Hellemond (4)*  
*VOTING AGAINST: (0)*

CARRIED

## **Extracted Consent Items**

### **CSS-2013.22      Wilson Farm Park – Farmhouse**

Ms. C. Clack, Interim Executive Director, Community & Social Services, introduced the report.

Ms. A. Pappert, Chief Administrative Officer, provided a brief history and various options for consideration.

## Delegations

Dr. Dave Snyder, was in support of the staff recommendation to withdraw the notice of intention to designate and to demolish the Wilson Farmhouse. He expressed concern that there was no public forum on possible future use of the house and advised that the neighbourhood wants a park, and not this neglected house..

Mr. Mike Lackowicz agreed with staff's recommendations and suggested that the existing property is not worthy of heritage designation.

Mr. Frank Barber believes that the heritage criteria for designation is weak and supports the recommendation to have a park.

Ms. Betty McGregor, was in support of the staff recommendation and advised that the neighbourhood has presented a petition opposing the sale of the land to private individuals.

Mr. David Dorion, questioned the heritage designation scoring system and suggested that the heritage criteria is low for this property in comparison to other houses.

Mr. Marcia Santen advised that she understands the frustration of the neighbourhood who were told they would have a park on the site when they purchased their homes, but she supported keeping the building on the property and suggested that the City should conduct a survey and let the residents be involved in the decision.

Ms. Susan Watson expressed concern with the disregard for the City's Official Plan, by-laws and policies and lack of public consultation in relation to the recommendation to demolish a heritage building. She suggested that heritage assets belong to the entire city.

Miss Madeleine Digby who attends Trillium Waldorf School, advised that she wants the house to remain intact as part of the community.

Ms. Susan Ratcliffe representing the Architectural Conservatory of Ontario suggested that the demolition of the farmhouse is contrary to everything the City stands for. She said that the Wilson's were one of the first pioneer families in the City.

Mr. James Gordon expressed concern that community engagement on this matter is being compromised. He urged Committee and Council to hear all voices in this issue. He advised that he is supportive of an arts project centered around the building.

Miss Malkah McNeilly, a Trillium Waldorf School student advised that she started a petition in her school to support keeping the building.

Ms. Mary Tivy, Vice-Chair of Heritage Guelph advised of the professional background of the members of Heritage Guelph and the role of the committee. She stated that past and present Council have supported the heritage designation of this building along with the Ontario Conservation Review Board. She stated that Heritage Guelph strongly opposes the staff recommendation to demolish the farmhouse.

Mr. Dennis Galon was not present.

Ms. Cynthia Weijs expressed concern with the neighbourhood organization as there has been no attempt to engage the community at large. She advised that there is a large amount of green space and trails in the area. She suggested that the entire community needs to be engaged on the possible community uses for this structure.

3. Moved by Councillor Van Hellemond  
Seconded by Mayor Farbridge

1. That Council withdraw the Notice of Intention to Designate the property known as 80 Simmonds Drive with Section 29 (14) of the *Ontario Heritage Act*.
2. That once the Notice of Intention to Designate has been withdrawn, the farmhouse be demolished, while documenting and salvaging, where possible, significant architectural and heritage features to the satisfaction of the City's Senior Heritage Planner.
3. That the existing walnut trees be protected, prior to and during demolition, by fencing to define a Tree Protection zone beyond the dripline of the trees.
4. That the land area surrounding the farmhouse be retained as parkland and that Park staff integrate the parcel into the Wilson Farm Park master plan.

*VOTING IN FAVOUR: Mayor Farbridge and Van Hellemond (2)*

*VOTING AGAINST: Councillors Burcher and Dennis (2)*

DEFEATED ON A TIE VOTE

4. Moved by Mayor Farbridge  
Seconded by Councillor Bucher

That the matter of the Wilson Farm Park –Farmhouse be referred to City Council for a decision.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Burcher, Dennis and Van Hellemond (4)*

*VOTING AGAINST: (0)*

CARRIED

### **CSS-2013.23      Community and Social Services Annual Report**

5. Moved by Mayor Farbridge  
Seconded by Councillor Burcher

That the Community and Social Services Annual Report be referred to the October 8, 2013 committee meeting.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Burcher, Dennis and Van Hellemond (4)*

*VOTING AGAINST: (0)*

CARRIED

### **Authority to Resolve into a Closed Meeting**

6. Moved by Mayor Farbridge  
Seconded by Councillor Burcher

That the Community and Social Services Committee now hold a meeting that is closed to the public with respect to Sec. 239(2)(b) of the *Municipal Act* with respect to personal matters about identifiable individuals.

CARRIED

### **Closed Meeting** (7:35 p.m.)

The following matters were considered:

#### **CSS-C-2013.2 Tourism Services RFP Update**

### **Rise from Closed Meeting** (7:45 p.m.)

7. Moved by Mayor Farbridge  
Seconded by Councillor Burcher

That the Community and Social Services Committee rise from its closed meeting.

CARRIED

### **Open Meeting** ( 7:45 p.m.)

#### **CSS-2013.26 Tourism Services RFP Update**

Ms. C. Clack, Interim Executive Director, Community & Social Services, introduced the report.

8. Moved by Councillor Burcher  
Seconded by Mayor Farbridge
1. That Committee and Council endorse the staff recommendation to proceed with conducting an operational review of Tourism Services, utilizing existing budget resources from within the 2013 Tourism operating budget.
  2. That Committee and Council agrees to the filling of the position of Supervisor of Tourism Services on a temporary contract basis.
  3. That staff be directed to report back no later than the end of Q2 2014 on the results of the Strategic Review of Tourism Services.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Burcher, Dennis and Van Hellemond (4)*

*VOTING AGAINST: (0)*

CARRIED

### **Staff Updates and Announcements**

There were no staff updates or announcements.

**Adjournment** (7:55 p.m.)

9. Moved by Councillor Burcher  
Seconded by Councillor Van Hellemond

That the meeting be adjourned.

CARRIED

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Tina Agnello – Deputy Clerk

# Community Benefit Agreement: Partners in the Neighbourhoods

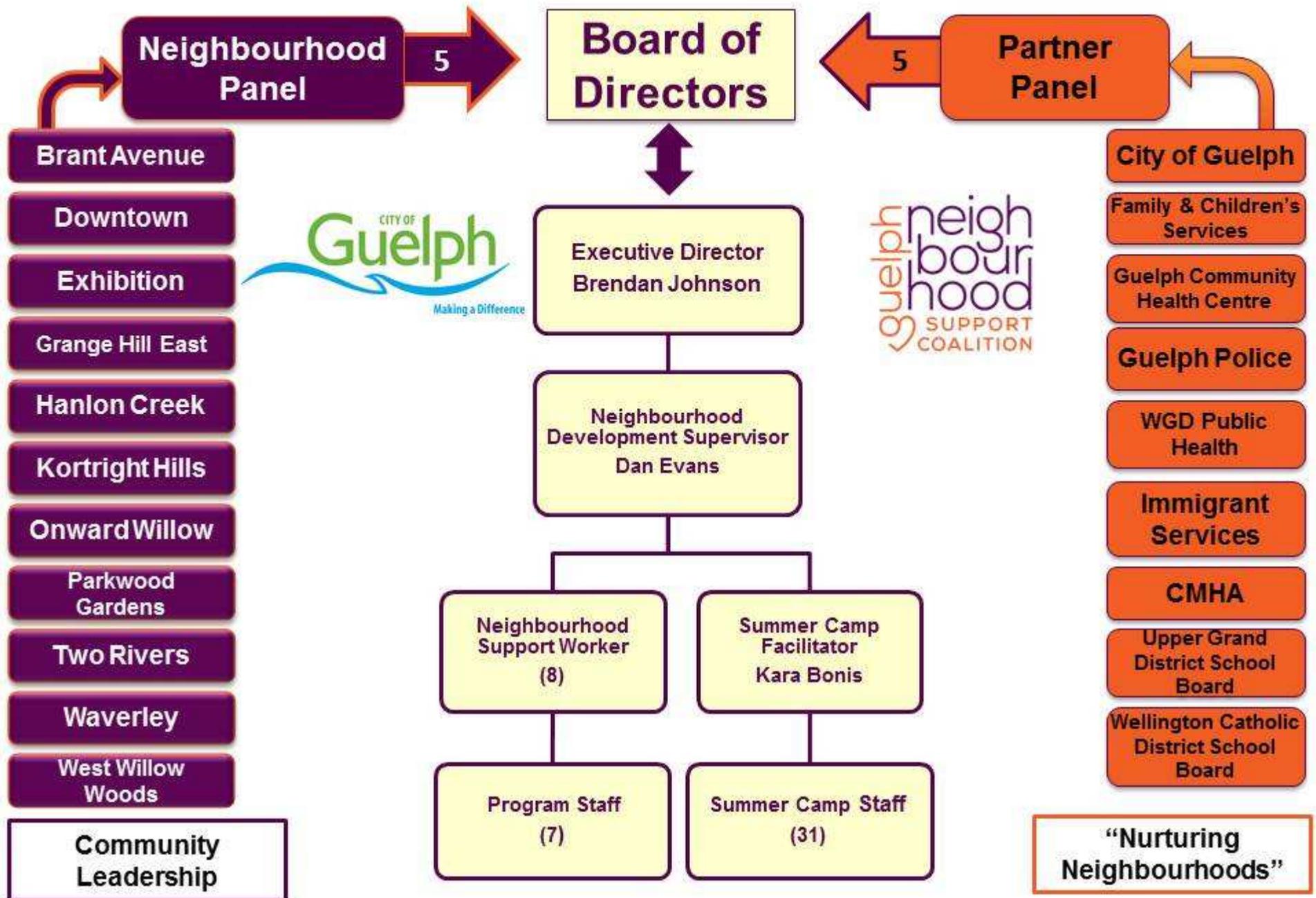


Making a Difference





# Guelph Neighbourhood Support Coalition





# 2013 Highlights



Ontario  
Trillium Foundation



Fondation Trillium  
de l'Ontario

An agency of the Government of Ontario.  
Relève du gouvernement de l'Ontario.



United Way  
Guelph Wellington  
Dufferin



Government  
of Canada    Gouvernement  
du Canada

Canada



The **Research** Shop



Foodland  
ONTARIO

# Youth Programs



# Summer Camps

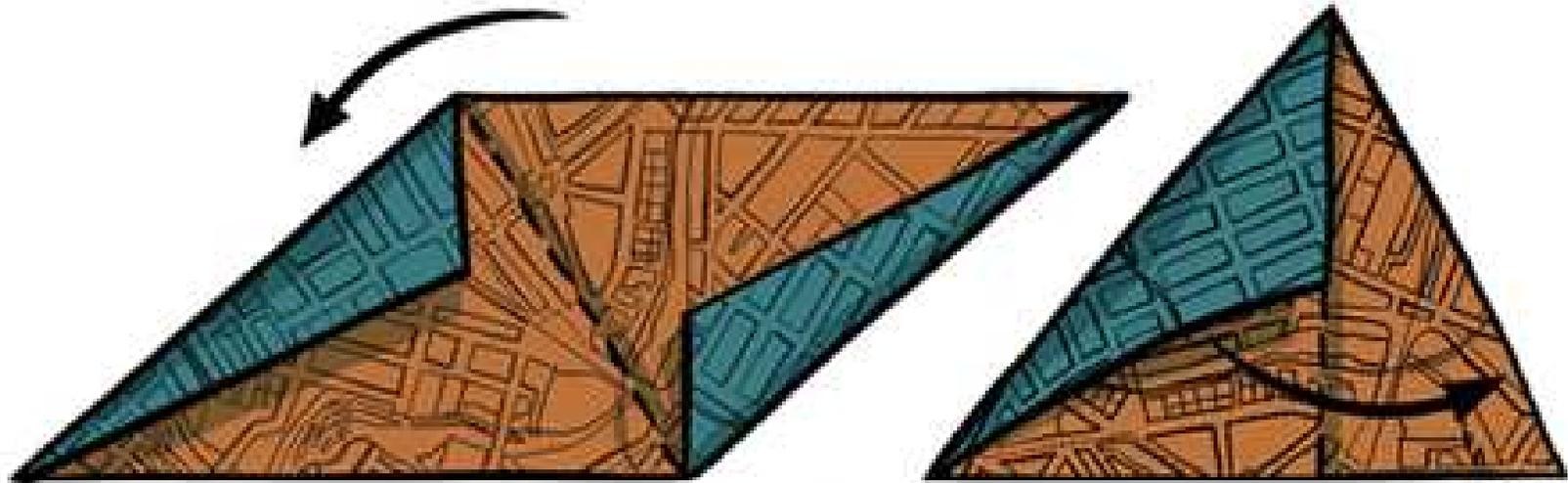


# Community & Volunteers





# GNSC Events



MUSAGETES GUELPH CAFÉ  
ALL OVER THE MAP: A ONE DAY TRAVELLING MUSIC FEST

# The Seed



**Thank you to the City of Guelph for all of your hard work and continued support of the neighbourhoods in Guelph!**



**Thank you for your support of the  
Guelph Neighbourhood Support Coalition!**



**Brendan Johnson, Executive Director  
[brendan.johnson@guelphneighbourhoods.org](mailto:brendan.johnson@guelphneighbourhoods.org)**

**COMMUNITY & SOCIAL SERVICES COMMITTEE  
CONSENT AGENDA**

**October 8, 2013**

Members of the Community & Social Services Committee.

**SUMMARY OF REPORTS:**

The following resolutions have been prepared to facilitate the Committee’s consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with immediately. The balance of the Community & Social Services Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p><b>CSS-2013.23      COMMUNITY AND SOCIAL SERVICES ANNUAL REPORT</b></p> <p>1. That the September 17, 2013 report entitled “Community and Social Services Annual Report” be received for information.</p>	
<p><b>CSS-2013.27      GUELPH MUSEUMS STRATEGIC DIRECTION AND OPERATING PLAN</b></p> <p>1. That the October 8, 2013 report entitled “Guelph Museums Strategic Direction and Operating Plan” be received for information</p>	Receive
<p><b>CSS-2013.28      CORPORATE ACCESSIBILITY POLICY AND MULTI-YEAR ACCESSIBILITY PLAN</b></p> <p>1. That the Corporate Accessibility Plan and Multi-Year Accessibility Plan.</p> <p>2. That staff be directed to report back in Q4 2015, prior to the biennial report to the Province, specifically on progress, achievements, and compliance to the legislation.</p> <p>3. That the Accessibility Coordinator to be the repository of progress reports from individual Service Area business units that will illustrate their progress and their evaluation process on applicable accessible goals and achievements that they’ve realized during the year. In addition, the City’s Accessibility Advisory Committee will review these reports as per their terms of reference.</p>	Approve

4. That the Corporate Accessibility Policy and Procedures replace the City of Guelph Barrier Free Policy and the Accessibility Standards for Customer Service Policy 2010.

**CSS-2013.29      CITY MILESTONES**

Receive

1. That the October 8, 2013 report entitled "City Milestones" be received for information.

attach.

# **Community and Social Services Annual Report**

**CSS Committee  
September 17, 2013**

# Identity Statement

Community and Social Services collaborates with the community to make Guelph a great place to be

- We create lifelong opportunities for participation, belonging and wellbeing.
- We offer a diverse range of programs, services and experiences.
- We provide inviting, well-maintained facilities and green spaces.
- We are strongly committed to community engagement, creativity, fairness and responsible stewardship.

We foster a sense of place and pride in Guelph

# Department Overview

- Business Services
- Community Engagement and Social Services Liaison
- Corporate Building Maintenance
- Culture and Tourism
- Parks and Recreation



# Dashboard

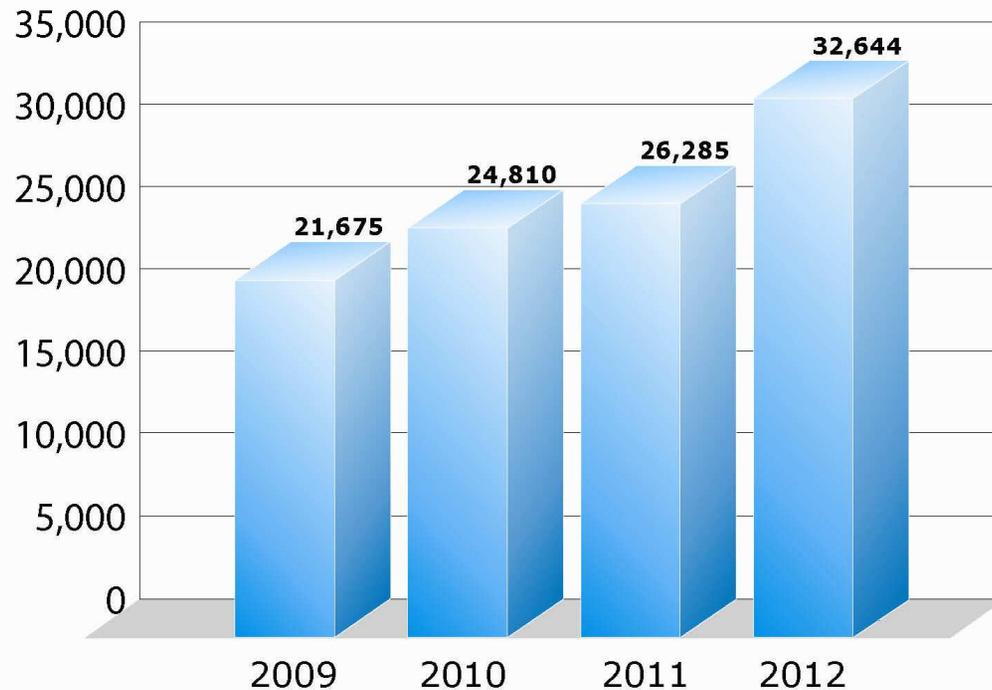
	2011	2012		2011	2012
Effectiveness of subsidies provided - including youth subsidy, facility discounts, grants, affordable bus passes	+	+	Effectiveness of social media and technology to market our programs and services	=	=
Number of participants in programs for seniors, youth and persons with a disability	=	=	Total number of participants and registrants in our programmed recreation and culture activities	+	+
Total number of volunteers and volunteer hours contributed to the work within the service area	+	+	Total parkland of all types within Guelph versus the Official Plan recommendations	-	-
Number of applicants for the Affordable Bus Pass Pilot Program	N/A	+	Proportion of play equipment infrastructure replaced on schedule	-	-
Age of current sports and recreation facilities	-	-	Satisfaction level of Guelph's parks and trail users	=	=
Total number of sports and recreation community centres available	=	=			

## CSP Initiatives

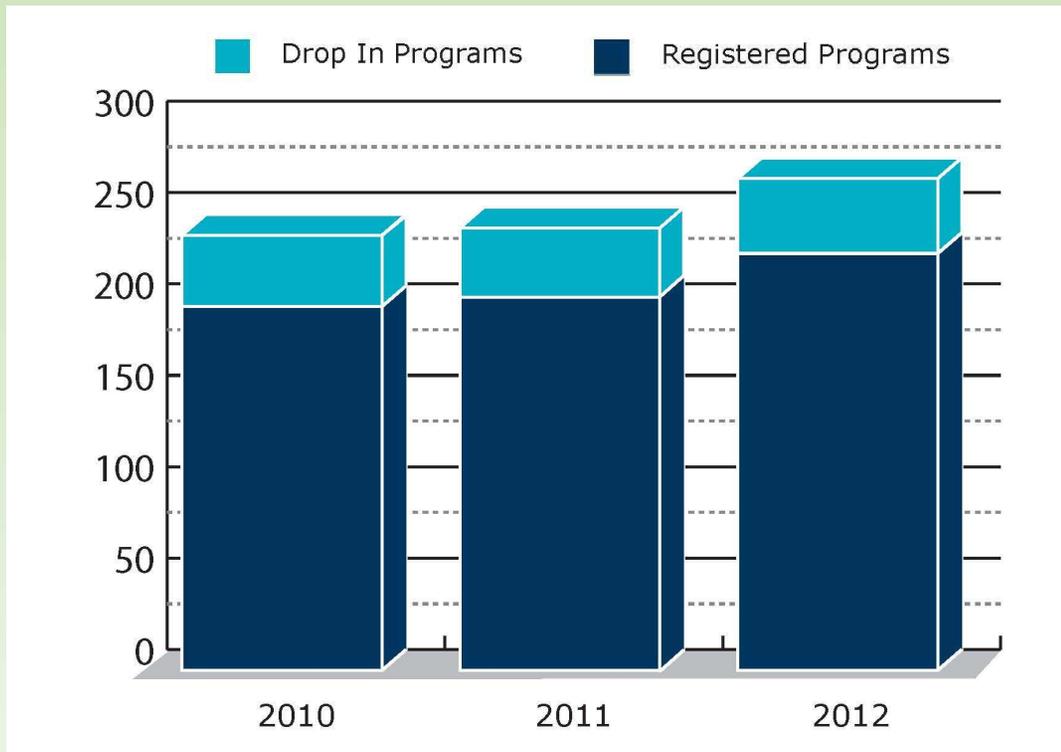


- Community Investment Strategy
- Community Wellbeing Plan
- Older Adult Strategy
- South End Community Centre Business Plan
- Local Immigration Partnership
- Parks Model
- Canada's 150<sup>th</sup> Anniversary

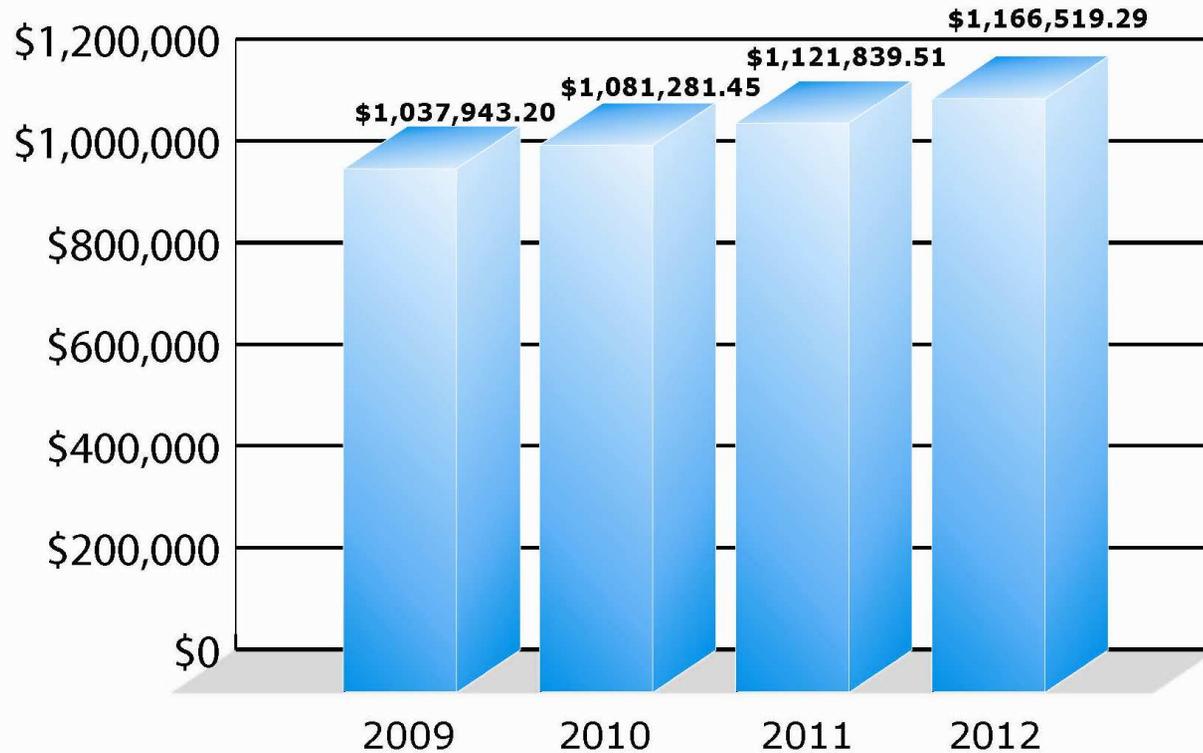
# Service Guelph Counter Interactions



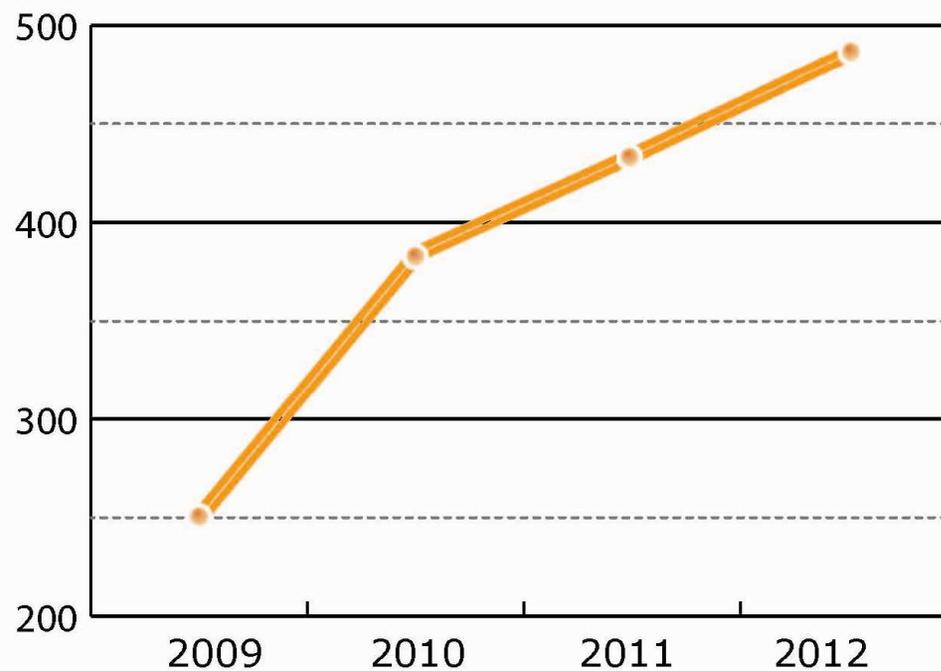
# Number of Seniors' Programs Offered



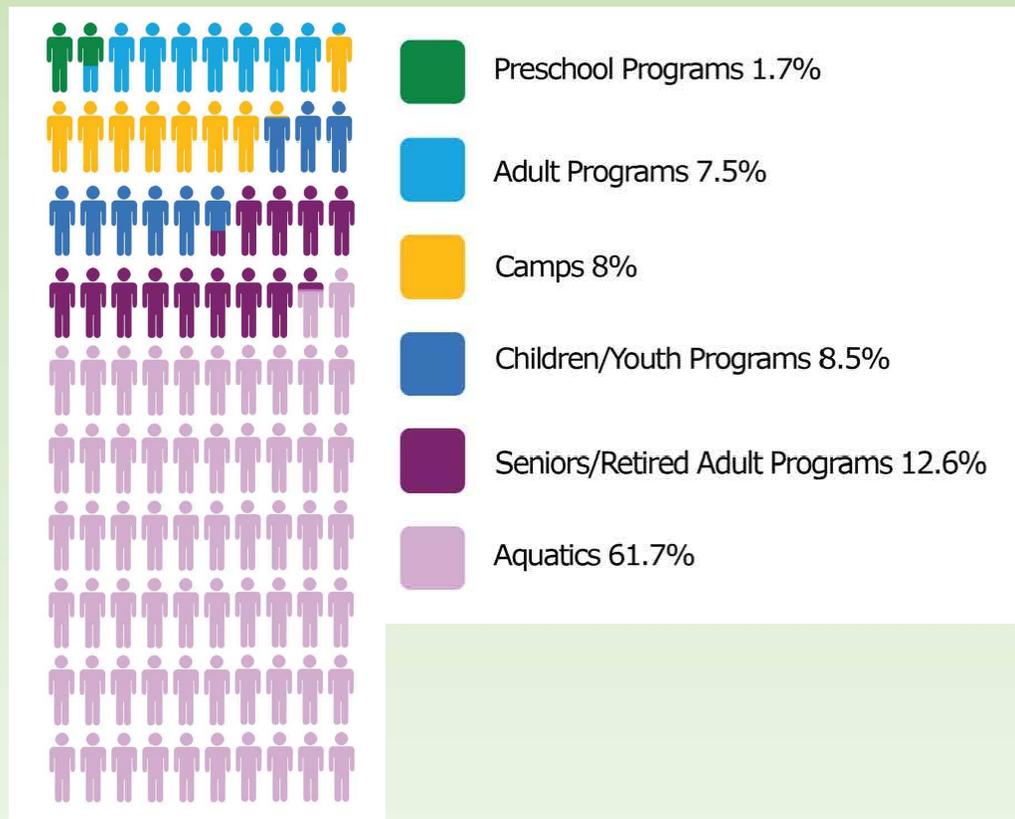
# Annual Value of Facility Rental Subsidy



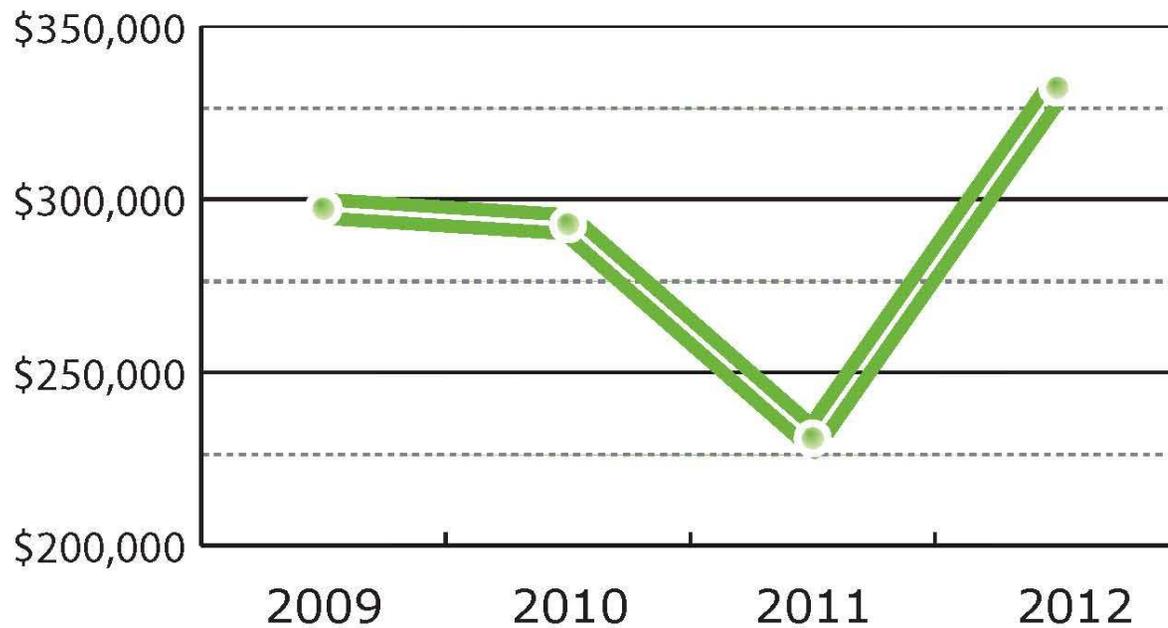
# Annual Number of Special Events Coordinated



