

# COMMITTEE AGENDA



TO **Community & Social Services Committee**

DATE May 13, 2014

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** - April 9, 2014 open and closed meeting minutes

## **PRESENTATIONS** (Items with no accompanying report)

a)

## **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-2014.11 Progress Report on Guelph Wellbeing	<ul style="list-style-type: none"><li>• Ross Kirkconnell</li><li>• Rita Sethi, Wellington-Dufferin-Guelph Public Health</li><li>• Chief Bryan Larkin, Guelph Police Services</li><li>• Barbara Powell, General Manager Community Engagement &amp; Social Services</li></ul>		✓
CSS-2014.12 Approval of Charter for the Enterprise for Innovation in Human Services			

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CSS-2014.13 Civic Celebrations			
CSS-2014.14 ServiceGuelph Audit Implementation Plan	Peter Avgoustis, Manager Business Services		√

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.

### **CLOSED MEETING**

THAT the Community & Social Services Committee now hold a meeting that is closed to the public with respect to:

**CSS-C-2014.3 Appointment to the Guelph Cemetery Commission**  
S. 239 (2) (b) of the *Municipal Act* – personal matters about identifiable individuals

### **STAFF UPDATES AND ANNOUNCEMENTS**

### **ADJOURN**

**NEXT MEETING:** June 11, 2014

**Minutes of the Community and Social Services Committee  
Held in the Council Chambers, Guelph City Hall on  
Wednesday April 9, 2014 at 5:00 p.m.**

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**Attendance**

Members:	Chair Dennis Councillor Laidlaw	Councillor Wettstein
Absent:	Mayor Farbridge	Councillor Van Hellemond
Councillors:	Councillor Findlay Councillor Furfaro	Councillor Hofland
Staff:	Mr. D. Thomson, Executive Director, Community & Social Services Ms. B. Powell, General Manager, Community Engagement & Social 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 Wettstein  
Seconded by Councillor Laidlaw

That the open and closed meeting minutes of the Community and Social Services Committee held on February 11, 2014 be confirmed as recorded.

*VOTING IN FAVOUR: Councillors Dennis, Laidlaw and Wettstein (3)*

*VOTING AGAINST: (0)*

CARRIED

**Presentations**

- a) Mr. Derrick Thomson, Executive Director Community & Social Services recognized Guelph Youth Council members Patrick Black, Anna Nguyen and Sophie Rymill who participated in the ACTIVATE Ontario Youth Training Summit.
- b) Ms Sarah Haanstra and Mr. David Thornley, Co-Chairs Guelph & Wellington Task Force for Poverty Elimination presented their 2013 Report to the Community. They provided a brief history of the Task Force, outlined their vision and priorities. They highlighted their

activities relating to income security, affordable housing and homelessness, food security and access to recreation.

- c) Ms. Andrea Chowdhary and Mr. Joey Carson of Healthline for Waterloo Wellington Community Care Access Centre highlighted their role of connecting people with the right information, services and care. They introduced their [www.healthline.ca](http://www.healthline.ca) website.

### **Consent Agenda**

The following items were extracted:

<b>CSS-2014.5</b>	<b>2014 Wellbeing Grant Allocations</b>
<b>CSS-2014.6</b>	<b>Community Gardens Program Annual Report</b>
<b>CSS-2104.7</b>	<b>Brant Neighbourhood Hub Development</b>
<b>CSS-2014.8</b>	<b>Smoke-Free Outdoor Spaces</b>

### **Balance of Consent Items**

2. Moved by Councillor Laidlaw  
Seconded by Councillor Wettstein

That the balance of the Community and Social Services Committee April 9, 2014 Consent Agenda, as identified below, be adopted:

### **CSS-2014.9 Public Art Reserve Fund**

1. That the April 9, 2014 report entitled "Public Art Reserve Fund" be received for information.

### **CSS-2014.10 2013 Delegation of Authority Report**

1. That the report dated April 9, 2014 entitled "2013 Delegation of Authority Report", with respect to delegated authority under the purview of the Community and Social Services Committee be received.

*VOTING IN FAVOUR: Councillors Dennis, Laidlaw and Wettstein (3)*

*VOTING AGAINST: (0)*

CARRIED

### **Extracted Consent Items**

### **CSS-2014.5 2014 Wellbeing Grant Allocations**

Ms. Alison Govier, Chair of the Wellington Grants Allocation Panel outlined the process for reviewing the grant applications.

Mr. Jason Blokhuis, Vice-Chair of the Wellington Grants Allocation Panel outlined areas of the process that could be improved.

3. Moved by Councillor Wettstein  
Seconded by Councillor Laidlaw

1. That the April 9, 2014 report entitled "2014 Wellbeing Grant Allocations" be received for information.

*VOTING IN FAVOUR: Councillors Dennis, Laidlaw and Wettstein (3)*

*VOTING AGAINST: (0)*

CARRIED

### **CSS-2014.6 Community Gardens Program Annual Report**

Mr. Matt Reeves, Co-ordinator of the Childrens Garden Club provided a brief history of the club and the various activities the children participate in.

Mr. Jaidip Kambo, a participant of the Brant Children's Garden Club outlined his participation in the club and the lessons learned.

Miss Alexis Marco, a participant of the Brant Children's Garden Club advised what she has learned as a member of the Garden Club.

Ms. Dorota Lukomska advised that the community garden is essential in providing fresh and organic food, an opportunity to be physically active, and creating friendships and a support network.

Ms. Jill Gill, Project Co-ordinator for the Harcourt Church Community Garden, advised that produce harvested at their community garden is donated to the Chalmers Community Centre food pantry. She provided information on the amount of food harvested to date and advised that encouraging the continued growth of community gardens is the right thing to do.

4. Moved by Councillor Laidlaw  
Seconded by Councillor Wettstein

1. That the April 9, 2014 report entitled "Community Gardens Program Annual Report" be received for information.

*VOTING IN FAVOUR: Councillors Dennis, Laidlaw and Wettstein (3)*

*VOTING AGAINST: (0)*

CARRIED

### **CSS-2014.7 Brant Neighbourhood Hub Development**

Ms. Lynne Kloostra and Ms. Linda Beal outlined the vision of a community hub that would bring together a broad range of supports, programs and services for community members. They requested that the City conduct a feasibility study on the use of space behind Brant Avenue School for a community hub.

Ms. Andrea Roberts, Director Family & Health Analytics, Wellington-Dufferin-Guelph Public Health, advised that the Brant neighbourhood was identified in a recent study as a priority

area. She advised that the proposed neighbourhood hub is based on the findings in the Guelph report.

Ms. Katie Davis, Parent Outreach Worker for the Brant Avenue Neighbourhood Group, advised that this area is underserved and families are struggling and would benefit from having health services available at a neighbourhood hub.

Mr. Brendan Johnson, Executive Director Guelph Neighbourhood Support Coalition, concurred that the Brant Avenue area is in need of a community hub. He further advised that endorsing the feasibility study for a hub would be a sign of support of the neighbourhood.

Ms. Halima Ahmed advised of her family's journey to Canada and how a neighbourhood hub would help them by providing necessary services and building friendships and support.

Ms. Janice Pearce Faubert, Co-Chair of the Brant Avenue Neighbourhood Group advised that she envisioned a neighbourhood hub for many years which would assist families in assessing services that do not have the resources or time to travel to other areas of the city.

Ms. Kathy Dalziel advised what a neighbourhood hub would mean to her family with having a number of agencies in one area within walking distance.

Mr. Daniel Moore, Executive Director, Family & Children's Services advised he is happy to see this initiative. He advised he is also a member of Kindle Communities Co-operative and advised they are prepared to be involved if the neighbourhood wants them.

Ms. Amy Vandenberg advised that a hub with services located in one location would eliminate a lot of stress in families.

Ms. Gaia Lukomska advised of struggles to get to appointments. She advised that a neighbourhood hub within walking distance would create a feeling of ownership and support and would mobilize youth to give back to their community.

Ms. Kimberley Gadoury advised that services located across the city creates stress in families trying to access their services. She suggested that having a hub in the neighbourhood would improve their quality of life.

5. Moved by Councillor Laidlaw  
Seconded by Councillor Wettstein

That the representative from the Upper Grand District School Board be allowed to address the Committee.

CARRIED

Ms. Jennifer Passy, on behalf of the Upper Grand District School Board advised that they are happy to be part of finding a solution relating to the Brant Neighbourhood Hub.

6. Moved by Councillor Wettstein  
Seconded by Councillor Laidlaw

1. That staff be directed to conduct a feasibility study, and determine criteria and a timeline for locating a community hub on Brant Avenue Park lands, and bring back a

recommendation for further consideration at a future Community and Social Services Committee meeting.

*VOTING IN FAVOUR: Councillors Dennis, Laidlaw and Wettstein (3)*

*VOTING AGAINST: (0)*

CARRIED

### **CSS-2014.8      Smoke-Free Outdoor Spaces**

Ms. Jennifer McCorriston of Wellington-Dufferin-Guelph Public Health, outlined the reasons for smoke-free outdoor spaces. She highlighted the results of the 2013 survey where 96% of Guelph respondents supported one or more 100% smoke-free outdoor areas.

7. Moved by Councillor Laidlaw  
Seconded by Councillor Wettstein

1. That Committee and Council receive the report and presentation *entitled Smoke-free Outdoor Spaces Results from the 2013 Smoke-Free Outdoor Spaces Survey, City of Guelph 2013*, by the Chronic Disease and Injury Prevention Team of the Wellington-Dufferin-Guelph Public Health Unit's report.
2. That the report and findings of the Wellington-Dufferin-Guelph Public Health Unit be referred to staff for their investigation and follow-up with the Health Unit, and report to Committee on outdoor spaces smoke-free recommendations.

*VOTING IN FAVOUR: Councillors Dennis, Laidlaw and Wettstein (3)*

*VOTING AGAINST: (0)*

CARRIED

### **Staff Updates and Announcements**

Mr. Derrick Thomson, Executive Director Community & Social Services invited members of the Committee to an open house on the South End Recreation Complex, to be held April 15, 2014 at 7 p.m. at the Clair Road Emergency Centre.

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

8. Moved by Laidlaw  
Seconded by Wettstein

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 (7:49 p.m.)**

The following matters were considered:

### **CSS-C-2014.2      Citizen Appointment to the Guelph Cemetery Commission**

**Adjournment** (7:51 p.m.)

9. Moved by Councillor Wettstein  
Seconded by Councillor Laidlaw

That the meeting be adjourned.

CARRIED

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Tina Agnello - Deputy Clerk



**COMMUNITY & SOCIAL SERVICES COMMITTEE  
CONSENT AGENDA**

**May 13, 2014**

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>
<b>CSS-2014.11 PROGRESS REPORT ON GUELPH WELLBEING</b>  1. That the May 13, 2014 report entitled "Progress Report on Community Wellbeing" be received for information.	Receive
<b>CSS-2014.12 APPROVAL OF CHARTER FOR THE ENTERPRISE FOR INNOVATION IN HUMAN SERVICES</b>  1. That the Charter for the Enterprise for Innovation in Human Services be approved.	Approve
<b>CSS-2014.13 CIVIC CELEBRATIONS</b>  1. That the May 13, 2014 report entitled "Civic Celebrations" be received.  2. That Council approve the dissolution of the funding category of Civic Celebrations and adopt the staff recommendations to transfer the remaining five events under this category into the proposed funding streams.	Approve
<b>CSS-2014.14 SERVICEGUELPH AUDIT IMPLEMENTATION PLAN</b>  1. That the May 13, 2014 report entitled "ServiceGuelph Audit Implementation Plan" be received.	Receive

attach.



# **GUELPH WELLBEING**

*Working together for the  
best possible quality of life*

# Why Guelph Wellbeing?



**500**

66

**200**

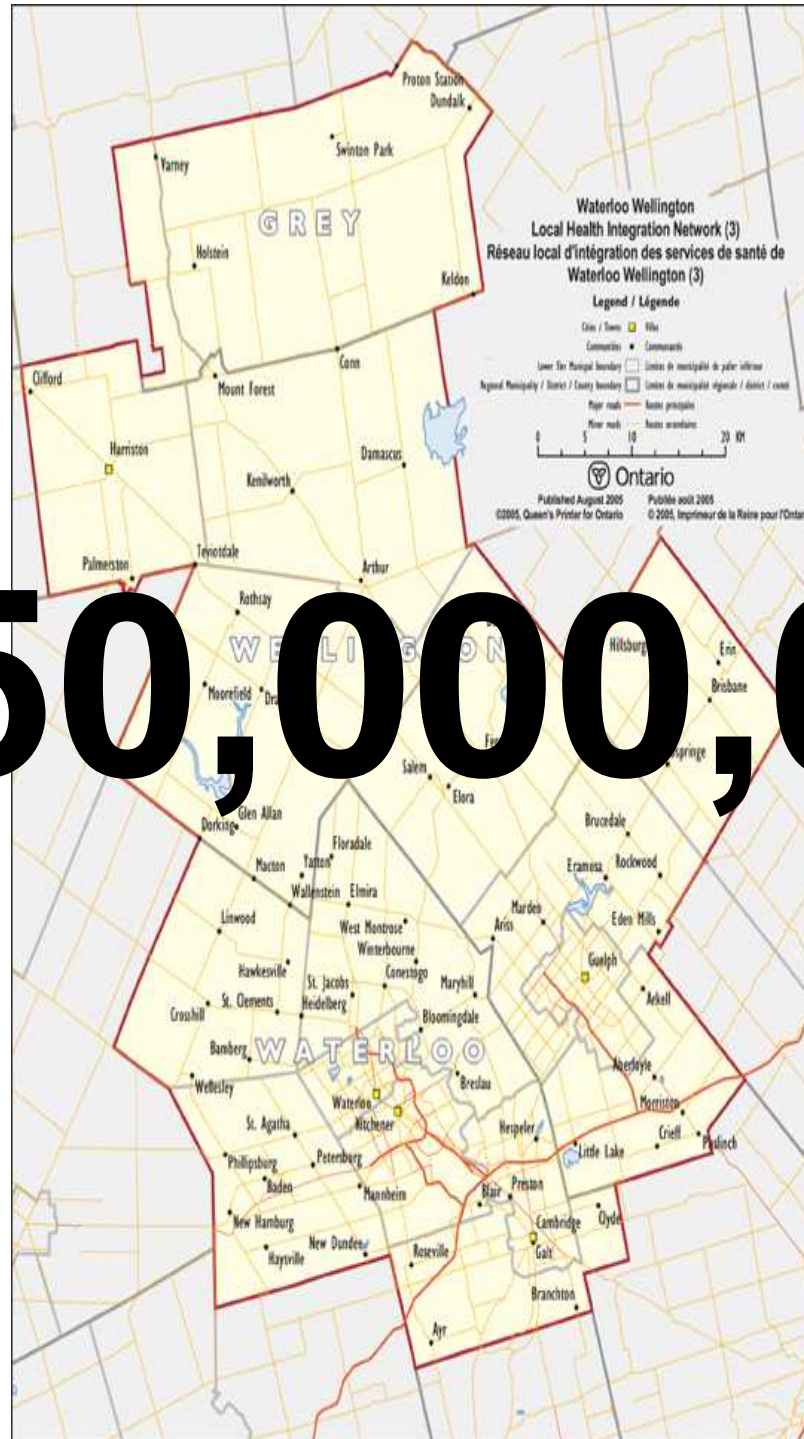
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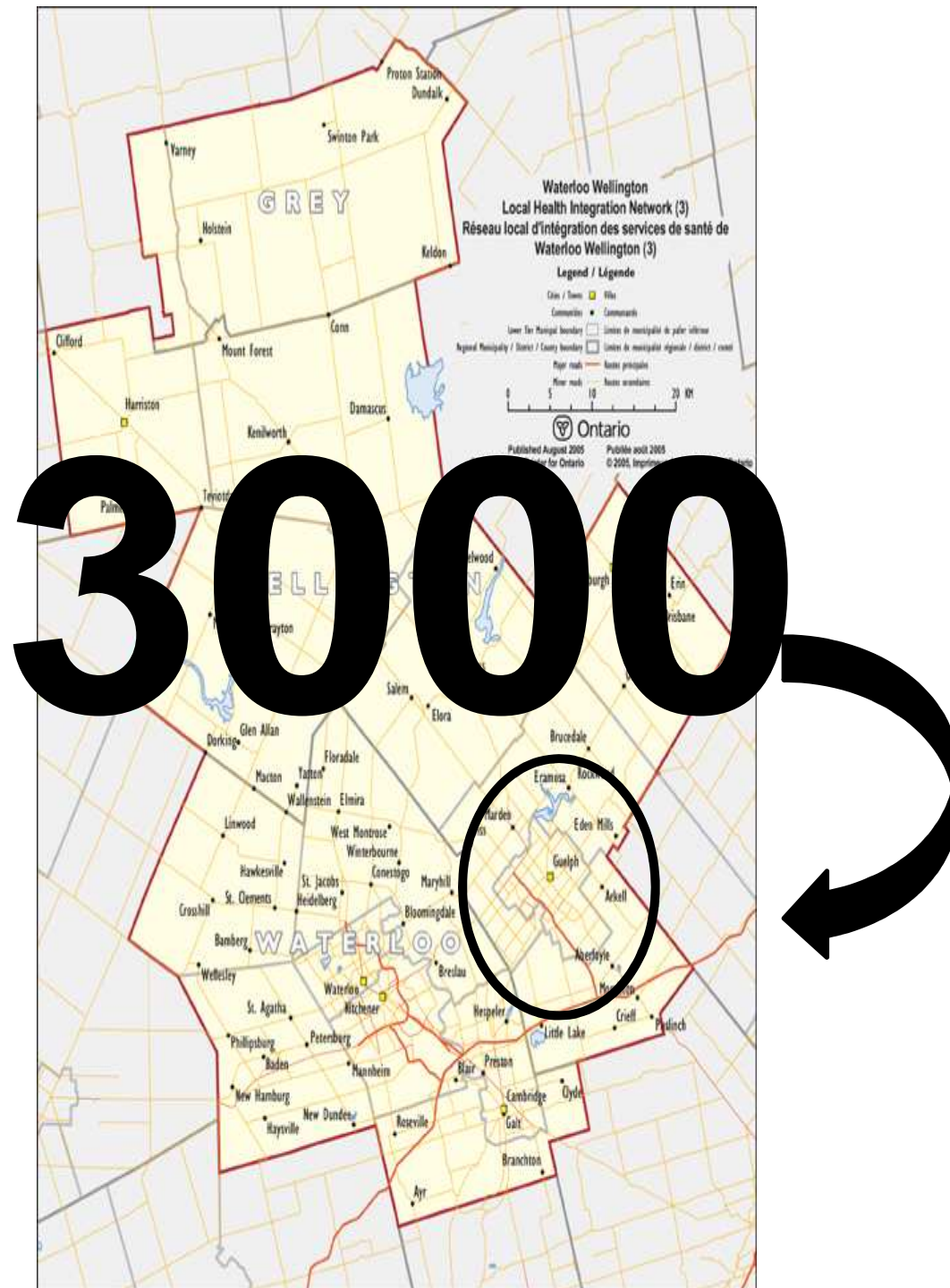




