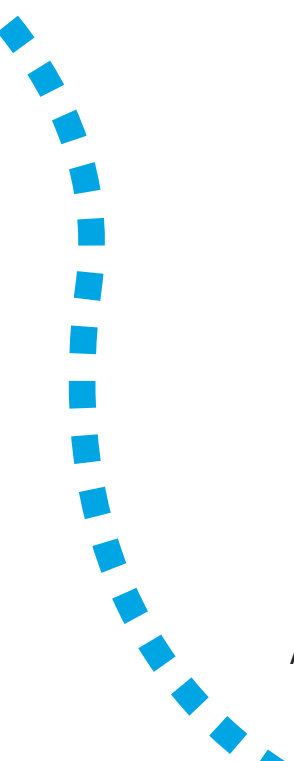


# Guelph. Future ready.



City's Strategic Plan  
2019-2023





Accessible formats available by calling 519-822-1260 extension 2225 or TTY 519-826-9771.



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# A message from the Mayor and CAO

On behalf of the City of Guelph's City Council and all of our staff, we are excited to share the City's Strategic Plan: **Guelph. Future ready.**

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, effective government and creates a foundation for our first multi-year budgeting and planning process.

The priorities we've established aim to improve sustainability across many areas—the economy, the environment, transportation, community development and our organization—while working towards improved community well-being.

The plan has been developed through a comprehensive consultation process with staff and Council. It also incorporates input from more than 10,000 community members obtained through the development of Guelph's Community Plan.

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 thanks go to everyone who contributed to the development of **Guelph. Future ready.** We look forward to implementing it with you.



Cam Guthrie  
Mayor



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

The background is a solid blue color. It features several stylized gears of various sizes and colors (light blue, medium blue, dark blue) scattered across the page. A large, light blue gear is positioned in the upper left quadrant, containing the 'Our vision' text. A smaller, dark blue gear is in the upper right. A medium-sized gear is in the center right. A large, dark blue gear is in the lower left, containing a heart icon. A large, light blue gear is in the lower right, containing the 'Our mission' text. A dashed white line curves along the left and bottom edges of the page.

## Our vision

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

## Our mission

Working together to deliver  
responsible and responsive  
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**



# Our priorities



## **Powering our future**

an economy that empowers us

Contribute to a sustainable, creative and smart local economy that is connected to regional and global markets and supports shared prosperity for everyone.



## **Sustaining our future**

an environment that sustains us

Care for the local environment, respond to climate change and prepare Guelph for a net-zero-carbon future.



## **Navigating our future**

a transportation network that connects us

Foster easy, accessible movement through trails, paths, roads and corridors to tie the community together and connect Guelph's economy with other regions.



## **Working together for our future**

a modern government that works with us

Run an effective, fiscally responsible and trusted local government with engaged, skilled and collaborative employees.




## **Building our future**

a community that supports us

Make strategic investments that nurture social well-being, provide landmark beauty and offer a safe place where everyone belongs.

Together these priorities and their subsequent actions will move us closer to achieving Guelph's shared vision.



The City of Guelph (“City”) provides services and programs to Guelph’s 130,000+ residents, businesses and visitors—a number that will continue to grow rapidly in the coming years. This Strategic Plan will guide the City’s passionate employees as we deliver those programs and services, engage with residents and businesses and find innovative ways to create a future-ready Guelph.

## Strong foundations

The organization’s vision, mission and values provide the foundation that underpins our Strategic Plan. They set the tone for how our organization works and what we will achieve. As part of the process of developing this Strategic Plan, we revisited our existing vision, mission and values.

More than 440 employees shared their views through a survey, and more than 40 others participated in a full-day workshop to help express what we do, why we do it and how we work together. Council was also given the opportunity to participate in one-on-one sessions and small group meetings.

Through this work, we determined that although the City’s current vision, mission and values were still relevant, we could revise them to better reflect our current culture and create a more inspiring tone. To that end, we refined our existing values (integrity, service and wellness) and added two more (inclusion and learning).