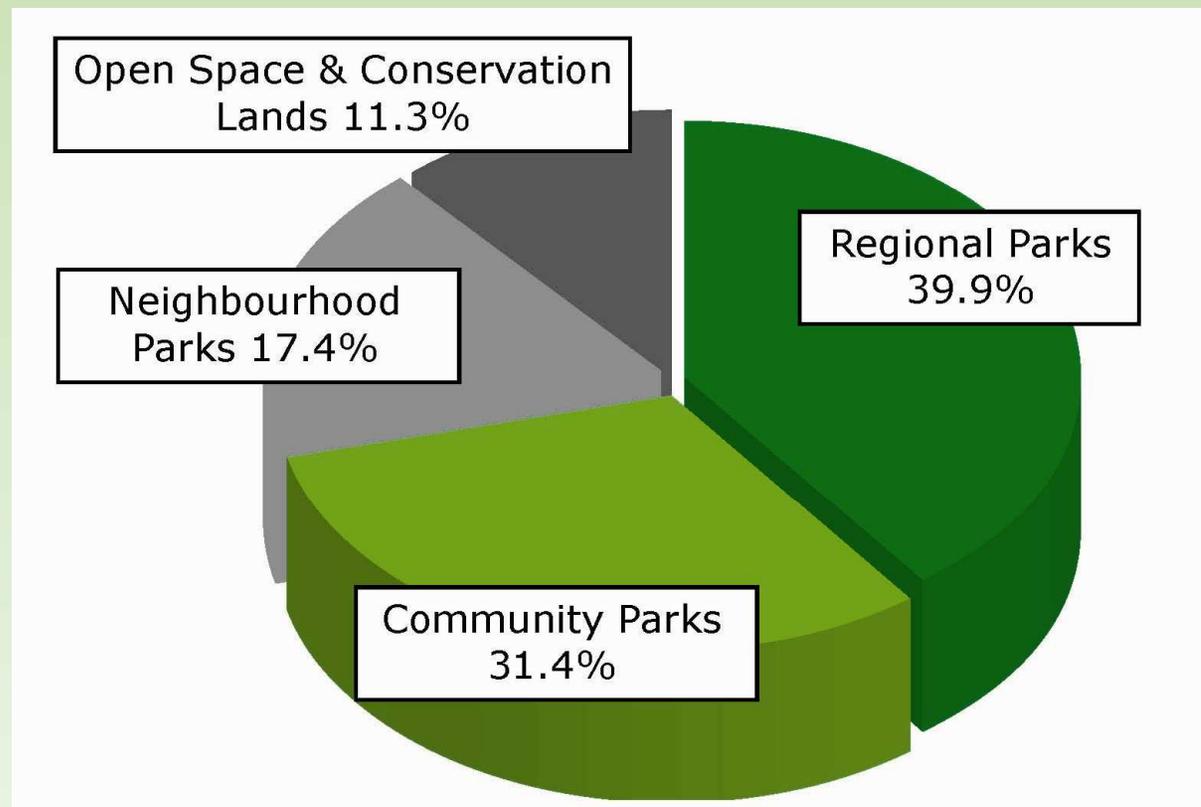
# Registration for Community Guide Programs



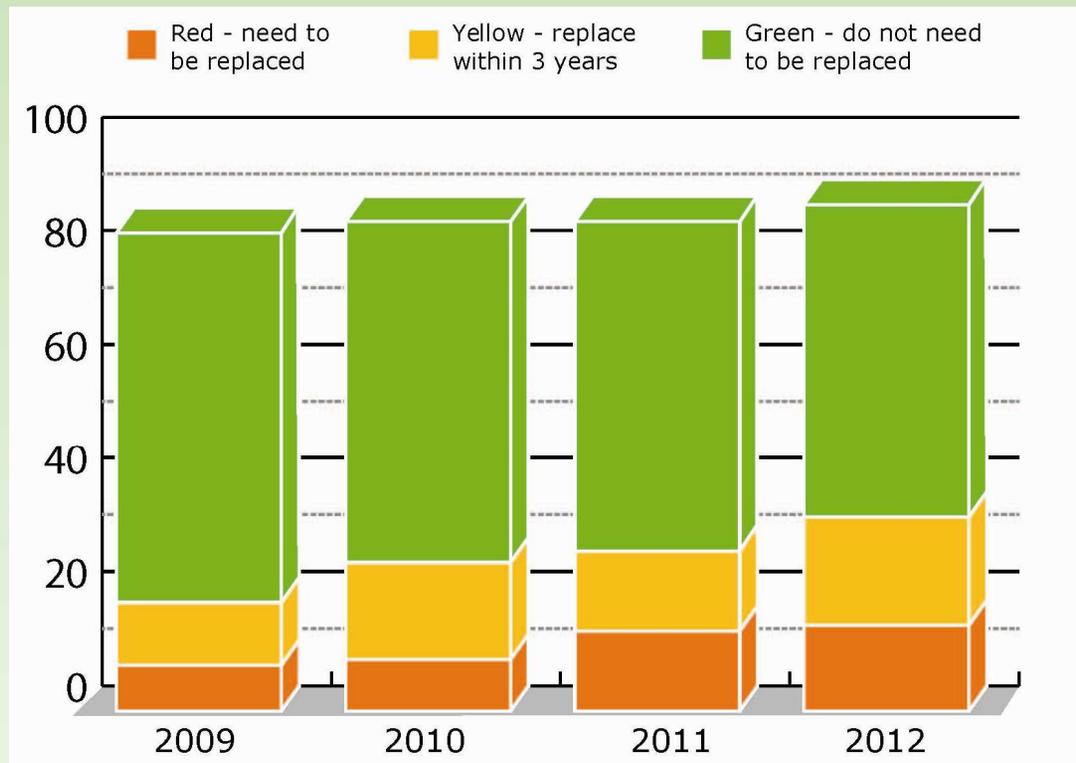
# Culture Fundraising & Development Revenue



# Type of Parkland in Guelph



# Condition of Play Structures in Guelph Parks



# Corporate Building Maintenance Work Orders



# Questions?

**CSS Annual Report**  
**September 17, 2013**

# STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services

DATE September 17, 2013

**SUBJECT Community and Social Services Annual Report**

REPORT NUMBER CSS-ED-1339

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

The Community and Social Services annual report provides an overview of the activities of the service area including accomplishments and goals, as well as key performance indicators.

### KEY FINDINGS

As part of Employee Engagement activities in early 2013, the Community and Social Services staff team developed a service area identity statement which states:

*Community and Social Services collaborates with the community to make Guelph a great place to be*

- We create lifelong opportunities for participation, belonging and wellbeing.*
- We offer a diverse range of programs, services and experiences.*
- We provide inviting, well-maintained facilities and green spaces.*
- We are strongly committed to community engagement, creativity, fairness and responsible stewardship.*

*We foster a sense of place and pride in Guelph*

This annual report provides details on the accomplishments and goals for the entire Community and Social Services service area, covering the following departments:

- Business Services
- Community Engagement and Social Services Liaison
- Corporate Building Maintenance
- Culture and Tourism
- Parks and Recreation

### FINANCIAL IMPLICATIONS

None

# STAFF REPORT

## **ACTION REQUIRED**

Receive the report for information.

## **RECOMMENDATION**

1. That the September 17, 2013 report entitled "Community and Social Services Annual Report" be received for information.

## **BACKGROUND**

City of Guelph departments are required to submit a report annually to Council through committee describing the activities and accomplishments for the service area. This is the first annual report being submitted by Community and Social Services.

## **REPORT**

As part of Employee Engagement activities in early 2013, the Community and Social Services (CSS) staff team developed their Service Area identity statement which says:

*Community and Social Services collaborates with the community to make Guelph a great place to be*

- *We create lifelong opportunities for participation, belonging and wellbeing.*
- *We offer a diverse range of programs, services and experiences.*
- *We provide inviting, well-maintained facilities and green spaces.*
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*We foster a sense of place and pride in Guelph*

A key focus for Community and Social Services continues to be the Corporate Strategic Initiatives, of which seven are currently assigned to the CSS service area as the lead: Community Wellbeing Plan; Community Investment Strategy Implementation; Older Adult Strategy Implementation; South End Community Centre Business Plan; Local Immigration Strategy; Parks Model; and Canada's 150th Anniversary Project Plan.

Over the previous year, accomplishments within Community and Social Services included:

- Successful rollout of Affordable Bus Pass Pilot Program – Year One – that processed more than 2,400 applicants
- Special events webpage added to corporate website – [guelph.ca](http://guelph.ca) that improved access to information for individuals wanting to organize events in public spaces.
- The Guelph Neighbourhood Support Coalition became incorporated and the Sustainable Neighborhood Engagement Framework guided this transition
- The Older Adult Strategy was completed and Council- approved, to ensure the Corporation and its services are age ready and age friendly

# STAFF REPORT



- Over 700 youth contributed to the development of a Youth Strategy for the Corporation
- Implementation of the Community Investment Strategy
- The Community Wellbeing Initiative continues to improve government's understanding of the community's values, needs and desires for the future
- Implemented the master plans for Castlebury and Wilson Farm Parks, and initiated the second phase of construction Eastview sports fields
- Retrofitted Norm Jary and Hanlon Creek Park splash pads; retrofitted and modernized playground equipment at two parks, upgraded the resilient surfacing at three parks
- Implemented four kilometres of multi-use trail in the Hanlon Creek Business Park as part of the Guelph Trails Master Plan
- Reviewed and improved recreation program offerings to increase participation and revenue
- Installed and began commissioning a cogeneration system at the West End Community Centre to provide emergency power as part of Guelph's emergency preparedness planning
- Grand opening of Guelph Civic Museum in its new location in the repurposed Loretto Convent
- Received Ontario Culinary Tourism Leadership Award
- Completed 20 high to medium priority structural repairs; completed 2,500 hours of preventive maintenance work
- Implementation and opening of ice rink and interactive water feature in Market Square; launch of programming including Mayor's Levee, John Galt Day, Movie Nights, Culture Days and winter skating events
- Established Corporate Building Maintenance call centre

Community and Social Services has a number of key goals for the current year – highlights include:

- Operational audit of ServiceGuelph
- The Sustainable Neighborhood Engagement Framework recommendations completed
- 2013-2018 Youth Strategy developed and responds to the direct needs, gaps, barriers and desires of Guelph's adolescent residents
- Community Engagement Framework rolled out to Corporation to support the engagement of stakeholders and citizens in municipal decision making
- The launch of the Guelph Wellington Immigration Portal to support the attraction and retention of Immigrants to Guelph and Wellington County
- Develop a business case and explore alternative funding sources and partnerships to support the South End Community Centre
- Retrofit playground equipment at seven parks; build 2.25 kilometres of trail and design 2.2 kilometres of new trails
- Explore innovative recreational, cultural and educational programs to create parks as living community centres to enhance the park experience
- Implement energy conservation initiatives to reduce operating costs as part of the Corporate Energy Management Plan

# STAFF REPORT

- Initiate background study to renovate the Victoria Road Recreation Centre
- Completion of cultural mapping project
- Development of enhanced revenue and programming streams at Guelph Museums
- Beginning the planning for the 2015 McCrae anniversary and the 2017 Canadian sesquicentennial
- Complete \$2.2 million dollars in 'life cycle' and structural repairs; maintain 2,500 hours of preventive maintenance work
- Replacement of washrooms at South End Community Park
- Renovation of Farmers' Market

This is the first annual report for Community and Social Services. Additional key performance indicators will be developed and tracked over the coming year, and the annual report for the service area will come forward in Q2 in 2014.

## **CORPORATE STRATEGIC PLAN**

### Organizational Excellence

1.1 Engage employees through excellence in leadership

### Innovation in Local Government

2.3 Ensure accountability, transparency and engagement

### City Building

3.3 Strengthen citizen and stakeholder engagement and communications

## **DEPARTMENTAL CONSULTATION**

N/A

## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

ATT-1 CSS Annual Report



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### **Approved and Recommended By**

Colleen Clack

Interim Executive Director

Community and Social Services

519-822-1260 ext. 2588

[colleen.clack@guelph.ca](mailto:colleen.clack@guelph.ca)



# Community and Social Services Annual Report

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# Community and Social Services Identity Statement



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# Community and Social Services Overview

## Corporate Building Maintenance

**General Manager**  
Mario Petricevic

- Civic Precinct – City Hall and Market Square
- Corporate Building Maintenance
- Facility Project Management

## Parks & Recreation

**General Manager**  
Murray Cameron

- West End Community Centre
- Victoria Road Recreation Centre / Lyon Pool / Centennial Pool and Arena / Exhibition Arena
- Parks Planning and Development
- Parks Infrastructure and Horticulture
- Turf and Sports Fields

## Community Engagement & Social Services Liaison

**General Manager**  
Barbara Powell

- Accessibility Services
- Community Engagement
- Local Immigration Partnership / Immigration Portal
- Youth Services
- Senior Services / Evergreen Seniors Community Centre
- Social Service Policy and Liaison

## Culture & Tourism

**Interim General Manager**  
Danna Evans

- Cultural Development
- Tourism
- River Run Centre
- Sleeman Centre
- Guelph Museums

## Business Services

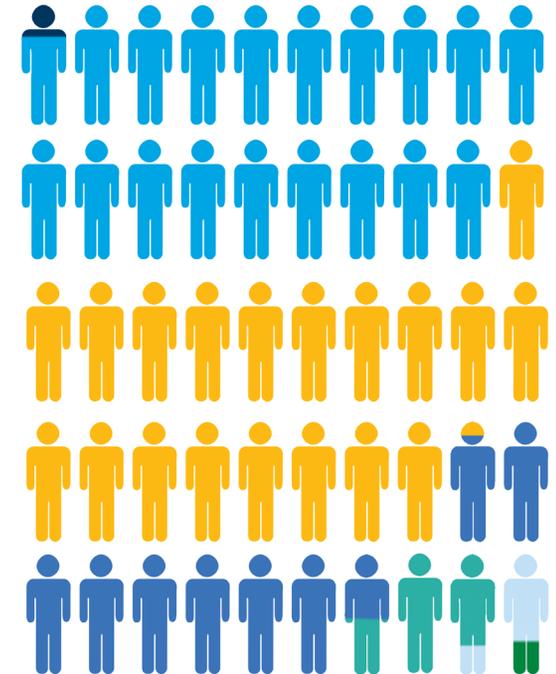
**Manager**  
Peter Avgoustis

- Community and Social Services Administration
- ServiceGuelph
- Facility Bookings and Program Registrations
- Special Events

## Community and Social Services Admin

**Interim Executive Director**  
Colleen Clack

**Executive Assistant**  
Susan O'Toole



## Workforce Size



# Dashboard

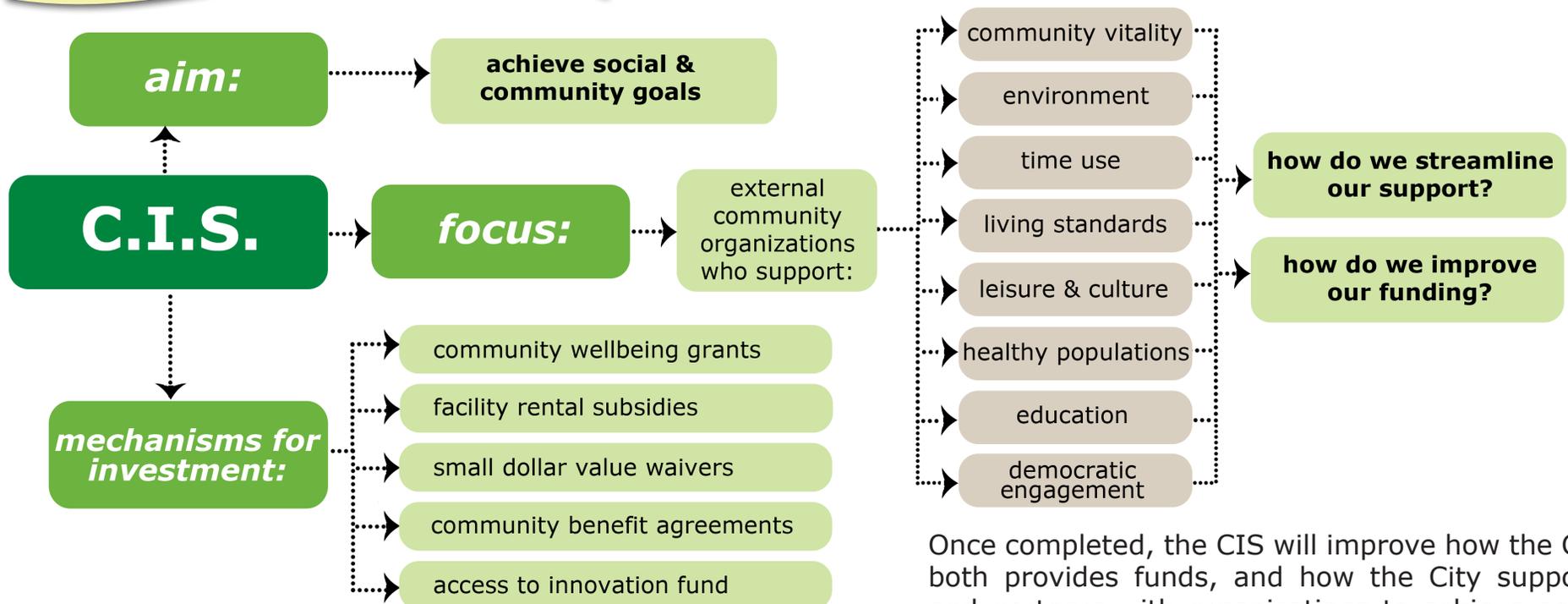
	2011	2012		2011	2012
Effectiveness of subsidies provided - including youth subsidy, facility discounts, grants, affordable bus passes	+	+	Effectiveness of social media and technology to market our programs and services	=	=
Number of participants in programs for seniors, youth and persons with a disability	=	=	Total number of participants and registrants in our programmed recreation and culture activities	+	+
Total number of volunteers and volunteer hours contributed to the work within the service area	+	+	Total parkland of all types within Guelph versus the Official Plan recommendations	-	-
Number of applicants for the Affordable Bus Pass Pilot Program	N/A	+	Proportion of play equipment infrastructure replaced on schedule	-	-
Age of current sports and recreation facilities	-	-	Satisfaction level of Guelph's parks and trail users	=	=
Total number of sports and recreation community centres available	=	=			

# CSP Initiatives

Of the current Corporate Strategic Plan (CSP) Initiatives, 7 are currently assigned to Community and Social Services as the lead:

## Community Investment Strategy Implementation

The development of the Community Investment Strategy (CIS) aims to build on the City's long history of working with and supporting a variety of organizations that carry out critical work in the community.



Once completed, the CIS will improve how the City both provides funds, and how the City supports and partners with organizations to achieve social and community goals.

## The Community Wellbeing Plan

The Community Wellbeing Plan has citizens at the centre...



How do we improve the wellbeing of this community?

How do we serve residents better?

How do we engage residents?

The Plan is being developed through inputs from 3,000+ residents and service providers gathered through a wide range of engagement methods. The Guelph Community Leadership Group comprised of 14 leaders champion plan development through their support of design teams involving residents & service providers. The Leadership Group is also working to harness the efforts of other community change initiatives to create greater alignment and community impact.



### The anticipated outcomes include:

- A Community Wellbeing Plan that complements the City's Strategic Plan and Official Plan
- A community working to achieve the vision, *to be an engaged community that creates healthy and resilient people, places and spaces of the Community Wellbeing Plan*
- A stronger relationship between the City and the community, developed through a new civic engagement model
- City and community services that are delivered in an efficient and effective manner
- New collaborative partnerships to achieve positive results through innovation
- A tool for proactive advocacy with the provincial and federal governments

## Older Adult Strategy Implementation

### overview:

A comprehensive and innovative Older Adult Strategy provides a planning framework and action plan to ensure that Guelph is "Age Ready and Age Friendly". The City of Guelph must proactively prepare and plan for the impact of an aging population on municipal services. An Older Adult strategy ensures the City of Guelph is a great place to grow up and grow old.

### purpose:

define a vision of Guelph as an age-friendly community

support the older adult community to realize this vision through the development of effective policies, programs and services

provide direction to the City and its partnership work



### goal:

to create and implement a 10 year Older Adult Strategy and practical implementation plan



### objectives:

provide recommendations that ensure the 'age readiness' of the City's existing and future policies, procedures, programs and services both now and in the future

define and articulate City of Guelph (corporation) roles and responsibilities in responding to the needs of a rapidly aging population

provide direction as to how the City can more effectively work and partner with other agencies and organizations to provide older adult services and programs



## South End Community Centre Business Plan

The City is undertaking a detailed *Recreation Facility Needs Assessment and Feasibility Study* for the whole of the city, with a focus on the south end. The project includes the development of an Implementation Strategy to address both the immediate recreation facility needs, and the future needs in the south end, while responding to city-wide needs, as a whole. The Implementation Strategy will examine and recommend shared funding leveraging opportunities to acquire additional support and funding sources.

The plan will be used to inform and guide the provision of a multi-use facility in the south end through such means as:

investing in existing City facilities (e.g. through building improvements/expansion/renovations)

assessing other community recreation facilities and potential partnership scenarios (e.g., with school boards)

investing in a new facility, including decisions about the best location, size, configuration and amenities to be included; and the viability of developing and operating shared recreational space, including government and/or commercial partnerships

providing sound guidance for decision making and reviewing possible partnerships and financial models for the facility



## Local Immigration Partnership



### Guelph Wellington Local Immigration Partnership

what is it?

A community-led, collaborative project funded by Citizenship and Immigration Canada that is hosted by the City of Guelph and aims to create a caring, equitable community where everyone thrives.

who is it?

The GW-LIP is made up of over 70 members and partners working together.

what do they do?

The GW-LIP creates a more welcoming and inclusive community that better supports immigrants in overcoming local barriers to settlement with the successful completion of initiatives such as the first Mentorship Program and the Guelph-Wellington Immigration Portal.

why is it necessary?

Guelph and Wellington County are becoming increasingly multicultural and are changing quickly. Immigration is a significant part of that change as immigrants bring economic and social benefits to Guelph and Wellington County. However, immigrants also face a unique set of barriers to being able to realize their full potential and contribute back to the community.

what are they working on now?

developing training programs for community members to better support newcomers' integration in our neighbourhoods

addressing the needs of immigrant entrepreneurs

promoting diversity in business

### Parks Model

Starting in 2014, this project is intended to examine the important role that parks play within the neighbourhoods as a means of animating the community. It will include an exploration of innovative recreational, cultural and educational programs and opportunities to create parks as living community centres.

### Canada 150<sup>th</sup> Anniversary Project Plan

Canada's sesquicentennial anniversary is in 2017. Starting in 2014, an inter-departmental working group will be established to begin scoping the planning for Guelph celebrations of this important milestone. Key preliminary tasks will be to set up a community-based advisory committee to assist with the planning, and to determine what Federal funding may be available so that Guelph is well positioned to submit grant applications.



# Employee Engagement

The Community and Social Services survey participation rate was 93%, exceeding the average 70% participation rate that Best Employers experience.

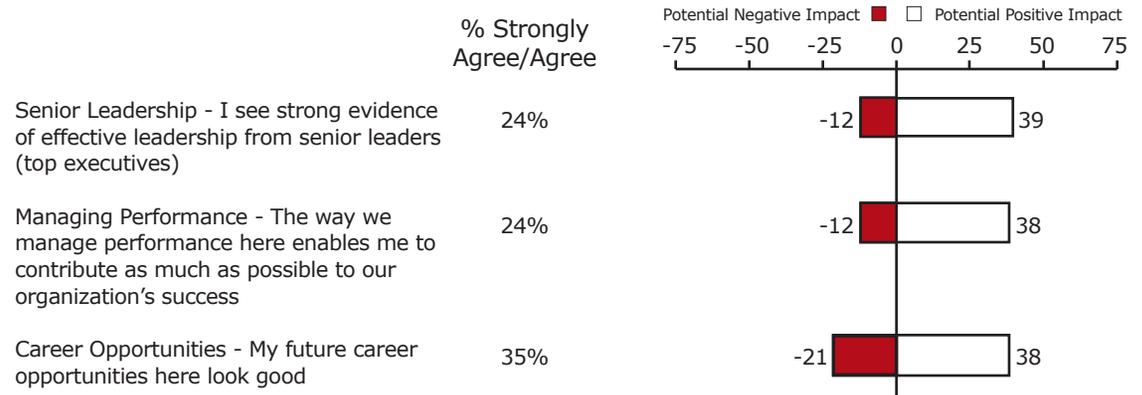
The Community and Social Services Employee Engagement score is 51%, which exceeds the City’s score of 41%. A further 42% of Community and Social Services employees are “nearly engaged”.



## Community and Social Services Engagement Driver Impact Analysis

The top 3 areas to work on that statistically will have the most impact on moving the Community and Social Services engagement score higher (Community and Social Services Engagement Drivers) are:

- Senior Leadership
- Managing Performance
- Career Opportunities



# 2012 Accomplishments

## Business Services

In collaboration with Community Engagement and Social Services Liason, successfully rolled out Affordable Bus Pass Pilot Program – Year One – that processed more than 2,400 applicants

Improved reporting for 2013 through the purchase of a new mail machine

Added a special events webpage to corporate website – *guelph.ca* - that improves access to information for individuals wanting to run events in public spaces



## Corporate Building Maintenance

Completed 20 high to medium priority structural repairs; second year of three year backlog in life cycle replacement work; 2,500 hours of preventive maintenance work

Established 'in house' commissioning team and completed commissioning of building automation systems at Clair Road Emergency Services Centre and the new Civic Museum

Implemented and maintained successful operation of ice rink and interactive water feature in Market Square

Completed installation of UV disinfection equipment at Norm Jary and Hanlon Creek Splash Pads

Established Corporate Building Maintenance 'call centre'

## 2012 Accomplishments

### Community Engagement and Social Services

Led the incorporation of The Guelph Neighbourhood Support Coalition, as guided by the Sustainable Neighborhood Engagement Framework

Received Council approval of the Older Adult Strategy with the goal that the Corporation and its services are age-ready and age-friendly

Developed a Youth Strategy for the Corporation with the input of over 700 youth in partnership with Youth Council

Updated the Facility Accessibility Design Manual to fully reflect current provincial legislation and new staff processes resulting in all City facilities and renovations being accessible for all residents

Celebrated the 20th Anniversary of the Evergreen Seniors Community Centre and highlighted the 20 year strategic alliance between the Guelph Wellington Seniors Association and the City of Guelph

Increased participation in the One2One program, designed to support persons with a disability to participate in recreation programs. Participation increased by 198% to 59 participants supported by 80 volunteers

Developed a mentorship program for Guelph Wellington through Guelph Wellington Local Immigration Portal members working with multiple stakeholders, employment agencies, employer networks, and newcomers

Implemented the Community Investment Strategy to make it easier for community organizations to access City funding and supports

Received over 3,000 inputs into the Community Wellbeing Initiative through the Community Engagement process from June to October 2012. The CWI will improve government's understanding of the community's values, needs and priorities for the future

## 2012 Accomplishments

### Parks & Recreation

Implemented the master plans for Castlebury and Wilson Farm Parks, and initiated the second phase of construction for Eastview sports fields including four lit and irrigated full-sized sports fields

Retrofitted Norm Jary and Hanlon Creek Park splash pads to meet provincial public health guidelines by installing ultra violet water treatment systems

Retrofitted and modernized playground equipment at Wolfond Park East and Eramosa River Park, and upgraded the resilient surfacing at Colonial, Dakota and Gosling Gardens Parks to meet Canadian Standards Association safety standards

Collaborated with Engineering Services to implement four kilometres of multi-use trail in the Hanlon Creek Business Park as part of the Guelph Trails Master Plan

Upgraded irrigation system infrastructure to be compatible with a centralized computer-controlled irrigation system for City sports fields

Contributed to the Corporate Energy Management Plan and developed recommendations to reduce energy costs at recreation facilities

Reviewed and improved recreation program offerings to increase participation and revenue

Installed and began commissioning a cogeneration system at the West End Community Centre to provide emergency power as part of Guelph's emergency preparedness planning, and to reduce operating costs

Upgraded refrigeration unit at the Victoria Road Recreation Centre as part of the facility's scheduled lifecycle work

# 2012 Accomplishments

## Culture & Tourism

Celebrated the grand opening of Guelph Civic Museum in its new location in the repurposed Loretto Convent

Opened new Market Square facility and launched programming including Mayor's Levee, John Galt Day, Movie Nights, Culture Days and winter skating events

Launched new Sleeman Fan Experience program designed to improve customer service and provide an immediate and timely response to fan feedback

Designed and launched Culture section on *guelph.ca* with the purpose of highlighting the programs and facilities within the Culture & Tourism department

Installed lobby monitor system at River Run Centre for enhanced patron experience and marketing opportunities

Launched a new mobile Tourism App

Received *Ontario Culinary Tourism Alliance (OCTA)* Leadership Award and *Economic Developers Council of Ontario (EDCO)* Strategic Plan Award for work with the Taste Real initiative



# 2013 Initiatives

## Business Services

Conduct an operational audit of ServiceGuelph

Develop a consolidated facility booking policy that includes City Hall spaces

Analyze the administrative support currently being provided to Community and Social Services at City Hall