# \$750,000,000







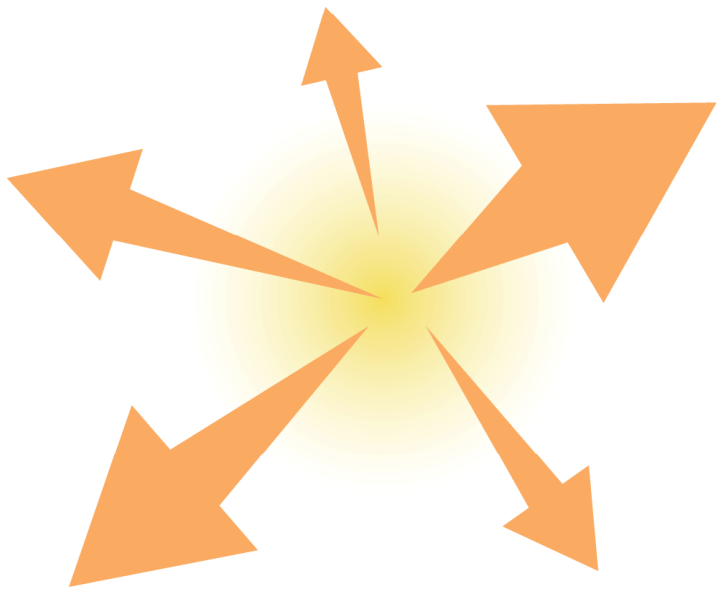
# \$4.5 Billion

Estimated cost of homelessness in Canada each year

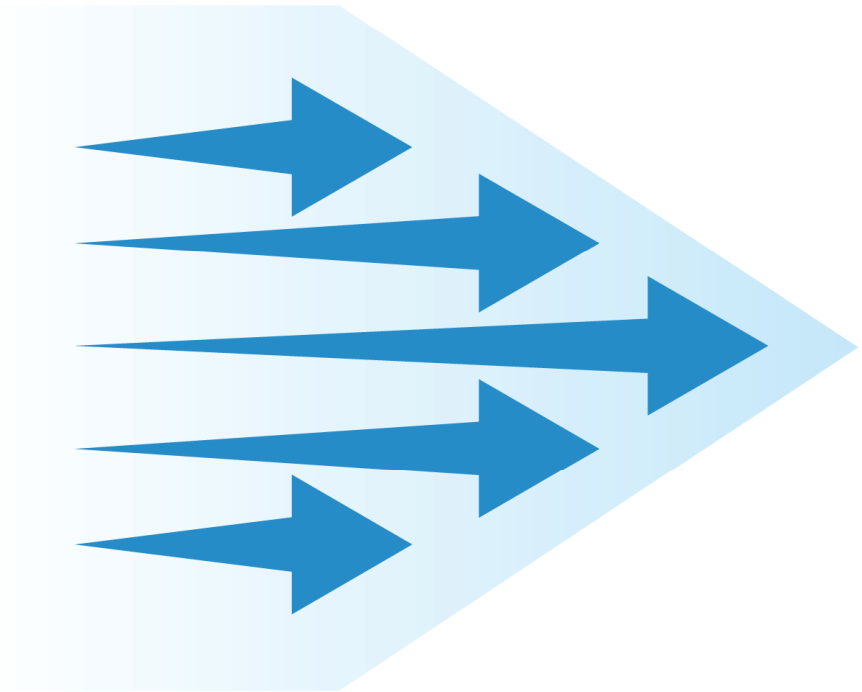
# The Opportunities



## Isolated Impact



## Collective Impact





# Guelph Wellbeing Cluster



Guelph Wellbeing

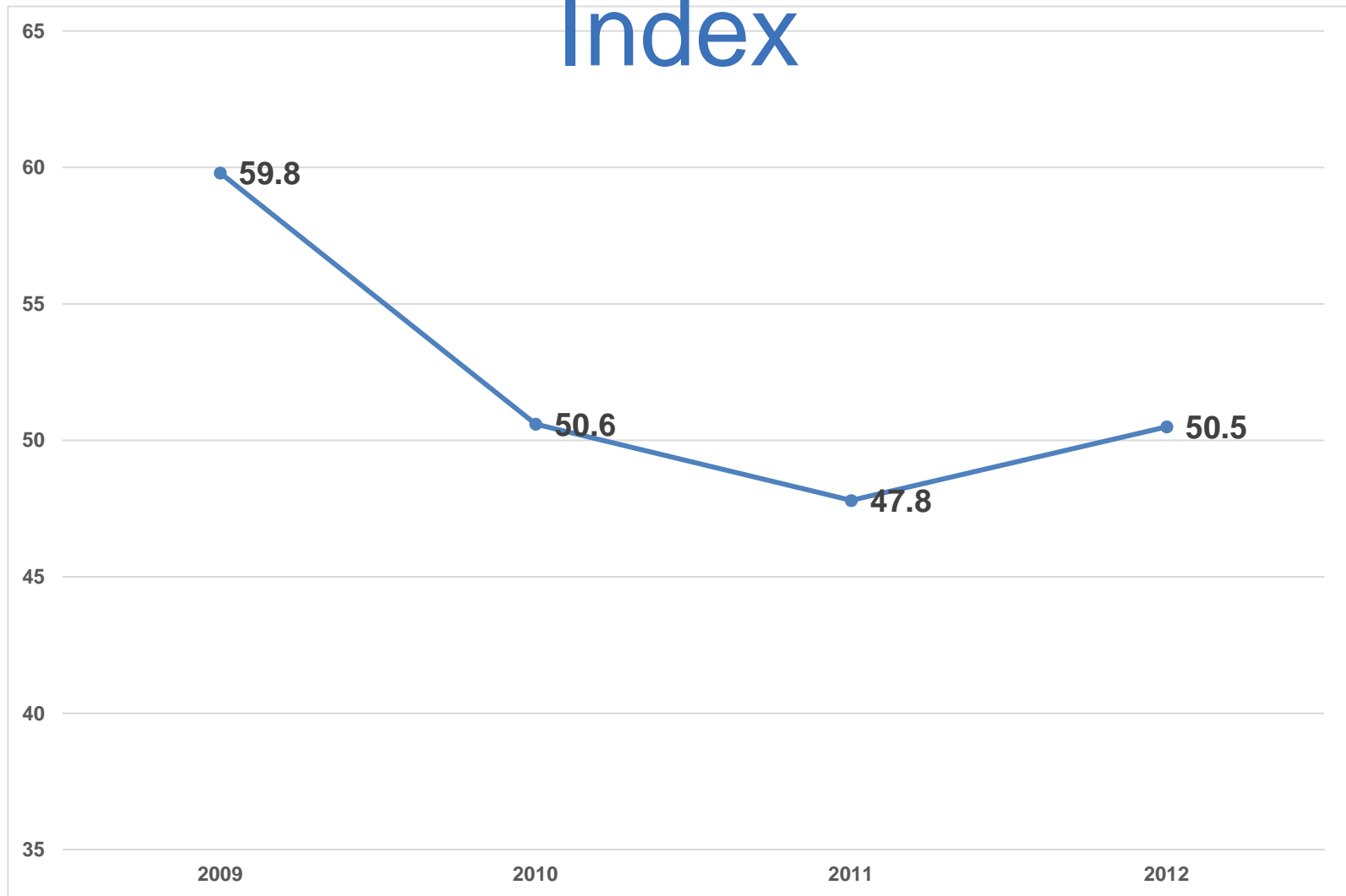


The Guelph

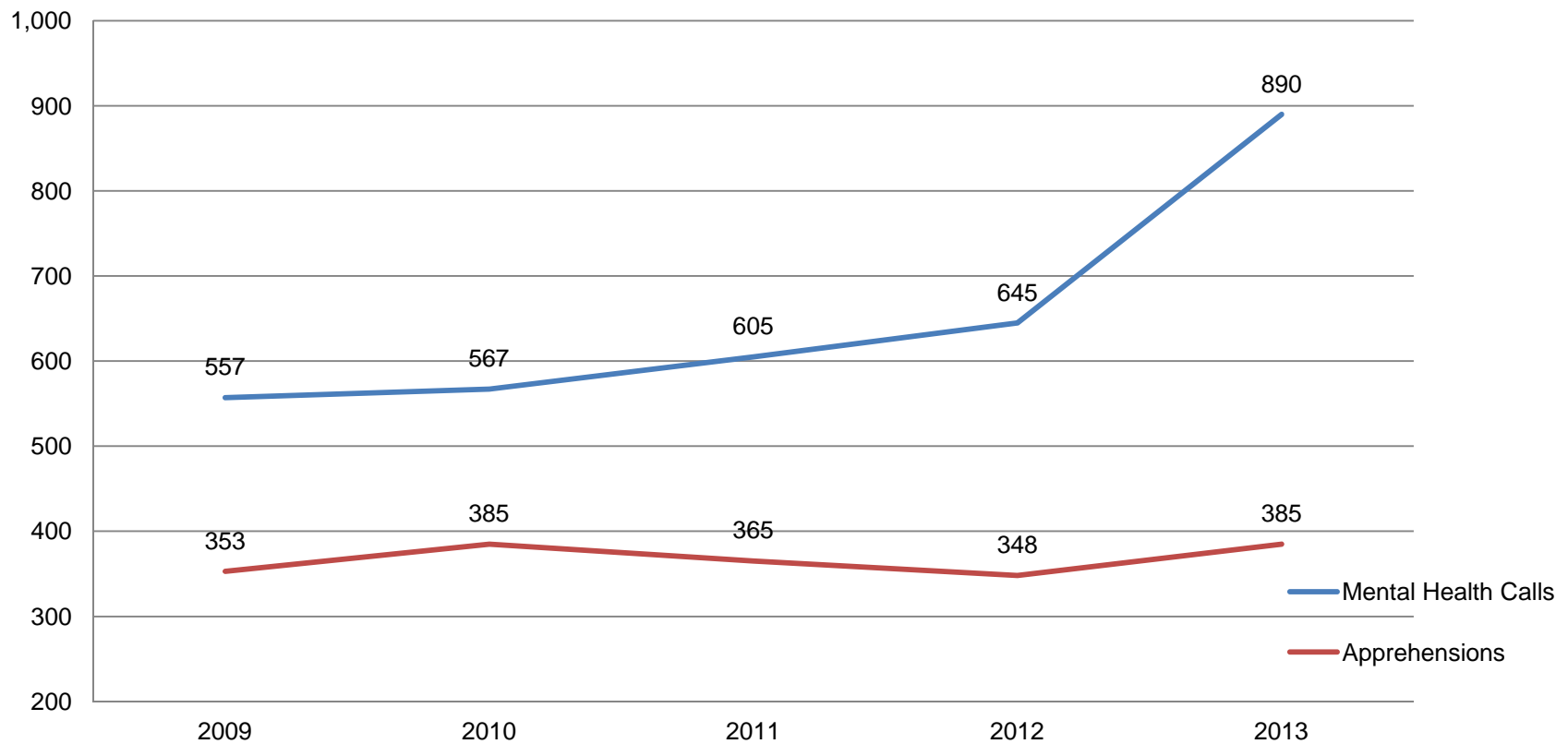
**enterprise**

for Innovation in Human Services

# Guelph CMA Crime Severity Index

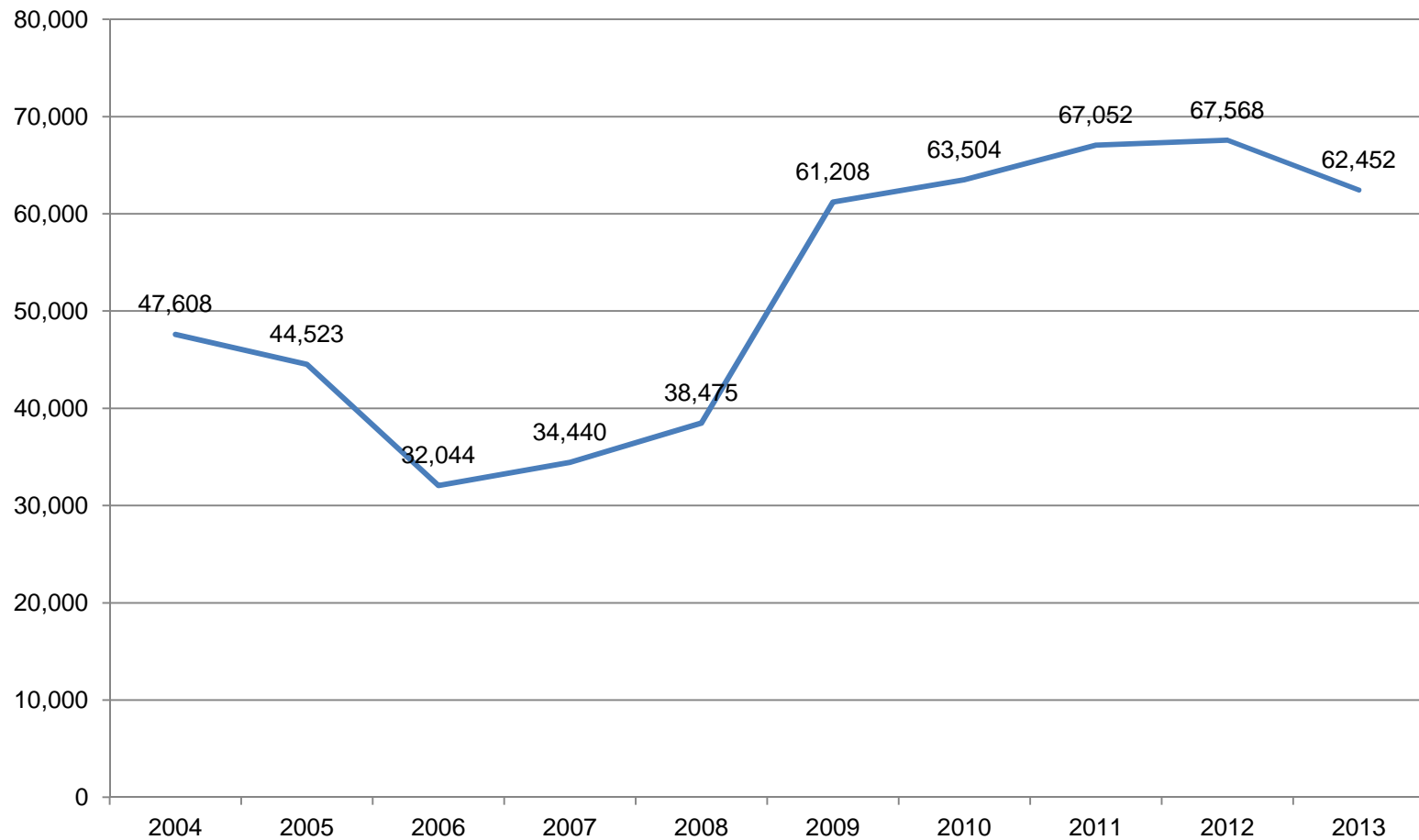


# Guelph Police: Mental Health Calls/Apprehensions

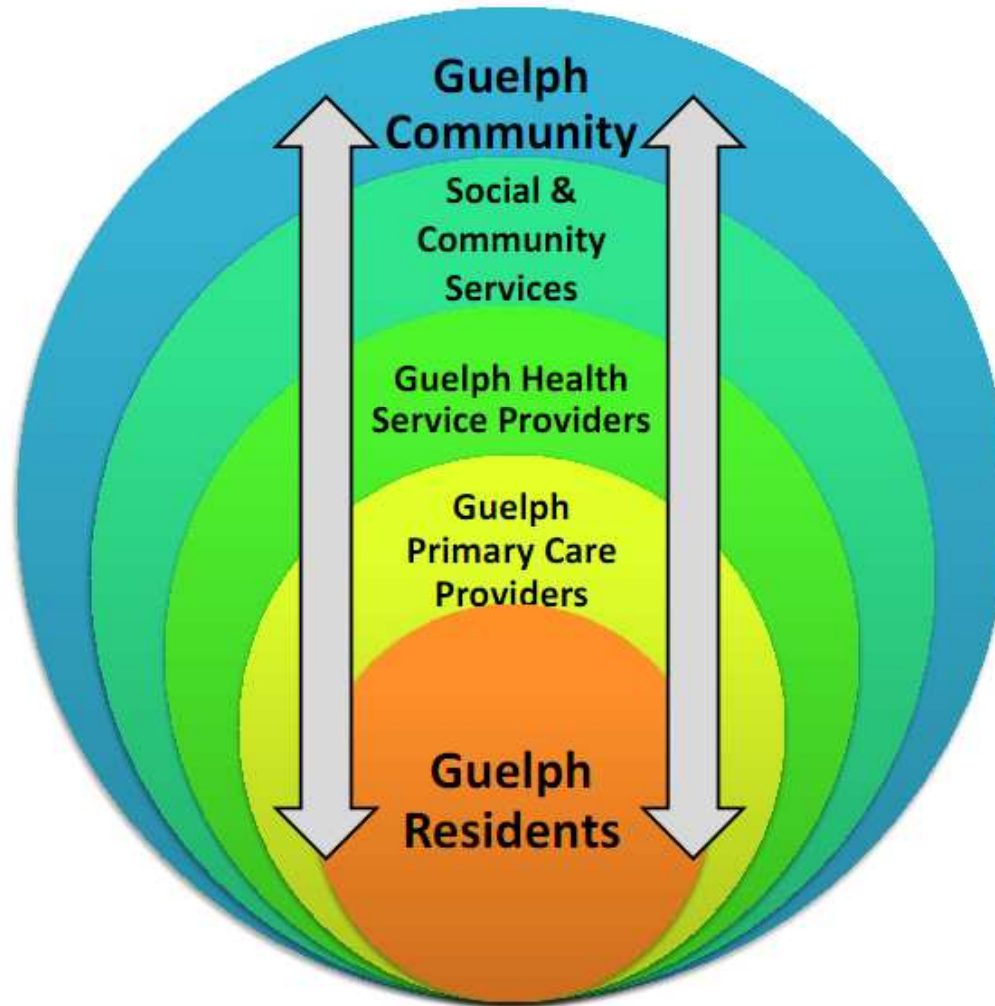




# Guelph Police: Calls for Service



# Guelph Health Links

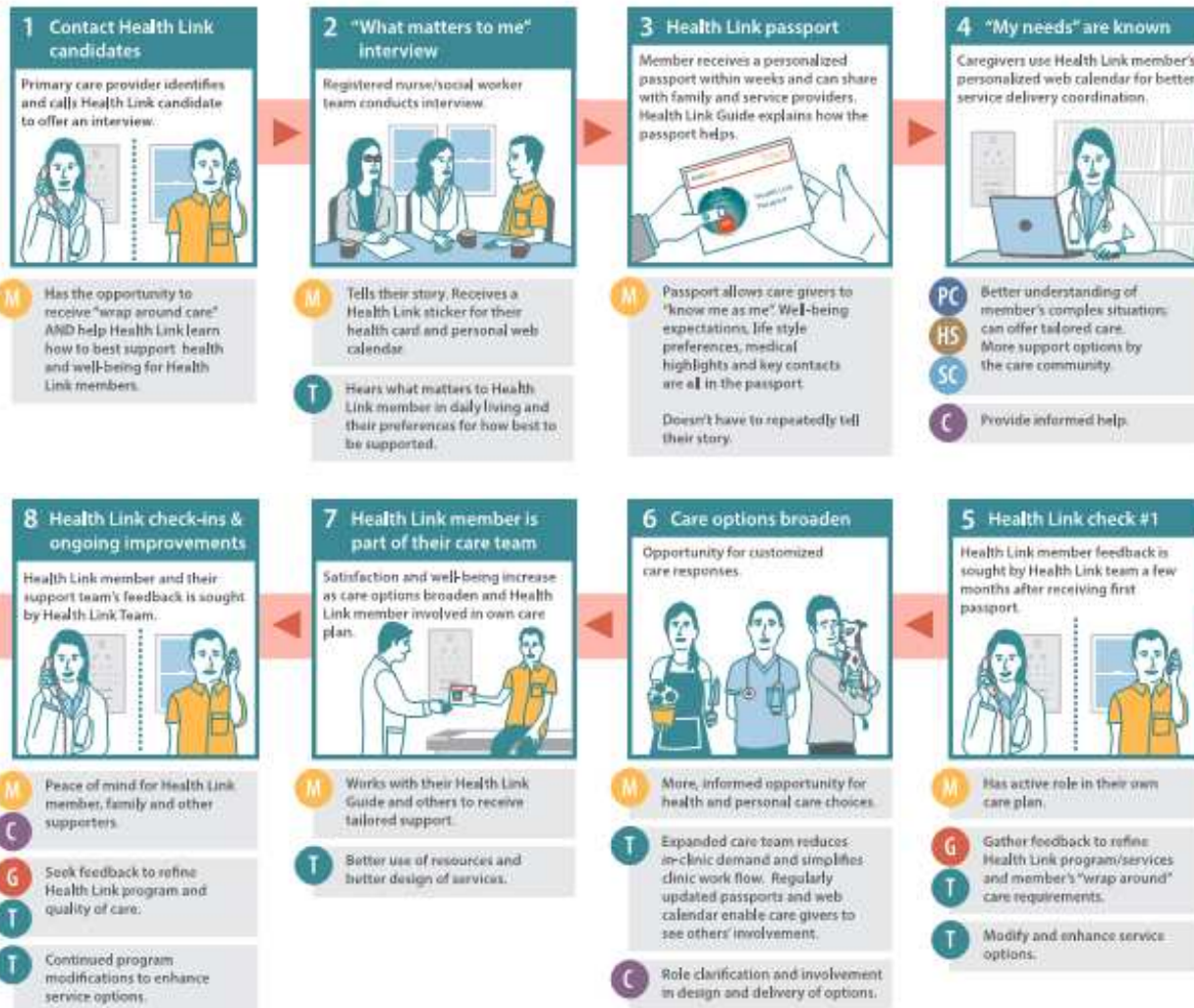


# Health Link - Everyone in Guelph Has a Role

Health Link will enable the Guelph care community to develop coordinated "wrap around" care by health, social and community service providers for individuals with complex needs.