## Clear directions

The City’s Strategic Plan establishes the areas where we will focus our efforts over the coming years, identifying priorities that reflect community ambitions and prepare Guelph for the future.

In part, it builds on Guelph’s Community Plan, which was developed in collaboration with community members and a wide range of organizations to shape what Guelph will look like over the next 10 to 20 years.

The City has a significant role to play in turning the Community Plan vision into reality. Our Strategic Plan provides us with clear direction as to how we will achieve the aspects of the Community Plan that fall within our areas of responsibility.

The Strategic Plan also provides us with clear directions to support budgeting and performance tracking. It will integrate with the City’s budget, work planning processes and performance development planning, providing clear direction for developing our operating and capital budgets as we transition to multi-year budgeting.

The Strategic Plan’s directions and our subsequent action plans will move us closer to achieving Guelph’s shared vision.





# A shared strategy

The ownership of the Strategic Plan is shared between Council and administration.

## Our process to create the Plan included:



Environmental scanning of factors impacting the community and organization at the local, provincial, federal and global level



Organizational SWOT analysis (strengths, weaknesses, opportunities and threats)



Priority-setting workshops with Council, the Executive Team and the Corporate Management Team



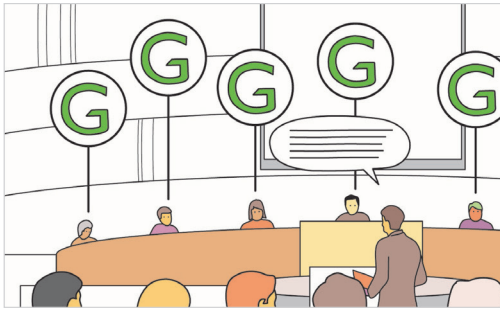
Refreshing the organization's vision, mission and values with staff and Council



Strategic Plan validation through one-on-one and small group meetings with Council

# A role for everyone

While City staff will be responsible for the day-to-day work of implementing the Strategic Plan, bringing it to life will also require the support and leadership of Council and the broader community.



## City Council

City Council will participate in making decisions to further the priorities laid out in the Strategic Plan to support the well-being and interest of the community. They will ensure that administrative policies, practices and procedures are in place to implement the decisions of Council regarding the Strategic Plan. In doing so, Council will ensure that the City is well positioned to deliver on Guelph's shared vision and the City's Strategic Plan.



## City staff

City staff will lead the implementation and reporting of actions to support the Strategic Plan and champion its success. They will integrate the Plan into corporate and service area plans, and ingrain the vision, mission and values into the organization's culture.



## Community

The community will work with the City, where appropriate, on initiatives that move Guelph toward its Community Plan goals. The community will hold the City accountable for delivering on its Strategic Plan, being transparent and engaging with them.