## Corporate Building Maintenance

Complete \$2.2 million dollars in 'life cycle' and structural repairs

Maintain 2,500 hours of preventive maintenance work

Continually improve the management of our building assets

Develop standard operating procedures for Corporate Building Maintenance

Implement 'service level agreements' between Corporate Building Maintenance and our 'clients'

Replace washrooms at South End Community Park

Renovate Farmers' Market

Implement energy efficiency upgrades through our collaboration with the Finance Department and their energy management group

## 2013 Initiatives

### Community Engagement & Social Services

Complete the Sustainable Neighborhood Engagement Framework recommendations and develop a Community Benefit Agreement for the newly incorporated Guelph Neighborhood Support Coalition

Train all staff to ensure that the standards within the Accessibility for Ontarians with Disabilities Act are fully complied with; ensure that City Services are accessible to all

Develop the 2013-2018 Youth Strategy and respond to the direct needs, gaps, barriers and desires of Guelph youth

Develop an innovation fund with community leaders using the more than \$90,000 contributed through cash and in-kind donations by the City and partners

Introduce Community Engagement Framework and Tools to create greater consistency, transparency, and support for engaging stakeholders/community members in municipal decision making

Establish two additional Gardens and support the Community Gardens program to continue to grow

Continue to support the attraction and retention of Immigrants to Guelph and Wellington County using the Guelph Wellington Immigration Portal

Use the information gathered from Newline Skatepark Community Workshops which engaged local skateboarders and parents in creating the design and layout of Guelph's Community Skatepark

## 2013 Initiatives

### Parks & Recreation

Develop a business case and explore alternative funding sources and partnerships to support the South End Community Centre

Implement centralized irrigation control system to reduce irrigation water consumption and associated energy costs by approximately 30%, while providing optimum growing conditions for natural sports turf

Retrofit playground equipment at Bailey, Bathgate, Dakota, Franchetto, Golfview, Hartsland, MacAlister, Pine Ridge Starview Crescent, Riverside Park East and Yewholme Parks

Build 2.25 kilometres of trail at Castlebury Park/Northwest drainage channel, Eastview, Watson Creek Subdivision Northern Heights

Initiate Environmental Assessment for 2.2 kilometres of the Speed River Trail West along the Speed River between Silvercreek Park and Imperial Road

Continue assessing park infrastructure as part of a Park Infrastructure Gap Analysis and capital budget forecast

Explore innovative recreational, cultural and educational programs to create parks as living community centres to enhance the park experience

Transition wading pools and splash pad programming from Park Operations to Recreation Aquatics to align with operational expertise

Implement energy conservation initiatives to reduce operating costs as part of the Corporate Energy Management Plan

Fully commission the cogeneration system at the West End Community Centre; reduce operating costs by capturing waste heat and using it to heat water at the facility

Initiate a background study to renovate the Victoria Road Recreation Centre as the average lifespan of a multi-purpose recreational facility is approximately 40 years; 2014 will be the facility's 40th anniversary

# 2013 Initiatives

## Culture & Tourism

Complete cultural mapping project

Develop enhanced revenue and programming streams at Guelph Museums

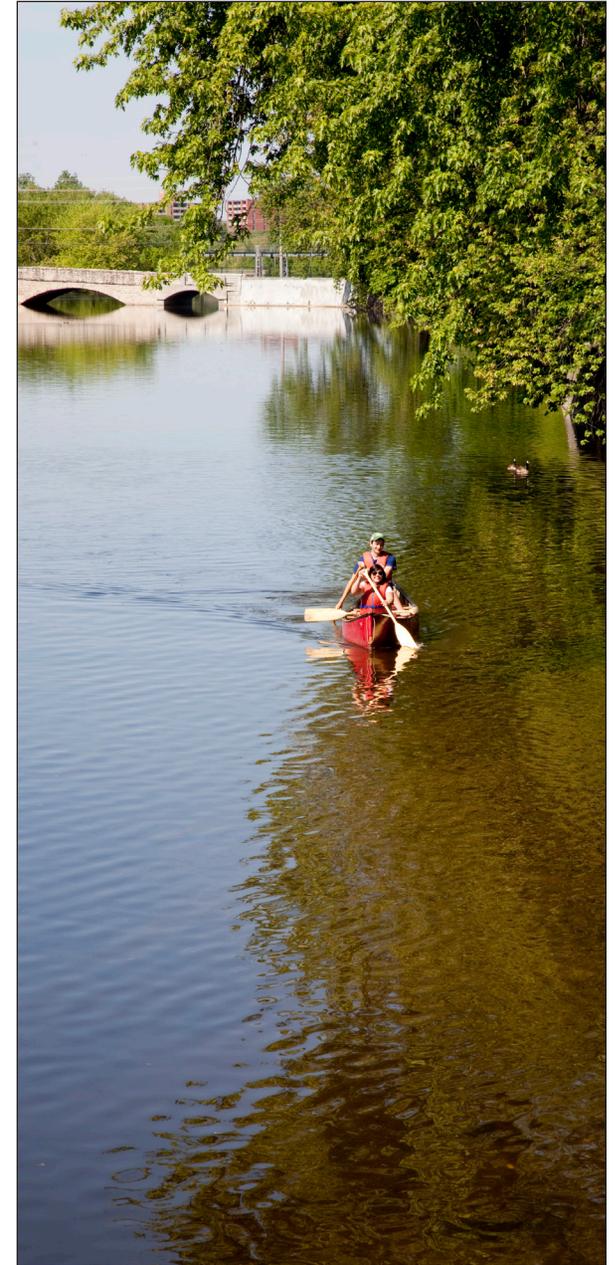
Begin planning for the 2015 McCrae anniversary and the 2017 Canadian sesquicentennial

Expand *River Run Presents* programming - comedy series and Borealis series

Expand the City-run *Guelph Adult Recreational Hockey League* (GARHL) at Sleeman Centre

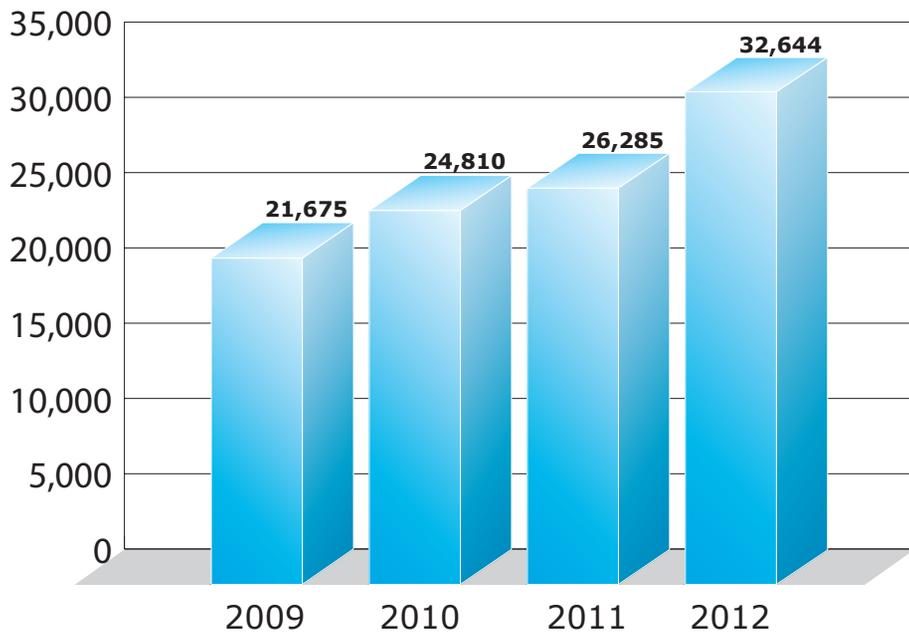
Install enhanced security monitoring system at Sleeman Centre to improve efficiency and safety

Issue a Request For Proposal (RFP) to determine if a community partner could take over the management of the tourism services currently provided by the City of Guelph



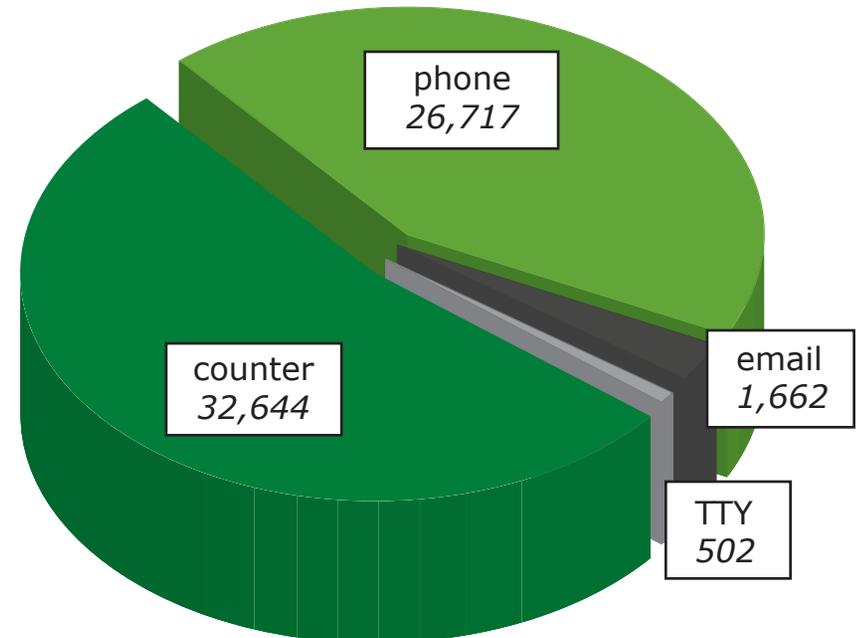
# Key Performance Indicators

Annual ServiceGuelph Counter Interactions



*In 2012, the number of in-person counter interactions increased significantly at ServiceGuelph, predominantly due to the addition of the Affordable Bus Pass.*

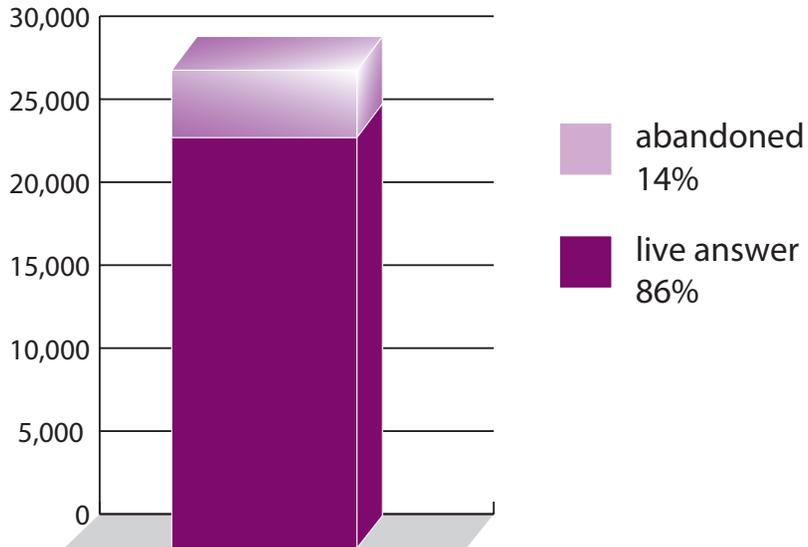
ServiceGuelph Customer Interactions by Channel 2012



*ServiceGuelph delivers customer service using four primary channels - in-person, phone, e-mail, and TTY. 96% of all interactions with staff are either in person or by phone.*

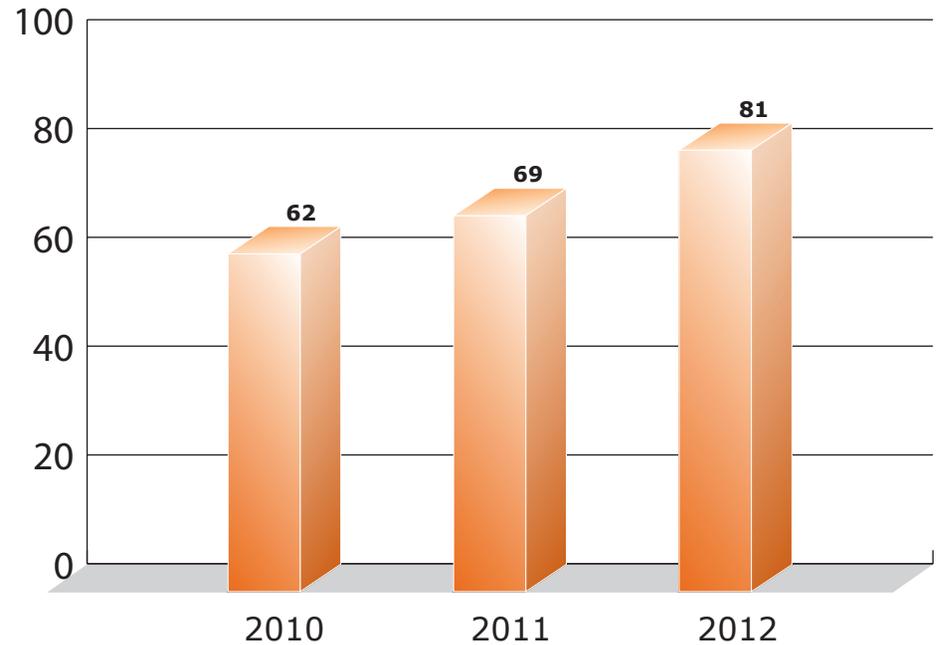
# Key Performance Indicators

## Calls Received by ServiceGuelph 2012



Over 27,000 calls come in to ServiceGuelph each year, and staff strive to answer as many of those calls live as possible.

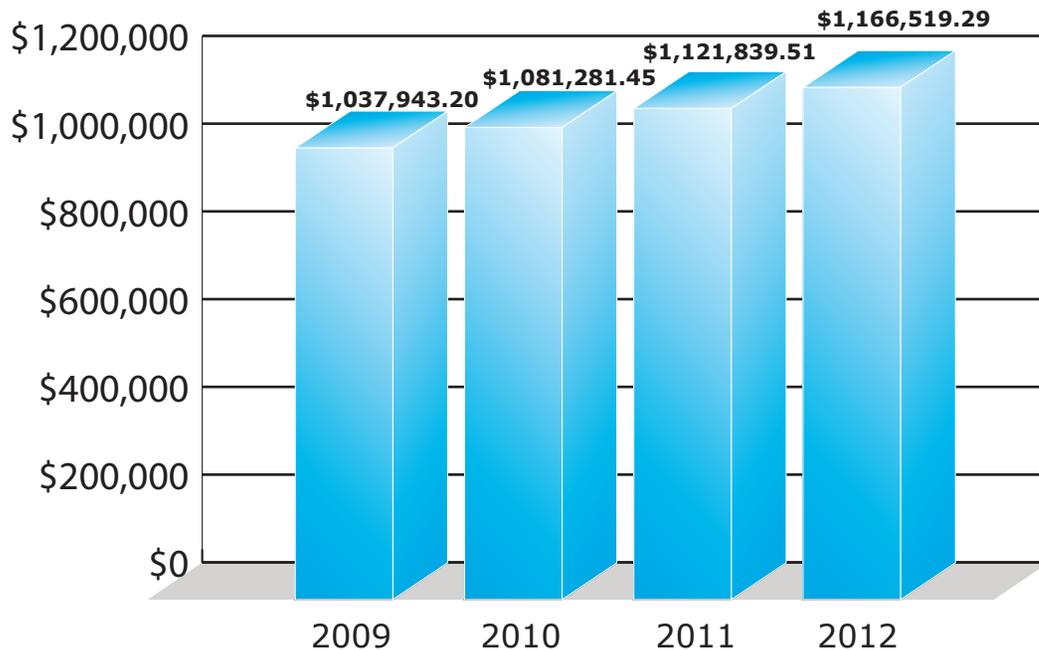
## Annual Number of Agencies Funded through Community Grant Program



Through our granting program, the City funds a variety of arts and culture, special event, and social service agencies. In 2013, we will be implementing our new Community Wellbeing Grant program, a component of the Community Investment Strategy.

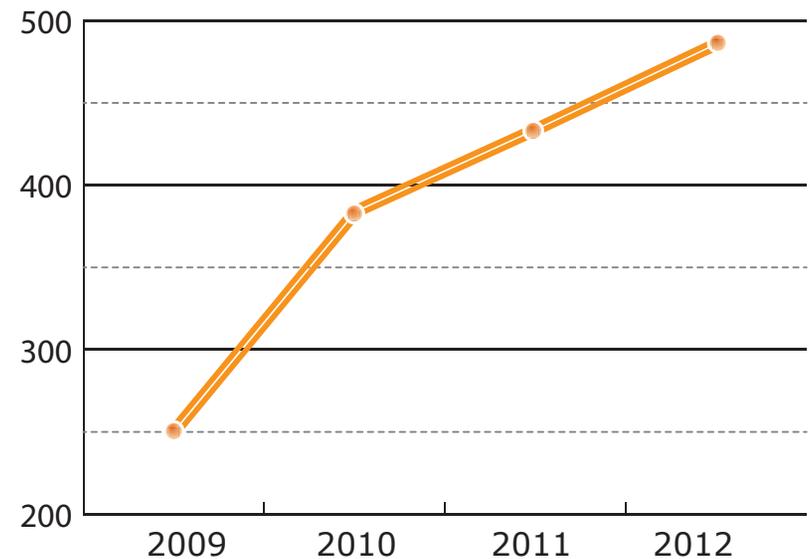
# Key Performance Indicators

## Annual Value of Facility Rental Subsidy



*Facility fees are subsidized for youth organizations, neighbourhood groups and organizations that service persons with disabilities, and the value of the subsidy represents a significant investment in the community by the City.*

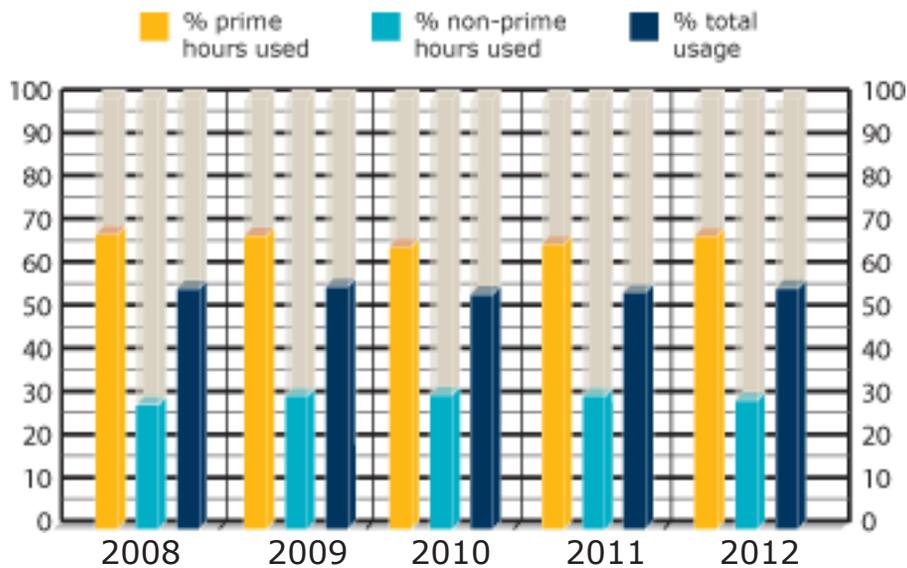
## Annual Number of Special Events Coordinated



*We have seen a huge increase in the number of special events coordinated through Community & Social Services, indicating the success of consolidating these services on behalf of several City departments.*

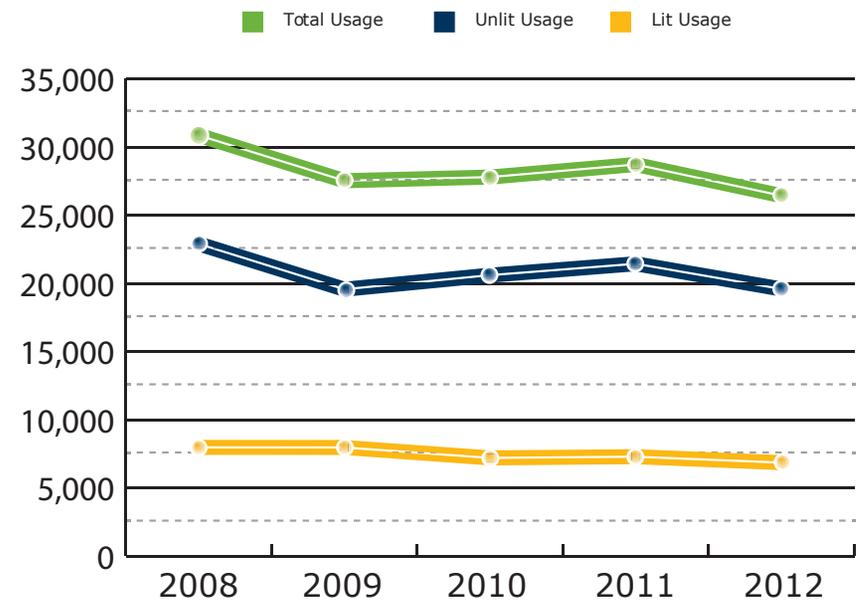
# Key Performance Indicators

## Annual Hourly Usage for Arenas



*The regular ice season on our 6 ice surfaces is from approximately the beginning of September to the end of March, with some extended dates to accommodate figure skating at Exhibition Arena and the Guelph Storm at the Sleeman Centre.*

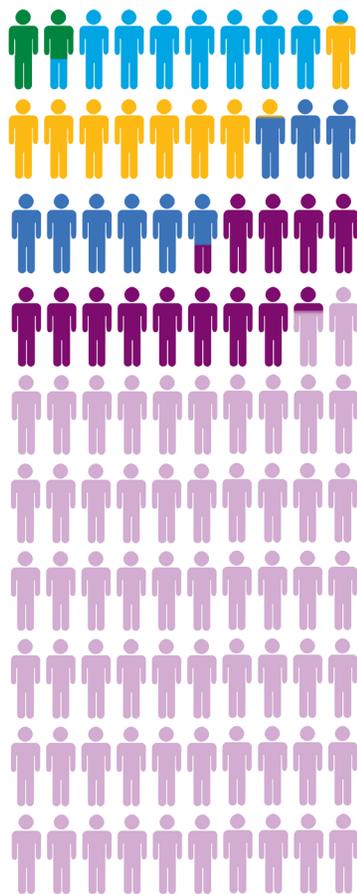
## Annual Hourly Usage for Sports Fields



*Community and Social Services operates and books 14 hardball diamonds, 50 softball diamonds and 61 soccer/football/multi-purpose fields. Included in the above are 23 facilities owned by external partners, with whom the City has a partnership agreement for usage.*

# Key Performance Indicators

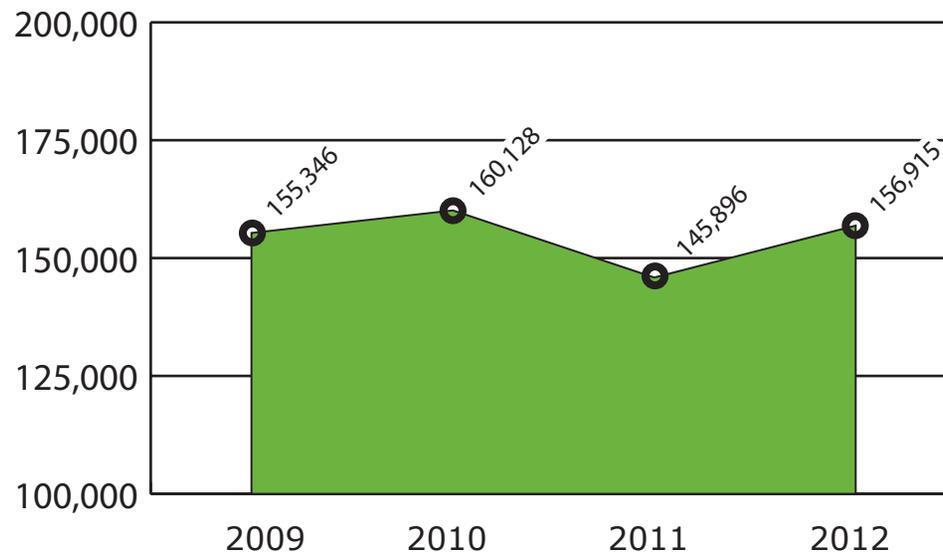
## Registration for Community Guide Programs



- Preschool Programs 1.7%
- Adult Programs 7.5%
- Camps 8%
- Children/Youth Programs 8.5%
- Seniors/Retired Adult Programs 12.6%
- Aquatics 61.7%

*We offer recreation programming aimed at a variety of demographics, divided into several key areas of focus. Aquatics continues to represent over 60% of our total participation in programmed activities.*

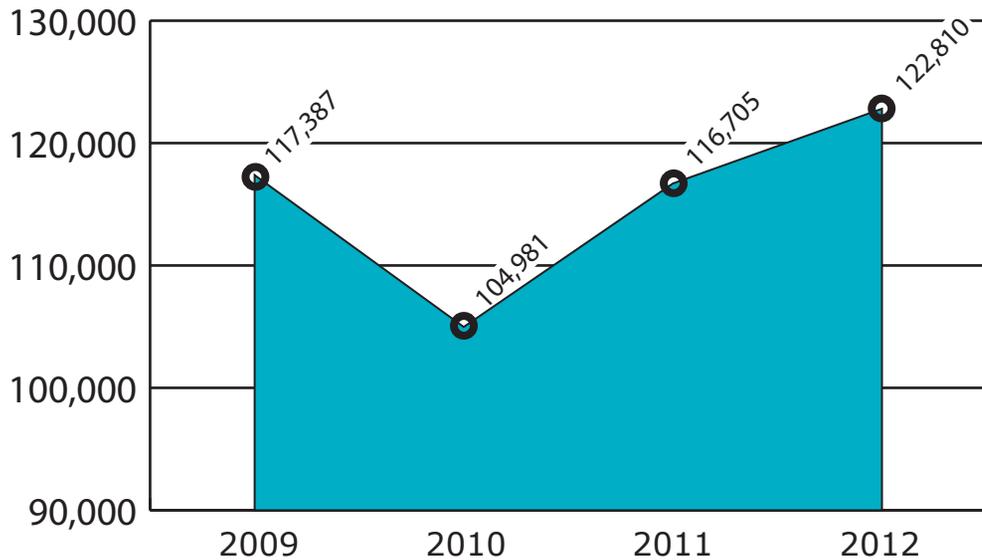
## Annual Number of Attendees at Sleeman Centre Events



*The vast majority of activity at the Sleeman Centre is practices and non-ticketed uses of the ice. However, the highest profile activities are the ticketed events, and the number of attendees at these events each year is a good indicator of the success of the building, and the success of the Guelph Storm.*

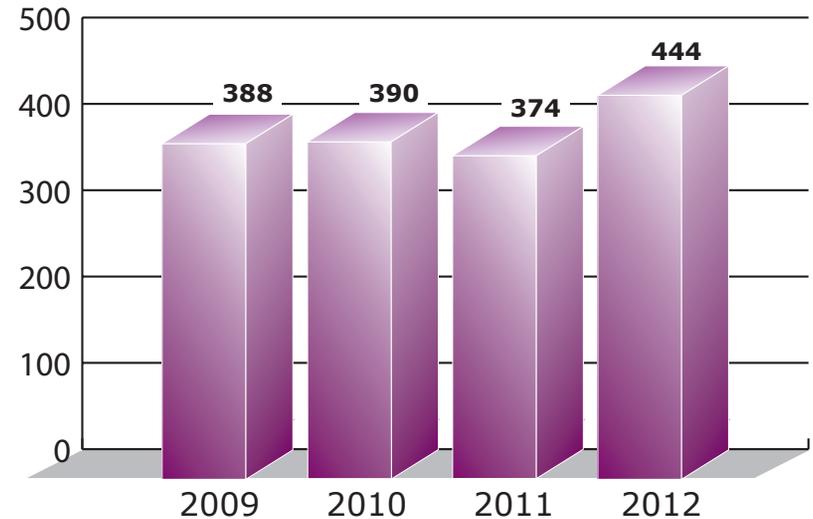
# Key Performance Indicators

## Annual Number of River Run Centre Attendees



Total attendees through River Run Centre includes those who attend ticketed performances, as well as those attending meetings, social functions and other events.

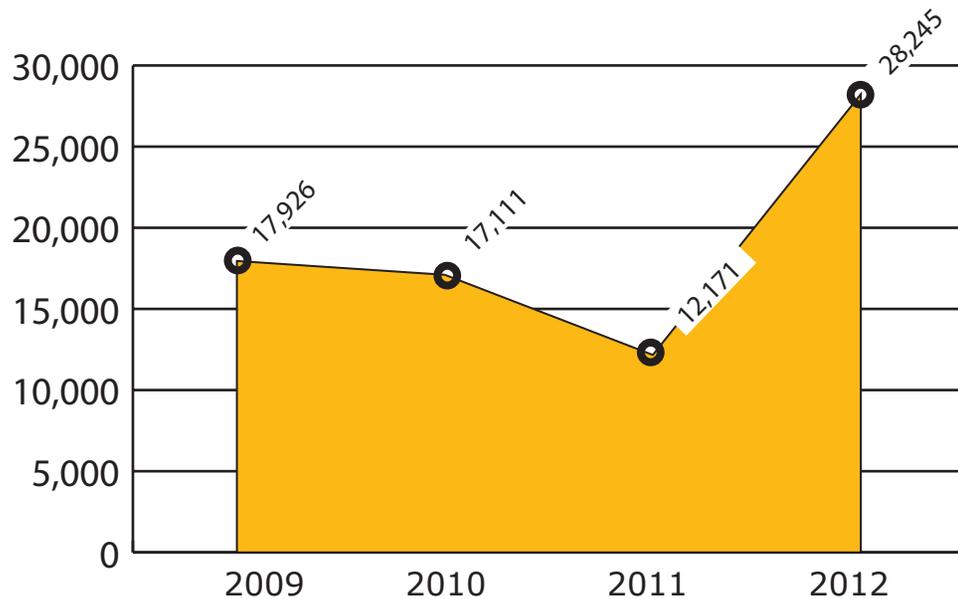
## Number of River Run Centre Event Uses



Events are a key indicator of how busy River Run Centre continues to be as a facility. Between the two theatres and the lobby space, 444 events took place in 2012.