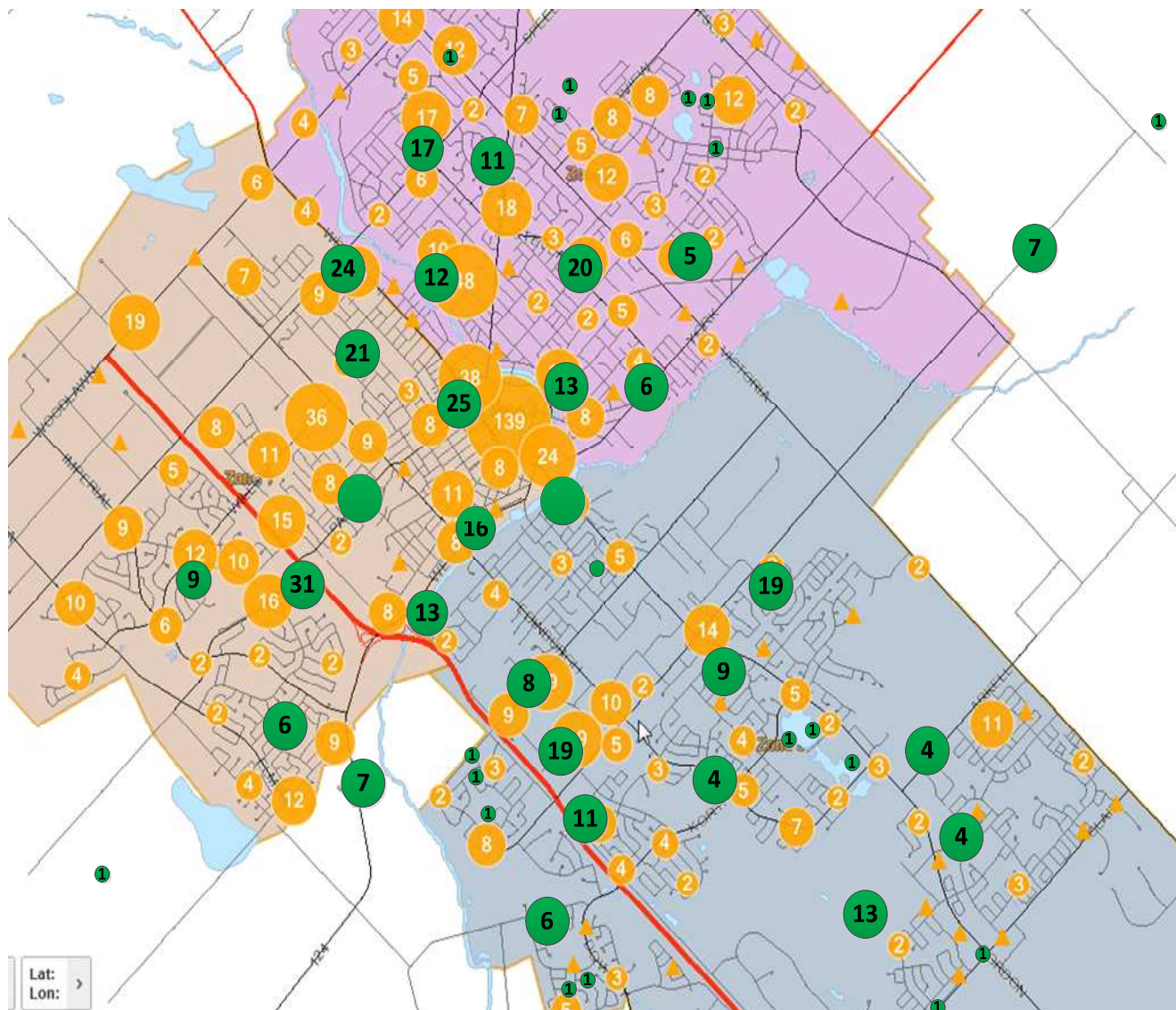
## Health Link Team

- M** Health Link Member
- PC** Primary Care Practitioners: family practitioner, nurse
- HS** Health Service Providers
- SC** Social & Community Services
- C** Guelph Community: family, friends, neighbours, volunteers
- G** Health Link Guide: primary care team "go to" person
- T** Health Link Program Team = PC + HS + SC + C



HealthLink





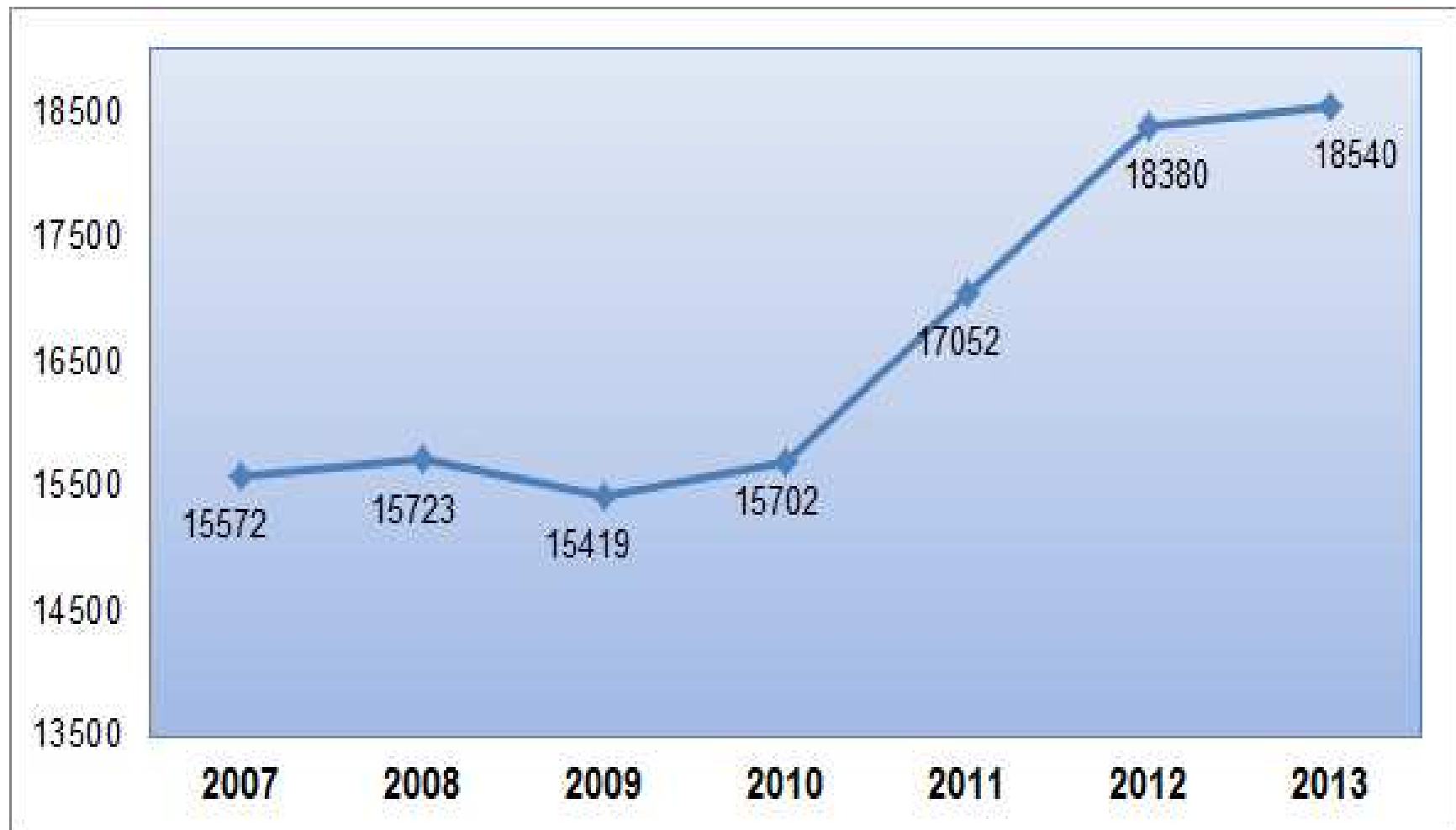
Guelph  
Police Data

Guelph  
FHT Data

OCCURANCE PROFILES  
GFHT HL Patients  
and  
Guelph Police Incidents

11/14/2013

# EMS: Calls for Service





# Community Paramedicine Program Proposed

- Paramedic Referrals
- Clinics in Seniors buildings
- Follow up home visits
- Public access to defibrillators in the community