# Guelph. Future ready.

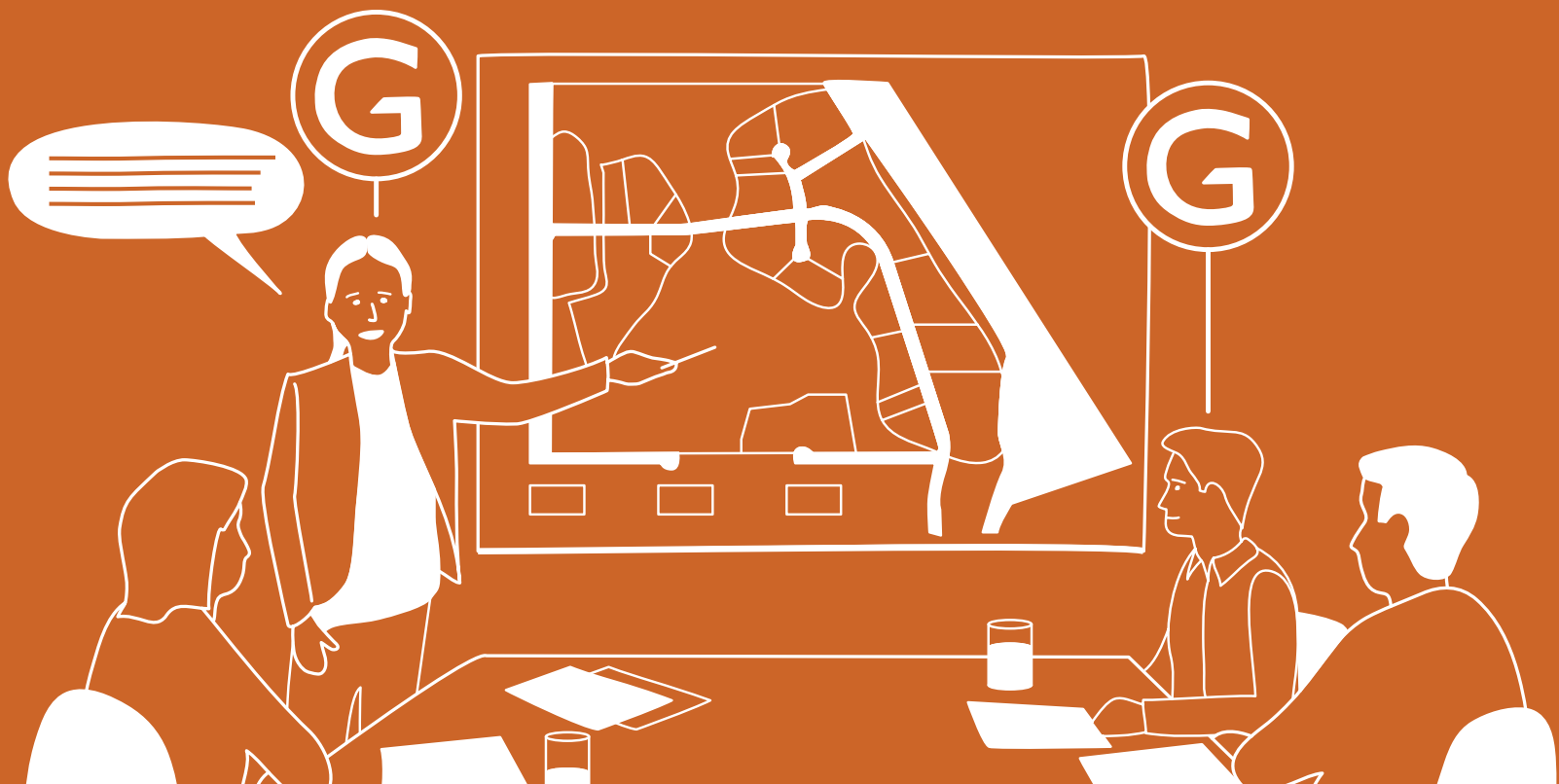
So far, in the preceding pages, we have talked about this being "our" plan, meaning the City's plan for Council and staff. In the pages that follow, we expand the use of "our" to include all of Guelph, as the work we do is to support and improve the well-being of our community.

We also lay out our five strategic priorities, the directions that will shape our implementation plans and some examples of actions we could take to achieve the directions.

Guelph.  
**Future ready.**

# Powering our future

an economy that  
empowers us





**Contribute to a sustainable, creative and smart local economy that is connected to regional and global markets and supports shared prosperity for everyone.**