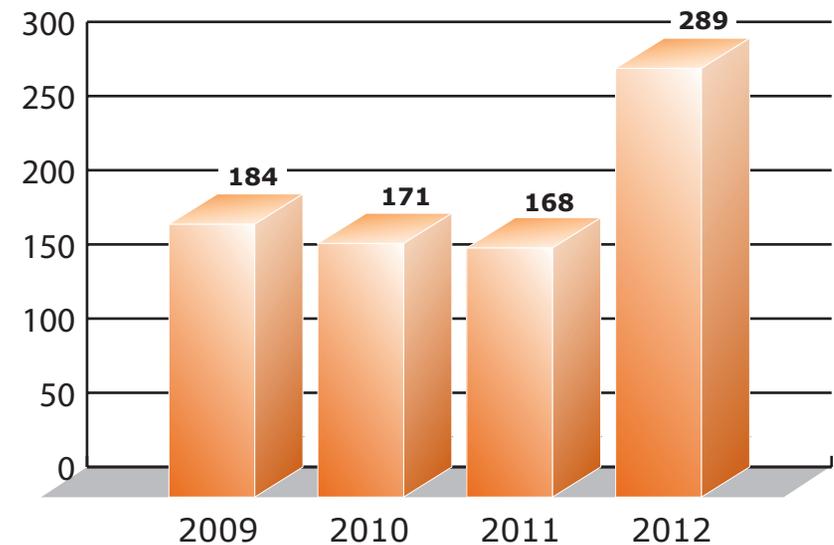
# Key Performance Indicators

## Annual Number of Guelph Museums Attendees



*Annual attendance through the Guelph Museums historically was between 17,000 and 18,000. This dropped off in 2011 when the Civic Museum was closed for 6 months for the move, but we are now seeing annual attendance in excess of 28,000 with the opening of the new Guelph Civic Museum.*

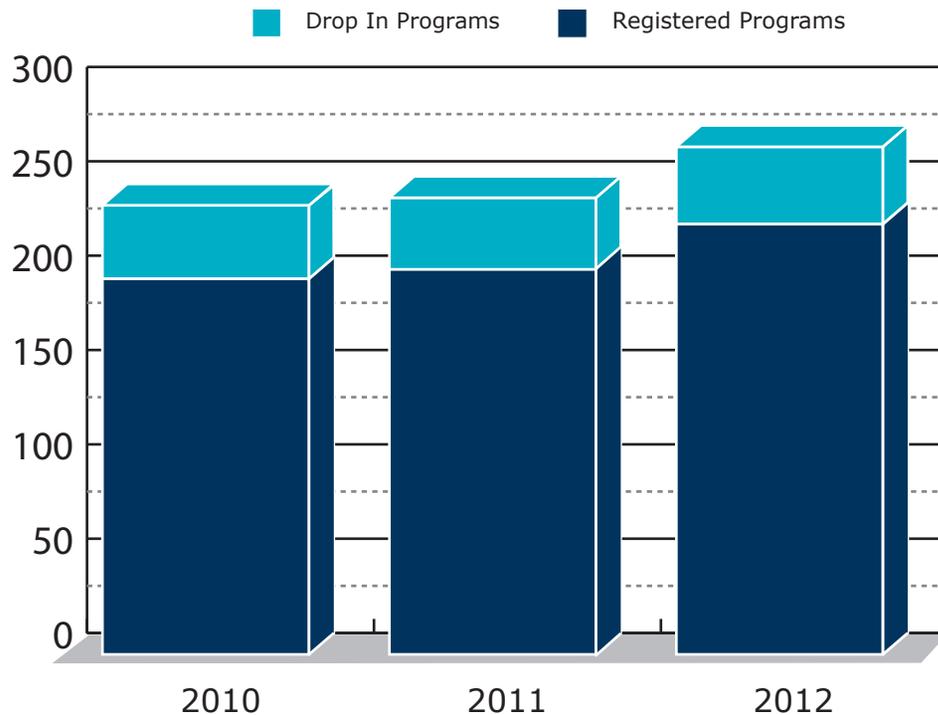
## Annual Number of Museum Memberships Sold



*With the opening of the new Guelph Civic Museum in early 2012, the number of memberships sold has increased significantly, reflecting the community's renewed interest in Guelph's Museums.*

# Key Performance Indicators

## Number of Seniors' Programs Offered

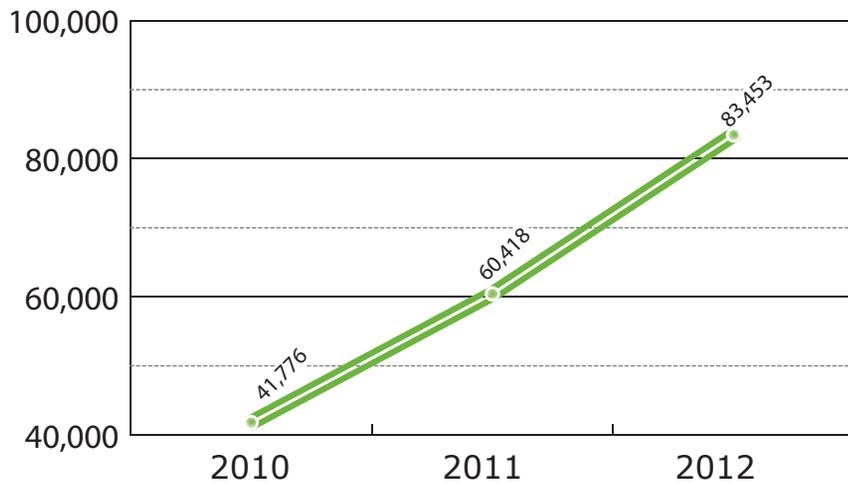


*Seniors Services' staff in collaboration with the Guelph Wellington Seniors Association makes available a vast array of opportunities to ensure that Guelph is a great place for seniors to live and age well.*

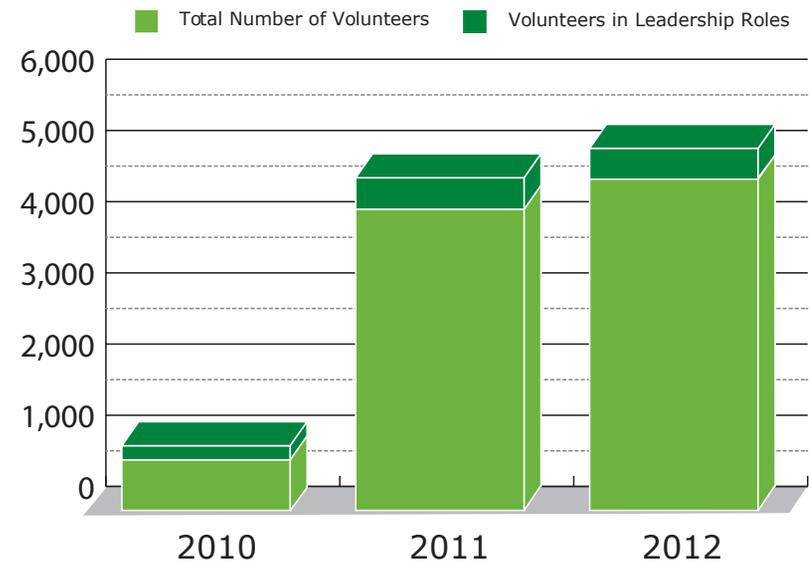


# Key Performance Indicators

## Number of Volunteer Hours Contributed to CSS



## Annual Number of Community and Social Services Volunteers



*Volunteers play a fundamental role in the delivery of programs, services, and events. Divisions within Community and Social Services that engage volunteers are Seniors Services, Youth Services, Accessibility Services, The Guelph Civic Museum and McCrae House, River Run Centre, Recreation and Parks, and Neighbourhood Services.*

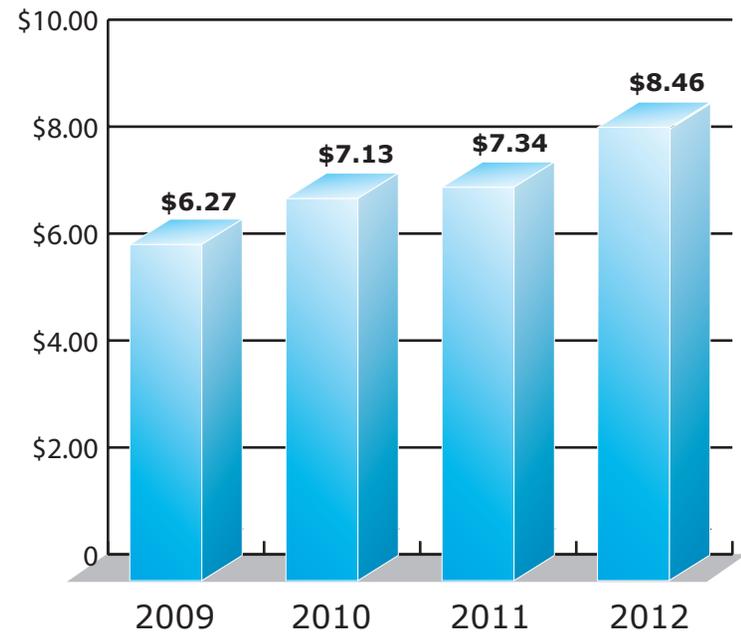
# Key Performance Indicators

## Fundraising & Development Revenue Generated for Culture



A key revenue stream for both River Run Centre and Guelph Museums is the money generated from fundraising and development. This comes from corporate sponsorships, individual donations, grants from other levels of government and foundations.

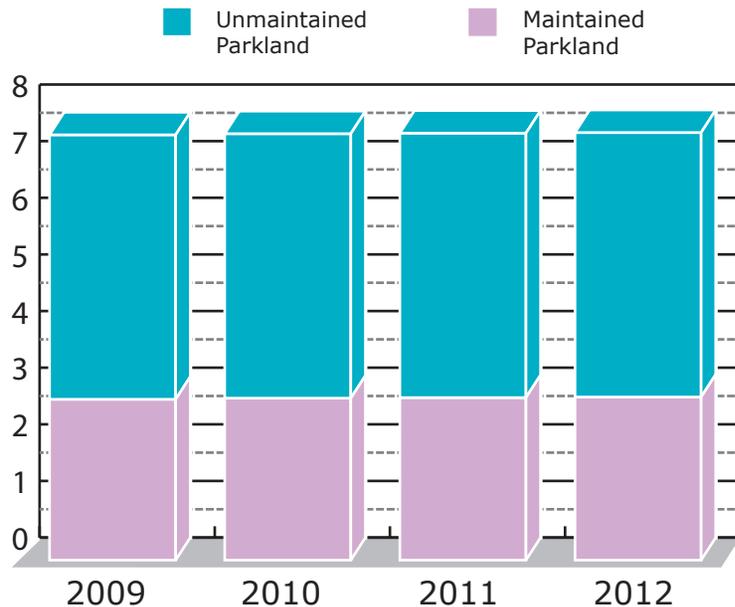
## Average Per-Person Food and Beverage Revenue Generated at Guelph Storm Games



One of our primary sources of revenue from Guelph Storm games is the food and beverage revenue generated. A key area of focus in recent years has been to increase the average food and beverage spent per person attending the Guelph Storm games.

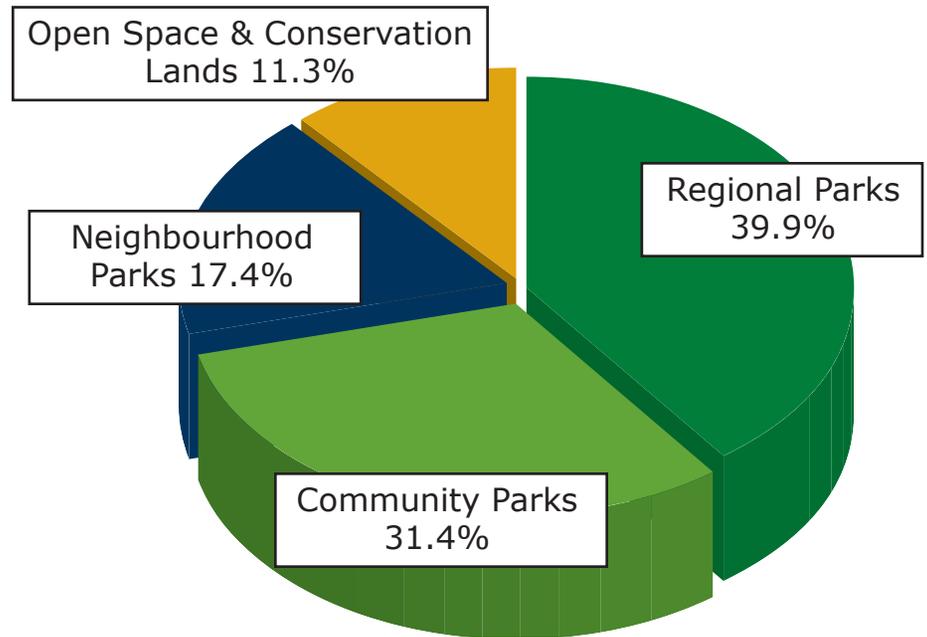
# Key Performance Indicators

## Total Parkland in Hectares per 1,000 Residents



The total parkland includes both maintained parkland and naturalized areas within the City limits, which may also be owned by others. This is one way of determining service levels. Maintained areas include play fields of all types, picnic areas, and playgrounds. Natural parkland includes ravines, woodlots, and conservation areas, which may also include portions of the city-wide trail network.

## Type of Parkland in Guelph in Hectares



Over the past 5 years, the City has only been delivering P2 neighbourhood parks, which typically include a playground, walking path, and some site amenities. The opportunity to increase the service level and quality of the park and open space experience depends on the City's capacity to deliver parks per the classifications outlined in the Official Plan.

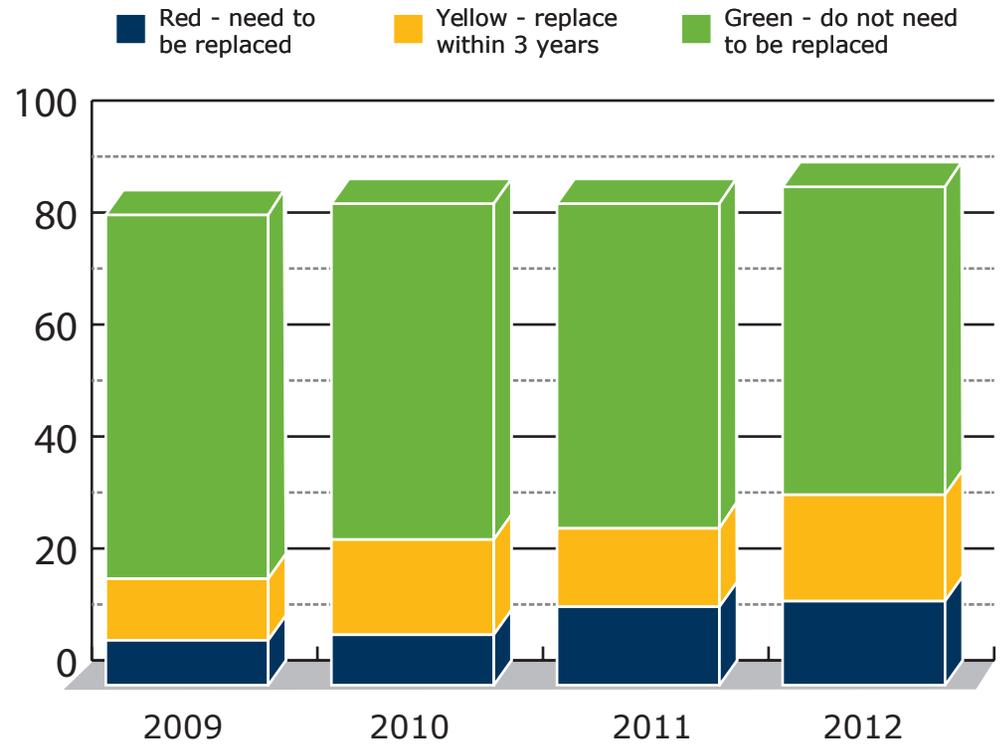
# Key Performance Indicators

## Condition of Play Structures in Guelph Parks

Of the 89 playground sites, more than 25% are in the need of immediate replacement, and an additional 28% will be at or past their expected life cycle within the next 3 years.

## Money Spent on Life Cycle Replacement VS Asset Value

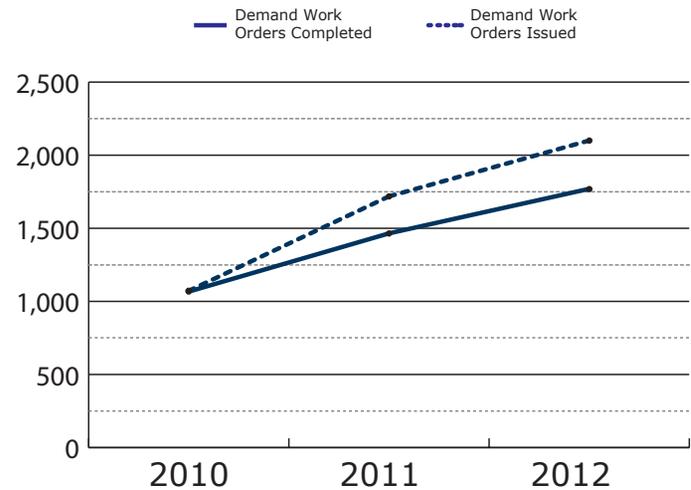
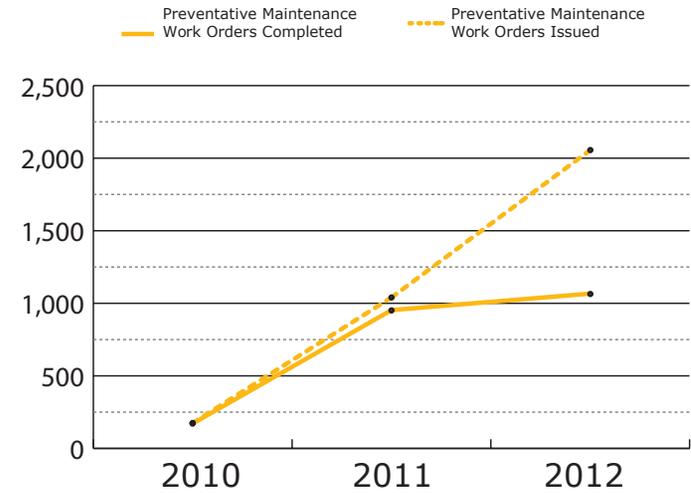
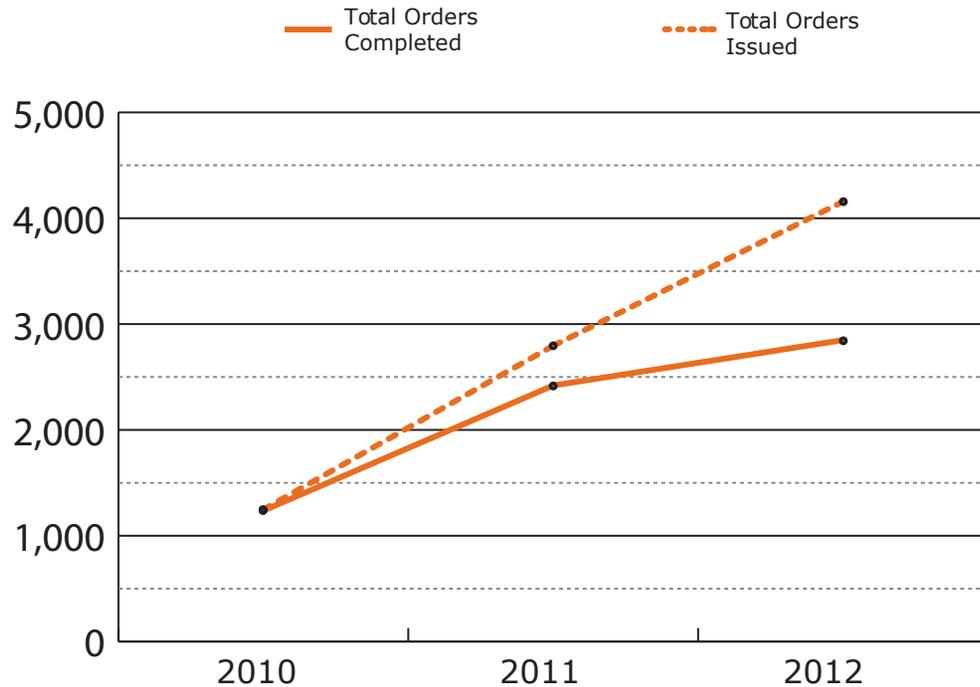
	2009	2010	2011	2012
Capital Spent	\$1,472,207	\$1,268,997	\$2,878,268	\$2,740,185
Asset Value	\$327,616,589	\$328,316,589	\$342,316,589	\$355,623,989
Percentage Invested	0.45%	0.39%	0.84%	0.77%



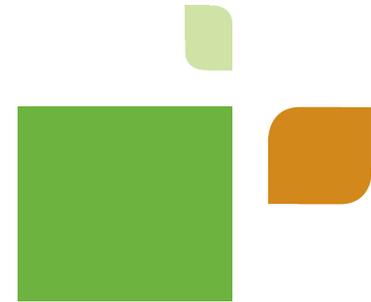
A key focus area for Corporate Building Maintenance has been to ensure that we are keeping up with the life cycle replacement of our corporate assets.

# Key Performance Indicators

## Corporate Building Maintenance Work Orders



*With the addition of administrative support staff, a greater number of work orders are properly being logged through the system. This has resulted in more work orders being completed each year as we now have a system for tracking them.*



**Community and Social Services collaborates with the community to make Guelph a great place to be.**





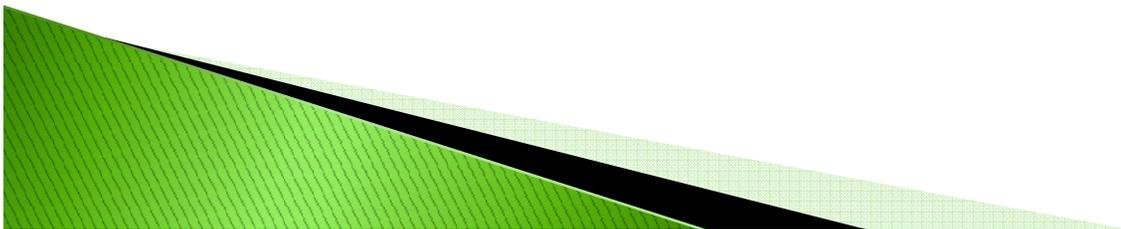
**Guelph Museums:  
Making a difference  
Blue Sky Plan 2013 to 2016**



# Our starting point...

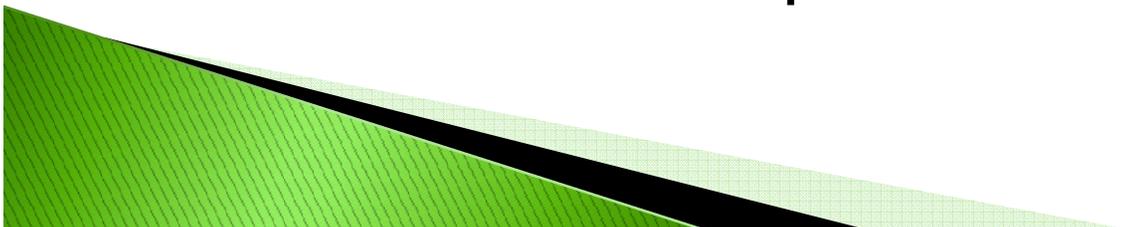
To be the City that makes a difference...acting locally and globally to improve the lives of residents, the broader community and the world.

– City of Guelph Vision



# The Museums' contributions

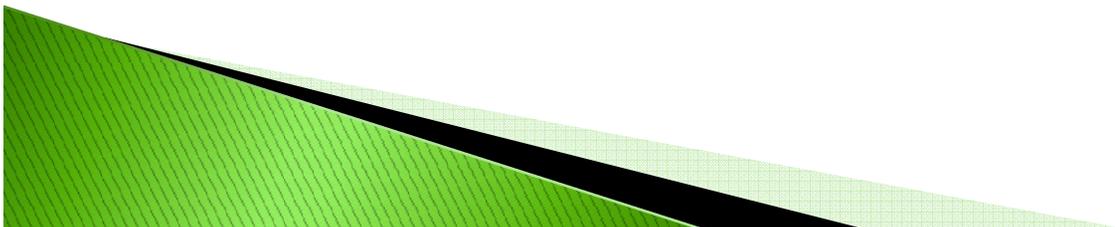
- ▶ Artifacts and stories
- ▶ Local, national and international outreach
- ▶ Enlightening experiences
- ▶ Engagement in history and the arts
- ▶ A story of national significance at McCrae House
- ▶ Inclusivity and accessibility
- ▶ Diversity
- ▶ Community focal point
- ▶ Innovation and open-mindedness



# Our priorities

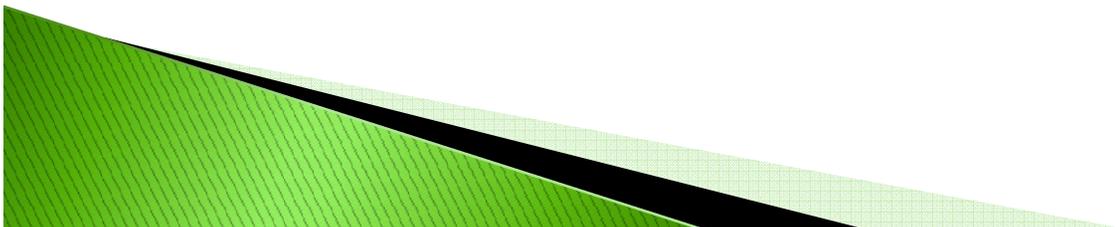
Guelph Museums will make a difference through:

- ▶ Excellent Experiences
- ▶ Positive Impressions
- ▶ Inspiring Spaces
- ▶ Firm Foundation



# Excellent Experiences

- ▶ New operating hours and fee structure
- ▶ Engaging exhibitions
- ▶ Expanded programming
- ▶ *Extra mile* customer service
- ▶ *In Flanders Fields* centennial
- ▶ WWI and WWII commemoration
- ▶ Canada's sesquicentennial



# Positive Impressions

- ▶ Elevate perception of the Museums as engaging, enlightening and enjoyable places to learn, connect and celebrate



# Inspiring Spaces

- ▶ Well-maintained, engaging, inspiring environment that supports comfortable experiences for visitors and effective, efficient workspaces for staff and volunteers

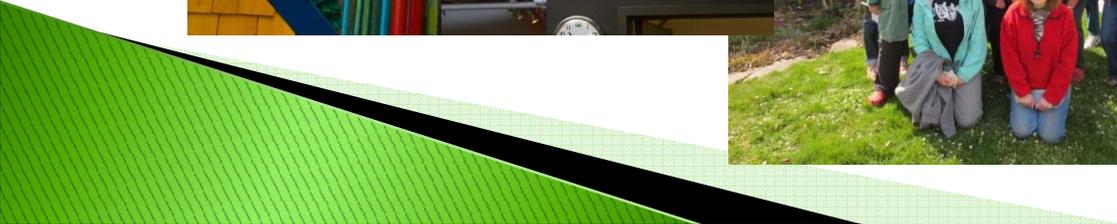


# Firm Foundation

- ▶ Efficient, effective organizational foundation to support customer service and accountability
- ▶ Centre of curatorial excellence
- ▶ Diversified revenue base
- ▶ Policies that support best practices



# Guelph Museums making a difference



# STAFF REPORT



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TO Community and Social Services Committee

SERVICE AREA Community and Social Services  
Culture and Tourism

DATE October 8, 2013

**SUBJECT Guelph Museums Strategic Direction and Operating Plan**

REPORT NUMBER CSS-CT-1343

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To present information about the new Strategic Direction and Operating Plan for Guelph Museums, entitled *Guelph Museums: Making a Difference – Blue Sky Plan 2013 to 2016*

### KEY FINDINGS

The Guelph Museums Advisory Committee and staff of Guelph Museums have developed a new strategic direction and operating plan document to guide their work over both the short- and long-term.

### FINANCIAL IMPLICATIONS

There are no additional financial implications for the City at this time as the short-term plan will be implemented within the Museum's current operating budget. The plan includes an increase in earned revenue, donations and sponsorships, and it is expected these sources will off-set any expansion of Museum activities.

### ACTION REQUIRED

That Committee receive the staff report.

## RECOMMENDATION

1. That the October 8, 2013 report entitled "Guelph Museums Strategic Direction and Operating Plan" be received for information.

## BACKGROUND

With the opening of the new Guelph Civic Museum in January 2012, the hiring of a new Museum manager in January 2013, and the significant upcoming opportunity to commemorate the centennial of the writing of *In Flanders Fields* in 2015, the advisory committee and staff of Guelph Museums, along with colleagues in Culture

# STAFF REPORT



and Tourism, participated in a blue sky planning exercise to chart their course for the short-term and to envision future long-term initiatives.

## REPORT

At Guelph Museums, we share the vision of the City of Guelph: *to be the City that makes a difference...acting locally and globally to improve the lives of residents, the broader community and the world.* Our mission as a municipal facility is to help build an exceptional City by providing outstanding service and value.

As a museum we do this by: acting as caretaker of the artifacts, stories and treasures of our community that give people a sense of place; sharing our collection, locally, nationally and internationally, through exhibitions and online access; providing welcoming, enlightening experiences for residents and for tourists; nurturing a community that is interested and engaged in history and the arts; telling a story of national significance at McCrae House, in a city that is proud to be the birthplace of John McCrae; embracing inclusiveness and accessibility – physically, financially and culturally; engaging a diverse group of volunteers; serving as a focal point for our community; and encouraging and modelling innovation and open-mindedness.