# Working Together



# Canadian Index of Wellbeing

## Domains of Community Wellbeing:

### Community Vitality

Community Engagement Framework  
Downtown built form and design manual

### Time Use

### Education

Civics 101

### Healthy Populations

Regional Transportation Strategy  
Older Adult and Youth Strategies

### Leisure and Culture

South End Community Centre Business Case  
Parks Model Feasibility Study

### Living Standards

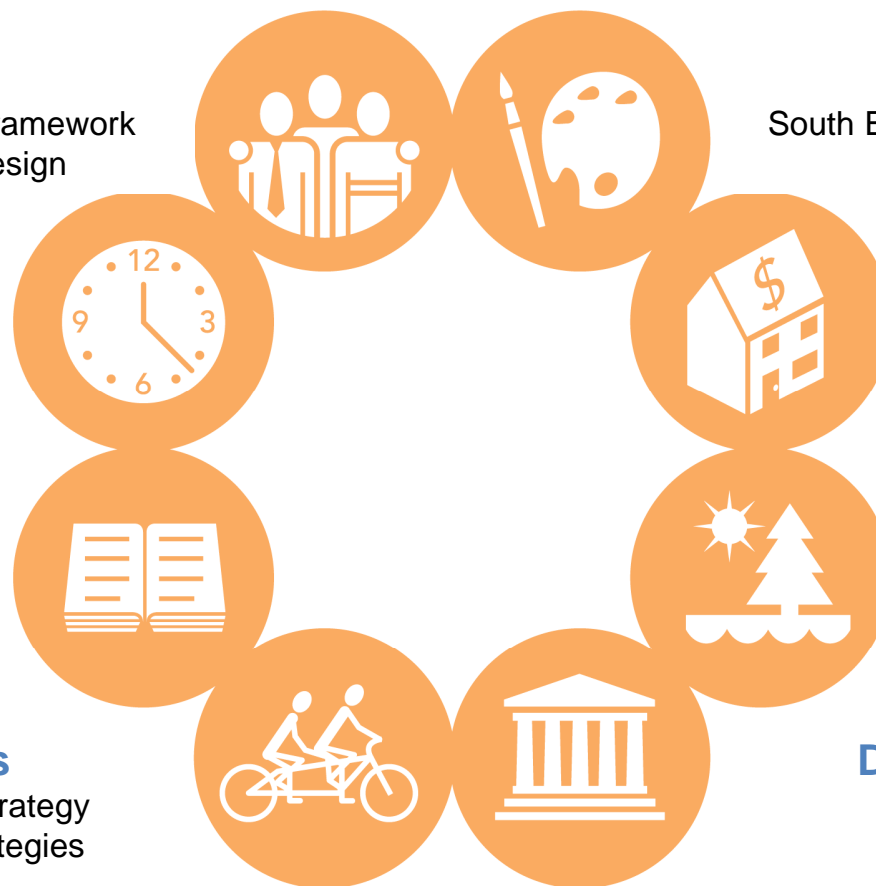
Housing Strategy  
Affordable Bus Pass

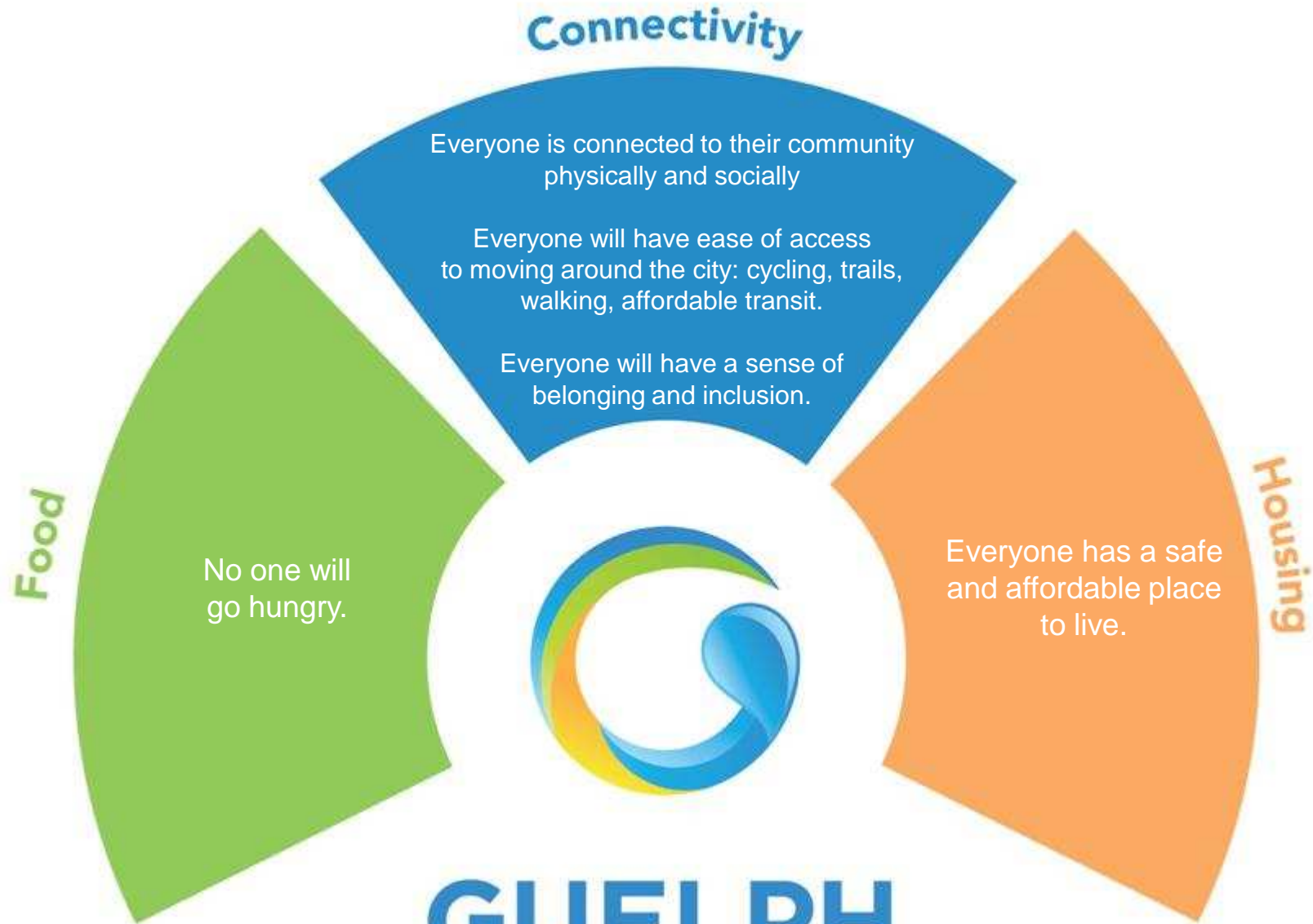
### Environment

Community Energy Initiatives  
Urban Forest MasterPlan

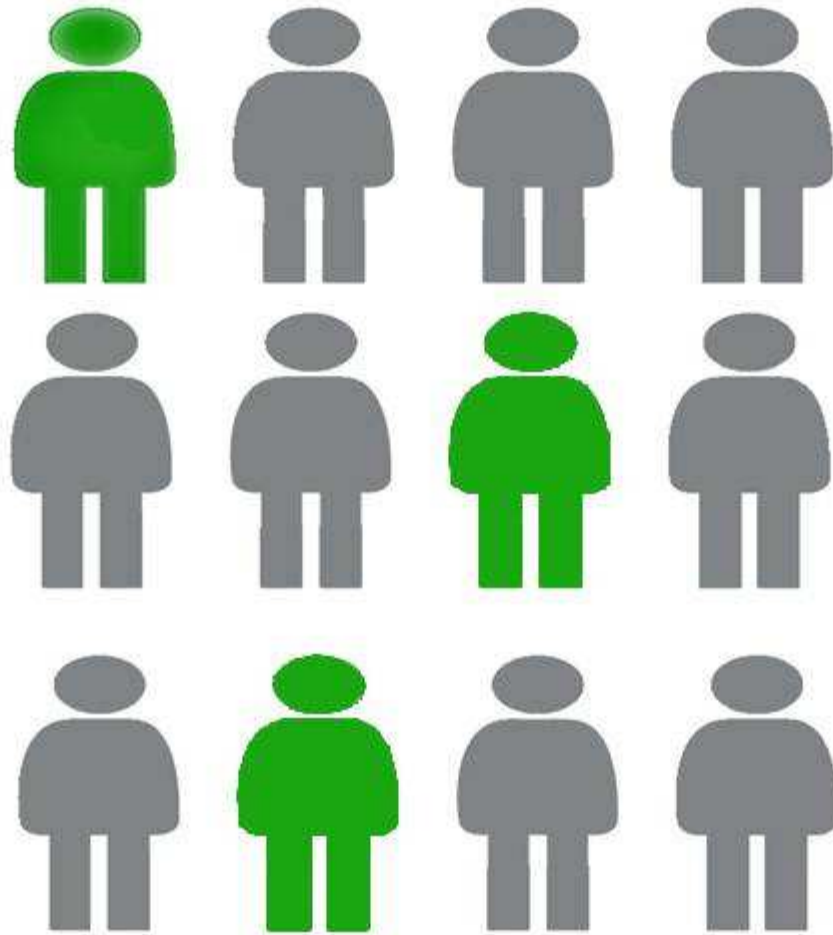
### Democratic Engagement

Open Government Plan





# Social Connectivity Theme Indicators



# Physical Connectivity Theme Indicators

**10% of daily trips for all trip purposes that  
are by bus, walking or cycling**

# Food Theme Indicators

- 4% of residents rated as moderately food insecure
- 2% of residents rated as severely food insecure
- 54% of residents eating less than 5 servings of fruits and vegetables per day

# Housing Theme Indicators

**12.2% of all households are in core housing  
need**

# What Difference Will This Make?



# Create Infrastructure (Platform) that will enable us to...

What We Do	What Changes As a Result	How This Improves Wellbeing for the Residents of Guelph
<b>Promote a Common Agenda</b> for change by setting bold goals & targets	<ul style="list-style-type: none"> <li>• Increased awareness of needs, plans, actions and next steps</li> <li>• More coordination &amp; increased efficiency of partners</li> </ul>	Decisions about where to focus resources are evidence-based
<b>Engage Community</b> through ongoing consultation and information sharing	<ul style="list-style-type: none"> <li>• New actions triggered</li> <li>• Greater diversity of people involved</li> <li>• Residents feel more engaged</li> </ul>	Improved sense of connection to community & improved opportunities for engagement
<b>Measure Progress</b> through community impact report and sharing data from partners	<ul style="list-style-type: none"> <li>• More support for the work of partners: volunteers, donations, coverage</li> </ul>	Smarter use of limited resources; Quicker access to services
<b>Support Implementation</b> of new initiatives that promote wellbeing	<ul style="list-style-type: none"> <li>• Innovative ideas emerge for better use of resources</li> </ul>	Energy gets directed at root causes and not just at symptoms



# Collective Impact Efforts Over Four Key Phases

	Phase I	Phase II	Phase III	Phase IV
Components for Success	Generate Ideas & Dialogue	Initiate Action	Organize for Impact	Sustain Action and Impact
Governance & Infrastructure	Convene community stakeholders	Identify champions and create cross-sector group	Create infrastructure (backbone & process)	Facilitate & Refine
Strategic Planning	Hold dialog about issue, community context and available resources	Map the landscape and use data to make case	Create common agenda – common goals & strategy	Support implementation (alignment to goals and strategies)
Community Involvement	Facilitate community outreach specific to goal	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Education & Improvement	Determine if there is consensus/urgency to move forward	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)

**Mark Kubert**

Clear Path Chiropractic

**Chris Bonnett**

H3 Consulting

**Mitra Salarvand**

Local Immigration Partnership &  
Onward Willow Better Beginnings Better Futures

**Terry O'Connor**

District Labour Council &  
Poverty Elimination Taskforce

**Ross Kirkconnell**

Guelph Family Health Team

**Chief Bryan Larkin**

Guelph Police Service

**Daniel Moore**

Family and Children's Services  
of Guelph and Wellington.

**Chris Moulton**

University of Guelph Track and Field

**Rita Sethi**

Wellington-Dufferin-Guelph Public Health

**Suzanne Bone**

Guelph Central Hospital

**Carol Hunter**

Co-operators

**Kirk Roberts**

Innovation Guelph

**Councillor Todd Dennis**

City of Guelph

**Mayor Karen Farbridge**

City of Guelph

**Marg Hedley**

Board Member of  
Guelph Wellington Seniors Association

**Jennifer Truong**

Youth Representative

**Doug MacMillan**

The Letter M Marketing

**Julia Christiansen Hughes**

University of Guelph

**Gillian Stevens**

Centre Wellington District High School

**Cierra Mateo**

Youth Representative

**Derrick Thomson**

City of Guelph

**David Thornley**

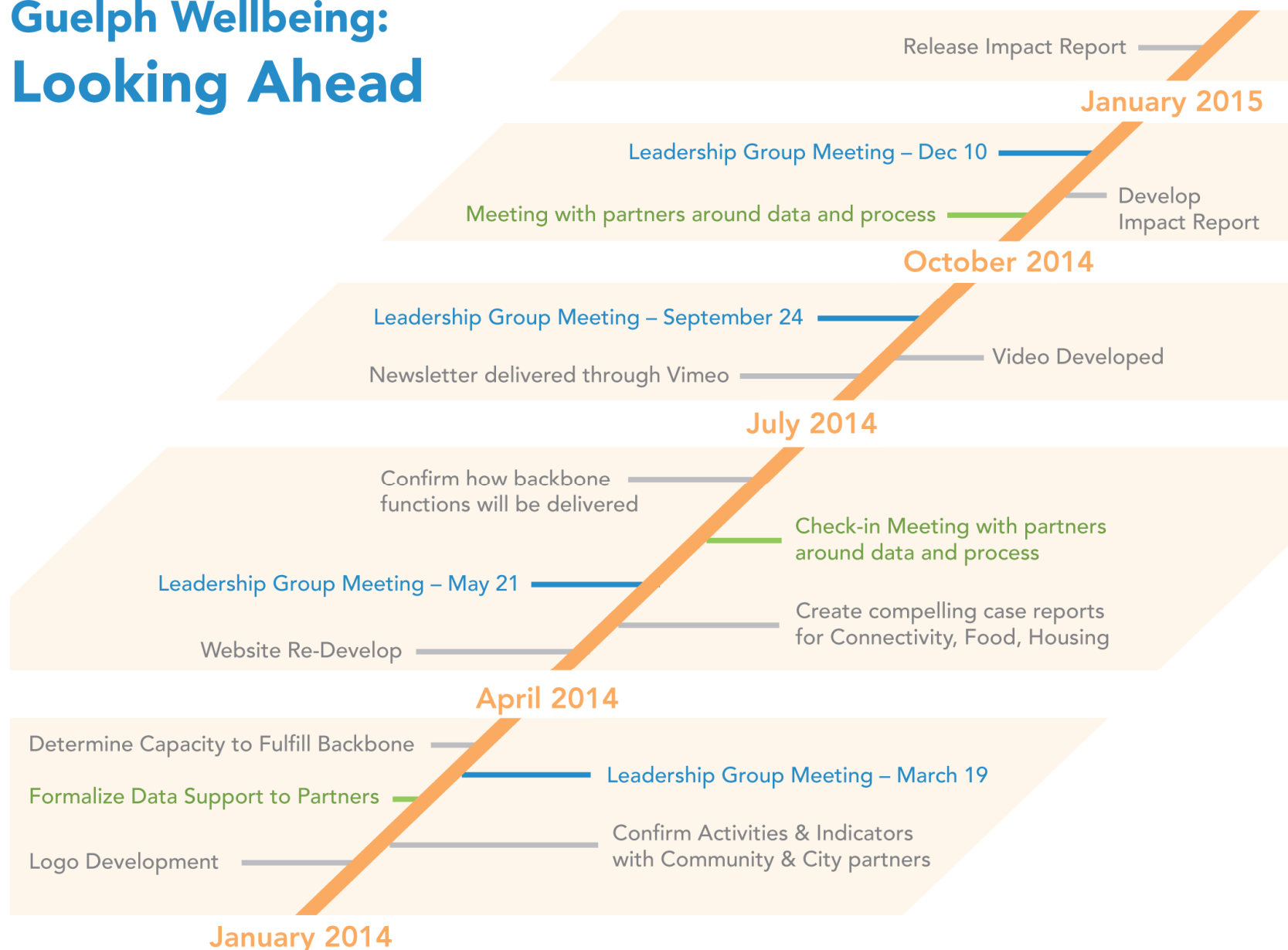
Guelph CHC



**GUELPH  
WELLBEING**

*Working together for the  
best possible quality of life*

# Guelph Wellbeing: Looking Ahead



# Why Guelph Wellbeing?



# STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services  
Community Engagement and Social Services

DATE May 13, 2014

**SUBJECT Progress Report on Guelph Wellbeing**

REPORT NUMBER CSS-CESS-1421

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide an update on the Community Wellbeing Initiative (Guelph Wellbeing) and to report on planned 2014 activities

### KEY FINDINGS

Guelph Wellbeing is ready for collective action on the themes of connectivity, food, and housing based on the engagement work done to date. Using the Collective Impact approach means that we will take actions together and measure our community impact.

### FINANCIAL IMPLICATIONS

Currently managed within existing resources. A further report will be brought forward at a later date, outlining any future financial implications.

### ACTION REQUIRED

That the report be received

## RECOMMENDATION

1. That the May 13, 2014 report entitled "Progress Report on Community Wellbeing" be received for information.

## BACKGROUND

In 2011 under Council direction, Report #CSS-SS-1019 outlined a Social Services Workplan that included a Community Wellness (Wellbeing) Plan. A subsequent report in June 2012, (Report #FIN-12-32) approved funding.