### **Accelerate Guelph's innovation economy through partnerships**

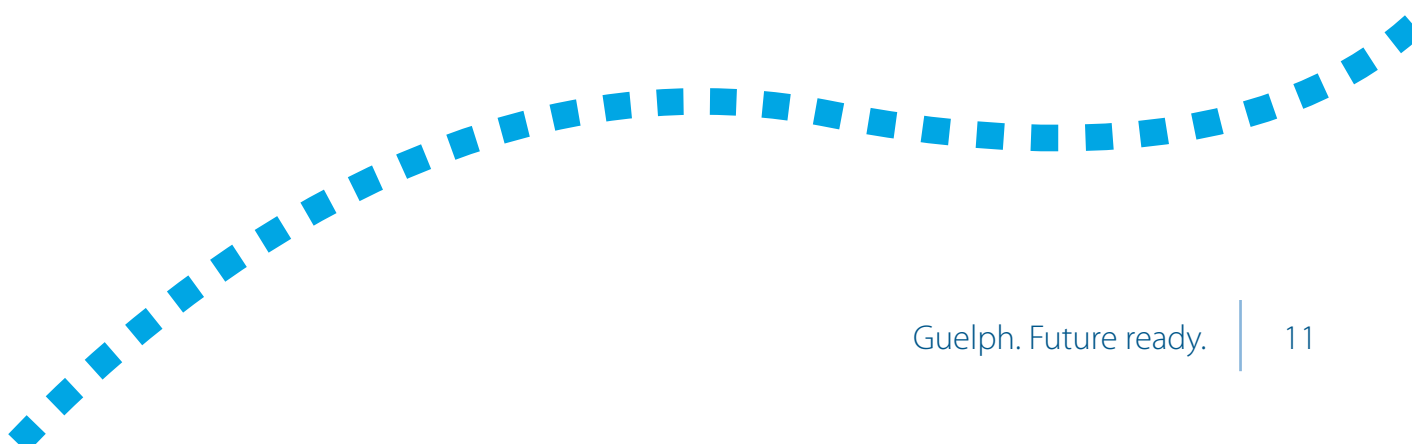
- Leveraging Guelph's role within the Innovation Corridor
- Fostering downtown business innovation to support a thriving downtown Guelph
- Supporting and attracting circular economy businesses
- Leveraging partnerships with the University of Guelph and Conestoga College
- Supporting the work of key sectors within Guelph's economy, such as advanced manufacturing, agri-tech and clean tech

### **Help businesses to succeed and add value to the community**

- Building collaborative partnerships with businesses
- Ensuring policies and zoning bylaws support a healthy economy and are consistent with environmental priorities
- Encouraging the growth of Guelph's employment base, offering meaningful opportunities for all

### **Support businesses as they adapt to changing workforce needs**

- Leveraging partnerships with businesses to attract the talent that Guelph's economy requires, including skilled tradespeople and workers in emerging tech sectors



# Sustaining our future

an environment  
that sustains us





## Care for the local environment, respond to climate change and prepare Guelph for a net-zero-carbon future.

### Create and execute an ambitious and achievable climate adaptation plan

- Investing in “green” infrastructure to prepare Guelph for the effects of climate change
- Increasing Guelph’s tree canopy

### Mitigate climate change by reducing Guelph’s carbon footprint

- Reducing the City of Guelph’s energy footprint through retrofits
- Advocating for federal and provincial regulations and policy change aimed at reducing carbon emissions
- Supporting environmental innovation and programming by aligning with partners such as the “Our Energy Guelph” initiative

### Plan and design an increasingly sustainable city as Guelph grows

- Ensuring there is adaptable green infrastructure in physical areas such as the Guelph Innovation District and Clair-Maltby to support population and economic growth for future generations
- Protecting the green infrastructure provided by woodlands, wetlands, watercourses and other elements of Guelph’s natural heritage system

# Navigating our future

a transportation  
network that  
connects us







**Foster easy, accessible movement through trails, paths, roads and corridors to tie the community together and connect Guelph's economy with other regions.**