Over the next three years and beyond, the advisory committee and staff of Guelph Museums are committed to making a difference through:

### Excellent experiences

- Increasing opportunities for residents and visitors to attend the Museums by introducing operating hours and a fee structure that respond to community need
- Increasing visitation and visitor satisfaction by offering engaging exhibitions and expanded programming
- Going the extra mile to ensure positive visitor experiences
- Celebrating the international legacy of John McCrae by commemorating the 100<sup>th</sup> anniversary of the writing of *In Flanders Fields*
- Honouring Guelph's military heritage by commemorating the centennial of WW1
- Serving as a focal point for Guelph's Canada sesquicentennial celebrations

### Positive impressions

- Elevating the perception of the Museums as engaging, enlightening, and enjoyable places to learn, connect and celebrate

### Inspiring spaces

- Providing a well-maintained, engaging, inspiring environment that supports comfortable experiences for visitors and effective, efficient workspaces for staff and volunteers

# STAFF REPORT



## A firm foundation

- Establishing an efficient, effective organizational foundation to support customer service and accountability
- Establishing Guelph Museums as a centre of curatorial excellence
- Supporting operations with a diversified revenue base
- Updating and establishing policies that support current best practices

The attached plan outlines in detail our goals and objectives, assigned responsibilities and timelines, the performance indicators we will use to measure our success, and how this work supports the City's areas of strategic focus.

It is with enthusiasm that our volunteer and staff team look forward to capitalizing on the wonderful new location of the Civic Museum and the great opportunities that lie ahead to have a meaningful and positive impact on our community.

## **CORPORATE STRATEGIC PLAN**

### Organizational Excellence

- 1.1 Engage employees through excellence in leadership
- 1.2 Develop collaborative work team and apply whole systems thinking to deliver creative solutions
- 1.3 Build robust systems, structures and frameworks aligned to strategy

### Innovation in Local Government

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability
- 2.2 Deliver public service better
- 2.3 Ensure accountability, transparency and engagement

### City Building

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City
- 3.2 Be economically viable, resilient, diverse and attractive for business
- 3.3 Strengthen citizen and stakeholder engagement and communications

## **FINANCIAL IMPLICATIONS**

There are no additional financial implications for the City at this time as the short-term plan will be implemented within the Museum's current operating budget. The plan includes an increase in earned revenue, donations and sponsorships, and it is expected these sources will off-set any expansion of museum activities.

Any additional future funding requests regarding the Museum will come forward as part of the regular operating and capital budget approval process.

## **DEPARTMENTAL CONSULTATION**

Community and Social Services – Culture and Tourism

# STAFF REPORT

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## COMMUNICATIONS

N/A

## ATTACHMENTS

ATT-1 Blue Sky Plan 2013 to 2015

### Prepared By:

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## **Guelph Museums: Making a Difference Blue Sky Plan 2013 to 2016**

At Guelph Museums, we share the vision of the City of Guelph: *to be the City that makes a difference...acting locally and globally to improve the lives of residents, the broader community and the world.* Our mission as a municipal facility is to help build an exceptional City by providing outstanding service and value. We value integrity, excellence, and wellness.

Guelph Museums operates as a facility within Community and Social Services. Community and Social Services collaborates with the community to make Guelph a great place to be.

- We create lifelong opportunities for participation, belonging and wellbeing
- We offer a diverse range of programs, services and experiences
- We provide inviting, well-maintained facilities and green spaces
- We are strongly committed to community engagement, creativity, fairness and responsible stewardship

The role of Guelph Museums in the community is:

- To be the caretaker of the artifacts, stories and treasures of our community that give people a sense of place
- To share our collection, locally, nationally and internationally, through exhibitions and online access
- To provide welcoming, enlightening experiences for residents and for tourists
- To nurture a community that is interested and engaged in history and the arts
- To tell a story of national significance at McCrae House, in a city that is proud to be the birthplace of John McCrae
- To be inclusive and accessible — physically, financially and culturally
- To engage a diverse group of volunteers
- To serve as a focal point for our community
- To encourage and model innovation and open-mindedness

## **Guelph Museums will make a difference through:**

### **Excellent experiences**

- Increase opportunities for residents and visitors to attend the Museums by introducing operating hours and a fee structure that respond to community need
- Increase visitation and visitor satisfaction by offering engaging exhibitions and expanded programming
- Go the extra mile to ensure positive visitor experiences
- Celebrate the international legacy of John McCrae by commemorating the 100<sup>th</sup> anniversary of the writing of In Flanders Fields
- Honour Guelph's military heritage by commemorating the centennial of WW1
- Serve as a focal point for Guelph's Canada sesquicentennial celebrations

### **Positive impressions**

- Elevate the perception of the Museums as engaging, enlightening, and enjoyable places to learn, connect and celebrate

### **Inspiring spaces**

- Provide a well-maintained, engaging, inspiring environment that supports comfortable experiences for visitors and effective, efficient workspaces for staff and volunteers

### **A firm foundation**

- Establish efficient, effective organizational foundation to support customer service and accountability
- Establish Guelph Museums as centre of curatorial excellence
- Support operations with a diversified revenue base
- Update and establish policies that support current best practices

Excellent experiences					
Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
<b>Increase opportunities for residents and visitors to attend the Museums by introducing operating hours and a fee structure that respond to community need</b>	Short term			Attendance Visitor satisfaction	Innovation in Local Government – deliver public service better
	Survey members for open hours preferences	Manager	September 2013		
	Conduct environment scan to determine alignment with Farmer’s Market, downtown Guelph merchants, Church of our Lady, Market Square, etc.	Manager	September 2013		
	Assess operating hours and visitation patterns over past three years	Manager; Administrative Assistant	September 2013		
	Consider consistent Friday night openings, open hours for Easter Monday and Thanksgiving	Manager; Supervisor, Visitor Experiences	October 2013		
	Determine operating hours for the new year, and support announcement with a communication plan	Advisory Committee; Manager	November 2013		
	Develop plan to mitigate conflict between program participants and casual visitors	Supervisor, Visitor Experiences	November 2013		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
	Launch new hours in January 2014	Manager	January 2014		
	Secure sponsorship to enable “admission by donation”	Manager	January 2014		
<b>Increase visitation and visitor satisfaction by offering engaging exhibitions and expanded programming</b>	<b>Short term</b>			Attendance Visitor satisfaction	Innovation in Local Government – deliver public service better
	Ensure programming at Museum is consistent with our mandate	Supervisor, Visitor Experiences	June 2013		
	Focus McCrae House programming on military, poetry, and gardens	Supervisor, Visitor Experiences	June 2013		
	Provide a minimum of three responsive public program initiatives for each major temporary exhibition	Supervisor, Visitor Experiences	July 2013		
	Establish Fourth Fridays as an upbeat, all-ages, musical event in the Museum	Supervisor, Visitor Experiences (with support from Culture and Tourism Events Coordinator)	July 2013		
	Pilot daily programming schedule for summer, weekends and PD days	Supervisor, Visitor Experiences	July 2013		
	Transform Teddy Bear Picnic into Family Garden Party at McCrae House	Supervisor, Visitor Experiences	August 2013		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
	Offer night-time Spirit Walk	Supervisor, Visitor Experiences	September 2013		
	Develop school programs that respond to major temporary exhibitions where feasible	Program Coordinator	September 2013		
	Revive military lectures	Program Coordinator	September 2013		
	Develop Christmas during Wartime education program for McCrae House	Program Coordinator	September 2013		
	Develop holiday program for Civic Museum	Program Coordinator	September 2013		
	Work with community partners to plan activities to commemorate Black History Month	Supervisor, Visitor Experiences	September 2013		
	Review and refresh birthday party packages	Supervisor, Visitor Experiences	September 2013		
	Provide a minimum of one responsive public program initiative for each case exhibition	Supervisor, Visitor Experiences	October 2013		
	Incorporate Locomotive 6167 in exhibition and interpretation plan	Curator; Supervisor, Visitor Experiences	October 2013		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
	Incorporate books by Guelph authors in Families Gallery	Program Coordinator	October 2013		
	Introduce exclusive Behind-the-Scenes Tours and Receptions for targeted groups	Manager; Curator	October 2013		
	Purchase <i>Much More Munsch</i> exhibition from Manitoba Children’s Museum, and prepare to launch it at the Civic Museum in Spring 2014	Manager	November 2013		
	Establish exhibition guidelines for curators and guest curators that encourage focus on personal stories that evoke emotion	Curator; Manager	November 2013		
	Incorporate Sitting Pretty images in washrooms	Curator; Assistant Curator	December 2013		
	Re-launch Robbie Burns Day event	Supervisor, Visitor Experiences	January 2014		
	Use second floor niche to showcase stand-alone object from the collection	Curator; Curatorial Coordinator	March 2014		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
	Provide onsite, highly visible online access to collections and virtual exhibitions on all computers within exhibition spaces	Curatorial Coordinator	April 2014		
	Assess use of technology within galleries, and secure ongoing IT support	Curatorial Coordinator; Manager	April 2014		
<b>Mid term</b>					
	Introduce annual Behind-the-Scenes public tours to coincide with May is Museum Month	Supervisor, Visitor Experiences; Curator	October 2013		
	Initiate virtual exhibitions on computers within exhibition spaces	Curatorial Coordinator	June 2014		
	With community partners, introduce Italian Heritage Month activities during June	Supervisor, Visitor Experiences	June 2014		
	Launch <i>History Bites: Lunch &amp; Learn on the Hill</i> targeted at downtown workers	Supervisor, Visitor Experiences	June 2014		
	Transform second floor of Families Gallery into a tree-house-type environment	Curatorial Coordinator; Program Coordinator	July 2014		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
	Conduct annual refreshment of permanent exhibitions beginning in summer 2014	Curator; Curatorial Coordinator	July 2014		
	Introduce QR codes for interpretation where it makes sense	Curator; Curatorial Coordinator	July 2014		
	Introduce summer Curator Camp day camp program, perhaps in partnership with West End Community Centre	Program Coordinator	July 2014		
	Incorporate information panels/interpretive signage about Guelph is Glass Box	Curator; Curatorial Coordinator	September 2014		
	Consider offering joint education programs with River Run Centre, MacDonald Stewart Gallery, and other community partners	Manager; Supervisor, Visitor Experiences; Program Coordinator	September 2014		
	Provide Sunday afternoon tours of permanent exhibitions, guided by Museum volunteers	Supervisor, Visitor Experiences	September 2014		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
	Introduce eight-week early learners program	Program Coordinator	September 2014		
	Introduce annual Night at the Museum sleepover	Program Coordinator	September 2014		
	<b>Long term</b>				
	Present a minimum of one major, collection-based exhibition annually beginning in 2015	Curator; Curatorial Coordinator	May 2015		
	Offer outdoor programming to coincide with new landscape	Supervisor, Visitor Experiences	May 2015		
	Consider historian-in-residency program	Supervisor, Visitor Experiences	September 2015		
	Consider <i>Six Degrees of John McCrae</i> temporary exhibition	Curator; Curatorial Coordinator	April 2016		
	Consider city planning exhibition, with online component featuring a historic overlay on Google map of Guelph to demonstrate changes over time	Curator Curatorial Coordinator	May 2016		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
<b>Go the extra mile to ensure positive visitor experiences</b>	<b>Short term</b>			Visitor Satisfaction Observation	Innovation in Local Government – deliver public service better  City Building – strengthen citizen and stakeholder engagement and communications
	Ensure visitor experiences are consistent weekdays and weekends	Supervisor, Visitor Experiences	September 2013		
	Include public transportation and bike rack information on website	Manager	October 2013		
	Provide floor plans on each floor and visitor guides	Manager	October 2013		
	Install guestbook and visitor comment area in reception area, and increase profile of electronic guest book on the third floor	Manager	October 2013		
	Introduce Members Appreciation event	Administrative Assistant; Supervisor, Visitor Experiences	November 2013		
	Partner with downtown Guelph restaurateurs to promote food service in close proximity	Manager	December 2013		
	Add seating and cafe tables in Glass Box, and benches in exhibition spaces while maintaining accessibility	Manager	December 2013		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
<b>Celebrate the international legacy of John McCrae by commemorating the 100<sup>th</sup> anniversary of the writing of In Flanders Fields</b>	<b>Short term</b>			Attendance Visitor Satisfaction Financial Results	City Building – strengthen citizen and stakeholder engagement and communications
	Develop planning task force	Manager	September 2013		
	Consider commissioning cultivation of memorial poppy	Advisory Committee Task Force	September 2013		
	Consider commissioning performance art, light installation	Advisory Committee Task Force	September 2013		
	Consider tourism packaging	Advisory Committee Task Force	September 2013		
	Consider international tour	Advisory Committee Task Force	September 2013		
	<b>Long term</b>				
	Consider McCrae hike	Program Coordinator	September 2015		
	Redesign interior of McCrae House including rebuild of exhibitions, inclusion of programming space, and redesign of welcome desk and gift shop	Curator; Curatorial Coordinator; Supervisor, Visitor Experiences; Administrative Assistant	January 2015		
	Launch commemoration activities	Advisory Committee Task Force	January 2015		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
<b>Honour Guelph's military heritage by commemorating the centennial of WW1</b>	<b>Short term</b>			Attendance Visitor Satisfaction Financial Results	City Building – strengthen citizen and stakeholder engagement and communications
	Focus Military Lecture series on WW1 theme	Program Assistant	September 2013		
	Re-launch Canada at War program	Program Assistant	May 2014		
	<b>Mid term</b>				
	Focus Spirit Walk at Woodlawn on a war theme	Supervisor, Visitor Experiences	September 2014		
	Feature WW1-themed exhibition at Civic Museum (consider art, music, poetry)	Curator	January 2015		
	Consider temporary exhibition at McCrae House featuring David Webb's medical collection	Curator	April 2015		
	<b>Long term</b>				
Plan series of Vimy Talks	Program Assistant	January 2017			
<b>Serve as a focal point for Guelph's Canada sesquicentennial celebrations</b>	<b>Mid term</b>			Attendance Visitor Satisfaction Financial Results	City Building – strengthen citizen and stakeholder engagement and communications
	Participate in civic planning committee	Manager	January 2015		
	<b>Long term</b>				
Provide exhibitions and programs to commemorate Canada's sesquicentennial	Curator; Supervisor, Visitor Experiences	January 2017			

Positive impressions					
Goal	Objectives	Responsibility	Timeline	Performance Indicators	Strategic Focus
Elevate the perception of the Museums as engaging, enlightening, and enjoyable places to learn, connect and celebrate	Short term			Public perception Media hits Attendance Visitor satisfaction	City Building – strengthen citizen and stakeholder engagement and communications
	Professionalize marketing materials	Manager	June 2013		
	Activate Glass Box with creative profile-building activities and installations (ie. aerial circus performance; model airplanes, banners, etc.)	Supervisor, Visitor Experiences; Curator	July 2013		
	Implement quarterly planning schedule	Manager	July 2013		
	Develop annual marketing plan that includes editorial calendar, impact evaluation report, and identification of key audiences (youth, newcomers, downtown workers, young professionals)	Manager	September 2013		
	Capitalize on position within the city to partner on profile raising with tourism, heritage planning, corporate communications (City Holler)	Manager	December 2013		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
	Improve web and social media presence	Manager	December 2013		
	<b>Mid term</b>				
	Incorporate McCrae House into Guelph Museums website (ie. leave Guelph Arts Council site)	Manager	May 2014		
	Introduce exterior banners and signage to promote exhibitions and events, including light standard banners, signage on property, railroad bridge banners	Manager	May 2014		
	Launch <i>History Helps</i> community outreach/staff engagement initiative	Curatorial Coordinator; Manager; Advisory Committee	May 2014		
	Establish YouTube channel with link from website for enhanced content	Manager; Curatorial Coordinator	May 2014		
	Implement campaign and offer incentives to encourage local “champions” to bring out-of-town visitors to the Museums	Manager; Advisory Committee	June 2014		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
	In consultation with the municipal youth council, establish youth ambassador program	Supervisor, Visitor Experiences	September 2014		
	Host business showcase for Downtown Guelph Business Association and Guelph Chamber of Commerce	Advisory Committee; Manager	September 2014		
<b>Long term</b>					
	Consider community outreach activities (Sleeman, River Run, Market Square, Famer’s Market, community events, etc.)	Manager	January 2015		
	Rebrand Guelph Museums to unify Guelph Civic Museum and McCrae House brands	Advisory Committee; Manager	January 2015		
	Launch new website	Manager	January 2015		
	Take advantage of new downtown residential development with “Welcome” events at Museums	Manager	January 2015		

Inspiring spaces					
Goal	Objectives	Responsibility	Timeline	Performance Indicators	Strategic Focus
<b>Provide a well-maintained, engaging, inspiring environment that supports comfortable experiences for visitors and effective, efficient workspaces for staff and volunteers</b>	<b>Short term</b>			Visitor satisfaction Staff satisfaction Observation	City Building – ensure a well designed, safe, inclusive, appealing and sustainable City
	Assess and improve directional signage within the Civic Museum	Manager	October 2013		
	Develop system to regularly engage Corporate Building Maintenance in set-ups, tear-downs, and maintenance tasks	Supervisor, Visitor Experiences; Manager	October 2013		
	Provide adequate window coverings for first floor ladies washroom	Manager	October 2013		
	Fix fourth floor shower	Manager	October 2013		
	Engage interior designer to redesign front lobby to evoke WOW factor , and to screen administration office	Manager; Curator; Curatorial Coordinator; Administrative Assistant	December 2013		
	Implement WiFi at the Civic Museum and McCrae House	Manager	April 2014		
	<b>Mid term</b>				
	Assess work spaces to determine where to add workstations to accommodate more staff	Manager; Curator; Supervisor, Visitor Experiences	May 2014		

Goal	Objectives	Responsibility	Timeline	Performance Indicators	Strategic Focus
	Add phone and computer network drops in vaults and program office	Manager	May 2014		
<b>Long term</b>					
	Complete landscape project, and reconsider exterior lighting at Civic Museum	Advisory Committee; Manager; Task Force	April 2015		
	Increase program space at McCrae House, considering renovating the coach house so that it can become an interpretive centre	Manager; Curator; Supervisor, Visitor Experiences	April 2015		
	Consider purchase of other Catholic Hill buildings (rectory; St. Agnes building) to create a campus that includes program space, theatre space, a curatorial and archives centre	Advisory Committee Manager	May 2015		

A firm foundation					
Goal	Objectives	Responsibility	Timeline	Performance Indicators	Strategic Focus
<b>Establish efficient, effective organizational foundation to support customer service and accountability</b>	<b>Short term</b>			Observation Staff satisfaction Financial results Visitor satisfaction	Organizational Excellence – develop collaborative work team and apply whole systems thinking to deliver creative solutions  Organizational Excellence – build robust systems, structures and frameworks aligned to strategy  Innovation in Local Government – ensure accountability, transparency and engagement
	Engage Advisory Committee Members in events and as champions for the Museums	Manager	June 2013		
	Ensure cross-departmental representation on task forces and committees	Manager	September 2013		
	Change Weekend Attendant title to better reflect the role	Manager	September 2013		
	Update Advisory Committee Terms of Reference	Manager	September 2013		
	Review and revise cash handling procedures	Administrative Assistant; Manager	September 2013		
	Improve internal communications by establishing an agenda for weekly full-time staff meetings, introducing quarterly all-staff meetings, and considering daily stand-up meetings	Manager	September 2013		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
	Assess staff tasks and responsibilities and ensure alignment to plan and to customer service needs	Manager; Curator; Supervisor, Visitor Experiences	October 2013		
	Increase staff capacity for marketing, volunteer coordination, and curatorial support	Manager	October 2013		
	Develop and implement training plan for part-time staff	Supervisor, Visitor Experiences; Administrative Assistant; Manager	October 2013		
	Consider full-time staff presence or on-call system for weekends	Manager; Curator; Supervisor, Visitor Experiences	October 2013		
	Engage volunteers in customer service activities, including providing reception during administration hours	Manager; Administrative Assistant	October 2013		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
	Improve management of volunteers by defining expectations, providing meaningful, active experiences, introducing efficient scheduling system, introducing volunteer evaluation process; seek mentorship and collaboration with River Run Centre	Manager; Supervisor, Visitor Experiences	November 2013		
	Determine role of weekend staff to supervise volunteers; provide training	Manager; Supervisor, Visitor Experiences	November 2013		
	Consider team-building, professional development activities	Manager	November 2013		
<b>Mid term</b>					
	Review, revise and share emergency protocols and resources	Manager; Curatorial Coordinator	January 2014		
	Seek additional grant funding, beyond Young Canada Works, to support programming and curatorial activities	Manager	January 2014		

Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
<b>Establish Guelph Museums as centre of curatorial excellence</b>	<b>Short term</b>			Awards Collections records and process Partner initiatives	Organizational Excellence – engage employees through excellence in leadership
	Nominate new Civic Museum for Ontario Museum Award (OMA) and Canadian Museum Association (CMA) Awards	Manager	October 2013		
	Offer facility for OMA, Canadian Conservation Institute (CCI) courses	Manager	November 2013		
	Open dialogue with and provide mentorship to Guelph Sports Hall of Fame	Manager	November 2013		
	Build mechanism to collect stories on artifacts as they come into our collection	Curator; Curatorial Coordinator	December 2013		
	<b>Mid term</b>				
	Seek grant support to initiate the collection of oral histories, perhaps starting with the Loretto sisters or the Italian internment during WW2	Manager	July 2014		
	<b>Long term</b>				
Introduce bar-coding inventory once current inventory is completed, and Museum Assistance	Curator; Curatorial Coordinator	July 2015			

	Program (MAP) grant is secured				
	Consider acquisition of large-format book scanner, perhaps in partnership with the library or university	Curator; Curatorial Coordinator	December 2015		
<b>Goal</b>	<b>Objectives</b>	<b>Responsibility</b>	<b>Targeted Completion</b>	<b>Performance Indicators</b>	<b>Strategic Focus</b>
<b>Support operations with a diversified revenue base</b>	<b>Short term</b>			Financial results Observation Membership stats	Innovation in Local Government – build an adaptive environment for government innovation to ensure fiscal and service sustainability  City Building – be economically viable, resilient, diverse and attractive for business
	Introduce online system for program registration/ticket sales and fee collection	Supervisor, Visitor Experiences	June 2013		
	Use activity-based costing to determine program fees	Manager	October 2013		
	Expand facility rental program, including securing liquor licence, incorporating rental of the photo studio as an offering, and hosting a showcase event	Manager; Supervisor, Visitor Experiences; Administrative Assistant	October 2013		
	Collect program fees upon registration	Program Coordinator; Administrative Assistant	October 2013		
	<b>Mid term</b>				
	Explore new point-of-sale system with	Administrative Assistant	May 2014		

	scanning capability for gift shop and bar sales				
	Seek naming sponsors for temporary exhibition galleries	Manager	May 2014		

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Goal	Objectives	Responsibility	Targeted Completion	Performance Indicators	Strategic Focus
	Establish one annual signature fundraising event with a goal to raise \$15,000	Manager; Advisory Committee	September 2014		
	Shift focus of membership program from pay-to-play to donor development	Manager; Administrative Assistant	December 2014		
<b>Update and establish policies that support current best practices</b>	<b>Short term</b>			Policies in place Observation	Organizational Excellence – develop collaborative work team and apply whole systems thinking to deliver creative solutions  Organizational Excellence – build robust systems, structures and frameworks aligned to strategy  Innovation in Local Government – ensure accountability, transparency and engagement
	Review and update exhibition policy, with some focus on parameters for the exhibition of art within the Museum	Manager; Curator; Curatorial Coordinator	October 2014		
	Consider future plan for archives within the Museum	Advisory Committee; Manager; Curator; Curatorial Coordinator	January 2014		
	Review and update collection/acquisition policy, with some focus on collections plan for fine arts	Curator; Curatorial Coordinator; Manager; Advisory Committee	January 2014		

## **Appendix: Blue Sky Planning for Guelph Museums**

Summary of input from focus groups with Guelph Museums Advisory Committee, Guelph Museums staff, and City of Guelph Culture and Tourism leaders – May 2013

We operate within the framework of the City of Guelph, with a vision:

To be the City that makes a difference...acting locally and globally to improve the lives of residents, the broader community and the world.

At the Museum, we are proud that we:

- keep safe the artifacts, stories and treasures of our community
- have a great collection that has global appeal and that is available online
- we have a story of national significance to tell at McCrae House
- help people “find their place” in the community
- live in a city that is proud of John McCrae
- provide affordable family experiences
- are safe and welcoming
- are inclusive and accessible, physically, financially and culturally
- have a community that is interested and engaged in the Museum
- engage diverse volunteers
- are accessible to new Canadians through the Cultural Access Pass program
- partner with other community organizations
- are a focal point for our community
- attract tourists
- are open to new ways of thinking

If money, time, space, personnel, established practices were not issues, we would:

Adjust operating hours (x5)

- introduce morning hours and weekly evening hours and extended weekend hours with programming to drive attendance
- consistent and easy to communicate

- balance for casual visitors and programs
- aligned with Farmers Market, Church, Market Square audiences
- incorporate “non visitor” hours for prep, maintenance activities

Expand programming (x3)

- Record oral histories (x4)
- Partnerships with non-profits, City facilities, university, Ed Video (x2)
- Provide responsive programming to exhibitions (x2)
- 2015 *In Flanders Fields* centennial (x1)
- 2014-2018 WW1 centennial (x1)
- Push the envelope (x1)
- Behind-the-scenes tours/events (x1)
- Night-time events – historic tour; progressive dinner (x1)
- Weekend events for students in partnership with Albion; social activities promoted through social media (x1)
- Movies on the Wall (x1)
- Increase daily events/programs (x1)
- Provide guided tours/animateurs/visitor engagement opportunities (x1)
- Special programs for non-traditional audiences
- Date night with \$5 beer
- Electric Circus Dance Party
- Guelph History Adventure Race
- Outreach partnerships (bringing the Museum out to the community)
- Canoe Club/Two Rivers Paddling Club event
- Downtown workers “Lunch on the Hill”
- “Back on the Hill” event/reunion for former students of the academy
- 2027 Guelph bicentennial
- 2017 Canada sesquicentennial
- 2014 World Pride event in Toronto

- Black History Month February
- Italian heritage event
- Hub for house concerts
- Exercise class/yoga in programming room; City wellness program location
- Country dance/barn dance/carriage rides at McCrae House
- Ghost tours; haunted walks
- Animated experiences
- Murder mystery/comic book/conspiracy/sci-fi event for university students
- Life drawing classes
- Community activity re: garbage/recycling; community clean-up day
- Geo-caching
- Aerial circus performance in Glass Box
- Fashion Week fashion shows
- Provide monthly educational workshops
- Increase non-military-related programming for adults
- Develop Museum apps
- Parties on the Patio
- Sleepovers
- Halloween Haunted House
- Archaeological program
- Provide weekend programming
- Provide more regular programming (e.g. Tiny Tots)
- Introduce seniors/youth weekly coffee
- Feature music at Fourth Fridays
- Scottish heritage event (Robbie Burns Day ceilidh)
- Saturday morning story-time
- Revive military lectures
- Joint school programming with River Run Centre
- Walking, running, cycling – with historic twist – programs

- Six degrees of John McCrae
- Equivalent of artist residency program – historical
- Tie all programming to mandate of the museums
- McCrae – programming focus on military, poetry, garden

Improve landscaping

- Archaeological site survey (x1)
- Install flag pole at Civic Museum
- Provide active programming space
- Heritage garden at Civic Museum
- Reforest
- Picnic areas; more picnic tables
- Lighting installation
- Incorporate interpretive signs
- Establish landscape as “jewel on the hill”
- Work with partners
- Garden tourism; destination garden
- Ensure accessibility

Initiate creative communications and marketing

- Professionalize marketing materials (x1)
- Consider fee structure – increase admission or change to sponsored admission by donation; charge a fee for special programs (x1)
- Improve web presence – website, social media, collection database, Google Maps then & now (x1)
- Use social media (x1)
- Develop marketing plan (x1)
- Establish youth ambassador program (x1); engage municipal youth council
- Outreach to non-traditional audiences (x1)
- Exterior banners promoting Museum and exhibitions
- Introduce quarterly planning cycles
- Encourage local “champions” to bring out-of-town visitors

- Use bus boards and bench ads
- Consider “Glass Box” name
- Include large-scale banners/images/window painting in Glass Box
- Incorporate McCrae House into Guelph Museums website (ie. leave Guelph Arts Council site)
- Establish Guelph Museums brand inclusive of Guelph Civic Museum and McCrae House
- Improve Guelph Museums website
- Establish Facebook page for the Museum
- Use Pinterest to pin weird artifacts, images
- Include Guelph Museums on Culture Map
- Add social media buttons to website; display onsite at reception desk
- Establish History Helps community outreach program
- Use YouTube
- Redefine Museum stereotype; challenge “stuffy” reputation
- Consider how Museum as a civic department can benefit the City
- Outreach at Sleeman, River Run Centre, Market Square
- Use frontage to build profile – signs, banners
- Signage at River Run Centre, Sleeman, Market Square and light standards through downtown
- Consider how museum can contribute to extending overnight visits to Guelph
- Take advantage of new residential developments downtown

#### Enhance physical plant

- WiFi (x3) at Civic Museum and McCrae
- Add theatre/lecture theatre/auditorium
- Add Catholic Hill buildings to our campus
- Add phone and computer network drops in vaults, program office
- Fix shower
- Capitalize on position within CSS/City
- Increase program space at McCrae House; build interpretive centre
- Revisit outdoor lighting

- Provide adequate window coverings for first floor washrooms
- Consider redesign of front lobby to evoke/continue WOW factor

Enhance internal communication (x1)

- Provide daily update opportunities
- Encourage staff-to-staff communication
- Improve communication to volunteers

Effectively coordinate human resources

- More staff (x5) (front desk, marketing, collections/curatorial (x2), finance/admin, special events/programming, volunteer coordinator)
- Increase student hiring beyond YCW-supported positions (x2)
- Seek input from volunteers in planning (x2)
- Reduce distinction between full-time and part-time employees (x1)
- Define expectations for volunteers and provide active, meaningful roles (x1)
- Provide alternative work arrangements as allowed for by the City
- Introduce performance development plans for volunteers
- Change weekend attendant title
- Improve scheduling of program volunteers
- Collaborate with River Run Centre with respect to volunteer management (training, recognition)
- Increase budget for volunteer recognition
- Define roles/responsibilities of each position and ensure alignment within organization (eg. bookings, program delivery, fee collection)
- Assess role of weekend staff to supervise volunteers; provide training
- Consider full time staff presence on weekends
- Update Advisory Committee terms of reference
- Engage advisory committee members in museum events

Enhance exhibitions

- Incorporate information panels/interpretive signage about Guelph is glass box (x3)
- More collection-based exhibitions (x2)
- Build in regular change-over opportunities in exhibitions (x1)

- Push the envelope (x1)
- Unusual, “really?!”-type exhibitions (eg. Civil War exhibition) (x1)
- Robert Munsch
- Reading area for books by Guelph authors
- Regularly update/refresh permanent galleries
- Transform second floor of Families Gallery into a Treehouse
- More artifacts, photographs on display
- Use second floor niche to showcase “what is it?” item within proper custom-built exhibition case
- Outreach/satellite exhibitions at the university, Hillside Festival
- Introduce QR codes for interpretation
- Incorporate exhibitions in washrooms
- Continue to use local guest curators
- Overlay historic map on google map of Guelph to demonstrate changes over time
- Outdoor exhibitions, i.e. aircraft during Avro Arrow exhibition
- Sculpture garden as part of landscape redesign
- Partner with/provide curatorial support for sports hall of fame
- Establish curatorial centre of excellence
- Focus on personal stories

#### Enhance collections management

- Bar-coding inventory
- Large-format book scanner

#### Generate increased revenue

- New gift shop/admissions point of sale system with scanning capability (x12)
- Collect fees in advance of programs (x1)
- Rent photo studio to artists/photographers
- Separate cash register for gift shop
- Eventbrite or box office service for ticketed events; camp registrations
- Determine program fees using Activity Based Costing

- Include taxes in program fees
- Use “development” funds to enhance Museum experience
- Consider “Friends of the Museum” approach to fundraising
- Shift membership program to donor program

Enhance visitor experiences

- Provide stationary maps/visitor guides (x1)
- Hot dog stand (x1)
- Provide cafe tables in glass box
- Provide paper or cloth towels in bathrooms; or Dyson dryers
- Ensure consistency between weekdays and weekends
- Increase “walk-in” accessibility to archives
- Provide onsite, highly visible online access to collections
- Members-only events
- Offer shuttle bus to the Museum
- Seniors Day
- Package offers – wine/cheese/behind-the-scenes tours
- QR code tours downtown
- Provide visitors with visitor guides/take-away maps of museum
- Provide interactive touch screen visitor maps/guide
- Use QR codes for way-finding and content
- Install guestbook in reception area, either electronic tablet or old school book
- Increase profile of guest book in the museum
- Provide outdoor directional signage
- More parking

# STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services  
Community Engagement and Social Services

DATE October 8, 2013

**SUBJECT Corporate Accessibility Policy and Multi-Year Accessibility Plan**

REPORT NUMBER CSS-CESS-1341

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To gain approval of two documents: The new Corporate Accessibility Policy and Multi-Year Accessibility Plan. These documents have been developed to guide and support staff as they deliver accessible City services and build accessible City facilities as per the legislated requirements of the Accessibility for Ontarians with Disabilities Act (AODA).