# STAFF REPORT



As noted in Report #CSS-CESS 1344, the Community Wellbeing Initiative has citizens at the centre – how to engage them, how to serve them better and how to improve the wellbeing of this community. The anticipated outcomes include:

- A Community Wellbeing Plan that complements the City's Strategic Plan and Official Plan;
- An engaged community, working to achieve the vision of the Community Wellbeing Plan;
- A stronger relationship between the City and the community, developed through a new community engagement framework;
- City and community services that are delivered in an efficient and effective manner;
- A tool for proactive advocacy with the provincial and federal governments; and
- New collaborative partnerships to achieve positive results through innovation.

Project milestones from 2011-2014 are provided in ATT-1. The Community Engagement Framework developed and approved to support the Community Wellbeing Initiative, as well as all other corporate engagement activities, will be the subject of a subsequent information report in May, 2014.

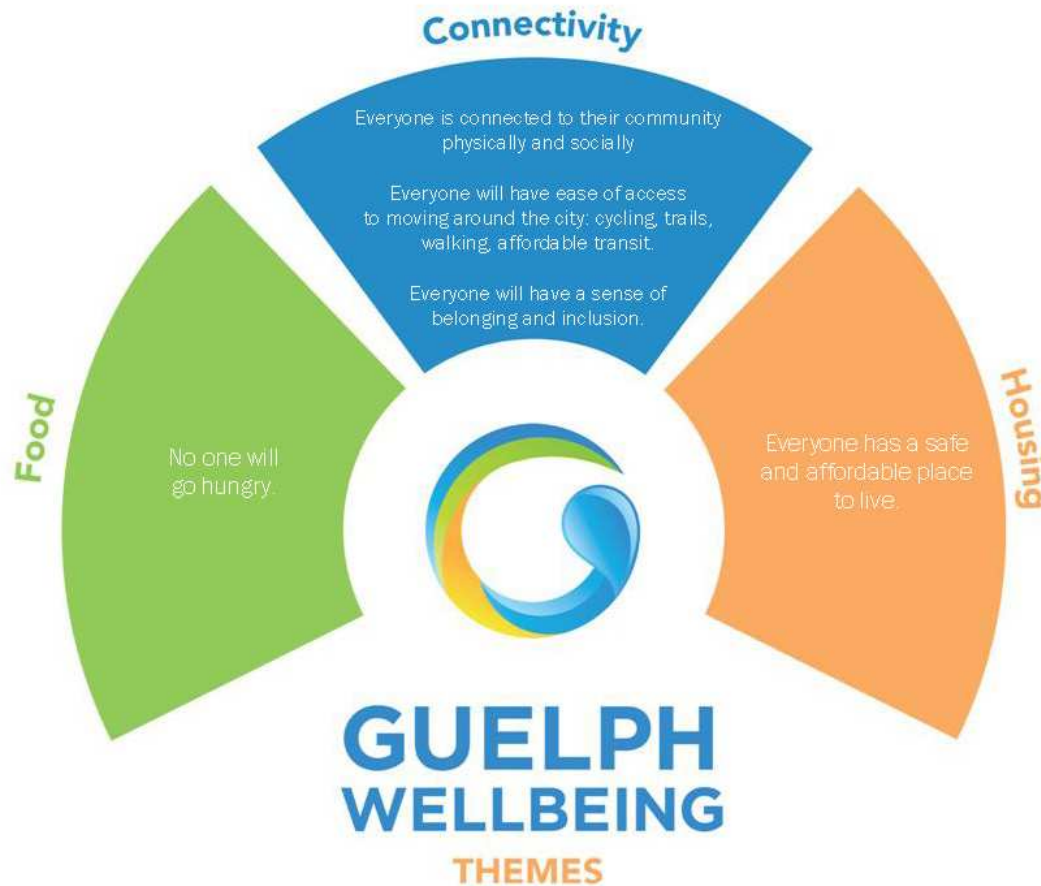
## REPORT

Highlights for Guelph Wellbeing since the last report:

### Development of Connectivity, Housing and Food Themes

We have continued to build on the findings of the engagement phase and the work of the eight design teams with a community mapping session held in the fall of 2013. All of these inputs have been refined to focus on three themes: Food, Connectivity and Housing. In January 2014 we hosted a Collective Impact Workshop with 75+ participants to gain support for a collective impact approach and to further refine these three themes to connectivity, food and housing.





These themes cut across several domains in the Canadian Index of Wellbeing and represent urgent issues in our community. Our existing baseline data highlight that during the 2012/2013 school year:

- 14,815 unique children were provided at least one meal; 1,044,454 total meals were served. We know that child hunger directly affects school learning and behaviours<sup>1</sup>.
- 23% of households are spending more than 30% of their income on shelter<sup>2</sup>; 12.2% (5,260) of Guelph households are living in Core Housing Need (inadequate, unsuitable or unaffordable). We know that for low income household, as defined by LICO (Low Income Cut Off), high shelter costs negatively impact their ability to meet other household expenses such as food.
- A 50% increase in the daily per capita trip rate from 1.97 (1996) to 3.05 (2001), which is exceeding the population growth rate.<sup>3</sup> There is increasing use of the car for all travel purposes in Guelph and declining shares of other

<sup>1</sup> The Children's Foundation of Guelph and Wellington, Food and Friends, 2012/13

<sup>2</sup> Housing and Homeless Plan, Discussion Paper, 2013, County of Wellington

<sup>3</sup> Guelph-Wellington Transportation Study (GWTS), 2005, City of Guelph

modes of transportation. We know that for Guelphites, the lack of ease in moving around the community impacts our ability to get to work or school, and be connected to the people and places that help us be well. Limited safe opportunities for walking and cycling have negative impacts on our health.

These themes represent the current focus of the “what” of Guelph Wellbeing. Collective Impact is a best practice approach that describes the “how.”

## Collective Impact

Collective Impact, developed by the Stanford Centre for Social Innovation

[http://www.ssireview.org/articles/entry/collective\\_impact](http://www.ssireview.org/articles/entry/collective_impact) is a recognized approach to tackling complex community issues such as the ones identified in the themes. Its five main features are as follows:

- **Common Agenda:** All participating organizations have a shared vision for social change that includes a common understanding of the problem and a joint approach to solving problems through agreed upon actions.
- **Shared Measurement System:** Agreement on the ways success will be measured and reported with a short list of key indicators across all participating organizations.
- **Mutually Reinforcing Activities:** Engagement of a diverse set of stakeholders typically across sectors, coordinating a set of activities through a mutually reinforcing plan of action.
- **Continuous Communication:** Frequent communications over a long period of time among key players within and across organizations, to build trust and inform ongoing learning and adaptation of strategy.
- **Backbone Organization:** Ongoing staff resources to support and co-ordinate alignment of activities with the shared outcomes; to establish and implement shared measurement and communication to guide improvement; and to continue to engage the broader community, advance policy change and mobilize funding.

We are working with key stakeholders for each of these themes consisting of residents, service providers and City staff to identify new and existing activities and indicators that will help us achieve outcomes in these three areas (connectivity, food, housing).

The Collective Impact approach as described in Figure 1 below consists of four phases: generate ideas and dialogue, initiate action, organize for impact, sustain action and impact. It has four components for success: governance and infrastructure, strategic planning, community involvement, and evaluation and improvement. Currently Guelph Wellbeing is moving to Phase 3, organize for impact.



## Collective Impact Efforts Over Four Key Phases

<i>Components for Success</i>	<i>Phase I Generate Ideas and Dialogue</i>	<i>Phase II Initiate Action</i>	<i>Phase III Organize for Impact</i>	<i>Phase IV Sustain Action and Impact</i>
<b>Governance and Infrastructure</b>	Convene community stakeholders	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
<b>Strategic Planning</b>	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda (common goals and strategy)	Support implementation (alignment to goal and strategies)
<b>Community Involvement</b>	Facilitate community outreach specific to goal	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
<b>Evaluation And Improvement</b>	Determine if there is consensus/urgency to move forward	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)

Source Tamarack, 2014

Crucial to this approach is collecting and sharing data from the various activities that are aimed at achieving our shared outcomes. The sharing of this data provides a way for partners to communicate about what is working and what needs to change. We hold ourselves accountable for achieving results.

### Staff Role

The City has played a convening role in terms of engaging people from all across the community in the Guelph Wellbeing. Initially, engagement was through the Leadership Group developed in 2012. The Leadership Group is comprised of leaders from the community in the business, education, health, and social services fields, as well as community members. They have recently accepted eight new members, including two members from the Youth Council. We followed this with a range of engagement activities that garnered more than 3,000 inputs received through the engagement phase, including a representative sample of 1,401 residents who responded to a household survey; and more recently 500 people through the design team, community mapping and collective impact discussions that have further refined the work. This convening role has resulted in:

- A better understanding of the views, priorities and capacities of Guelphites to act;

# STAFF REPORT

- A bringing together of existing groups working to achieve similar aims to better co-ordinate their efforts;
- Agreement to work in a collective impact model to make sure that our efforts are better aligned to achieve maximum impact.

An essential part of the execution of a Collective Impact approach is the backbone organization to provide the infrastructure for work to occur. City staff is envisioned to continue to support the Leadership Group to communicate about and to monitor the impacts of Guelph Wellbeing, but also to consider the broader policies that can support and enable the work. City staff will co-ordinate the work of stakeholders in the execution of the mutually reinforcing activities, and partner more directly with public health and other community organizations around the collection and analysis of shared measurement. City staff will continue to work with partners to engage the broader community and to mobilize resources to achieve positive outcomes to obtain the best possible quality of life. The workplan for 2014 is attached as ATT-2.

## What Difference Will It Make

The Guelph Wellbeing is envisioned as a platform, a more co-ordinated way to not only build on community assets such as volunteerism, philanthropy and resident ingenuity, but also existing community efforts and partnerships. It provides a focus for co-ordinating efforts, data, networks and funding to shared community outcomes identified in the theme areas of food, connectivity and housing. *It is providing a greater opportunity to be competitive in grants submissions such as: The Healthy Kids Connection which provides 1.4 million dollars to tackle childhood obesity through exercise and nutrition.* It affords an enhanced opportunity for engagement of citizens to achieve the goals and objectives that are already outlined in various City plans such as the Community Energy Plan, the Transportation Master Plan and the Cycling Master Plan.

Through the adoption of the Collective Impact approach, there is an increased shared accountability that our activities are making a real difference in the lives of Guelphites through more efficient and effective service delivery. Escalating service demands coupled with static or declining funding underscore that we cannot fund our way out of the issues our community faces, but rather we must work collectively and creatively to address them. There is an enhanced opportunity to create more effective public policy, a shared agenda for advocacy with other levels of government and alignment of our funding activities. The Guelph Wellbeing platform creates a social infrastructure to:

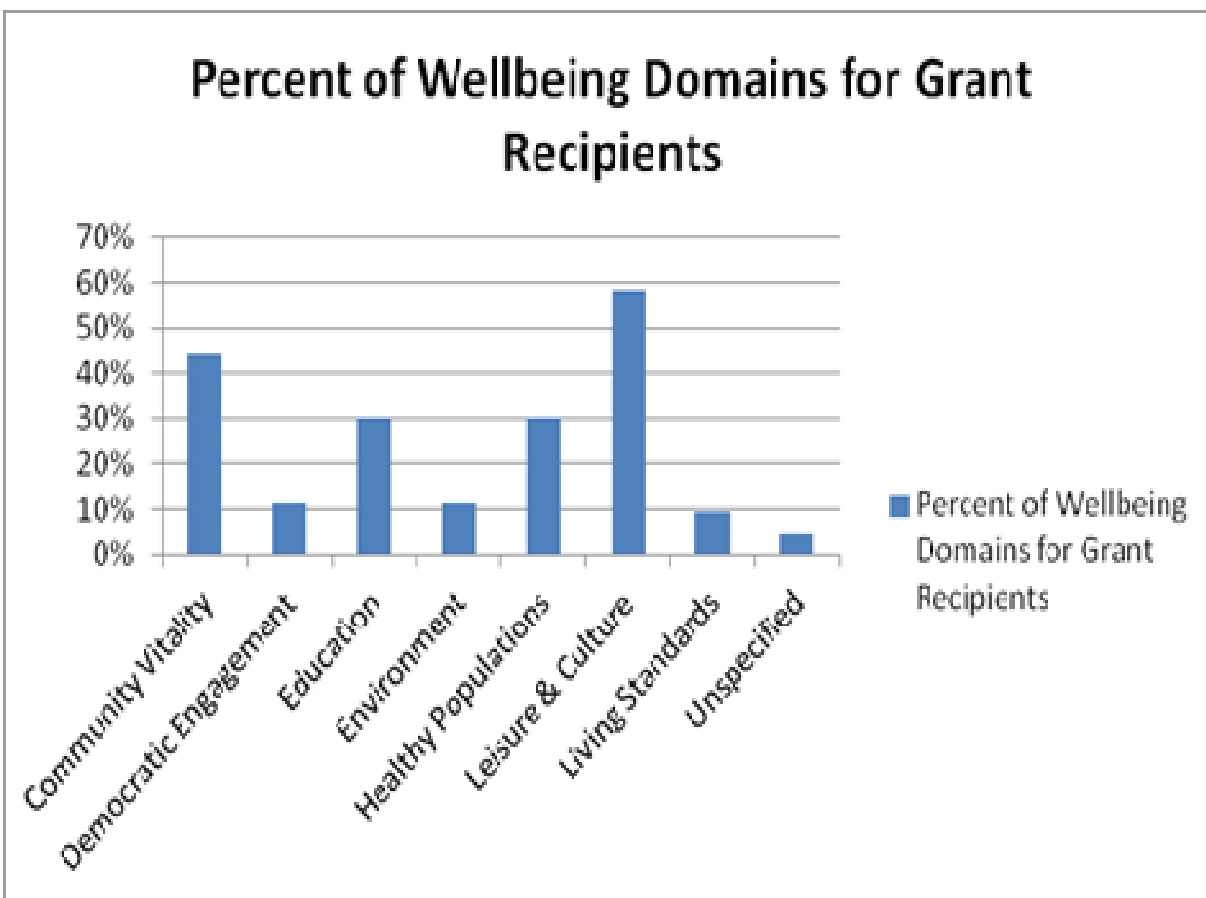
## Create Infrastructure (Platform) that will enable us to...

What We Do	What Changes As a Result	How This Improves Wellbeing for the Residents of Guelph
<b>Promote a Common Agenda</b> for change by setting bold goals & targets	<ul style="list-style-type: none"> <li>• Increased awareness of needs, plans, actions and next steps</li> <li>• More coordination &amp; increased efficiency of partners</li> </ul>	Decisions about where to focus resources are evidence-based
<b>Engage Community</b> through ongoing consultation and information sharing	<ul style="list-style-type: none"> <li>• New actions triggered</li> <li>• Greater diversity of people involved</li> <li>• Residents feel more engaged</li> </ul>	Improved sense of connection to community & improved opportunities for engagement
<b>Measure Progress</b> through community impact report and sharing data from partners	<ul style="list-style-type: none"> <li>• More support for the work of partners: volunteers, donations, coverage</li> </ul>	Smarter use of limited resources; Quicker access to services
<b>Support Implementation</b> of new initiatives that promote wellbeing	<ul style="list-style-type: none"> <li>• Innovative ideas emerge for better use of resources</li> </ul>	Energy gets directed at root causes and not just at symptoms

### Leverage of Other City Strategies

#### **Community Investment Strategy**

Community Wellbeing Grants – The Guelph Wellbeing (GW) has played an important role in many of the strategies the City has developed in the last 18 months. This is most evident in the Community Investment Strategy that describes how the City will fund and support community benefit organizations. The 2014 grants are now described as Community Wellbeing Grants, and the goals for the grants were developed through the engagement processes of the GW. Adoption of the eight domains of wellbeing provided greater opportunity for applicants to receive City funding. Applicants were required to identify how their work supported at least two domains. Analysis of the grants shows the predominance of particular domains:



**Community Benefit Agreements** - The Community Benefit Agreements are the mechanism the City uses to proactively partner with community organizations to achieve mutual benefits. These agreements also use wellbeing language and align with Guelph Wellbeing. We will be using these legal agreements to ensure that our funding arrangements with partners support GW.

**Elevator Project (Innovation Fund)** – The Elevator Project is a collaboration of funders designed to match innovative, community building ideas with resources (public and private) to invest in making Guelph even better. This project has also adopted the Canadian Index of Wellbeing approach to wellbeing as the scope of their resource matching.