### **Build Guelph's capacity to adopt clean and efficient technology**

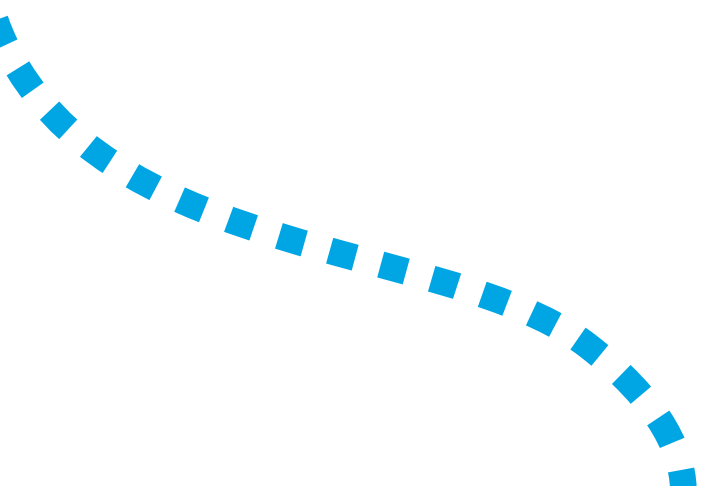
- Preparing Guelph's transportation network for autonomous vehicle technology and an increase in electric vehicles
- Updating our transportation plans and our program and service delivery models

### **Provide attractive, affordable and reasonable transportation options for everyone**

- Providing affordable transit
- Improving connections to workplaces in Guelph
- Investing in and promoting active transportation
- Improving the safety, efficiency and connectivity of the whole transportation system

### **Improve local transportation and regional transit connectivity**

- Improving transportation connectivity and safety within city limits, while advocating for better regional connectivity with public transit and rail service



# Working together for our future

a modern  
government that  
works with us

CITY OF  
Guelph





## Run an effective, fiscally responsible and trusted local government with engaged, skilled and collaborative employees.

### Attract and develop accountable employees who work collaboratively and creatively to deliver services

- Finding ways to better recruit and retain talented employees
- Alleviating pressures on services that are created as more City employees retire
- Developing strategic partnerships with stakeholders to improve service delivery
- Encouraging a culture of innovation and high performance