### KEY FINDINGS

According to the Accessibility Directorate of Ontario, approximately 15% of the population of Guelph will have some form of a disability by the year 2025. In anticipation of the increased number of citizens requiring inclusive access to facilities, programs and services, the Province of Ontario released its most thorough accessibility legislation to date: the Accessibility for Ontarians with Disabilities Act - Integrated Accessibility Standard Regulations (IASR).

This legislation includes requirements to develop an accessibility policy and plans with a scope that is farther reaching than the Accessibility Standards for Customer Service. It includes looking through an accessibility lens at: purchasing and employment practices; how we inform and communicate with residents; how we build public spaces; and the transportation services that the City offers.

### FINANCIAL IMPLICATIONS

The cost of implementation of individual requirements is a multi-faceted process that will involve all service areas of the corporation. Yearly work plans to complete individual requirements will be developed and will define financial requirements prior to the annual budget process. The legislation allows implementation to take place over several years however precise requirements occur during specific years (See ATT-3). For example, the City must build its public spaces in compliance with the legislation by January 1, 2016. In this example, a financial impact will be seen, such as new trails that must have

# STAFF REPORT

signage at each trail head containing specific information about the trail characteristics, this is not currently done.

## **ACTION REQUIRED**

That Council approves the Corporate Accessibility Policy and Multi-Year Accessibility Plan.

## **RECOMMENDATION**

1. That the Corporate Accessibility Policy and Multi-Year Accessibility Plan be approved
2. That staff be directed to report back in Q4 2015, prior to the biennial report to the Province, specifically on progress, achievements and compliance to the legislation.
3. That the Accessibility Coordinator be directed to be the repository of progress reports from individual Service Area business units that will illustrate their progress and their evaluation process on applicable accessible goals and achievements that they've realized during the year. In addition, the City's Accessibility Advisory Committee will review these reports as per their terms of reference.
4. That the Corporate Accessibility Policy and Procedures replace the City of Guelph Barrier Free Policy and the Accessibility Standards for Customer Service Policy 2010.

## **BACKGROUND**

- During 2001 Council approved the City of Guelph Barrier Free Policy
- 2009 Council approved the Accessible Standards for Customer Service Policy 2010
- The AODA is the first **law** of its kind in Canada and under the AODA, the Government of Ontario is developing and enforcing accessibility standards for organizations with one or more employees
- The Goal of the Act and the standards is to make the province accessible for all people with disabilities by 2025
- People with disabilities often say their greatest obstacle is other people's attitudes, not their disability. To "ensure a well designed, safe, inclusive, appealing and sustainable City, it is critical that municipal staff try to find ways to remove common attitude barriers so that "making things more accessible" is not viewed as taking too much time, effort and money. Accessibility becomes part of how we do business.
- We may all experience some form of disability sooner or later due to an accident, illness or as we age.

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- Leading by example: Municipalities must comply with the act sooner than private organizations of any size and small public organizations. The City is also well practiced at engaging individuals to learn about barriers to accessibility and ways to resolve them or avoid them altogether. This provides the City an opportunity to demonstrate best practices in a way that is helpful for these other organizations.
- The standards are grouped into five broad categories which are:
  - Customer Service
  - Transportation
  - Information and Communications
  - Built Environment-Design of Public Spaces
  - Employment

## REPORT

The corporation has already implemented important policy, programs and services that illustrate commitment to building an inclusive and accessible community; City facilities are being built to include universal design principles as per the Facility Accessibility Design Manual (FADM); Guelph Transit Mobility Service is experiencing rapid growth in ridership; and support programs such as the One2One program (which provides volunteer support to persons with a disability to participate in programs) have experienced 2,000% growth in the last two years.

At its December 21, 2009 meeting, Council approved the Accessible Customer Service Policy. Since that time, the Province has released the AODA Integrated Accessibility Standard Regulation (IASR). The Province provides both outcomes-based requirements and prescriptive requirements. The scope of this new legislation builds on the successes of the Accessible Standards for Customer Service regulation and includes:

- More requirements for Customer Service
- Transportation
- Information and Communications
- Built Environment - Design of Public Spaces
- Employment

A requirement in the IASR is the development of a policy and a Multi-Year Accessibility Plan.

### The Corporate Accessibility Policy

The Corporate Accessibility Policy reflects our vision to become an accessible organization. It replaces the City's Barrier Free Policy (2001) and the Accessible Standards for Customer Service Policy (2010) with a more comprehensive scope and detail than the previous policies.

Our goal remains to ensure accessibility for our employees and the public we serve, in our programs, services and facilities through a well designed, safe, inclusive, appealing and sustainable community.

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As all Corporate service areas implement the legislation, ongoing maintenance and quality controls are needed. To this end, staff will be provided the tools and skills needed to further develop an accessible community. Examples of tools will be procurement tool and guidelines, updated FADM, and technology training to ensure City documents are accessible.

The Policy (ATT-1) directly reflects the requirements of the legislation.

## The Multi-Year Corporate Accessibility Plan

Staff has developed a comprehensive, high level Multi-Year Accessibility Plan (ATT-2) that provides guidance on how to achieve the legislative requirements in the AODA IASR. Staff, with the assistance of the Accessibility Services Coordinator, will prepare detailed implementation plans regarding the yearly requirements outlined within the legislation. (See ATT-3). Community engagement, a requirement of the legislation, will be a critical task within each implementation plan to ensure compliance. Staff will engage citizens with and without a disability to ensure that our work efforts are thorough and representative of the needs in our community.

## Accountability - Measurement, evaluation and reporting

The success of this strategy – like any other – depends on having a clear way to measure, evaluate and report on progress. City service areas will report their progress on reaching accessible goals and any achievements that they've realized during the year as per the legislation. Accessibility Services, with the assistance of the Accessibility Advisory Committee (AAC) will review these reports and develop recommendation for the services areas where appropriate.

In addition, two new initiatives are underway to ensure that we continue to progress, and respond to the needs of employees and customers.

- **Quality and compliance assurance:** The City will launch a process to ensure that existing and new regulatory requirements are implemented and maintained. This internal quality assurance and audit process will help us attain long-term and systemic organizational change.
- **Listening to feedback:** Getting feedback from employees and customers is an important part of our evaluation process. A requirement of the legislation is compliance reporting which begins in 2013 and continues biannually. The Plan and these compliance reports will be posted on the City's website. A Community Engagement Plan will also be developed.

## Overview of the Requirements

A chart entitled AODA Requirements for Designated Public Sector Organizations, is attached to this report (ATT-3) that provides a "at a glance" look at the Standards as a set. This chart also provides the timelines which the City of Guelph must report compliance with the standard.

Compliance to most of the standards is not difficult; however with others we face more complex challenges. For example, a change that is straightforward to make is to include a note on all public facing documents that they are available in alternate

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formats upon request. However, implementing and researching items that the City procures to determine if there is an accessible version, is expected to be a more complex challenge.

## Capacity Building

Comprehensive just-in-time and ongoing training give employees the knowledge, skills and tools they need to meet and exceed compliance requirements. City employees have a broad range of functions and roles. For that reason, training is adapted to suit the type of work, the work location, and the type of involvement employees may have with accessibility. Training topics include: developing alternate formats, hosting accessible meetings, and creating documents, policies and procedures with accessibility in mind. A variety of training materials, resources and best practices have been developed as a result, and are shared across the organization through the internal intranet and managers.

Beyond the required training, ongoing evaluation of the City's accessible services, programs and facilities will assist in identifying potential education and awareness opportunities. This system will help ensure compliance with the legislation and keep the topic of accessibility front and centre.

## Leading the Way Forward

Guelph is a municipal leader in ensuring all citizens have equal access. The Corporate Accessibility Policy and the Multi Year Accessibility Plan will provide staff with the knowledge and guidance to "ensure a well designed, safe, inclusive, appealing and sustainable City."

## **CORPORATE STRATEGIC PLAN**

### Organizational Excellence

1.3 Build robust systems, structures and frameworks aligned to strategy

### Innovation in Local Government

- 2.1 Build an adaptive environment, for government innovation to ensure fiscal and service sustainability
- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

### City Building

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City
- 3.3 Strengthen citizen and stakeholder engagement and communications

## **DEPARTMENTAL CONSULTATION**

All departments were informed through the Direct Reports Leadership Team. Further the following departments were consulted specifically as they provided content or consulted on the Multi-Year Accessibility Plan

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Guelph Transit  
Guelph Public Library  
Guelph Police Services - link to their Accessibility Plan  
Human Resources  
Information and Technology Services (ITS)  
Procurement and Risk Management Services  
Legal Services – Review of the policy

## COMMUNICATIONS

Consultations were held with the Municipal Accessibility Advisory Committee during public meetings.

The Policy and Plan will be available on the City’s website, a notice will be included on the City Page in the Tribune and local support agencies will be informed of its availability.

Further, staff will have access to the policy and plan, as well as resources through the City’s internal internet. Staff will also receive training as outlined in the plan.

## ATTACHMENTS

- ATT-1 Corporate Accessibility Policy and Procedure
- ATT-2 Multi-Year Accessibility Plan
- ATT-3 AODA Requirements for Designated Public Sector Organizations

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# CORPORATE POLICY AND PROCEDURE



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POLICY	Corporate Accessibility Policy
CATEGORY	Corporate
AUTHORITY	All Departments
RELATED POLICES	Animal Control Bylaw, Stoop and Scoop Bylaw, Exotic and Non-Domestic Animal Bylaw
APPROVED BY	City of Guelph Council
EFFECTIVE DATE	January 1, 2013
REVISION DATE	

## **POLICY STATEMENT:**

The City of Guelph is committed to being responsive to the needs of all its residents and employees regardless of disabilities. To meet the needs of people with disabilities the City of Guelph will:

- Ensure its policies, practices, and procedures provide for dignity, independence, integration, and equal opportunity for people with disabilities.
- Identify, prevent, and remove barriers for people with disabilities in accessing and using City of Guelph goods, services, programs, and facilities.
- Accommodate the accessibility needs of people with disabilities to ensure that they can obtain, use, or benefit from City of Guelph goods, services, programs, and facilities and that they can do so in a timely manner, at a cost no greater than that for people without disabilities.
- Develop and train City of Guelph employees on providing accessible goods, services, programs, and facilities.

This policy provides guidance on how the City of Guelph ensures all its goods, services, programs, and facilities are provided in an inclusive manner that takes into the account the needs of people with disabilities.

## DEFINITIONS

- 1) "City": Refers to the City of Guelph and its service areas, but does not include local boards. Local boards may adopt this policy at their discretion.
- 2) "Disability": As defined in section 10 of the *Human Rights Code*, R.S.O. 1990, c. H.19.
- 3) "Facility or Service Disruption": Means a planned or unplanned unavailability of facilities, programs or services provided or operated by or on behalf of the City, including but not limited to, washroom facilities that are closed, elevators that are inoperable, and websites that are unavailable.
- 4) "Service Animal": Means
  - a. A guide dog, as defined in section 1 of the *Blind Persons' Rights Act*, R.S.O.1990, c. B.7; or
  - b. An animal used by a person with a disability, including but not limited to a dog, if:
    - i. It is readily apparent that such animal is used by the person for reasons relating to his or her disability; or
    - ii. The person provides a letter from a physician or nurse confirming that the person requires such animal for reasons relating to his or her disability.
- 5) "Support Person": Means a person who accompanies a person with a disability in order to help with communication, mobility, personal care, medical needs or access to goods, services, programs or facilities.

## PURPOSE

The City recognizes the diverse needs of all its:

- Residents and strives to provide goods, services, programs and facilities that are accessible to all. As a provider of goods and services, the City is committed to ensuring that its goods and services are provided in an accessible manner.
- Employees and strives to provide a workplace that is accessible to all of them. As an employer, the City is committed to ensuring that its workplace is accessible.

This policy, Corporate Accessibility Policy, is to function as an umbrella policy for the requirements of the standards developed under the *Accessibility for Ontarians with Disabilities Act, 2005*, S.O. 2005, c.11.

## PRINCIPLES

The City develops policies, practices, and procedures which contribute to ensuring that goods, services, programs, and facilities are accessible for

persons with disabilities. The following principles will be met when developing such policies, practices, and procedures:

## **1. Accessibility Planning**

The City will establish, implement, maintain and document a multi-year accessibility plan in accordance with the *Accessibility for Ontarians with Disabilities Act, 2005*. The multi-year accessibility plan will outline the ways the City will prevent and remove barriers and meet the requirements of the standards developed under the *Accessibility for Ontarians with Disabilities Act, 2005*.

The City will:

- Establish, review, and update the multi-year accessibility plan in consultation with persons with disabilities and the municipal accessibility advisory committee.
- Review and update the plan at least once every five years.

City employees will prepare an annual status update report on the progress of measures taken to implement the multi-year accessibility plan and will post the plan and the status update reports on the City's website. City employees will provide accessible formats of the plan and reports upon request.

## **2. Accessible Customer Service**

The City will make reasonable efforts to ensure the following:

- That goods and services are provided in a manner that respects the dignity and independence of people with disabilities.
- That the provision of goods and services to people with disabilities, and to others, are integrated unless an alternate measure is necessary, whether temporarily or on a permanent basis, to enable a person with a disability to obtain, use or benefit from the goods and services.
- That people with disabilities are given an opportunity equal to that given to others, to obtain, use and benefit from the goods and services.

Note: Equal opportunity may require an individual accommodation in addition to this policy.

### **3. Procurement**

Whenever possible, City employees will incorporate accessibility criteria and features when procuring or acquiring goods, services, and facilities.

When it is not practicable to incorporate accessibility criteria and features when procuring or acquiring goods, services or facilities, City employees will provide, upon request, an explanation for this action.

Further, the City will incorporate accessibility features when designing, procuring or acquiring self-service kiosks.

### **4. Employee Development (Training)**

City employees and volunteers, those who participate in developing the City's policies and procedures, and all other persons who provide goods, services or facilities on behalf of the City will be trained in accordance with Accessibility Standards for Customer Service and the Integrated Accessibility Standards, as well as other regulations under the *Accessibility for Ontarians with Disabilities Act, 2005*.

The City will log and retain records which will record the details of the training provided, as well as the name of the person, location, and date the training was completed.

### **5. Alternate Formats**

The City will provide information that it produces or controls, in formats that take into account the disabilities of members of the public requesting the information. The City will provide these alternate formats in a timely manner and at a cost no more than the cost of the original format of the information.

City material printed in-house or produced on behalf of the City for the public should contain a note indicating, "Alternate formats are available upon request in accordance with the *Accessibility for Ontarians with Disabilities Act, 2005*" and include relevant contact information.

The City and the person with a disability requesting the document will agree upon the format to be used for the City document or information.

The timeframe attached to the process to convert the City document to an alternate format may vary depending on the media, the size, complexity, quality, and number of the source documents to be converted.

When it is not practicable to provide an alternate format, the City will provide an explanation and a summary of the document in an accessible format.

## **6. Communication Supports**

The City will provide communication supports to members of the public, upon request. The City will provide the support in a timely manner, and in consultation with the person to determine suitability of the communication support so that it takes his or her disability into account. The City will not charge a cost that is more than the regular cost charged to other persons.

If City employees are unable to obtain the requested communication support, they will work with the requestor to determine a practicable and appropriate method for communication.

The City will notify the public about the availability of communication supports no less frequently than annually.

## **7. Feedback Process**

The City has established a process for receiving and responding to feedback on the manner in which the City provides goods and services to persons with disabilities. Information about this process is available to any person.

Should members of the public wish to provide feedback they can do so:

- In person to a City Supervisor, Manager, General Manager, Executive Director or the Accessibility Service Coordinator;
- By telephone, via the City's General Inquires telephone line: 519-822-1260 or TTY: (519) 826-9771;
- In writing to the attention of the Accessibility Services Coordinator, 1 Carden St, Guelph, ON, N1H 3A1;
- By using the form included in Appendix B: or
- In an electronic format or by email: [info@guelph.ca](mailto:info@guelph.ca)

Once feedback has been received, the City will implement the following process:

- If the feedback is received by a City employee other than a Supervisor, Manager, General Manager, Executive Director or Accessibility Service Coordinator, the employee will forward the feedback form to his or her supervisor and the Accessibility Services Coordinator.

- The Supervisor will forward the form to the relevant Service Area or employee.
- The relevant employee will take appropriate action in a timely manner with the assistance of the Accessibility Services Coordinator and members of other departments if needed.
- Whether the feedback is intended to be a helpful suggestion or a complaint, the employee along with the Accessibility Service Coordinator will assess current policies, practices, and procedures to determine if any changes are required.
- Employees will follow up with the person who submitted the feedback if more clarification is needed, or if the person has requested that follow up take place.
- Employees will keep records of all steps taken, including any discussions with the person submitting the feedback and any actions taken.
- All feedback will be provided to relevant City employees who will follow up as appropriate.

## **8. Service Disruptions**

If, in order to obtain, use or benefit from the City's goods, services, programs or facilities, persons with disabilities usually use particular facilities or services of the City, and if there is a temporary Facility or Service Disruption to those facilities or services, in whole or in part, the City will give notice of the Facility or Service Disruption to the public. The City employees responsible for posting such notice include facility and service managers or their designates.

Notice of the Facility or Service Disruption will include: information about the reason for the disruption, its anticipated duration and a description of alternative facilities or services, if any, that are available.

The City will give notice of the Facility or Service Disruption by posting the information in a conspicuous place on the relevant City premises and, whenever possible, by posting it on the City website and in the media as appropriate.

If the City should expect a planned temporary Facility or Service Disruption, the City will provide on its website, if possible, advance notice, in keeping with the conditions of this section of this policy.

## 9. Support Persons

The City will allow a person with a disability to be accompanied by a Support Person in all City owned and operated public facilities. The City reserves the right to request that a person with a disability be accompanied by a Support Person, in the event that the City considers such accompaniment as necessary to protect the health and safety of the person with the disability or others on the premises.

The City will provide notification of any applicable admission fees or fares that apply to Support Persons by posting such admission fees or fares where all other fees or fares are posted.

## 10. Service Animals

The City welcomes Service Animals into all City-owned or -operated facilities where the public is allowed. The person requiring the Service Animal may keep it with him or her unless it is otherwise excluded by law.

If a Service Animal is excluded from premises by law, which could include, but is not limited to, City policy, bylaw, Federal or Provincial Public Health law, or government policy or guideline, the City will, upon request, use reasonable efforts to ensure that other measures are available to enable the person with the disability to obtain, use or benefit from the City program, service, or facility. Appropriate "other measures" will be addressed on a case by case basis.

The concept of Service Animals may be new for some customers. As a result, there is a potential for misunderstandings between customers. People who use Service Animals often find themselves providing education about the use of Service Animals to those they meet. At times they report that they have difficulty with some individuals. If a customer accessing City services experiences difficulty from another person regarding the treatment of the Service Animal or himself/herself the following could take place. The person with the Service Animal could;

1. Mention to the other person that his/her animal is a Service Animal, and /or
2. Request assistance from City employees. City employees will, upon request, assist in a professional manner within their capacity.

A Person with a disability with a Service Animal is responsible for the control of that animal at all times. As well he or she must comply with all applicable legislation, which includes, but is not limited to, the *Dog Owners' Liability Act*

and City by-laws (such as the Animal Control By-law, Stoop and Scoop By-law and Exotic and Non-Domestic Animals By-law).

If the Service Animal is not kept under control, City employees may use their discretion to request that the Service Animal, accompanied by a person, leave the premises until the Service Animal is under control. If the Service Animal has bitten another person or animal or is a menace to the safety of other persons or animals, the Service Animal, accompanied by a person, may be required to leave the premises. If this occurs, the person would be permitted to continue to access the City goods or services without the Service Animal. In addition, City employees will, upon request, consider alternate accommodations for the person in such circumstances. The City may refuse to permit the Service Animal to accompany the person until such time as the person has demonstrated to the City that the issue has been resolved and steps have been taken to correct the situation. The person could present the City with a letter from a veterinarian and physician or nurse that explains how the issue has been resolved and the steps taken to correct the situation. If the person plans on using City facilities, programs or services with the Service Animal, the City expects that the person would make every effort to ensure the issue would be resolved within a reasonable period of time as alternate accommodations provided by the City may be discontinued after a limited amount of time. City employees may take further action as described in the laws noted above.

If a conflict should arise concerning a Service Animal, employees will attempt to balance the needs of all persons involved by following conflict resolution strategies. These strategies will include collecting appropriate information from all persons involved and observing the rights of all individuals involved according to the *Human Rights Code* and the *Canadian Human Rights Act*, R.S.C. 1985, c. H-6.

## **11. Use of Assistive Devices**

The City will allow people with disabilities to use their own personal assistive devices to obtain, use or benefit from the services offered by the City.

Should a person with a disability be unable to access the City's services through the use of his or her own personal assistive device, the City will assess service delivery and potential service options to meet the needs of the individual.

## **12. Accessible Workplace**

The City will establish policies, practices, and procedures that ensure that the City remains an inclusive workplace for people with disabilities. These policies, practices, and procedures will:

- Ensure that the recruitment process is inclusive of people with disabilities.
- Inform employees of supports available for employees with disabilities.
- Appropriately accommodate employees with disabilities in the areas of:
  - Workplace emergency response information,
  - Information and communications needed to perform jobs or that are generally available to employees in the workplace, and
  - Any other accommodations required.
- Take into account employee accommodations in:
  - Performance management,
  - Career development and advancement, and
  - Redeployment.
- Develop and implement a return to work process for employees who have been absent from work due to disability and require disability-related accommodations in order to return to work.

## **13. Transportation**

In addition to adhering to the policies within this Policy, Guelph Transit will develop and maintain policies and procedures unique to its service, and that are required in the regulations under the *Accessibility for Ontarians with Disabilities Act, 2005*.

Guelph Transit will make the policies required in the regulations under the *Accessibility for Ontarians with Disabilities Act, 2005* available to the public upon request.

## **14. Accessibility Standards for the Built Environment**

The City is committed to providing a universally accessible built environment at its facilities. The City of Guelph Facility Accessibility Design Manual (FADM) acts as a guiding standard for building and renovating City facilities. Updated periodically and upon the release of new legislation, the FADM meets or exceeds the Ontario Building Code and in many regards it exceeds

the Design of Public Spaces regulation O. Reg. 413/12. The FADM will continue to be the guiding standard for City renovations and newly constructed buildings.

## REVIEW PERIOD

This policy shall be reviewed by Council when the Multi-year Plan is reviewed and/or once per Council term and/or as accessibility legislation changes.

## RESPONSIBILITIES

City Council, employees, volunteers and those providing a good, service, program or facility on the City's behalf are responsible for adhering to the parameters of this policy and for ensuring that the needs of people with disabilities are addressed when accessing the City's goods, services, programs, and facilities.

## CONTACT INFORMATION

For more information about this policy, or questions related to accessibility at the City, please contact:

Accessibility Services Coordinator, City of Guelph  
1 Carden St., Guelph, ON N1H 3A1  
Phone: 519-822-1260 ext. 2670  
TTY: 519-837-5688  
Fax: 519-837-5661  
Email: [leanne.warren@guelph.ca](mailto:leanne.warren@guelph.ca)

## LINKS

- Accessibility for Ontarians with Disabilities Act, 2005: [http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_05a11\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm)
- Customer Service Standard, Ontario Regulation 429/07: [http://www.e-laws.gov.on.ca/html/source/regs/english/2007/elaws\\_src\\_regs\\_r0742\\_9\\_e.htm](http://www.e-laws.gov.on.ca/html/source/regs/english/2007/elaws_src_regs_r0742_9_e.htm)
- Integrated Accessibility Standard <http://www.search.e-laws.gov.on.ca/en/isysquery/9be78d7d-0bd4-4cd0-8819-fcff68be4caf/1/doc/?search=browseStatutes&context=#hit1>
- Ministry of Economic Development, Trade and Employment: <http://www.mcass.gov.on.ca/en/mcass/programs/accessibility/index.asp>  
[X](#)

- Ontario Human Rights Commission: <http://www.ohrc.on.ca/en>
- Dog Owners Liability Act (Provincial Act): [http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_90d16\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90d16_e.htm)
- Blind Persons' Rights Act (Provincial Act): [http://www.e-laws.gov.on.ca/html/regs/english/elaws\\_regs\\_900058\\_e.htm](http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_900058_e.htm)
- City of Guelph documents related to Service Animals and Guide Dogs:
  - Animal Control By-law: [http://guelph.ca/uploads/PDF/By-laws/animal\\_control.pdf](http://guelph.ca/uploads/PDF/By-laws/animal_control.pdf)
  - Stoop and Scoop By-law: <http://guelph.ca/uploads/PDF/By-laws/stoop%20and%20scoop.pdf>
  - Exotic and Non-Domestic Animals: [http://guelph.ca/uploads/PDF/By-laws/exotic\\_animals.pdf](http://guelph.ca/uploads/PDF/By-laws/exotic_animals.pdf)
- Guelph Police Services AODA Information: <http://www.guelphpolice.com/aoda/>
- City of Guelph Facility Accessibility Design Manual: <http://guelph.ca/living/accessibility/facilities/>

## **City of Guelph Resource Documents**

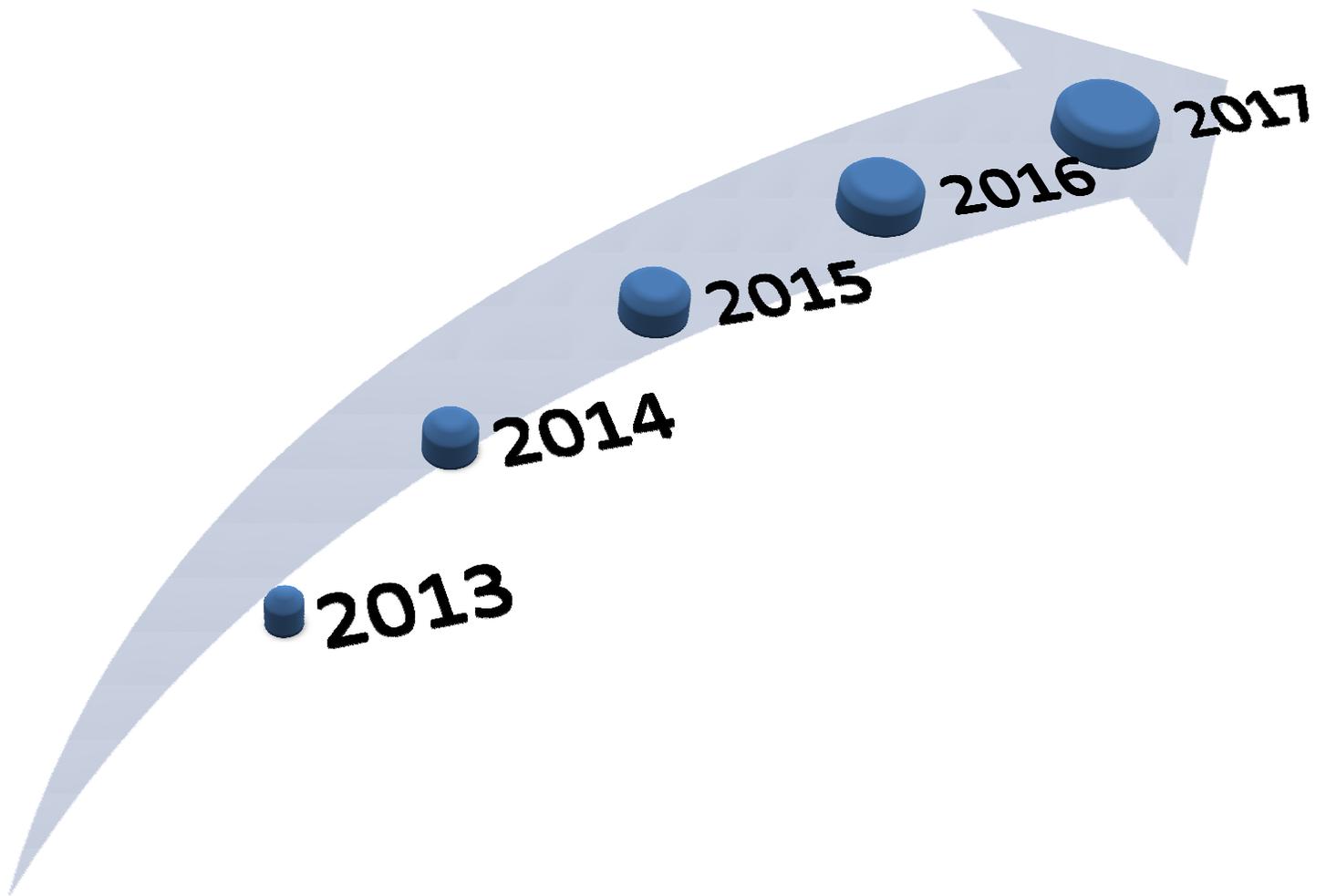
Available on the Internet and/or Intranet under Accessibility:

- Service Disruption Notice
- Feedback Form
- Workplace Emergency Response Information for Employees and Volunteers with Disabilities Policy (available upon request)

# City of Guelph

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## Multi-Year Accessibility Plan 2013 to 2017



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Appendix 1: Accessibility Principles

Appendix 2: Definitions

Appendix 3: City of Guelph Corporate Accessibility Policy

# Realizing the vision by continuing our commitment

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## **Accessibility in the City of Guelph**

For the City of Guelph, accessibility means much more than people getting through the front door. It's what happens once they're inside that makes all the difference.