### **Older Adult Strategy and Youth Strategy**

The Older Adult and Youth Strategies both used broad and varied engagement methods to develop their strategies. They describe the wellbeing of both older adults and youth in a holistic way that strongly aligns with the Canadian Index of

# STAFF REPORT

Wellbeing adopted as the framework for GW. The implementation plans of both of these strategies are categorized into the various domains of wellbeing. The implementation of these plans will be further fine-tuned to support the three themes and their outcomes identified for 2014.

## **Open Government**

The GW is seen as a way of using the Open Government approach as the Open Government Action Plan is being developed. One of the pillars of Open Government is engagement, and the Community Engagement and Social Services Liaison team has been an active partner in the development of the Open Government Action Plan providing advice and support based not only on the Community Engagement Framework but also the learnings from the engagement activities undertaken in the development of GW. The emerging Civics Lab, a partnership with the community leaders and the University of Guelph is seen as another opportunity to leverage mutual interests, and support resident involvement and innovation in activities that have been identified through Guelph Wellbeing.

## **Other City Strategies**

As we focus on the three themes of connectivity, food and housing, there are greater opportunities to align and leverage other City strategies.

### Connectivity

The City has the potential to play a significant role in the area of connectivity. We build and maintain the infrastructure that supports connectivity through walking, bicycling, trails and transit. We have begun conversations with our Transportation Management Demand Co-ordinator, Transit staff and Parks staff to identify activities and partnerships that will help the City meet its targets in these plans. More specifically, the Cycling Master Plan's goal is: "to increase the daily cycling trips in Guelph to 3% of all daily trips in all modes." The Cycling Master Plan aims to make Guelph more attractive and convenient for cycling, which, next to walking, is the most accessible, affordable, healthy and sustainable form of transportation available to all citizens of all ages. There are additional goals to expand the pilots of Active and Safe Routes to Schools, and to increase trail connectivity and ridership.

Connectivity also has a social component and GW's goal is that everyone has a sense of belonging. Community and Social Services supports this inclusion through the more than 5,000 volunteers in 2012 across our service area, and City-wide Forestry, Public Works and Water Services use the time and talents of volunteers to enhance their services. We provide access for those who have historically experienced barriers to service. The Affordable Bus Pass Program, FAIR (Fee Assistance in Recreation), Accessibility Advisory Committee, the Guelph Neighbourhood Support Coalition and tax relief are all examples of ways existing City programs can contribute to the collective impact GW aims to achieve.

Another innovative example of connectivity and access to service is the Guelph Enterprise for Innovation in Human Services. Guelph Police Services is adapting a successful program from Prince Albert, Saskatchewan that uses a data driven approach to situations of elevated risk, escalating police calls, costs and crime. Prince Albert's data demonstrates that the existing police response was not resulting in community safety or wellbeing for residents. Instead, they are now using an interdisciplinary approach with partners from school, mental health and addictions, public health and child protection services to intervene in response to early warning signs and make sure people in risky situations get a timely and appropriate response to their needs. Their results dramatically illustrate the positive impact of their work. The Guelph Enterprise for Innovation in Human Services model will be ready to launch in this spring. The connection to Guelph Wellbeing is not just the innovation in service delivery but a recognition that the broader community has a role to play in ensuring that food, affordable housing and connectivity is available for everyone, to prevent crises from developing in the first place. Emergency Services is also pursuing a grant for a Community Paramedicine Program to effectively respond to rising call volumes through services such as: clinics, home visits and increased access to public defibrillators.

## Food Security

Community and Social Services is already active in the Guelph Wellington Food Roundtable, and on November 28, 2011 Council endorsed a Food Charter for our community. We are also actively supporting the development of Community Gardens (Report #CSS-CESS-1412) which not only builds skills in food production but strong social bonds as well.

Official Plan Amendment 48, the last phase of the City's five-year Official Plan update, which is approved but is under appeal, introduces policy for permitting urban agriculture, including the growing crops, raising livestock and their sale and distribution throughout the City subject to zoning regulations. It supports a local food system that includes access to healthy foods at a neighbourhood level, the Guelph Farmers' Market, temporary farmers' markets, community gardens, and the interim cultivation of land intended to become urban in future. It identifies intent to work with community stakeholders to promote urban agriculture and address barriers to its expansion. Furthermore, it identifies the possibility of collaborating with stakeholders on strategies to advance a healthy, sustainable, secure, resilient, accessible, economically vibrant and equitable food system.

## Housing

We continue to work with the County of Wellington on the implementation of the Housing and Homelessness Implementation Plan, and will use this to develop the City's Affordable Housing Strategy. The scope and background paper on the

# STAFF REPORT



development of the City's Affordable Housing Strategy was approved by Planning, Building, Engineering and Environment Committee in April. Guelph Wellbeing is aligned to the many initiatives within the City and with community organizations to achieve positive outcomes in connectivity, food and housing to provide the best quality of life.

## **Continued International Attention**

Guelph Wellbeing has been shared at three additional conferences since the update report in September 2013. One of these conferences was the Consortium of Community Indicators in Chicago where we received a Community Impact Award jointly with the Canadian Index of Wellbeing. As an early adopter of the Canadian Index of Wellbeing, we have also been invited by the Trillium Foundation – with the Association of Ontario Health Centres and Community Foundations of Canada – to explore their adoption of this work in their granting. We will continue to explore how we can leverage these connections.

## **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

### 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**

Emergency Services, Planning and Transportation Demand Management

## **COMMUNICATIONS**

Guelph Wellbeing has a recently-approved Communication Plan that will support both communication and engagement in GW through print, online, and social media channels. The Communication Plan supports our community partners to promote Guelph Wellbeing. A communications assistant will support the implementation of the plan and ongoing communications.

# STAFF REPORT



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## ATTACHMENTS

ATT-1 Guelph Wellbeing Milestones (2011-2013)  
ATT-2 Guelph Wellbeing Workplan 2014

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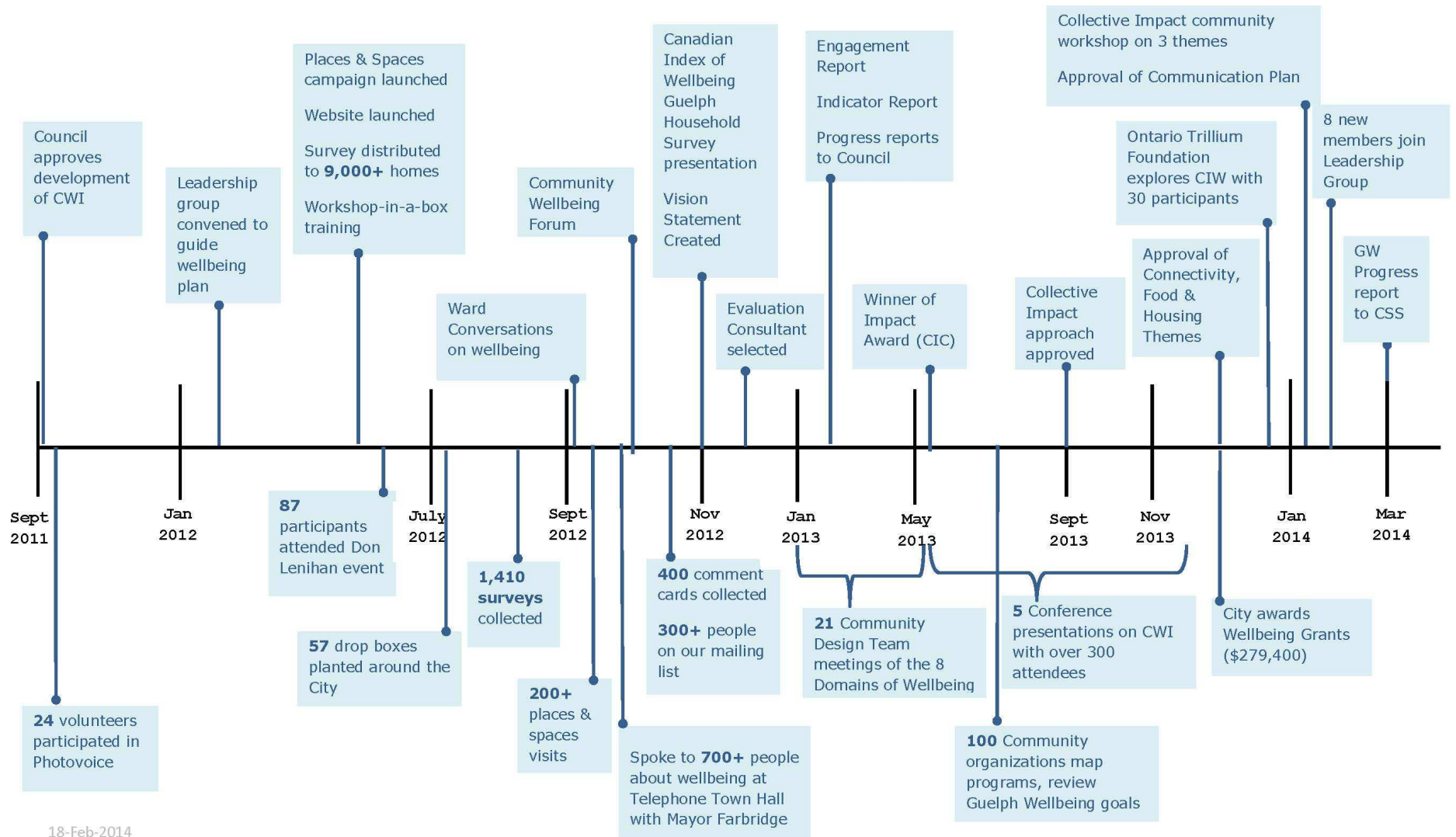
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## GUELPH WELLBEING MILESTONES 2011-2014



Guelph Wellbeing Workplan 2014

OUTCOMES	OUTPUTS	ACTIVITIES	WHO	RESOURCES REQUIRED	Timeline				EVALUATION
(End result of our work - what we want to achieve)	(Results of activities that will lead us to desired outcomes)	(Actions to achieve the desired outcomes)		(finance, support and tools)	2014				(Measures of desired outputs and outcomes)
					Q1	Q2	Q3	Q4	
Improve quality of life for Guelph residents in the areas of: Connectivity, Food and Housing	Using a collective impact approach, Guelph will measure and improve wellbeing in specific domains themes. The approach includes bringing together community members, community organizations, public sector agencies, businesses to solve local issues together.	<div>-Provide technical support, community engagement and co-ordination to develop Community Design Teams based on themes</div> <div>-Conduct research to support the development of solutions in the three thematic areas</div> <div>-Identify and track key measurements</div> <div>-Provide opportunities for all organizations, public, private sector, residents to work together to achieve success in three theme areas:<ul style="list-style-type: none"><li>Connectivity</li><li>Food</li><li>Housing</li></ul>through capacity-building, sharing best practices</div>	Project Manager (PM), Leadership Group (LG), Community organizations, stakeholders, Taylor Newberry Consulting, evaluation contractors (TNC)	Program budget, data support from public health and others, data sharing agreements					Number of organizations who agree to partner on the three theme areas Production of a set of indicators to track change Number of program changes based on learning from data Number of new partnerships developed

Guelph Wellbeing Workplan 2014

OUTCOMES	OUTPUTS	ACTIVITIES	WHO	RESOURCES REQUIRED	Timeline				EVALUATION
(End result of our work - what we want to achieve)	(Results of activities that will lead us to desired outcomes)	(Actions to achieve the desired outcomes)		(finance, support and tools)	2014				(Measures of desired outputs and outcomes)
					Q1	Q2	Q3	Q4	
	Partners and activities are aligned to achieve the agreed-upon indicators in each of the themes  More streamlined, responsive and evidence-based approaches that meet residents' needs  Changes in a positive direction on selected indicators	Design teams in each of the theme areas, confirm indicators, agree to share data with each other, communicate about data gathered through activities and refine activities to achieve outcomes  Develop a consistent way to share and receive data	PM, TNC, Project Partners						Positive Percentage change in baseline indicators in 12 month period  Partner perception of collective impact process
	Continued engagement of broader community and new partners to increase awareness and broaden impact	Implement communications plan  Develop a website	PM, LG, Communications Officer	Website development, toolkit materials (brochures, speaking points, power point)					Number of hits on website, number of positive news stories  Inclusion of wellbeing in annual reports and partner publication  Increased

Guelph Wellbeing Workplan 2014

OUTCOMES	OUTPUTS	ACTIVITIES	WHO	RESOURCES REQUIRED	Timeline				EVALUATION
(End result of our work - what we want to achieve)	(Results of activities that will lead us to desired outcomes)	(Actions to achieve the desired outcomes)		(finance, support and tools)	2014				(Measures of desired outputs and outcomes)
					Q1	Q2	Q3	Q4	
									awareness in community of Guelph Wellbeing work
	Leadership Group champions Guelph Wellbeing to achieve increased awareness and impact	Monitor progress of design teams, communication and evaluate  Build an advocacy agenda directed to other levels of government  Influence change on the three themes through their networks and in the broader community  Mobilize resources achieve outcomes	PM, LG	PM, program budget, LG members for meeting space and refreshments  Technical support from groups like Tamarack, Canadian Index of Wellbeing and others	Bimonthly meetings. February, March, May, October				Identification of advocacy topics  Evidence of policy changes in organizations, government and community  Amount and type of resources mobilized ( time, talent, students/ volunteers, funds)  Innovative ideas emerge for better use of resources
	Measuring and communicating progress	Work with TNC to develop succinct, compelling reports that describe the issue, the data and the action taken, and the progress	PM, LG, TNC						Development of compelling case and impact reports

# STAFF REPORT



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TO Community and Social Services Committee

SERVICE AREA Community and Social Services  
Community Engagement and Social Services

DATE May 13, 2014

**SUBJECT Approval of Charter for the Enterprise for Innovation in Human Services**

REPORT NUMBER CSS-CESS-1419

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To seek approval for the Charter for the Enterprise for Innovation in Human Services

### KEY FINDINGS

The Enterprise for Innovation in Human Services (the Enterprise) is doing business differently in responding to situations of elevated risk on our community for individuals and families to make sure they receive timely, co-ordinated services. Evidence from other communities demonstrates this data driven, results oriented approach has a positive impact for families and communities, and makes better use of public resources.

[The Enterprise](#) is a collaborative effort involving government, human services, police and community organizations together focusing on proactive and preventative strategies, rather than reactive and punitive ones. It creates positive change for individuals and community organizations, and demonstrates improvements in community indicators such as the crime severity index.

It is an example of Guelph Wellbeing's goal of improving the effectiveness and efficiency of social services. It aligns well with the three theme areas of Guelph Wellbeing: food security, affordable housing and physical and social connectivity, as these are important components that often place individuals in situations of elevated risk.

### FINANCIAL IMPLICATIONS

Currently managed within existing resources.

### ACTION REQUIRED

To approve the Charter

## RECOMMENDATION

1. That the Charter for the Enterprise for Innovation in Human Services be approved

## BACKGROUND

Guelph Police Services initiated the Enterprise for Innovation in Human Services (the Enterprise) in response to rising costs of policing and the increased requests for service that are not directly related to criminal behaviour. The Enterprise is modelled after a very successful program in Prince Albert, Saskatchewan – Community Mobilization Prince Albert (CMPA) – which is a social initiative whose mission is to build a safer and healthier community by reducing crime, addressing families at risk and focusing on long term community goals.

Since the CMPA project began in 2010, they have realized a 37% decrease in violent crime (Canadian Police College Discussion Paper series, 2014). Many other communities are implementing this model including: Toronto Police Services, North Bay Police Service, and Ottawa Police.

## REPORT

The intent of the project is to bring together the primary providers of human services in the community to address cases of acutely elevated client risk and to foster systemic improvements in the delivery of human services in the community.

The CMPA project is a collaborative effort involving government, human services, police and community organizations together focusing on proactive and preventative strategies, rather than reactive and punitive ones. The model consists of three key components namely: the HUB which provides integrated mobilization of resources to address individual situations, a Systemic Data Analysis table that analyses the data generated by the HUB to identify trends and to track effectiveness. The third key component is the Centre of Responsibility (COR), which focuses on systems change to enhance safety and wellbeing.

The HUB committee is comprised of many partners including police, child protection, social services, health, mental health, EMS/ Fire, education, addictions, and others. They meet weekly to discuss specific cases of "elevated risk" among individuals or families. Agencies that are able to assist the individual toward a workable solution are identified and a meeting is then scheduled to offer assistance and explore available services and supports in a proactive and co-ordinated way. In the Enterprise Charter this group is referred to as a "Situation Table".

The Systemic Data Analysis group is being led by the Research Shop from the University of Guelph, who is providing a PhD student to undertake this work.

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# STAFF REPORT



The COR is comprised of members of various agencies and deals with systemic social causes of crime and victimization on a community scale, such as truancy, addictions, mental health, and family violence. One of the COR's functions is to develop community strategies to combat these broader community issues. This is where there is strong alignment with Guelph Wellbeing. Guelph Wellbeing provides a way to co-ordinate existing community efforts on these systemic social causes to increase our collective impact by creating and communicating broad goals, gathering and reporting data on impact, and refining actions to maximize impact. The three theme areas of Guelph Wellbeing: food security, affordable housing and physical and social connectivity are important components that often place individuals in situations of elevated risk.

