

Future Guelph

Strategic Plan 2024–2027



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Territorial Acknowledgment

Let us take time to reflect on our privilege to live and work in Guelph; a city built over rich Indigenous histories. We are guests here, and we should reflect upon the responsibility to care for this land, the people who live here today, and the generations to come. If our actions today can move us towards reconciliation, we should take pause and make those decisions with intention and gratitude.

This place we call Guelph has served as traditional lands and a place of refuge for many peoples over time, but more specifically the Attiwonderonk, and the Haudenosaunee. This land is held as the treaty lands and territory with the Mississaugas of the Credit First Nation. Guelph lies directly adjacent to the Haldimand Tract and is part of a long-established traditional hunting ground for the Six Nations of the Grand River. Many First Nations, Inuit, and Métis peoples who have come from across Turtle Island call Guelph home today.

A message from the Mayor and CAO

Our strategy's structure

On behalf of City Council and all of our staff, we're excited to share our **Future Guelph: Strategic Plan 2024–2027**

Our strategic plan is the north star on our journey for the next four years. This document serves as a living, breathing plan for Guelph's future. It builds on Guelph's community vision, looking at how the City can achieve aspects of the community plan that fall within our areas of responsibility. It also establishes directions that will help us become a more modern and effective government.

While our strategic plan is our north star, our multi-year budget is the affordability tool that sets the pace for the work ahead and our planning process determines how we ultimately get to our destination.

Future Guelph is the progression from our previous strategic plan, the themes we've established—our organizational Foundations, City Building, Environment, and People and Economy—ensure we're prepared for the future while working towards improved community well-being and equity for all. The plan has been developed through a comprehensive engagement process with Council and staff. It also includes input from the community through an extensive inventory of community engagement including engagement from the community plan and many master plan developments.

Our strategic plan truly reflects the aspirations Council, staff, businesses and residents hold for our community, laying out our commitment to a shared future for Guelph.

On behalf of members of Council and staff, our sincere thanks go to everyone who contributed to the development of **Future Guelph**. We look forward to putting it into action with you.