Navigating easily into and around buildings and offices, accessing services and information in an appropriate format, working in an accommodating environment – all these everyday situations are important parts of accessibility and they benefit everyone.

For many years, the City has had a vision and commitment to building an accessible and inclusive environment that values diversity. In our community and within the province we continue to be a leading municipality in developing accessible programs, services and offering them in our accessible facilities.

## **Continuing our commitment to accessibility through policy**

This Multi-year Accessibility Plan details our approach to building an inclusive organization. With an extensive Corporate Accessibility Policy the City further commits to set the stage for innovation in the coming years with an accessible website, continued attention to inclusive employment practices, accessible parks and outdoor areas as well as more opportunities for the public to provide feedback on our services, programs and facilities.

The Corporate Accessibility Policy replaces the City's Barrier Free Policy 2001 and the Accessible Standards for Customer Service Policy 2010 with a more comprehensive scope and detail than the previous policies.

## **About the City of Guelph Multi-Year Accessibility Plan**

The City's Multi-year Accessibility Plan is a roadmap that describes how we will build on our accessibility-related successes. It a high level

snapshot of what is to come. As well, it is the result of many years of experience designing and implementing programs and services that are accessible and promote integrated yet supported approaches. The contents were developed in consultation with employees, the Municipal Accessibility Advisory Committee and people with disabilities.

In this document, you will find three key sections detailing our approach to building an accessible organization:

- **The City of Guelph roadmap for accessibility**: The overall vision, desired outcomes and strategy that will lead to achieving accessibility by 2025.
- **Key focus areas for immediate results**: What we are doing to achieve results over the next five years.
- **Compliance with the AODA**: Our approach to compliance with Ontario’s accessibility legislation and highlights of key successes.

# Goals and vision for an accessible city

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*Ontario is changing; One in seven people in Ontario have a disability. Over the next 20 years, that number will rise as the population ages.*

*The key to the future is accessibility*

Accessibility is a powerful tool – it improves our communication, it brings more people together, and it increases our competitive advantage. In an accessible organization, a broader range of people will be able to work for the City and more people will have access to our services and programs.

Our goal is to make City workplaces and customer service areas accessible and welcoming environments – places where both employees and customers are accommodated according to their needs. Employees need to be able to function effectively and customers need to receive timely, high quality services in a way that works for them.

We want to provide excellent public services and reflect that in everything we do. We want to attract the talented people we need to fill jobs. Building a dynamic and accessible organization will help us reach these goals.

To transform into an accessible organization, the City is evolving to a more cohesive approach in its accessibility efforts. In 2001 the City implemented a Barrier Free Policy Statement. The goals of that statement were re-affirmed by each Mayor since 2001 and included a commitment to “recognize the diverse needs of our residents and respond by striving to provide service and facilities that are accessible to all.”

# How we have been building an accessible city

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## City's commitment to Persons with Disabilities continues

The City's Accessible Customer Service Policy reflects our vision to become an accessible organization. We endeavour to demonstrate leadership for accessibility in our community and in Ontario. Our goal remains to ensure accessibility for our employees and the public we serve in our programs, services and facilities.

## Several key milestones have shaped our work

In addition to the City's Accessible Customer Service Policy, the City has been building an inclusive and accessible organization for a number of years. As a designated public sector organization, we are in a classification that is required to do this by-law, under the Accessibility for Ontarians with Disabilities Act, however we have seen our work in this area benefit many residents and visitors to our community.

The significant milestones we have achieved to date include:

- The development of a built environment standard that is based on Universal Design Principles. The standard is called the City of Guelph Facilities Accessibility Design Manual. This document has been the guiding document for several new and renovated City facilities. The scope of the document is extensive and includes:
  - **Facility Access and Circulation:** This requires, for example, wider doorways, curb ramps on sidewalks with tactile warning areas and contrasting nosing on stairs to make the edge more visible.
  - **Washroom Facilities:** Includes grab bars that fold out of the way when not needed, door openers on washroom doors that can be locked out for privacy, accessible showers that a wheelchair can roll into.
  - **Other Facilities** such as accessible parking spaces with an attached loading area, picnic tables with a space for a person using a wheelchair, emergency visual alarms to let everyone,

including those who are not able to hear a fire alarm, know that the alarm is sounding, accessible signage with Braille, just to name a few.

- The City of Guelph renovated its historic City Hall to become the first fully accessible Provincial Offences Court. Such a significant accessible renovation to a historic building is rare but the City was able to demonstrate its commitment to accessibility by building all areas of the building to be accessible including the lounge and offices for the judges. Further, the largest of the courtrooms is fully accessible which includes an accessible dais and clerk's desk. Truly a significant achievement for the City and the Provincial Offences Courts.

# The Accessibility for Ontarians with Disabilities Act: How we fit

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In 2005, the government of Ontario passed the Accessibility for Ontarians with Disabilities Act (AODA), which requires that Ontario be an accessible province by 2025. To help public, private and non-profit organizations identify, prevent and remove barriers to accessibility; the AODA contains accessibility standards in five areas, including:

- Customer service
- Information and communications
- Employment
- Transportation
- The built environment

The accessibility standard for customer service came into force for municipalities in 2008. The next three standards – information and communications, employment and transportation – have been combined into the Integrated Accessibility Standards Regulation (IASR). The IASR is now law and the requirements will be phased in over time. The standard for the built environment for public spaces was released at the beginning of 2013. This regulation is also included in the IASR and is called the Design of Public Spaces.

Municipalities with more than 50 employees must meet the majority of the requirements of the IASR by 2015 except for the recently added Design of Public Spaces. Municipalities must build to, at minimum, this standard by 2016.

# Our Strategic Focus: How We Will Get There

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## The City's Accessibility Strategic Road Map

What does an accessible Guelph look like? Organizational change is complex and involves many components: policies, processes and practices; people; technology; infrastructure; communications and awareness. Taken together, these are the levers that will bring about change.

## How we will achieve results

### A strong foundation helps build success

Building a solid structure and organization has been a key component of our success so far in creating an accessible organization.

We believe that the critical factors for our success include:

- Informed and committed leadership
- Organization-wide alignment and coordination
- Strong governance and accountability
- Measurement, evaluation and reporting

### Informed and committed leadership

We need informed and committed leadership to propel us forward. City leaders have identified accessibility as a priority. The City is a large organization with a workforce of 1500 to 2000 people, depending on the season. Informed leaders, guided by the City's Accessibility Services, will ensure an aligned and coordinated organization-wide process.

As the corporation moves towards strong governance and accountability, accessibility will become incorporated into how we provide service to our customers. This type of governance structure is key to realizing our vision. All employees have a role to play in accessibility, and key individuals and groups have been assigned responsibilities to ensure our goals are met:

**Executive and Senior Champions of Accessibility:** Executive Directors will appoint Senior Managers in their area to champion the implementation of the AODA standards in their service area. The

leadership and expertise of the Senior Managers will ensure a cohesive approach.

**Accessibility Advisory Committee:** These members of the community who are appointed by Council will provide advice on the implementation of the AODA Plan. With lived experience, these community members are a wealth of knowledge and can tell their story from the point of view of a person with a disability, a customer, a visitor to a facility, and many other aspects. This consolidated “voice” provides a critical perspective on the needs of persons with disabilities. This group is consulted frequently for feedback on accessibility strategies and implementation of key priorities.

**Accessibility Services:** Accessibility Services provides coordination, vision and leadership to the municipality in order to achieve organization-wide accessibility. This office works under the advice of the City’s Accessibility Advisory Committee to produce the City’s Multi-year Accessibility Plan and for identifying the actions required to comply with the AODA.

Producing the Multi-Year Accessibility Plan and collaborating with employees to further understand how accessibility can be incorporated into City services and programs are critical functions.

**Accountability - Measurement, evaluation and reporting:**

The success of this strategy – like any other – depends on having a clear way to measure, evaluate and report on progress. Each year all City service areas shall report their progress on accessible goals and any achievements that they’ve realized during the year. This reporting will be the responsibility of senior managers.

Accessibility services, with the assistance of the Accessibility Advisory Committee (AAC) will review these reports and develop recommendation for the services areas where appropriate.

In addition, two new initiatives are underway to ensure that we continue to progress, and that we are responding to the needs of employees and customers.

- **Quality and compliance assurance:** The City will launch a process to ensure that existing and new regulatory requirements are implemented and maintained. This internal quality assurance and audit process will help us maintain long-term and systemic organizational change.

- **Listening to feedback:** Getting feedback from employees and customers is an important part of our evaluation process. The Multi-Year Plan and compliance reports will be submitted during 2013, a compliance report will also be submitted during 2015 to the Accessibility Directorate of Ontario, which regulates compliance for all organizations in Ontario. The Plan and these compliance reports will be posted on the City's website. Members of the public will be invited to provide their feedback on these documents as well as City programs, services and facilities.

# Compliance with the Accessibility for Ontarians with Disabilities Act

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## How we will get the job done

The City is demonstrating leadership by being one of the first organizations in Ontario to meet the requirements of the AODA. We were of the first municipalities to report compliance with the customer service standard, and to meet requirements under the Integrated Accessibility Standards Regulation (IASR).

### **We achieve these goals by: Ensuring organizational readiness to meet compliance**

In order to meet and sustain compliance, the City will continue to revise policies and develop new ones with accessibility in mind. Policies and guiding principles not only help employees embed accessibility into everyday activities, but also help ensure that compliance activities are communicated and delivered in a consistent way across the organization.

### **Keeping compliance active**

Compliance with the AODA needs to be kept active, so ongoing maintenance and quality controls are needed as well as the opportunity to encourage adjustments that will only further the municipality's efforts. The following Multi-Year Plan will set out the City's vision, our commitment and how we will achieve our vision.

City employees will be supported in their efforts with tools, such as checklists and guides, which will assist in interpreting the requirements as well as provide guidance on making product selections, hiring through the contract process, and develop written materials that meet the requirements.

Comprehensive just-in-time and ongoing training give employees the knowledge, skills and tools they need to meet and exceed compliance requirements. City employees have a broad range of functions and roles. For that reason, training is adapted to suit the type of work, the work location, and the type of involvement employees may have with

accessibility. Training topics include: developing alternate formats, hosting accessible meetings, and creating documents, policies and procedures with accessibility in mind. A variety of training materials, resources and best practices have been developed as a result, and are shared across the organization.

Beyond the required training, ongoing evaluation of the City's accessible services, programs and facilities, will assist in identifying potential education and awareness opportunities. This system will help ensure compliance with the legislation and keep the topic of accessibility front and centre.

# Our progress on the AODA regulations

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The following outlines our commitments and our progress in meeting accessibility standards in six key areas:

- Customer service
- Information and communications
- Employment
- Procurement
- Transportation
- Built environment

## Customer Service

The City provides services to a diverse population at several facilities throughout the city. Developing an accessible customer service experience was an essential first step in our work.

### Our vision

Customers must be served in ways that:

- Best achieve an equitable customer experience when accessing municipal services, programs and facilities
- Employ best efforts to develop and maintain customer service that is accessible
- Use available budgets and resources wisely

### Our commitment

The City is committed to ensuring that all customers – whatever their ability – are served in an accommodating environment and receive accessible goods and services in a timely manner.

### How we achieve our vision

- Reviewing and updating policies and standards regularly to ensure high quality, accessible customer service
- Consulting with key stakeholders and the City's AAC on emerging, or changing requirements
- Embedding accessibility requirements into employees training and orientation materials
- Using internal expertise to conduct reviews to ensure compliance and improve services
- Reviewing customer feedback and taking appropriate action
- Providing training for employees who serve the public, or make policies that shape how services are delivered

## Outcome

Members of the public receive an equitable and effective customer experience that accommodates their needs.

## Our accomplishments

**Customer Service Policy** - The City has had an accessible customer service policy since 2010. The policy is included in the training of all City employees and volunteers and meets the requirements of the customer service regulation. Upon the development of this policy, the City determined that it already had, in some areas, exceeds the regulation. For example, in the years leading up to the AODA requirement the City had developed a program that waived the admission/registration fees for a support person accompanying a person with disabilities attending a City hosted event/program.

**City Accessibility Resources and Guidelines** - The City developed several resource materials and guidelines that clarify mandatory requirements under the standard for customer service, and shares good practices. It is posted on an internal website for easy access by City employees.

**Accessibility Training** - The Accessibility Directorate of Ontario developed online learning course materials to help municipal employees provide a base standardized training for accessible customer service. The City of Guelph used this training, called "Serve-Ability: Transforming Ontario's Customer Service", for the majority of its training sessions. The training not only included information about the legislation, it also showed employees how to serve people with disabilities in ways that respect their dignity and independence.

Further training on serving customers with a disability takes place on an ongoing basis for customer service staff. Examples of this training include: Serving Customers with Communication Related Disabilities and delivered to museum staff and volunteers, Programming that Includes Customers with a Disability.

## Information and communication

Communicating and providing information in ways that work for all employees and customers is another cornerstone of building an accessible organization.

### Our vision

The City will follow universal design principles and best practices when developing, implementing and maintaining information and communications strategies and products. This includes websites, communications materials, telephone communications and face-to-face interactions. The goal is to achieve the most effective and efficient access to information for all users.

### Our commitment

The City is committed to ensuring that information and communications are available and accessible to people with disabilities. At present, information is available in alternate formats upon request however during 2013 employees will begin to post documents on the City's website that are compliant with the Integrated Accessibility Standards Regulation.

### How we will achieve our vision

- Achieving compliance with the Web Content Accessibility Guidelines-based (WCAG) commitments in the Information and Communication section of the IASR (Integrated Accessibility Standards Regulation) to ensure websites are accessible for all.
- Developing guidelines and best practices for creating accessible documents for common desktop applications such as MS Word, Excel and PowerPoint.
- Ensuring that information produced by the City, including emergency procedures, plans, and public safety is readily available in a variety of alternate formats such as large print, HTML and tagged PDFs.
- Developing a training strategy to ensure that staff, partners and stakeholders have the knowledge, tools and technical advice to create accessible materials.
- Ensuring that kiosks have accessibility features in their design.
- Continuing to expand knowledge and use of accessible devices such as audio amplifiers and text-to-audio.

## **Public Libraries**

### **How we will achieve our vision**

- Continuing to provide access to accessible materials in the Main Library
- Arranging for the provision of access to accessible materials, where they exist, will also continue
- Informing the public of the availability of these accessible materials
- Providing information in an accessible format or with appropriate communication supports, upon request
- Working to provide accessible formats for archival material, special collections, rare books and donations
- Collaborating with the CNIB to pilot direct access to audio materials for the blind and visually impaired
- Designing the new Main Library with children's and senior departments immediately accessible on the main floor of the new facility

## **Employment**

The process of finding, getting and keeping a job must be inclusive and accessible in order to build an effective workforce in the City.

### **Our vision**

As a top employer, the City will enable and encourage persons with disabilities to participate fully in all aspects of employment with the organization.

### **Our commitment**

The City is committed to inclusive and accessible employment practices that attract and retain talented employees with disabilities. The City understands the Ontario Human Rights Code and has developed and implemented policies that support accommodation and address non-discrimination and harassment allegations.

### **How we will achieve our vision**

During 2013 the City will:

- Review employment-related policies and procedures to ensure they meet legislated requirements.
- Document recruitment, performance management and career development practices.

- Return to work, employee accommodations, and redeployment practices will also be set out in a document.

### **Employee Training**

Employees will receive accessibility training that supports the goals of the AODA. It is expected that the training will cover a range of topics such as:

- How to identify and remove barriers in the workplace for employees and customers
- Understanding and accommodating various types of disabilities
- Understanding employer obligations to provide employment accommodation
- Understanding the City's obligations and leadership under AODA regulations

## **Outcome**

- As required, individual workplace emergency response plans have been developed for employees with disabilities.
- Accommodation for disabilities is offered and provided as required.

## **Our accomplishments**

The City implemented a procedure to develop individualized workplace emergency response plans as required by the AODA. Further, the organization extended the policy and process to City volunteers.

## Procurement

The City is a major purchaser of goods and services. It is important that procurement processes are inclusive so that all customers can participate, and all vendors are aware of the need to provide accessible goods and services.

### Our vision

Availability of accessibility options is a high priority in the procurement process. The vendor community is aware of and understands the need to demonstrate leadership in removing barriers for persons with disabilities.

### Our commitment

The City is committed to integrating accessibility into procurement policies, procedures and practices by:

- Conducting regular reviews and updates of procurement-related directives, policies, procedures and standards.
- Consulting with key stakeholders, advisory groups and vendors on promoting awareness of accessible selection of products.
- Embedding accessibility requirements into the procurement process.
- Conducting reviews to ensure compliance and continuous improvement in procurement practices.
- Reviewing feedback on the procurement process and taking appropriate action as needed.

### How we will achieve our vision

The City is committed to implementing accessible procurement practices and processes. City vendors and partners will be aware of the requirement to incorporate accessibility considerations and requirements into the procurement cycle, including the planning and document development stages. A resource booklet will be available to employees who procure or acquire on behalf of the City. Training will also be available to those who request it.

Further resources are available to employees and range from guidelines on hosting accessible meetings to a database of “pre-approved” products. These products comply with the City’s Facility Accessibility Design Manual.

Through policies and practices that include accessibility considerations, City buyers are able to conduct business in a way that accommodates customers of all abilities.

## **Outcome**

The City market influence has generated a heightened level of awareness and responsiveness in adopting accessibility measures in the vendor community.

## **Our accomplishments**

Procurement directives, tools and guidelines have been updated to meet new accessibility standards. Accessibility considerations of the IASR have been incorporated into the existing Accessible Customer Service directive in the City's procurement process.

## Transportation

### Our vision

As a transit system, Guelph Transit will provide superior, accessible transit services by using industry standard practices as a base for our service and striving to exceed those standards at every opportunity. This includes conventional bus service as well as our parallel bus service, called Guelph Transit Mobility Services.

### Our commitment

Guelph Transit is committed to ensure that services are available to all citizens in the City of Guelph. We will receive feedback from our customers, act on it when possible and ensure that we provide an equitable service to our customers.

### How we achieve our vision

The following table lists the requirements, going forward, by year and provides a description of how Transit will comply with these requirements.

<b>2014 Integrated Accessibility Standards</b>	<b>Plan(s) to Meet This Standard</b>	<b>Expected Completion Date</b>
<b>Training</b> - Safe use of equipment, emergency preparedness, & acceptable modifications to procedures	Guelph Transit has an in-house training program that consists of five weeks of training for all newly hired bus operators. During this training course, new employees are trained in the safe use of equipment, emergency preparedness and policies and procedures. Guelph Transit also provides refresher training to all employees every three years to ensure employees are updated and prepared to meet the needs of our customers.	Completed
<b>Trip Restrictions</b> - No restriction to the number of trips available for specialized	Mobility Services does not restrict the number of trips available for registered users.	Completed
<b>Fares, Support Persons</b> - No fares charged to	Guelph Transit's existing plan for conventional services – Personal Assistant in Leisure (PAL) – was	Completed January 2012

Support Persons	implemented with fare parity for Mobility Services users.	
<b>Eligibility Application Process (Existing)</b> - No fee to apply; independent appeal process within 30 days	No fees are charged to applicants applying for Mobility Services.	Completed
<b>Booking</b> - Provide same day support & reserve next day trips three hours prior to end of day	Capital funding has been secured to purchase new scheduling software for Mobility Services in order to ensure efficiencies in the scheduling of our customers	January 2014
<b>Emergency or Compassionate Grounds</b> - Provision of specialty transportation prior to 14 days	Guelph Transit will review the application and approval process and will ensure that processes are in place to provide transportation on a temporary basis for applicants waiting for approval.	January 2014

<b>2017 Integrated Accessibility Standard</b>	<b>Plan(s) to Meet This Standard</b>	<b>Expected Completion Date</b>
<b>On-Board Announcements (electronic)</b> - Electronic announcement of route, direction, & next major stop; Verbal announcements of each stop	Guelph Transit received approval for capital funding for this project for the 2012 & 2013 calendar years. A consultant was hired in the development of an RFP to ensure that the on-board requirements of AODA are met. The RFP is expected to be released in January 2013 with the project completed by 2014.	June 2014
<b>Categories of Eligibility</b> - Unconditional, temporary, & conditional	Guelph Transit Mobility Services currently accepts applications in the unconditional and temporary category. Policies will be reviewed and processes put in place to allow for a conditional eligibility category for our customers.	January 2015

## Outcome

To ensure that members of the community with a disability have access to a barrier-free public transit system

## Our accomplishments

Guelph Transit has been busy over the past couple of years implementing the requirements with the AODA. The following requirements have been completed:

- Technical Requirements (53 to 61): All of Guelph Transit's buses that were purchased after July 2011 and to be built after January 1, 2013, have/will be equipped with:
  - (53) grab bars, handholds, handrails or stanchions that are provided in compliance with the IASR and where appropriate at: locations where passengers are required to pay fares; each mobility aid securement position; each priority seating area intended for use by persons with disabilities; and each side of any entrance or exit used by persons with disabilities.
  - (54) flooring that is non-glare and slip resistant.
  - (55) two mobility aid spaces that are equipped with securement devices.
  - (56) accessible stop requests and emergency response controls.
  - (57) lighting at each door that illuminates the ground surface and is shielded.
  - (58) destination signage that is visible at boarding.
  - (59) ramps and low-floor accessible buses.
  - (60) high contrast strips on the edge of each step.
  - (61) ramp and kneeling devices have both visual and audible alarms.
  
- Fares (Requirements: 38, 46, 66) :
  - (38) Beginning January 1, 2012, Transit began accepting the City's Personal Assistance in Leisure care (PAL Card) on the Mobility Service. The PAL Card was accepted on the conventional buses several years earlier. The PAL Card allows a passenger with

- a disability to be accompanied by an attendant at no extra charge for the attendant.
  - (46) Passengers who use either conventional or mobility services at Guelph Transit currently pay the same fare. Conventional fares have been either equal to or less than mobility fares. Fare parity was introduced January 1, 2012.
  - (66) On January 1, 2012, Transit adjusted their fare structure to provide Fare Parity to all riders. Those who ride the Mobility Service have access to the same fare structure as those who ride on the conventional bus system.
- On-board announcements (52.1): Guelph Transit requires drivers to provide an audible verbal announcement of all destination points or available route stops on its transportation vehicles while the vehicle is on route or while the vehicle is being operated.
- Non-functioning accessibility equipment (35): Guelph Transit operates with a 15 percent spare ratio to ensure that back-up equipment is available when accessibility equipment is non-functioning. As a further contingency to equipment failure, Guelph Transit has contracted services with a local accessible taxi service to ensure customers have service within a reasonable time.
- Origin to Destination service (68): Mobility Services provides origin to destination services for all registered customers. Registered customers who are able to use the conventional services provided by Guelph Transit, are encouraged to supplement their travel options by using the conventional services when possible.
- General responsibilities Part IV Transportation Standards (44): Guelph Transit conventional transportation services ensures use of ramps or kneeling services are available upon request; allows adequate time for all passengers to embark and disembark the vehicle; assists with the safe

storage mobility aids if required at no extra cost (48); allows persons with a disability to travel with a medical aid; and ensures all information is available in accessible formats upon request.

- Transit stops (47, 78):
  - (47) Guelph Transit has an accessibility plan to provide accessible stops at a minimum of 25 percent of all stops while ensuring that at least ten stops are converted to accessible stops on an annual basis. Operators ensure that customers can embark and disembark at safe locations if an accessible stop is not in the immediate vicinity. Operators make immediate radio contact with central control regarding stop issues and a supervisor is immediately dispatched to assist in resolving these issues.
  - (78) Guelph Transit, in conjunction with the City of Guelph Accessible Advisory Committee and the Transit Advisory Committee, review and assess the transit stops to ensure that accessible stops are developed in areas of the City that are most needed. These are prioritized and assessed on a regular basis. These stops are in alignment with the Accessibility Plan for the City of Guelph.
  
- Companions and Children (74): Mobility Services allows registered passengers to be accompanied by companions or dependents. Customers are aware of the Guelph Transit policy that requires notification of accompaniment at the time of booking. Such requests are accommodated and do not affect the travel requests of other registered customers.
  
- Availability of Information (34): Guelph Transit provides information on accessibility equipment on its website and upon request by phone, email, in person, etc.

- **Courtesy Seating (49):** In conjunction with the Ontario Public Transportation Association, Guelph Transit implemented the Priority and Courtesy Seating program in 2012 that was developed for all participating public transit systems in Ontario. Information regarding our program is available on-line and on our buses.
- **Accessibility plans (41, 42, 43):** This five year report addresses the reporting requirements for the accessibility plans for both conventional and accessible services provided by the City of Guelph.
- **Service Disruptions (50):** Guelph Transit has a standard operating procedure in place for handling service disruptions. Alternative travel arrangements are communicated through all public forums available through the City of Guelph. Registered mobility services customers who use conventional services as their main transportation service are accommodated during these service disruptions.
- **Visitors (67):** Mobility Services provides transportation services to any visitors who provide confirmation that they are registered users of specialized transportation services in the area that they live. A visitor is someone who is in the City of Guelph with the intent of staying no more than 21 days and is a registered customer for specialized services in their home town/city. Services will be provided for no more than 21 days every twelve months. If the customer has intentions of residing in the City of Guelph or being present for more than 21 days, the customer is required to formally apply as a registered user with Guelph Transit Mobility Services.
- **Hours of Service (70.2):** Guelph Transit provides the same hours of service for both conventional and mobility services.

- Service Delays (73): Mobility Services operates with a 15 percent spare ratio to ensure that back-up equipment is available when accessibility equipment is non-functioning. As a further contingency to equipment failure, Guelph Transit has contracted services with a local accessible taxi service to ensure customers have service within a reasonable time.

### **Accessible Taxicabs**

Please see [Guelph Police Services Plan](#) for more information

## **Built environment**

The City strives to be a leader in accessibility and is committed to providing a universally accessible built environment at its facilities. The City of Guelph Facility Accessibility Design Manual (FADM) acts as a guiding standard for City facilities. Updated periodically and upon the release of new legislation, the FADM exceeds the Ontario Building Code and in many regards it exceeds the Design of Public Spaces regulation recently released as part of the Integrated Accessibility Standard. The FADM will continue to be the guiding standard for City renovations and newly constructed buildings.

During 2002 the City conducted an accessibility audit at several of its facilities. All of the facilities that were included in the 2002 audit have been renovated. Since that time the FADM has been developed and updated. Plans are underway to conduct a second round of accessibility audits of the City facilities that were not audit in 2002. The purpose of the audit is to determine how we can incorporate accessibility retrofits into these facilities.

### **Our vision**

Customers, employees and visitors will be able to move freely – unrestricted by barriers – in all City interior and exterior spaces as set out in the FADM.

### **Our commitment**

The City is committed to greater accessibility into, out of, and around our facilities. Our successes to date yet again demonstrate the City's commitment to accessibility as budget allocation to these renovations has been consistent over the years.

### **How we will achieve our vision**

The City will continue to undertake accessibility retrofits of existing facilities and build new facilities to the standards in the FADM.

### **Outcome**

City facilities will strive to have accessible and accommodating environments for both employees and customers.

## **Our accomplishments**

From picking up a bus pass to having a day in court, City facilities are alive with activity every day. But for people with disabilities, it can be difficult to get around in facilities that were designed in another era, when barrier-free accommodations were not usually provided.

The City is working on improving access to the built environment and uses standardized accessibility guidelines that are based on universal design principles, when renovating and constructing City facilities.

Since 2006 the following facilities have been renovated to improve accessibility:

- Victoria Road Recreation Center
- West End Community Centre
- Evergreen Seniors Centre
- Exhibition Arena
- Hastings Stadium
- Centennial Arena
- Margaret Green Park Washrooms
- Riverside Park Washrooms and picnic area
- Guelph Lake Park Washrooms
- Main Branch Library
- Bullfrog Branch Library
- Scottsdale Branch Library

# Leading the Way Forward: A Final Word

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## **Our Commitment**

The City is committed to making accessibility throughout the organization a reality. Our progress so far would not have been possible without the vision of senior executives, the leadership of City managers, the concerted efforts of each employee, and the commitment of the dedicated citizens who give their time and expertise to the City's Accessibility Advisory Committee. We thank them for their invaluable feedback, input and dedication to this work.