The Enterprise is an example of one of the anticipated outcomes of Guelph Wellbeing, improved efficiency and effectiveness of social services. Initiatives like the Enterprise envision the impact of their efforts will be reducing crime, better coordinating service between agencies, and improving outcomes for clients. The lessons learned from the Enterprise will more broadly inform the delivery of human services in our community.

The Enterprise aligns well with the work EMS is doing in the development of a Community Paramedic Program. This program is envisioned to help mitigate increased call volume through the provision of EMS, clinics, home visits, and bike paramedics.

EMS and Fire staff are participating at the Situation Table to bring forward individuals at elevated risk and also to be one of the service agencies responding to the individual. Guelph Wellbeing staff are involved in the COR group and have a strong interest in the Systemic Data Analysis group where we can explore leveraging data from other sources to strengthen the impact of our efforts.

The Founding Charter for the Enterprise is attached and all participating organizations are in the process of seeking organizational approval to move forward. The Founding members are:

- City of Guelph
- Canadian Mental Health Association (CMHA) Waterloo Wellington Dufferin
- County of Wellington Social Services
- Family & Children's Services Guelph Wellington
- Guelph Chamber of Commerce
- Guelph Community Health Centre
- Guelph Police Services
- University of Guelph, through its Institute for Community Engaged Scholarship
- Pearl Street Communications
- Wellington Dufferin Guelph Public Health

# STAFF REPORT



All agencies that are participating in the Enterprise will receive appropriate training to ensure that staff involved are fully informed and prepared to participate in the work of the initiative.

## CORPORATE STRATEGIC PLAN

### Organizational Excellence

- 1.1 Develop collaborative work team and apply whole systems thinking to deliver creative solutions
- 1.2 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

## DEPARTMENTAL CONSULTATION

Emergency Services and Fire Services

## COMMUNICATIONS

Communications will be co-ordinated with the members of the Enterprise initiative and aligned with the corporate communications

ATT-1 Founding Charter of the Enterprise

### Report Author

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## Founding Charter

### Strategy, Purpose and Description

The purpose of The Guelph Enterprise for Innovation in Human Services (the Enterprise) is to improve individual lives and find greater system efficiencies by applying a risk mitigation lens to human service delivery in our community. We will leverage the perspectives, information, talents and resources of multiple agencies in the development and execution of a community wide and multi-sector strategy that will bring about greater efficiency, effectiveness, and improved service connections leading to more positive social outcomes for all human services in the City of Guelph and its surrounding communities (hereafter referred to as “Guelph”). We intend to apply a holistic approach to service delivery and better ‘knit’ together the resources and delivery mechanisms of social, health, government and policing services.

### Membership

Founding members of the Enterprise are:

- City of Guelph
- Canadian Mental Health Association (CMHA) Waterloo Wellington Dufferin
- County of Wellington Social Services
- Family & Children’s Services Guelph Wellington
- Guelph Chamber of Commerce
- Guelph Community Health Centre
- Guelph Police Services
- University of Guelph, through its Institute for Community Engaged Scholarship
- Pearl Street Communications
- Wellington Dufferin Guelph Public Health
- Women in Crisis

### Scope and Approach

The Enterprise will:

1. Develop protocols to enable more effective information sharing across disciplines and agencies;
2. Develop and operate one or more ‘Situation Table’ models, in selected neighbourhoods and/or applied to selected social issues, to address situations of acutely elevated risk through rapid, multi-agency interventions and service connections;



3. Conduct cross-sector analyses and studies using Guelph-based and professionally reviewed data and consult collectively with other human service agencies, academics, governments and community-based organizations to develop an inventory of local needs and identify priority opportunities for enhanced programming and other supports related to wellness and the social determinants of health;
4. Develop a robust system of metrics to support both the collective and individual accountabilities and reporting requirements of participating member agencies;
5. Contribute to, learn from and share with parallel initiatives in collaborative risk-driven community safety and well-being occurring in Guelph, and across Ontario and Canada including (but not limited to) the Violent High Risk Assessment Committee, Domestic Violence High Risk Committee, and the Youth High Risk Committee;
6. Inform and further refine a broader community human service model that can align and grow along with The Enterprise;
7. Be results driven, focused on connecting services and supports with individuals and families needing immediate and proactive interventions;
8. Develop and execute a communications strategy designed to engage others and inform the public and other stakeholders on the achievements of the Enterprise.

## **Roles, Responsibilities and Governance Model**

Each charter member will contribute appropriately qualified resources as necessary and as available to accomplish the deliverables and priority tasks of the Enterprise.

Specifically, each Charter Member directly involved in the development and operations of a 'situation table' will contribute at least one sector specialist to be available as needed to fulfill the ongoing work and to attend regular meetings as determined.

The roles of chair and recorder for the Situation Table will be filled by designed staff resources of charter members.



During the start up phase of the Enterprise, Guelph Police Services (GPS) will provide leadership, secretariat functions, technical guidance, facilitation support and other expertise as needed for the initial prototype situation table.

As champions of the Enterprise, all Founding Members will encourage and facilitate wherever possible, broad and on-going multi-sectorial participation.

### **Assumptions and Inter-Dependencies**

The Enterprise has been conceived and designed to draw upon multiple perspectives and resources, including those currently in with the Enterprise and those not yet present.

As such, it can be assumed that the work of the Enterprise will proceed within a rich context of related initiatives and programs. Every effort will be made to avoid duplication of efforts, and to take optimal advantage of existing and ongoing initiatives at the local, regional and provincial levels.

### **Resources and Commitments**

Founding Members will provide the necessary resources to support a successful launch of the 'Situation Table'.

### **Founding Member Endorsement**

In my authority and on behalf of the organization named below, I understand and confirm that we are committed to the directions and intents of this document.

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Name

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Title

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Organization

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# STAFF REPORT

TO Community and Social Services Committee

SERVICE AREA Community and Social Services  
Culture and Tourism

DATE May 13, 2014

**SUBJECT Civic Celebrations**

REPORT NUMBER CSS-CT-1418

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide an update on the five remaining Civic Celebrations, and to make recommendations for how best to fund these events in future years to ensure alignment with the [Community Investment Strategy](#).

### KEY FINDINGS

As part of Phase 2 of the implementation of the Community Investment Strategy, one of the next steps that was identified was to review the five remaining Civic Celebrations, and determine how best to transition them into the Community Investment Strategy framework. A working group of staff met and used a multi-step screening tool to evaluate each of the Civic Celebrations and determine how best to provide funding or support for each of the events under the new framework.

The committee is recommending the following action for the five Civic Celebrations:

- Canada Day; that the City enter into a Community Benefit Agreement for this event with the Rotary Club of Guelph
- Remembrance Day; that the City enter into a Community Benefit Agreement for this event with The Royal Canadian Legion Guelph
- Sparkles in the Park; that funding for this event is more appropriate to be evaluated under the Community Wellbeing Grant program starting in 2015
- Santa Claus Parade; that the budget allocation for this event be transferred to the City's Downtown Renewal Office, and that they should enter into an agreement of support with the Downtown Guelph Business Association, as the event aligns with the City's downtown strategies
- Labour Council Picnic; that the budget allocation for this event be transferred to the City's Human Resources Department, and that they should enter into an agreement of support with the Labour Council, as it aligns with the City's labour relations strategies

## **FINANCIAL IMPLICATIONS**

The existing funding of \$51,400 will be transferred into the relevant cost centres as per the staff recommendation, and any request for increased funding will be referred to the 2015 budget process.

## **ACTION REQUIRED**

Receive the report for information and approve the staff recommendation to transfer the existing five Civic Celebrations into alternate funding streams, in order to align these events with the recommendations of the Community Investment Strategy and with the relevant departmental strategy.

## **RECOMMENDATION**

1. That the May 13, 2014 report entitled "Civic Celebrations" be received.
2. And that Council approve the dissolution of the funding category of Civic Celebrations and adopt the staff recommendations to transfer the remaining five events under this category into the proposed funding streams.

## **BACKGROUND**

In October 2008, Council approved the following resolutions from report FIN-08-28:

*THAT staff be directed to include an annual provision in the Tax Supported Operating Budget beginning in 2009 under the title Civic Celebrations Program;*

*AND THAT the following six (6) events be recognized as Civic Celebrations beginning in 2009 including: New Years Eve – Sparkles in the Park; Canada Day Celebrations; Labour Day Picnic; Remembrance Day; Santa Claus Parade; Civic Holiday – John Galt Day*

Since that time, these six events have been designated and funded as Civic Celebrations; however as part of the 2011 budget process, Council approved that John Galt Day be moved out of the Civic Celebrations and into the annual operating budget for Market Square.

In September 2012, staff reported on Phase 2 of the implementation of the Community Investment Strategy, in Report #CSS-CESS-1221. As part of that report, one of the next steps that was identified was to review the remaining Civic Celebrations, and determine how best to transition them into the Community

# STAFF REPORT

Investment Strategy framework. A working group of staff was convened to evaluate the remaining five Civic Celebrations.

## REPORT

The review team met and used a multi-step screening tool to evaluate each of the Civic Celebrations, with the intention of determining if they should be transferred into the new Community Benefit Agreement process, or if they should move into the Community Wellbeing Grants program. Community Benefit Agreements are a mechanism by which the City sets out the parameters for working with an organization within the community benefit sector to foster community wellbeing and/or enhance City services and programming.

As outlined in the Community Investment Strategy, each Civic Celebration was reviewed against the following criteria:

- Mutually beneficial
- Fosters Community Wellbeing
- Protects the public interest in the short and long term
- Aligns with a City/Service Area/Departmental Strategy
- Not done elsewhere (fills a gap/need)
- Partner must be incorporated; venture is non-profit generating
- Multi-year in nature

Based on these criteria, the committee recommended the following:

### Remembrance Day

The event fits well with the criteria, so the City should enter into a multi-year Community Benefit Agreement with The Royal Canadian Legion Guelph (Colonel John McCrae Memorial Branch 234) to continue coordinating the annual Remembrance Day service on behalf of the City. The agreement length should be for a period of five years, with the option to renew after that time.

### Canada Day

The event fits well with the criteria so the City should enter into a two year Community Benefit Agreement for the years 2015 and 2016 with the Rotary Club of Guelph to continue coordinating the annual Canada Day festivities at Riverside Park on behalf of the City. The recommendation was to re-evaluate the options for 2017, given Canada's Sesquicentennial and the potential for working with the Rotary Club and others in the community to enhance the Canada Day celebrations in that year, in consideration for the potential of available funding from the Federal Government.

# STAFF REPORT

## Sparkles in the Park

The committee assessed that this event did not meet the criteria for a Community Benefit Agreement, and so are recommending that future funding should be considered as part of the annual Wellbeing Grant allocation process. Funding for the December 2014 Sparkles in the Park has been confirmed and will not be impacted. The recommendation is that the organizers would apply for a Wellbeing Grant in October of 2014, for funding for the December 2015 Sparkles in the Park.

## Santa Claus Parade

The review team did not consider the parade to directly align with current Community and Social Services (CSS) strategies or priorities, and decided that it was not appropriate for CSS to enter into a long-term Community Benefit Agreement for the event. However, the committee did note that the event aligns well with the City's downtown revitalization strategies and therefore recommend that the budget should be transferred over to Enterprise Services – Downtown Renewal for their programming and implementation of the Santa Claus Parade.

## Labour Day Picnic

The committee assessed that this event does not align with CSS current strategies or priorities and is not recommended for a Community Benefit Agreement. It is recommended, however, that the budget be moved into the Human Resources department as it aligns with their Labour Relations strategies, and they can then enter into a funding support relationship with the Labour Council for the event.

## **CORPORATE STRATEGIC PLAN**

### Innovation in Local Government

- 2.1 Build an adaptive environment, for government innovation to ensure fiscal and service sustainability
- 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**

Finance

Downtown Renewal

Human Resources

## **COMMUNICATIONS**

Staff have notified representatives from each of the existing five Civic Celebrations about the recommendations contained within this report, and will work with each organization to assist them through the transition process.

# STAFF REPORT

## ATTACHMENTS

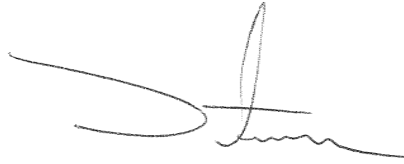
N/A



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### Approved By

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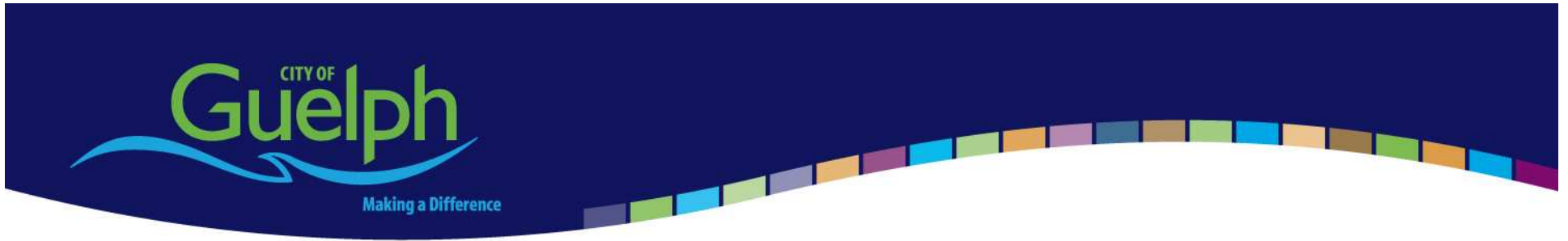


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### Recommended By

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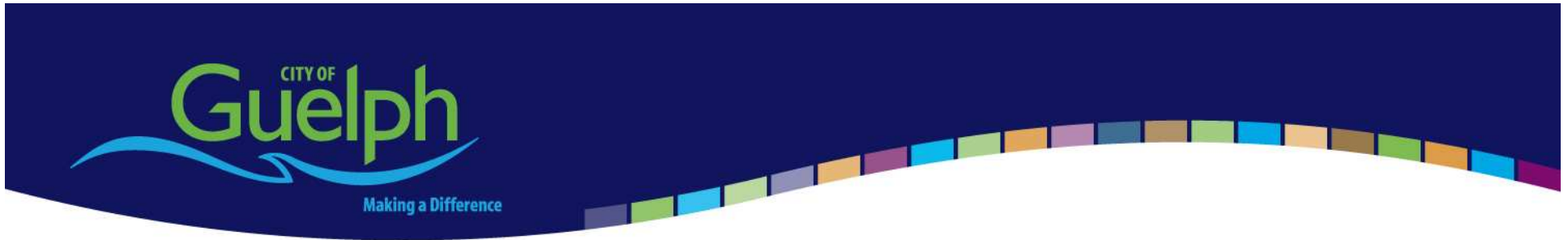




# **ServiceGuelph Operational Audit**

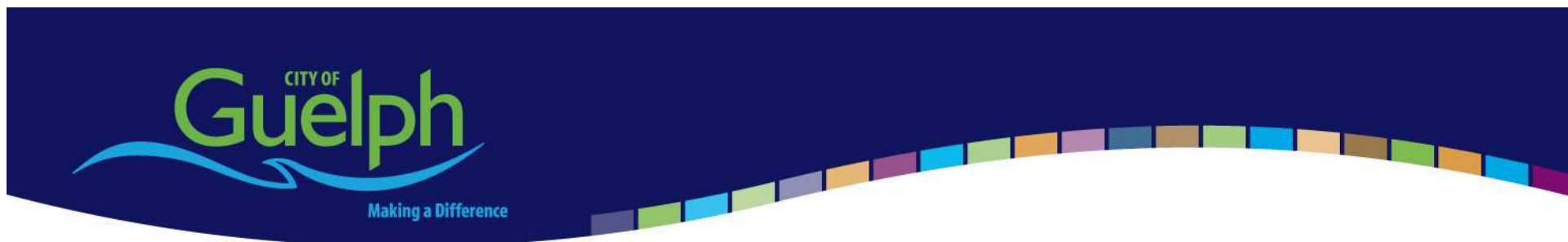
## **Implementation Plan of Recommendations**

**Community and Social Services Committee  
May 13, 2014**



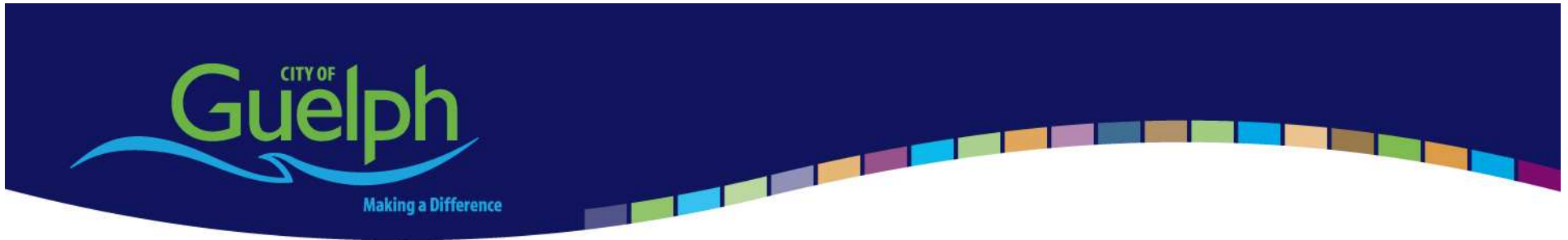
## **Audit Implementation Process**

- Set up working group with bi-weekly progress meetings
  - Members include:
    - Executive Director
    - Manager of Business Services
    - Supervisor of ServiceGuelph
- Assess recommendation and review implementations
- Multi-year phased in approach with short-term quick hits in 2014, and funding submissions for future years.