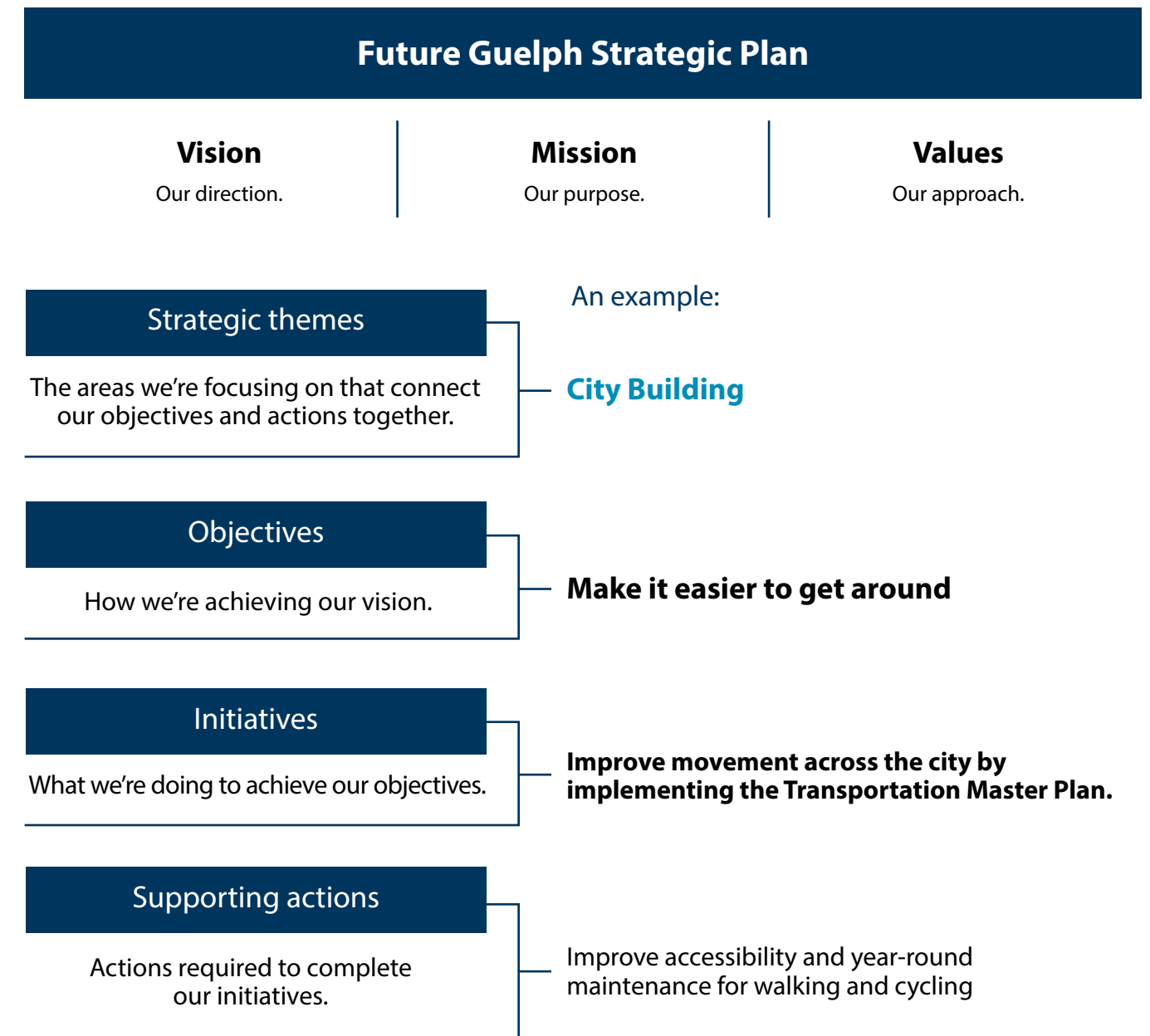
Cam Guthrie
Mayor



Scott Stewart, C.E.T.
Chief Administrative Officer

Our corporate strategic plan communicates our vision and objectives for the next four years, highlighting the important actions we'll take to make that vision a reality.

The plan is made up of the following parts:



Our strategy at a glance



Our vision

An inclusive, connected, prosperous city where we look after each other and our environment.

Our mission

Working together to deliver responsible, responsive and professional public service to Guelph's growing and diverse community.

Our values

Integrity

Honest and ethical.

Service

Community-driven.

Inclusion

Stronger for our differences.

Wellness

Adaptable and resilient.

Learning

Always learning.



City Building

Improve housing supply

Grow and care for our community spaces and places

Make it easier to get around



Environment

Be a leader in climate action

Empower the community to help create a sustainable city



People and Economy

Grow Guelph's economy

Make downtown a vibrant place for everyone

Support community well-being



Foundations

Be an employer of choice

Advocate for our city

Lead with accountability

Maintain the City's healthy financial position

Provide excellent service



Foundations

- Be an employer of choice
- Advocate for our city
- Lead with accountability
- Maintain the City's healthy financial position
- Provide excellent service





1 Be an employer of choice

1.1 Develop a human resources strategy to ensure we have the right people with the right skills

Deliver excellent service and implement key workforce trends such as a hybrid workforce and workspace planning.

1.2 Enhance our organizational culture of inclusion and belonging to attract and retain talent

Develop a People and Culture Plan that embeds diversity, inclusion, accessibility, anti-racism and equity in the workplace with initiatives that support all stages of the employee lifecycle (attract, engage and retain).

2 Advocate for our city

2.1 Develop an advocacy strategy aligned to the strategic plan's priorities

Communicate and advance objectives under each theme of our strategic plan that require partnerships with other levels of governments.

2.2 Advance reconciliation through an Indigenous Relations Framework

Support respectful engagement and relationship building with Indigenous individuals, communities and Nations to improve Guelph's cultural agility.



3 Lead with accountability

3.1 Increase trust and transparency through strategic plan reporting

Advance the organization’s performance culture by collecting and reporting on the strategic plan’s key performance indicators, presenting a transparent view of how we’re achieving our strategic objectives.

3.2 Review the continued effectiveness of Council processes and its Advisory Committees

Partner with the Governance Committee, through ongoing quarterly meetings with Chairs/Vice-Chairs, to review and address governance matters to improve the overall effectiveness of City Council.

Supporting actions:

3.2.1 Update the Advisory Committees of Council Governance Framework

3.3 Manage organizational risks and identify opportunities by developing an Enterprise Risk Management program

Manage risks and seize opportunities to help us achieve our organizational objectives.

3.4 Foster a culture of continuous improvement

Develop and deliver training and support for our staff to improve the performance of processes and provide better service to customers both inside and outside the organization.



4 Maintain the City’s healthy financial position

4.1 Maintain our financial health by implementing the Long-term Financial Planning Framework

Strengthen financial policies and practices to support a sustainable, long-term financial position.

Supporting actions:

4.1.1 Implement the multi-year budget planning process aligned to our strategic planning process

4.1.2 Implement the Enterprise Resource Planning program

4.2 Update the Corporate Asset Management Plan to achieve the greatest benefit to our community

Determine service levels for City-owned assets, prioritize our infrastructure needs and schedule rehabilitation and construction activities to meet the needs of the community.