### Improve how the City communicates with residents and delivers services

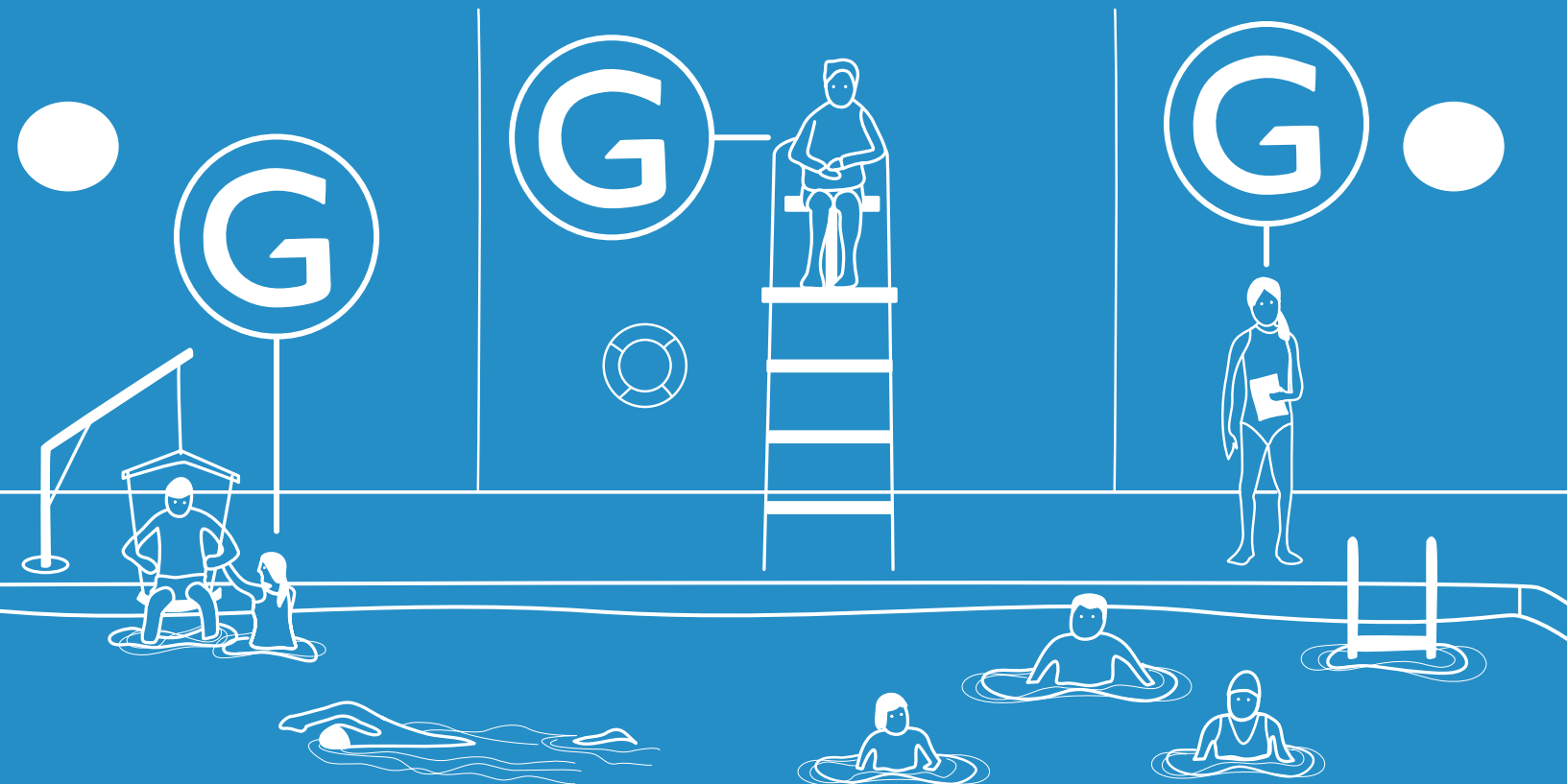
- Improving services through greater use of technology and data
- Accelerating digital delivery of services
- Improving front-line customer service and communications

### Develop a long-term financial and resource strategy that is achievable and affordable

- Maintaining our delivery of core services
- Clarifying the service levels the City delivers to the community
- Establishing a multi-year budgeting and planning process
- Exploring new funding options, service-delivery models and partnerships to ease taxes for residents and businesses

# Building our future

a community  
that supports us





**Make strategic investments that nurture social well-being, provide landmark beauty and offer a safe place where everyone belongs.**

### **Maintain existing community assets and secure new ones**

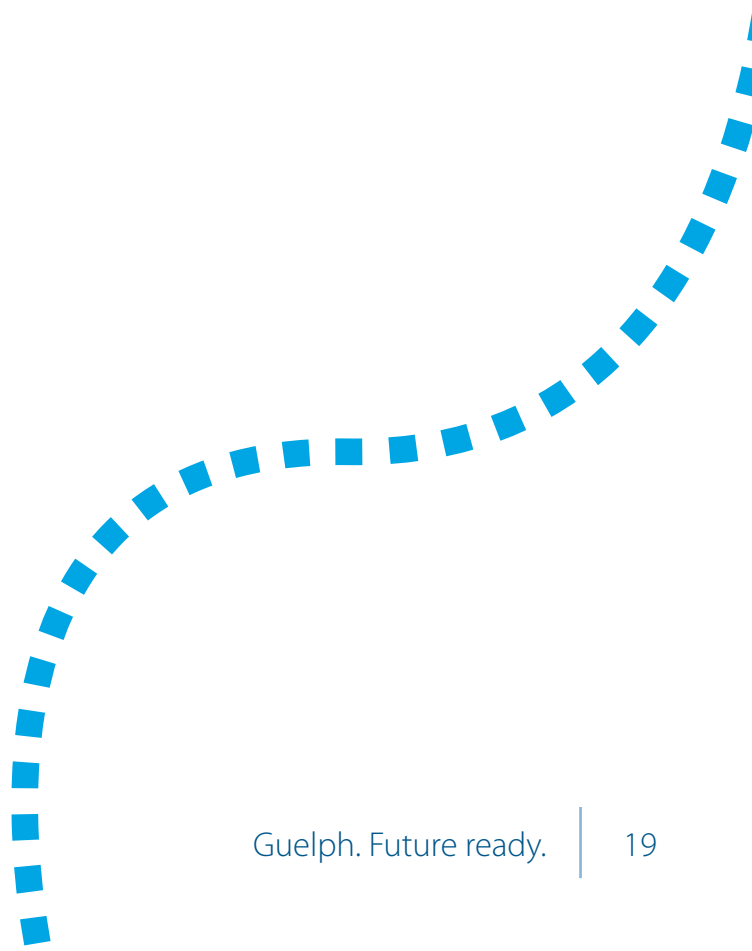
- Managing existing infrastructure
- Continuing working to develop new assets that respond to Guelph's growing and changing social, economic and environmental needs, such as the Baker District redevelopment and the South End Community Centre
- Supporting the development of new assets through advocacy and policy work