There is much more to accomplish.

Many of our initiatives are in full swing and more are on the drawing board as we implement this plan. We will continue to identify and remove barriers at every level of the City in order to create accessible spaces, programs and services that everyone can use.

## **We'd like to hear from you**

Do you have any thoughts or feedback on what has been accomplished so far? Ideas on how plans or projects could be improved? Do you need any other information to move forward with your own plans? Please contact us with your questions and ideas. We would be pleased to hear from you.

This document is available online ([www.ontario.ca](http://www.ontario.ca)) in the following formats:

HTML

Accessible PDF

For more information, to provide feedback or to request an alternate format of this document please contact:

Accessibility Services  
City Hall, 1 Carden St  
Guelph ON N1H 3A1  
Phone 519-822-1260 ext 2670  
TTY 519-837-5688  
Email: [accessibility@guelph.ca](mailto:accessibility@guelph.ca)  
Website: [Guelph.ca](http://Guelph.ca)

# APPENDIX 1:

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## **Accessibility Principles**

A plan is only as good as its guiding light – in this case, a set of accessibility principles that all ministries in the City will follow. Employees must use reasonable efforts to ensure that policies, programs and services – including procedures and practices established to provide accessible service to persons with disabilities – reflect these principles.

### **Dignity**

The principle of respecting the dignity of persons with disabilities means treating them as customers who are as valued and deserving of high quality and timely service as any other customer. Persons with disabilities are not treated as an afterthought or forced to accept lesser service, quality or convenience. The delivery of goods and services must take into account how persons with disabilities can effectively access and use them.

### **Independence**

In some instances, independence means freedom from control or influence of others – in other words, the freedom to make one’s own choices. It can also mean freedom to do things one’s own way. People who move or speak differently must not be denied the opportunity to participate in a program or service, for example. People with disabilities need to be able to take the time they need, without being rushed or having a task taken away from them.

### **Integration**

The provision of goods or services must be integrated so that persons with disabilities may benefit from the same services, in the same place and in the same or similar way as other customers. Integration means that policies, programs, services, practices and procedures are designed to be accessible to everyone, including persons with disabilities.

### **Equal Opportunity**

Equal opportunity means that persons with disabilities have the same access as others to obtain, use and benefit from goods or services. They should not have to make significantly more effort to access or

obtain services. They should also not have to accept lesser quality or more inconvenience than any other customer.

# APPENDIX 2:

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## Definitions

**Accessibility:** a general term used to describe the degree of ease that something (e.g., device, service, and environment) can be used and enjoyed by persons with a disability. The term implies conscious planning, design and/or effort to ensure it is barrier-free to persons with a disability and, by extension, highly usable and practical for the general population as well.

**Accessibility for Ontarians with Disabilities Act (AODA), 2005:** the purpose of the Act is to develop, implement and enforce accessibility standards in order to remove barriers for Ontarians with disabilities on or before January 1, 2025 in relation to goods, services, facilities, accommodations, employment, facilities, structures and premises. The AODA came into force on June 4, 2005.

**Accessible:** that which can be easily reached or obtained; a facility that can be easily entered; posing no obstacles to persons with disabilities.

**Accessible formats:** may include, but are not limited to, large print, recorded audio and electronic formats, Braille and other formats usable by persons with disabilities.

**Adaptive technologies:** technologies that enable persons with disabilities, primarily physical disabilities, to use regular versions of products such as computers or telephones.

**Assistive devices:** equipment that assists people to perform a given task; usually devices that people bring with them, such as a walker, scooter, wheelchair or personal oxygen tank.

**Assistive technology:** technological devices that have been developed with features specifically helpful for people with disabilities. Publishers may be asked to supply file formats that are compatible with particular types of assistive technology.

**Communications:** the interaction between two or more persons or entities, where information is provided, sent or received.

**Communication supports:** may include, but are not limited to, captioning, alternative and augmentative supports, plain language, sign language and other supports that facilitate effective communications.

**Conversion ready:** an electronic or digital format that facilitates conversion into an accessible format.

**Disability:** the interaction between the social, cultural or physical environment and a person's impairment that creates barriers. Disability may be apparent to others or hidden, inherited, self-inflicted or acquired, perceived or presumed.

**Diversity:** refers to the presence of a wide range of human qualities and attributes within a group or an organization. The dimensions of diversity include, but are not limited to, age, gender, race, ethnicity, physical and intellectual ability, religion, sexual orientation, educational background and expertise.

**HTML/XHTML (HyperText Markup Language):** the markup language for web pages and provides the basic building blocks of web pages. XHTML is a set of XML specifications that extend the rather limited capabilities of HTML and make it more disciplined. Both HTML 5.0 and XHTML 5.0 are currently under development by the World Wide Web Consortium.

**Information:** includes data, facts and knowledge that exists in any format, including text, audio, digital or images, and that conveys meaning.

**Ontarians with Disabilities Act (ODA), 2001:** requires government ministries, municipalities and public sector organizations such as transportation organizations, hospitals and school boards to develop an annual accessibility plan aimed at identifying, removing and preventing barriers to accessibility in a number of areas, such as government buildings, publications and internet sites.

**PDF (Portable Document Format):** a file format, which enables a document to be used on many different computer platforms but always to maintain the same visual appearance and page layout. Originally developed by Adobe in the early 1990s, PDF is now an ISO standard and is widely used throughout the publishing industry both as part of its process for producing printed products and for some types of electronic products. The specifications of PDF files may vary depending

on their intended use; some forms of PDF (particularly those specifically aimed at printing applications) are far from ideal for use in the production of accessible editions.

# APPENDIX 3:

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## CORPORATE POLICY AND PROCEDURE



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POLICY	Corporate Accessibility Policy
CATEGORY	Corporate
AUTHORITY	All Departments
RELATED POLICES	Animal Control Bylaw, Stoop and Scoop Bylaw, Exotic and Non-Domestic Animal Bylaw
APPROVED BY	City of Guelph Council
EFFECTIVE DATE	January 1, 2013
REVISION DATE	

### POLICY STATEMENT:

The City of Guelph is committed to being responsive to the needs of all its residents and employees regardless of disabilities. To meet the needs of people with disabilities the City of Guelph will:

- Ensure its policies, practices, and procedures provide for dignity, independence, integration, and equal opportunity for people with disabilities.
- Identify, prevent, and remove barriers for people with disabilities in accessing and using City of Guelph goods, services, programs, and facilities.
- Accommodate the accessibility needs of people with disabilities to ensure that they can obtain, use, or benefit from City of Guelph goods, services, programs, and facilities and that they can do so in a timely manner, at a cost no greater than that for people without disabilities.
- Develop and train City of Guelph employees on providing accessible goods, services, programs, and facilities.

This policy provides guidance on how the City of Guelph ensures all its goods, services, programs, and facilities are provided in an inclusive manner that takes into the account the needs of people with disabilities.

## DEFINITIONS

- 1) "City": Refers to the City of Guelph and its service areas, but does not include local boards. Local boards may adopt this policy at their discretion.
- 2) "Disability": As defined in section 10 of the *Human Rights Code*, R.S.O. 1990, c. H.19.
- 3) "Facility or Service Disruption": Means a planned or unplanned unavailability of facilities, programs or services provided or operated by or on behalf of the City, including but not limited to, washroom facilities that are closed, elevators that are inoperable, and websites that are unavailable.
- 4) "Service Animal": Means
  - a. A guide dog, as defined in section 1 of the *Blind Persons' Rights Act*, R.S.O.1990, c. B.7; or
  - b. An animal used by a person with a disability, including but not limited to a dog, if:
    - i. It is readily apparent that such animal is used by the person for reasons relating to his or her disability; or
    - ii. The person provides a letter from a physician or nurse confirming that the person requires such animal for reasons relating to his or her disability.
- 5) "Support Person": Means a person who accompanies a person with a disability in order to help with communication, mobility, personal care, medical needs or access to goods, services, programs or facilities.

## PURPOSE

The City recognizes the diverse needs of all its:

- Residents and strives to provide goods, services, programs and facilities that are accessible to all. As a provider of goods and services, the City is committed to ensuring that its goods and services are provided in an accessible manner.
- Employees and strives to provide a workplace that is accessible to all of them. As an employer, the City is committed to ensuring that its workplace is accessible.

This policy, Corporate Accessibility Policy, is to function as an umbrella policy for the requirements of the standards developed under the *Accessibility for Ontarians with Disabilities Act, 2005*, S.O. 2005, c.11.

## PRINCIPLES

The City develops policies, practices, and procedures which contribute to ensuring that goods, services, programs, and facilities are accessible for persons with disabilities. The following principles will be met when developing such policies, practices, and procedures:

### 1. Accessibility Planning

The City will establish, implement, maintain and document a multi-year accessibility plan in accordance with the *Accessibility for Ontarians with Disabilities Act, 2005*. The multi-year accessibility plan will outline the ways the City will prevent and remove barriers and meet the requirements of the standards developed under the *Accessibility for Ontarians with Disabilities Act, 2005*.

The City will:

- Establish, review, and update the multi-year accessibility plan in consultation with persons with disabilities and the municipal accessibility advisory committee.
- Review and update the plan at least once every five years.

City employees will prepare an annual status update report on the progress of measures taken to implement the multi-year accessibility plan and will post the plan and the status update reports on the City's website. City employees will provide accessible formats of the plan and reports upon request.

### 2. Accessible Customer Service

The City will make reasonable efforts to ensure the following:

- That goods and services are provided in a manner that respects the dignity and independence of people with disabilities.
- That the provision of goods and services to people with disabilities, and to others, are integrated unless an alternate measure is necessary, whether temporarily or on a permanent basis, to enable a person with a disability to obtain, use or benefit from the goods and services.
- That people with disabilities are given an opportunity equal to that given to others, to obtain, use and benefit from the goods and services.

Note: Equal opportunity may require an individual accommodation in addition to this policy.

### 3. Procurement

Whenever possible, City employees will incorporate accessibility criteria and features when procuring or acquiring goods, services, and facilities.

When it is not practicable to incorporate accessibility criteria and features when procuring or acquiring goods, services or facilities, City employees will provide, upon request, an explanation for this action.

Further, the City will incorporate accessibility features when designing, procuring or acquiring self-service kiosks.

### 4. Employee Development (Training)

City employees and volunteers, those who participate in developing the City's policies and procedures, and all other persons who provide goods, services or facilities on behalf of the City will be trained in accordance with Accessibility Standards for Customer Service and the Integrated Accessibility Standards, as well as other regulations under the *Accessibility for Ontarians with Disabilities Act, 2005*.

The City will log and retain records which will record the details of the training provided, as well as the name of the person, location, and date the training was completed.

### 5. Alternate Formats

The City will provide information that it produces or controls, in formats that take into account the disabilities of members of the public requesting the information. The City will provide these alternate formats in a timely manner and at a cost no more than the cost of the original format of the information.

City material printed in-house or produced on behalf of the City for the public should contain a note indicating, "Alternate formats are available upon request in accordance with the *Accessibility for Ontarians with Disabilities Act, 2005*" and include relevant contact information.

The City and the person with a disability requesting the document will agree upon the format to be used for the City document or information.

The timeframe attached to the process to convert the City document to an alternate format may vary depending on the media, the size, complexity, quality, and number of the source documents to be converted.

When it is not practicable to provide an alternate format, the City will provide an explanation and a summary of the document in an accessible format.

## **6. Communication Supports**

The City will provide communication supports to members of the public, upon request. The City will provide the support in a timely manner, and in consultation with the person to determine suitability of the communication support so that it takes his or her disability into account. The City will not charge a cost that is more than the regular cost charged to other persons.

If City employees are unable to obtain the requested communication support, they will work with the requestor to determine a practicable and appropriate method for communication.

The City will notify the public about the availability of communication supports no less frequently than annually.

## **7. Feedback Process**

The City has established a process for receiving and responding to feedback on the manner in which the City provides goods and services to persons with disabilities. Information about this process is available to any person.

Should members of the public wish to provide feedback they can do so:

- In person to a City Manager, Supervisor, Executive Director or the Accessibility Service Coordinator;
- By telephone, via the City's General Inquires telephone line: 519-822-1260 or TTY: (519) 826-9771;
- In writing to the attention of the Accessibility Services Coordinator, 1 Carden St, Guelph, ON, N1H 3A1;
- By using the form included in Appendix B: or
- In an electronic format or by email: [info@guelph.ca](mailto:info@guelph.ca)

Once feedback has been received, the City will implement the following process:

- If the feedback is received by a City employee other than a Manager, Supervisor, Executive Director or Accessibility Service Coordinator, the employee will forward the feedback form to his or her supervisor and the Accessibility Services Coordinator.
- The Supervisor will forward the form to the relevant Service Area or employee.
- The relevant employee will take appropriate action in a timely manner with the assistance of the Accessibility Services Coordinator and members of other departments if needed.
- Whether the feedback is intended to be a helpful suggestion or a complaint, the employee along with the Accessibility Service Coordinator will assess current policies, practices, and procedures to determine if any changes are required.
- Employees will follow up with the person who submitted the feedback if more clarification is needed, or if the person has requested that follow up take place.
- Employees will keep records of all steps taken, including any discussions with the person submitting the feedback and any actions taken.
- All feedback will be provided to relevant City employees who will follow up as appropriate.

## **8. Service Disruptions**

If, in order to obtain, use or benefit from the City's goods, services, programs or facilities, persons with disabilities usually use particular facilities or services of the City, and if there is a temporary Facility or Service Disruption to those facilities or services, in whole or in part, the City will give notice of the Facility or Service Disruption to the public. The City employees responsible for posting such notice include facility and service managers or their designates.

Notice of the Facility or Service Disruption will include: information about the reason for the disruption, its anticipated duration and a description of alternative facilities or services, if any, that are available.

The City will give notice of the Facility or Service Disruption by posting the information in a conspicuous place on the relevant City premises and, whenever possible, by posting it on the City website and in the media as appropriate.

If the City should expect a planned temporary Facility or Service Disruption, the City will provide on its website, if possible, advance notice, in keeping with the conditions of this section of this policy.

## **9. Support Persons**

The City will allow a person with a disability to be accompanied by a Support Person in all City owned and operated public facilities. The City reserves the right to request that a person with a disability be accompanied by a Support Person, in the event that the City considers such accompaniment as necessary to protect the health and safety of the person with the disability or others on the premises.

The City will provide notification of any applicable admission fees or fares that apply to Support Persons by posting such admission fees or fares where all other fees or fares are posted.

## **10. Service Animals**

The City welcomes Service Animals into all City-owned or -operated facilities where the public is allowed. The person requiring the Service Animal may keep it with him or her unless it is otherwise excluded by law.

If a Service Animal is excluded from premises by law, which could include, but is not limited to, City policy, bylaw, Federal or Provincial Public Health law, or government policy or guideline, the City will, upon request, use reasonable efforts to ensure that other measures are available to enable the person with the disability to obtain, use or benefit from the City program, service, or facility. Appropriate "other measures" will be addressed on a case by case basis.

The concept of Service Animals may be new for some customers. As a result, there is a potential for misunderstandings between customers. People who use Service Animals often find themselves providing education about the use of Service Animals to those they meet. At times they report that they have difficulty with some individuals. If a customer accessing City services experiences difficulty from another person regarding the treatment of the Service Animal or himself/herself the following could take place. The person with the Service Animal could;

1. Mention to the other person that his/her animal is a Service Animal, and /or

2. Request assistance from City employees. City employees will, upon request, assist in a professional manner within their capacity.

A Person with a disability with a Service Animal is responsible for the control of that animal at all times. As well he or she must comply with all applicable legislation, which includes, but is not limited to, the *Dog Owners' Liability Act* and City by-laws (such as the Animal Control By-law, Stoop and Scoop By-law and Exotic and Non-Domestic Animals By-law).

If the Service Animal is not kept under control, City employees may use their discretion to request that the Service Animal, accompanied by a person, leave the premises until the Service Animal is under control. If the Service Animal has bitten another person or animal or is a menace to the safety of other persons or animals, the Service Animal, accompanied by a person, may be required to leave the premises. If this occurs, the person would be permitted to continue to access the City goods or services without the Service Animal. In addition, City employees will, upon request, consider alternate accommodations for the person in such circumstances. The City may refuse to permit the Service Animal to accompany the person until such time as the person has demonstrated to the City that the issue has been resolved and steps have been taken to correct the situation. The person could present the City with a letter from a veterinarian and physician or nurse that explains how the issue has been resolved and the steps taken to correct the situation. If the person plans on using City facilities, programs or services with the Service Animal, the City expects that the person would make every effort to ensure the issue would be resolved within a reasonable period of time as alternate accommodations provided by the City may be discontinued after a limited amount of time. City employees may take further action as described in the laws noted above.

If a conflict should arise concerning a Service Animal, employees will attempt to balance the needs of all persons involved by following conflict resolution strategies. These strategies will include collecting appropriate information from all persons involved and observing the rights of all individuals involved according to the *Human Rights Code* and the *Canadian Human Rights Act*, R.S.C. 1985, c. H-6.

## 11. Use of Assistive Devices

The City will allow people with disabilities to use their own personal assistive devices to obtain, use or benefit from the services offered by the City.

Should a person with a disability be unable to access the City's services through the use of his or her own personal assistive device, the City will assess service delivery and potential service options to meet the needs of the individual.

## 12. Accessible Workplace

The City will establish policies, practices, and procedures that ensure that the City remains an inclusive workplace for people with disabilities. These policies, practices, and procedures will:

- Ensure that the recruitment process is inclusive of people with disabilities.
- Inform employees of supports available for employees with disabilities.
- Appropriately accommodate employees with disabilities in the areas of:
  - Workplace emergency response information,
  - Information and communications needed to perform jobs or that are generally available to employees in the workplace, and
  - Any other accommodations required.
- Take into account employee accommodations in:
  - Performance management,
  - Career development and advancement, and
  - Redeployment.
- Develop and implement a return to work process for employees who have been absent from work due to disability and require disability-related accommodations in order to return to work.

## 13. Transportation

In addition to adhering to the policies within this Policy, Guelph Transit will develop and maintain policies and procedures unique to its service, and that are required in the regulations under the *Accessibility for Ontarians with Disabilities Act, 2005*.

Guelph Transit will make the policies required in the regulations under the *Accessibility for Ontarians with Disabilities Act, 2005* available to the public upon request.

## **14. Accessibility Standards for the Built Environment**

The City is committed to providing a universally accessible built environment at its facilities. The City of Guelph Facility Accessibility Design Manual (FADM) acts as a guiding standard for building and renovating City facilities. Updated periodically and upon the release of new legislation, the FADM meets or exceeds the Ontario Building Code and in many regards it exceeds the Design of Public Spaces regulation O. Reg. 413/12. The FADM will continue to be the guiding standard for City renovations and newly constructed buildings.

### **REVIEW PERIOD**

This policy shall be reviewed by Council when the Multi-year Plan is reviewed and/or once per Council term and/or as accessibility legislation changes.

### **RESPONSIBILITIES**

City Council, employees, volunteers and those providing a good, service, program or facility on the City's behalf are responsible for adhering to the parameters of this policy and for ensuring that the needs of people with disabilities are addressed when accessing the City's goods, services, programs, and facilities.

### **CONTACT INFORMATION**

For more information about this policy, or questions related to accessibility at the City, please contact:

Accessibility Services Coordinator, City of Guelph  
1 Carden St., Guelph, ON N1H 3A1  
Phone: 519-822-1260 ext. 2670  
TTY: 519-837-5688 Fax: 519-837-5661  
Email: [leanne.warren@guelph.ca](mailto:leanne.warren@guelph.ca)

## LINKS

- Accessibility for Ontarians with Disabilities Act, 2005:  
[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_05a11\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm)
- Customer Service Standard, Ontario Regulation 429/07:  
[http://www.e-laws.gov.on.ca/html/source/regs/english/2007/elaws\\_src\\_regs\\_r07429\\_e.htm](http://www.e-laws.gov.on.ca/html/source/regs/english/2007/elaws_src_regs_r07429_e.htm)
- Integrated Accessibility Standard <http://www.search.e-laws.gov.on.ca/en/isysquery/9be78d7d-0bd4-4cd0-8819-fcff68be4caf/1/doc/?search=browseStatutes&context=#hit1>
- Ministry of Economic Development, Trade and Employment:  
<http://www.mcass.gov.on.ca/en/mcass/programs/accessibility/index.aspx>
- Ontario Human Rights Commission: <http://www.ohrc.on.ca/en>
- Dog Owners Liability Act (Provincial Act): [http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_90d16\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90d16_e.htm)
- Blind Persons' Rights Act (Provincial Act): [http://www.e-laws.gov.on.ca/html/regs/english/elaws\\_regs\\_900058\\_e.htm](http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_900058_e.htm)
- City of Guelph documents related to Service Animals and Guide Dogs:
  - Animal Control By-law: [http://guelph.ca/uploads/PDF/By-laws/animal\\_control.pdf](http://guelph.ca/uploads/PDF/By-laws/animal_control.pdf)
  - Stoop and Scoop By-law:  
<http://guelph.ca/uploads/PDF/By-laws/stoop%20and%20scoop.pdf>
  - Exotic and Non-Domestic Animals:  
[http://guelph.ca/uploads/PDF/By-laws/exotic\\_animals.pdf](http://guelph.ca/uploads/PDF/By-laws/exotic_animals.pdf)
- Guelph Police Services AODA Information:  
<http://www.guelphpolice.com/aoda/>
- City of Guelph Facility Accessibility Design Manual:  
<http://guelph.ca/living/accessibility/facilities/>

## City of Guelph Resource Documents

Available on the Internet and/or Intranet under Accessibility:

- Service Disruption Notice
- Feedback Form

- Workplace Emergency Response Information for Employees and Volunteers with Disabilities Policy (available upon request)

# AODA Requirements for Designated Public Sector Organizations

Prior to or on January 1, 2014

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## **Report - IASR**

- [Submit Report to Province](#) (as of December 31, 2013)

## **Accessibility Standards for Customer Service**

- [Establishment of policies, practices and procedures](#)
- [Use of service animals and support persons](#)
- [Notice of temporary disruptions](#)
- [Training for staff, etc](#)
- [Feedback process for providers of goods or services](#)
- [Notice of availability of documents](#)
- [Format of documents](#)

## **General Requirements - IASR**

- [Accessibility policies](#)
- [Multi-Year accessibility plans](#)
- [Procuring or acquiring goods, services or facilities](#)
- [Self-service kiosks](#)
- [Training of employees and volunteers](#)

## **Information and Communication Standard - IASR**

- [Accessible feedback processes](#)
- [Emergency procedures, plans or public safety information](#)
- [New internet websites and web content to meet WCAG 2.0 Level A](#)
- [Public libraries](#)

## **Employment Standard - IASR**

- [Recruitment, general](#)
- [Recruitment, assessment or selection process](#)
- [Notice to successful applicants](#)

- [Informing employees of supports](#)
- [Accessible formats and communication supports for employees](#)
- [Workplace emergency response information](#)
- [Documented individual accommodation plans](#)
- [Return to work process](#)
- [Performance Management](#)
- [Career development and advancement](#)
- [Redeployment](#)

### **Transportation Standard - IASR**

- [Availability of information on accessibility equipment, etc.](#) (Conventional and Mobility)
- [Non-functioning accessibility equipment](#) (Conventional and Mobility)
- [Accessibility Training](#) (Conventional and Mobility)
- [Emergency preparedness and response policies](#) (Conventional and Mobility)
- [Fares, support persons](#) (Conventional and Mobility)
- [Transition, existing contracts](#) (Conventional and Mobility)
- [Transition, existing vehicles](#) (Conventional and Mobility)
- Accessibility plans, [conventional](#), [specialized transportation](#), and [both](#) services
- [General responsibilities](#) (Conventional)
- [Alternative accessible method of transportation](#) (Conventional)
- [Fares – Equal Fares](#) (Conventional)
- [Transit stops](#) (Conventional)
- [Storage of mobility aids, etc.](#) (Conventional)
- [Courtesy seating](#) (Conventional)
- [Service disruptions](#) (Conventional)
- [Pre-boarding announcements](#) (Conventional)
- [On-board announcements](#) (Conventional)
- [Requirements re grab bars, etc.](#) (Conventional)
- [Floors and carpeted surfaces](#) (Conventional)
- [Allocated mobility aid spaces](#) (Conventional)
- [Stop-requests and emergency response controls](#) (Conventional)
- [Lighting features](#) (Conventional)
- [Signage](#) (Conventional)
- [Lifting devices, etc.](#) (Conventional)
- [Steps](#) (Conventional)
- [Indicators and alarms](#) (Conventional)
- [Eligibility application process](#) (Mobility)

- [Emergency or compassionate grounds](#) (Mobility)
- [Fare parity](#) (Mobility)
- [Visitors](#) (Mobility)
- [Origin to destination services](#) (Mobility)
- [Co-ordinated service](#) (Mobility)
- [Hours of service](#) (Mobility)
- [Booking](#) (Mobility)
- [Trip Restrictions](#) (Mobility)
- [Service delays](#) (Mobility)
- [Companions and children](#) (Mobility)
- [Duties of Municipalities, general](#)
- [Duties of Municipalities, accessible taxicabs](#)
- [Duties of Municipalities, taxicabs](#)

## **[Design of Public Spaces Standards - IASR](#) - – City of Guelph Facility Accessibility Design Manual (FADM)**

- [Transition - contracts](#)
  - [Consultation, recreational trails](#)
  - [Slope ratios](#)
  - [Recreation trails and beach access routes, general](#)
  - [Technical requirements for recreation trails](#)
  - [Technical requirements for beach access](#)
  - [Technical requirements common to recreational trails and beach access routes](#)
  - [Exceptions to the requirements for recreational trails and beach access routes](#)
  - [Outdoor public use eating areas](#)
  - [Outdoor play spaces](#)
  - [Exterior paths of travel](#)
  - [Accessible parking](#)
  - [Obtaining service](#)
  - [Maintenance](#)

**By January 1, 2015**

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### **[Report - IASR](#)**

- [Submit Report to Province](#)

## **Information and Communication Standard - IASR**

- [Accessible formats and communication supports](#)

## **Design of Public Spaces Standards - IASR** – City of Guelph Facility Accessibility Design Manual (FADM)

- [Transition - contracts](#)
  - [Consultation, recreational trails](#)
  - [Slope ratios](#)
  - [Recreation trails and beach access routes, general](#)
  - [Technical requirements for recreation trails](#)
  - [Technical requirements for beach access](#)
  - [Technical requirements common to recreational trails and beach access routes](#)
  - [Exceptions to the requirements for recreational trails and beach access routes](#)
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  - [Outdoor play spaces](#)
  - [Exterior paths of travel](#)
  - [Accessible parking](#)
  - [Obtaining service](#)
  - [Maintenance](#)

**By January 1, 2016**

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## **Design of Public Spaces Standards - IASR** – City of Guelph Facility Accessibility Design Manual (FADM)

- [Consultation, recreational trails](#)
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- [Recreation trails and beach access routes, general](#)
- [Technical requirements for recreation trails](#)
- [Technical requirements for beach access](#)
- [Technical requirements common to recreational trails and beach access routes](#)
- [Exceptions to the requirements for recreational trails and beach access routes](#)
- [Outdoor public use eating areas](#)
- [Outdoor play spaces](#)
- [Exterior paths of travel](#)
- [Accessible parking](#)
- [Obtaining service](#)
- [Maintenance](#)

## By January 1 2017

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### Report - IASR

- [Submit Report to Province](#)

### Transportation Standard - IASR

- [Categories of eligibility](#) (Mobility)
- Pre-boarding announcements (electronic)
- On-board announcements (electronic)

## By January 1, 2019

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### Report - IASR

- [Submit Report to Province](#)

## By January 1 2021

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### Report - IASR

- [Submit Report to Province](#)

### Information and Communication Standard - IASR

- [Accessible websites and web content to meet WCAG 2.0 Level AA](#)

# STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services

DATE October 8, 2013

**SUBJECT City Milestones**

REPORT NUMBER CSS-CT-1342

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To report back to Council on an outstanding resolution from 2006 regarding the celebration of City milestones.

### KEY FINDINGS

City milestones in five year increments will be commemorated with special mention at a City Council meeting. City milestones in ten year increments will be commemorated by expanding and augmenting an existing City event. City milestones in 25 year increments will be commemorated with a significant large scale event, to be planned at least 24 months in advance with assistance from community volunteers.

### FINANCIAL IMPLICATIONS

Will be referred to operating budget deliberations for the relevant year.

### ACTION REQUIRED

That the report be received for information.

## RECOMMENDATION

1. That the October 8, 2013 report entitled "City Milestones" be received for information.

## BACKGROUND

In 2006, Council passed a resolution that said:

*"That staff be directed to investigate activities that would celebrate **city milestones** occurring on the 5<sup>th</sup>, 10<sup>th</sup>, or 25<sup>th</sup> anniversaries."*

## REPORT

Staff evaluated our existing resources – both financial and staffing – to determine the viability of celebrating significant City Milestones in 5, 10 and 25 year

# STAFF REPORT

increments. Based on that assessment, staff have concluded that City milestones in five year increments should be commemorated with special mention at a City Council meeting. City milestones in ten year increments will be commemorated by expanding and augmenting an existing City event. The most appropriate event will be one of our large scale public events taking place at City Hall / Market Square, the most suitable being either the Mayor's New Year's Levee, or the August celebration of John Galt Day.

City milestones in 25 year increments will be commemorated with a significant large scale special event. Planning will take place a minimum of 24 months in advance of the milestone, and will include input from community volunteers. Any budget needed for the event will be included as a budget expansion request for consideration in the operating budget deliberations for that year.

Other milestones (i.e. national and provincial) will be commemorated in similar fashion. In five and ten year increments, special recognition will be incorporated into existing Council or Committee meetings, and/or at existing events. Significant milestones in 25 year increments will be planned in advance and the financial impact will be incorporated into the relevant year's budget request.

## **CORPORATE STRATEGIC PLAN**

### City Building

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City
- 3.3 Strengthen citizen and stakeholder engagement and communications

## **DEPARTMENTAL CONSULTATION**

N/A

## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

N/A



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