4.3 Maximize Guelph’s real estate opportunities to support growth

Review and challenge the status quo of current land assets and oversee corporate property decisions to maximize value.



5 Provide excellent service

5.1 Improve customer service through the Service Simplified Strategy

Improve service design and delivery by implementing the Service Simplified Strategy. This will see a central customer contact centre and integrated digital customer service platform established to build a more customer-focused, performance-driven and digitally-enabled workplace culture.

Supporting actions:

- 5.1.1 Develop a customer-focused service design framework and/or team to govern changes to public-facing City services
- 5.1.2 Make key services available through a central customer contact centre
- 5.1.3 Implement an integrated digital customer service platform, knowledge base and Customer Relationship Management system (CRM) to modernize services

5.2 Deepen engagement with the community by actioning the One City. One Voice. Shared Purpose. plan

Improve access to and satisfaction with local government.

Supporting actions:

- 5.2.1 Animate the Community Engagement Framework to strengthen diverse participation in local democracy and support better decision-making
- 5.2.2 Develop a digital communications strategy to align our digital channels with best practices in government services
- 5.2.3 Create a more streamlined, accessible and user-centered website to deliver best-in-class digital government services



5.3 Remove barriers by integrating Guelph's Equity Lens into everything we do

Use our equity lens in advance of service, policy, and program changes and reviews to broaden our view and understanding of where and how racism, inequities and barriers may exist.

5.4 Protect our information and records by investing in our digital infrastructure

Align corporate technology initiatives to support the strategic plan including improving foundational IT systems, evolving business intelligence, establishing data and content governance, and managing information of all types.

Supporting actions:

- 5.4.1 Develop the Digital and Technology Master Plan to modernize IT systems and services for the organization
- 5.4.2 Implement the Records and Information Management Strategy, including managing the storage of physical and digital assets, to safeguard information



City Building

Improve housing supply

Grow and care for our community spaces and places

Make it easier to get around



6 Improve housing supply

6.1 Meet our housing pledge

Update our Affordable Housing Strategy, tools and policies to ensure our decisions will improve housing supply, support sustainable growth and conserve our cultural heritage resources.

Supporting actions:

- 6.1.1 Identify actions, advocacy and partnerships to help improve housing supply
- 6.1.2 Identify and address funding gaps in our growth revenues
- 6.1.3 Implement direction from the Province on Bill 23 and other legislation
- 6.1.4 Implement the Cultural Heritage Action Plan to conserve our cultural heritage resources



7 Grow and care for our community spaces and places

7.1 Build the South End Community Centre

Create a space that will bring people together for years to come. The South End Community Centre will include twin ice pads, an aquatic centre with a lap and teaching pool, double gymnasium, running and warm up track.

7.2 Build the library at the Baker Street Redevelopment site

Modernize Guelph's library services by building a library with flexible indoor and outdoor public space to meet the needs of a growing community.

7.3 Attract more people to our parks and programs by making them easier to access and enjoy

Establish park, recreation and culture service level targets to ensure that public places are available to everyone in Guelph and that programs and services grow with our city.

Supporting actions:

7.3.1 Implement the Parks and Recreation Master Plan including the creation of an Outdoor Sport Field and Surface Strategy and Recreation Service Delivery Strategy, and leverage actions from the Older Adult Strategy and Youth Strategy

7.3.2 Implement the Culture Plan 2030 including developing space and funding opportunities through partnerships, and celebrating Guelph's Bicentennial

7.3.3 Implement the Guelph Trail Master Plan to develop an inclusive, connected and sustainable trail network



8 Make it easier to get around

8.1 Keep up with our city's growth by advancing the Guelph Transit and Fleet Services Facility to be shovel-ready

Move ahead with planning for the Guelph Transit and Fleet Services Facility to meet the needs of our growing community and our Race To Zero targets.

8.2 Improve movement across the city by implementing the Transportation Master Plan

Build a transportation system that works for everyone in our community and offers a variety of travel options to suit different needs and abilities.

Supporting actions:

8.2.1 Support Vision Zero initiatives to enhance road safety

8.2.2 Improve accessibility and year-round maintenance for walking and cycling

8.2.3 Develop an integrated fare structure for transit, parking and other city-offered transportation modes

8.2.4 Implement the Guelph Transit Future Ready Action Plan to get people where they want to go



Environment

Be a leader in climate action

Empower the community to help create a sustainable city



📍 Water tower on Clair Road

9 Be a leader in climate action

9.1 Establish a resilient and sustainable city by investing in climate change actions

Adapt our policies, assets, operations and services to ensure we are prepared to withstand and recover from the impacts of climate change and reduce emissions that contribute to climate change.