### **Help increase the availability of housing that meets community needs**

- Advocating for increased funding from federal and provincial governments
- Working with partners to create smart programs and policies that enable more people to obtain housing

### **Continue to build equitable, strong, vibrant, safe and healthy communities that foster resilience in the people who live here**

- Working to enhance community well-being and safety through direct service and program delivery
- Creating greater impact by aligning our efforts with local and provincial partners
- Helping prevent and mitigate the challenges associated with mental health and addictions by working to address root causes



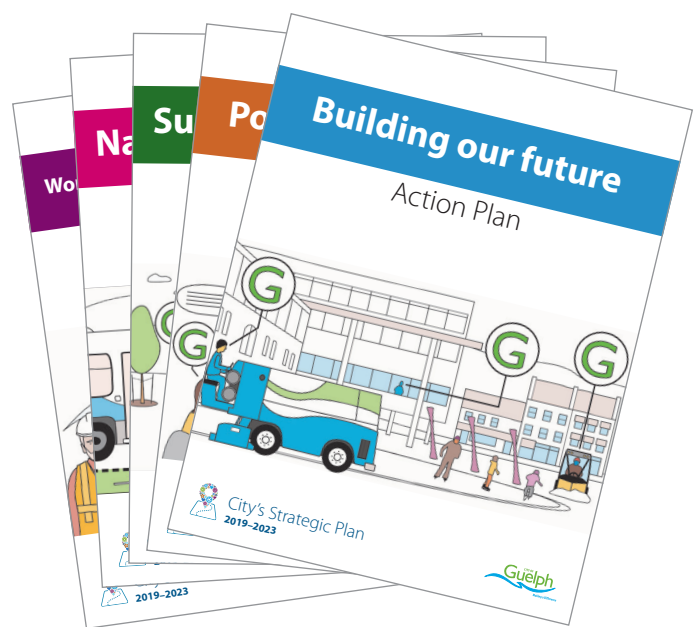
# Bringing the plan to life

The City's Strategic Plan lays out five priorities that City Council and staff have determined will help our organization achieve aspects of Guelph's Community Plan for its citizens, organizations and businesses.

Using this Plan, City staff will develop a set of five strategic action plans to identify measurable progress in each priority area. These action plans will be vetted and approved by Council in Q2 2020.

## Following Council approval of the action plans, City staff will:

- establish work plans and budget requests to implement the action plans, seeking partnerships and collaborations with the community where appropriate;
- track and regularly report on our progress;
- adjust when necessary; and
- celebrate our progress.



City Council and staff, this is our Strategic Plan. It was built collaboratively and openly in a way that's consistent with our values. And through it, we will create an inclusive, connected, prosperous city where we look after each other and our environment.