Supporting actions:

- 9.1.1 Implement the Climate Adaptation Plan to prepare to withstand and recover from the impacts of climate change
- 9.1.2 Advance the Sustainable City Master Plan to create a healthy, sustainable and resilient city

9.2 Reduce energy use and greenhouse gas emissions

Enact the ISO 50001 framework for monitoring energy use and implement continuous improvement actions to reduce energy use and greenhouse gas emissions.



9.3 Mitigate the impacts of climate change by increasing tree canopy coverage

Improve urban forest sustainability and enhance our climate change resilience by increasing Guelph's tree canopy coverage, providing more shade, cleaner air and improved water filtration.

Supporting actions:

- 9.3.1 Update the Private Tree Protection Bylaw to regulate the destruction and injuring of trees
- 9.3.2 Develop the third phase of the Urban Forest Management Plan to grow a healthy and sustainable urban tree canopy
- 9.3.3 Establish a sustainable funding model to ensure we have the resources to support our urban forest
- 9.3.4 Identify opportunities to increase our capacity to plant trees including partnerships and grants

9.4 Protect Guelph's water supply by advancing the Stormwater Management Master Plan

Update stormwater management infrastructure and policies required to accommodate population growth and to be resilient against future climate conditions.

Supporting actions:

- 9.4.1 Complete stormwater system water quality retrofits and erosion rehabilitation to improve the health of our environment
- 9.4.2 Develop design criteria and update infiltration policies to enhance our level of service for stormwater management

9.5 Reduce Guelph's carbon footprint by investing in zero emissions vehicles for our fleet

Transition our vehicles, including our buses, from fossil fuel to zero emission vehicles, while scaling fleet size to meet our needs.



10 Empower the community to help create a sustainable city

10.1 Encourage community participation in Race To Zero

Enable the community to be environmental stewards and contribute to the reduction of community greenhouse gas emissions.

10.3 Conserve and protect Guelph's drinking water

Develop an Integrated Water Management Strategy to achieve treated water reduction goals of the Water Supply Master Plan.

10.2 Make homes more energy-efficient by implementing the Guelph Greener Homes program

Implement a zero-interest loan program for Guelph residents to complete energy efficiency home improvements.



People and Economy

Grow Guelph's economy

Make downtown a vibrant place for everyone

Support community well-being





11 Grow Guelph's economy

11.1 Support businesses, tourism and investment attraction to Guelph by implementing the Economic Development and Tourism Strategy

Enhance economic conditions in Guelph by working to support resilience and bringing about solutions to local business challenges.

Supporting actions:

- 11.1.1 Expand support for businesses through community partner programming
- 11.1.2 Establish ourselves as a hub for economic intelligence to support local businesses
- 11.1.3 Leverage Municipal Accommodation Tax to develop strategies for tourism experience investment, placemaking, and event and conference attraction to grow Guelph as a must-see destination in Ontario
- 11.1.4 Attract investment and visitors through a marketing strategy and destination marketing plan

11.2 Grow the circular economy by creating and implementing the Circular Economy Framework

Retain and recover as much value as possible from our resources by using circular economy principles identified in our Solid Waste Management Master Plan.

Supporting actions:

- 11.2.1 Implement the Waste as a Resource Action Plan to reduce food waste in Guelph
- 11.2.2 Support the Zero Waste Economic Transformation Lab, including other accelerators, convenors and cross collaboration forums to develop zero waste solutions
- 11.2.3 Support community initiatives including share and repair, and waste recovery shopping



12 Make downtown a vibrant place for everyone

12.1 Create a beautiful community space through the Downtown Renewal project

Improve our downtown for all businesses, residents and visitors. Downtown Renewal will replace and improve our aging infrastructure and upgrade our utility services including modernizing and upgrading the streetscape.

12.2 Foster a thriving, competitive and safe downtown through collaboration with our community partners

Collaborate with community partners to make downtown a more safe, welcoming and lively space.

13 Support community well-being

13.1 Convene the community to advance the goals of Guelph's community plan

Collaborate with institutional partners, employers, local groups and organizations, and individual community members to identify and discuss Guelph's community plan themes, challenges and opportunities for community action.

13.2 Improve emergency response times

Address hospital offloading delays at local hospitals and improve stations allowing Guelph-Wellington Paramedic Services to improve response time. Improve the delivery of Guelph fire and rescue services through the implementation of next-generation 9-1-1 and other technology.

13.3 Partner to address systemic gaps and opportunities related to homelessness, mental health and substance use in our community

Collaborate with other levels of government, non-profits and community organizations to address systemic gaps and opportunities related to homelessness, mental health and substance use in Guelph.



For more information

1 Carden Street
Guelph, ON N1H 3A1

519-822-1260
TTY 519-826-9771

guelph.ca

Accessible formats available upon request.