## 10 Recommendations at a glance

Completed to date	1
To be completed by end of Q2, 2014	2
To be completed by end of Q3, 2014	0
To be completed by end of Q4, 2014	6
To be referred to Citizens First initiative	1



### **Finding # 1:**

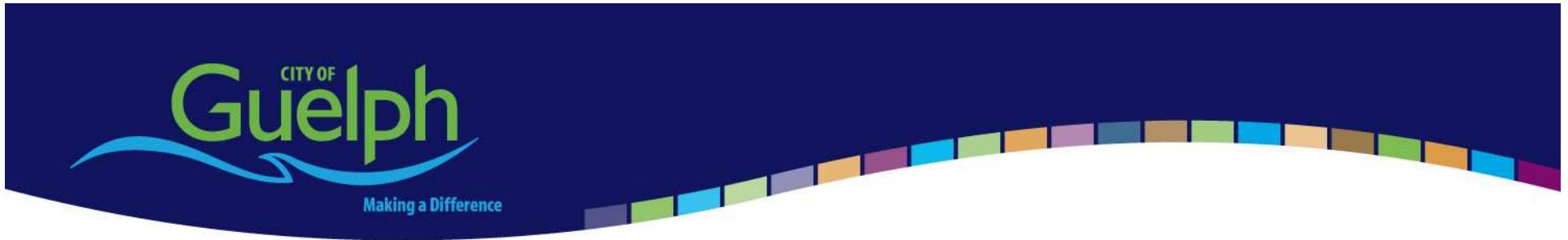
Current services require Customer Service Representatives to perform tasks that are administrative in nature and not necessarily 'citizen-focused'

### **Recommendation:**

- Create a service mandate for ServiceGuelph
- Options are depicted below. For further information refer to the Service Options section of this report.

### **Status:**

- Service mandate to be referred to scope of Citizens First Customer Service Strategy (Corporate-wide).
- Staff reviewing each of the three options recommended by the auditor to handle existing services by end of Q2.



## **Finding # 2:**

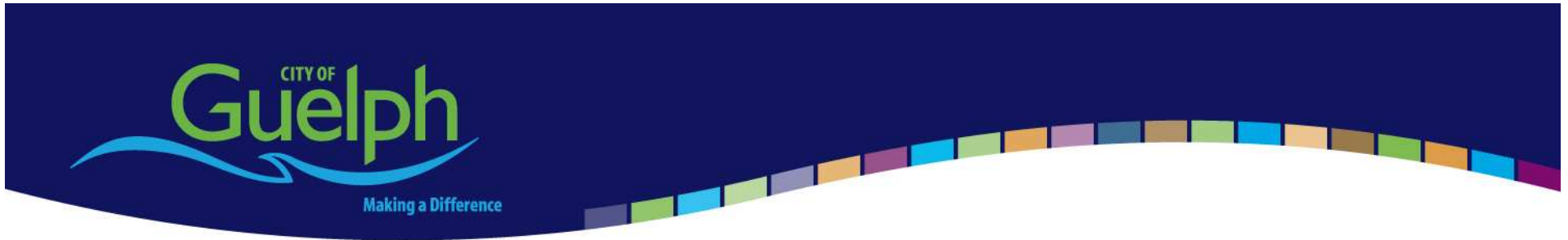
There are varying perceptions of services provided by ServiceGuelph across the internal stakeholder group

## **Recommendation:**

- Create service level agreements with departments to clearly define service expectations and position the department for service based budgeting in the future.
- Develop a methodology for the request of additional services and amendments to the agreements.

## **Status:**

- Templates being developed for existing services by end of Q4, decision to implement service based budgeting will come through a future budget cycle as directed by Finance.
- Assessment methodology to be developed after service mandate has been, end of Q4.



### **Finding # 3:**

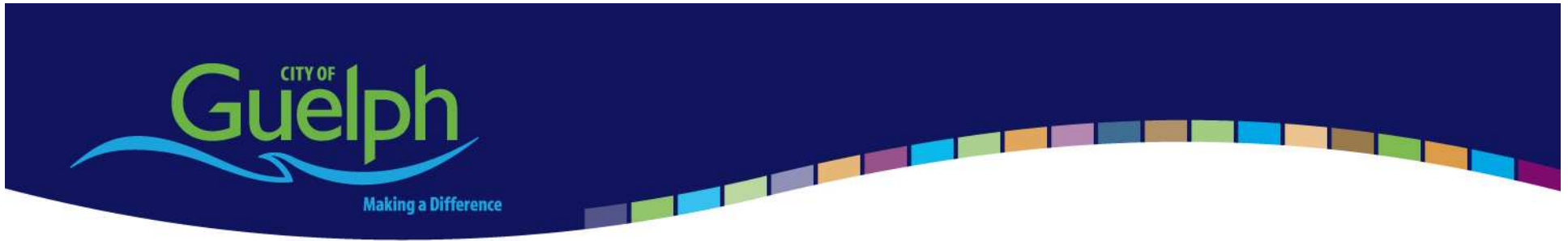
Lack of a training plan for Customer Service Representatives

### **Recommendation:**

- Create a formal training plan for ServiceGuelph staff include
  - planned time with administration/clerical staff in the departments supported to identify changes and improve operational understanding
- customer service training such as conflict resolution, communications, dealing with difficult people

### **Status:**

Formal training plan for staff to be developed by end of Q2.



**Finding # 4:**

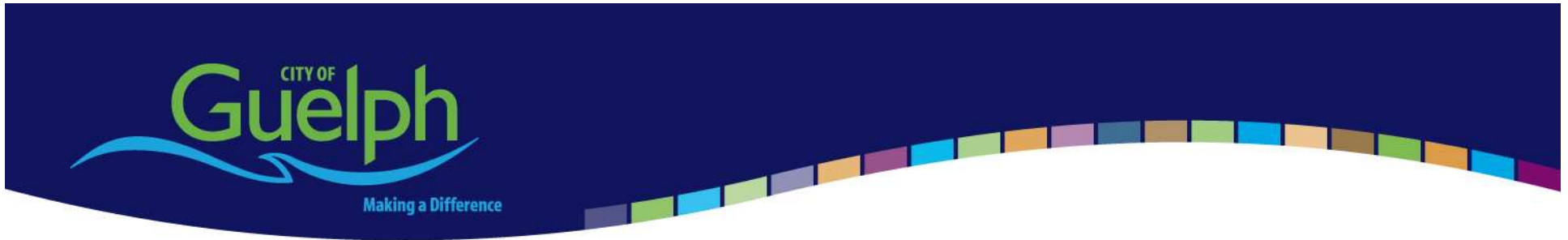
Lack of formal service standards

**Recommendation:**

Review the Corporate Service Excellence Strategy and Standards report that went to Governance Committee in 2011 for relevanc,y and implement those standards that apply to ServiceGuelph with corresponding performance measurement.

**Status:**

Complete



### **Finding #5:**

Lack of Key Performance Indicators

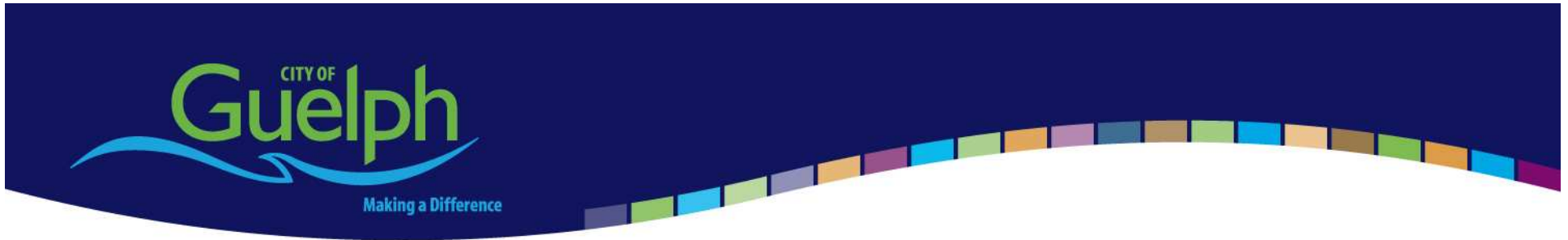
### **Recommendation:**

- Define key performance indicators, not just statistics, to drive value added activity and continuous improvement.
- Measures could include;
  - Contact reasons – to influence what information and the way information is provided to the public
  - Wait times to assist with setting and validating standards of service

### **Status:**

- Metrics being scoped out with implementation expected in Q4
- Investigation of wait time measuring mechanism underway with business case expected as part of 2015 capital budget submission for purchase/ installation of queue management system in Q4.





**Finding #6:**

Lack of a knowledge base or information availability which restricts the Customer Service Representatives from providing answers to the public

**Recommendation:**

Develop and implement a knowledge base system to share applicable information from the various departments across the organization

**Status:**

Referred to IT Strategic Plan as part of an enterprise solution with business case expected as part of 2015 capital budget submission in Q4



**Finding #7:**

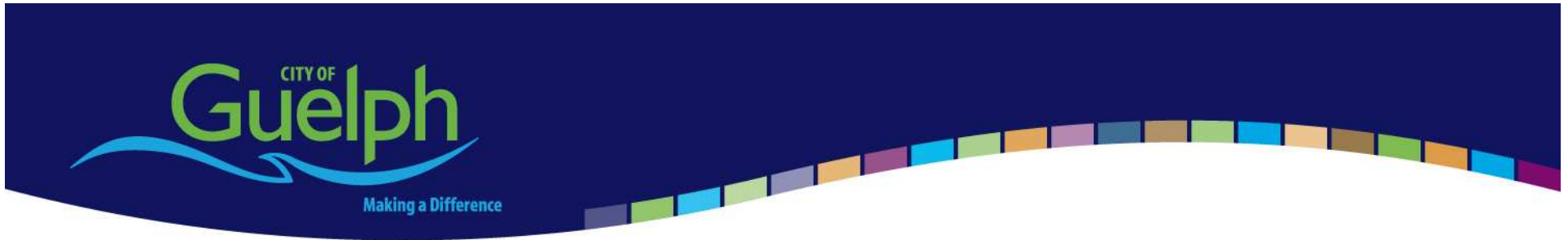
Lack of systems to manage customer relationships and allow for performance measurement in areas such as contact reasons, results and to identify areas of improvement.

**Recommendation:**

Investigate and implement a CRM (Customer Relationship Management) program to manage this information.

**Status:**

Referred to IT Strategic Plan as part of an enterprise solution with business case expected as part of 2015 capital budget submission in Q4



### **Finding #8:**

- Inefficiencies and challenges with the current layout and location(s) of ServiceGuelph
- Privacy is insufficient – the current layout allows other customers and staff to overhear personal information and potentially see personal information on the computer screens.
- Accessibility requires improvement. There is a lack of a secondary exit, seating for customers who require it
- Inefficiencies in service locations requiring customer service staff to be located on three different floors within City Hall.

### **Recommendation:**

- Conduct a review of the layout of ServiceGuelph to address privacy, safety and accessibility.
- Also review the current location of administrative functions with a potential to move these activities to the first floor to provide the best customer service possible.

### **Status:**

- External architect has provided initial draft concepts of existing counter with a business case expected as part of 2015 capital budget submission in Q4.



**Finding # 9:**

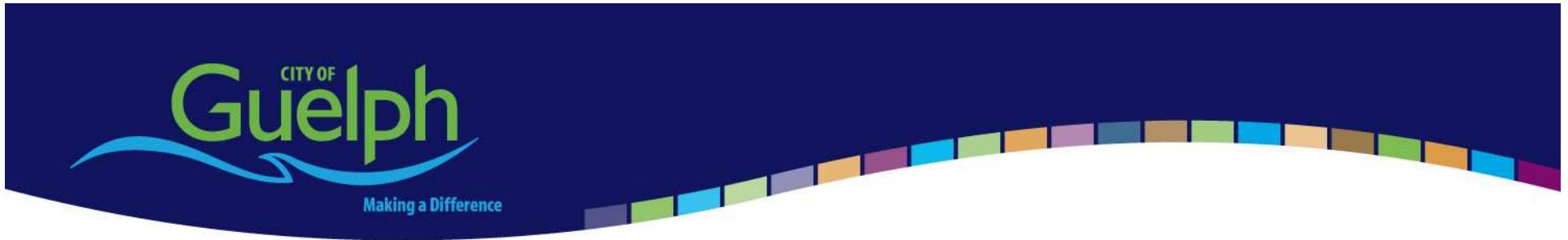
Insufficient resources to utilize alternative methods of customer service such as social media, live web-chats

**Recommendation:**

Create a service mandate for ServiceGuelph based on the options provided in the Service Options section of this report and adjust the resources appropriately to provide for this administrative function

**Status:**

Service mandate to be referred to scope of Citizens First Customer Service Strategy (Corporate-wide impact).



**Finding #10:**

Hours of service do not meet the needs of the customers

**Recommendation:**

Changes in the hours of service such as extending hours to 6:00 pm or 8:00 pm one or two days a week and Saturday hours.

**Status:**

Extended hours on Thursdays until 7:00 pm currently being piloted until June 26 and pending pilot evaluation, a business case will be submitted as part of 2015 operating budget in Q4.

# STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services  
Business Services

DATE May 13, 2014

**SUBJECT ServiceGuelph Audit Implementation Plan**

REPORT NUMBER CSS-BS-1420

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To present management's implementation plan in response to the ServiceGuelph Audit dated December 13, 2013.

### KEY FINDINGS

The nature of some recommendations cannot be completed in isolation and will be referred to other corporate-wide initiatives, and some will require significant funding in 2015.

### ACTION REQUIRED

To receive the Audit Implementation Plan report.

## RECOMMENDATION

1. That the May 13, 2014 report entitled "ServiceGuelph Audit Implementation Plan" be received

## BACKGROUND

In 2013, the Internal Auditor undertook an operational audit to review ServiceGuelph, and the findings were released on February 4, 2014. Management has agreed with all of the recommendations.

## REPORT

A working group has been developed to work through the implementation of the audit recommendations. The process of the implementation involves an assessment of the recommendations on both the existing operation and evaluation of any corporate-wide impacts with other initiatives planned. There were ten recommendations the Internal Auditor made, one of which will be referred to the corporate Citizens First initiative.

# STAFF REPORT



The 2014 focus of the working group is to implement the recommendations that pose achievable short-term positive impact to the existing operation within existing budgets. These include:

1. Reviewing and implementing one of the three options as recommended by the Internal Auditor, and;
2. Developing a formal training plan for staff.

Some of the recommendations will need to be phased in over multi-years as part of the 2015 budget submissions. These include:

1. Purchase and installation of a queue management system;
2. Enterprise solution for a knowledgebase system;
3. Enterprise solution for a Customer Relationship Management system;
4. Reconfiguration and construction of existing counter layout area, and;
5. Permanently extending the service for afterhours/Saturday coverage.

The working group will report back to Committee with future updates.

## **FINANCIAL IMPLICATIONS**

There are no implications to the 2014 approved budget; however some recommendations have implications that require business case submissions for the 2015 budget.

## **CORPORATE STRATEGIC PLAN**

### 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

## **DEPARTMENTAL CONSULTATION**

Information Technology  
Finance

## **COMMUNICATIONS**

N/A

# STAFF REPORT

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## ATTACHMENTS

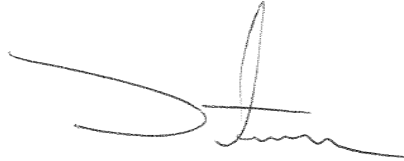
ATT-1      Implementation Plan



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ServiceGuelph Audit Implementation Plan

As at end of:

X	Q1 2014
	Q2 2014
	Q3 2014
	Q4 2014

IMPLEMENTATION SCHEDULE					Status of Recommendation(s)		
Rec #	Recommendation	Responsibility	Management Action Plan	Target Completion Date	Not started	In progress	completed
					state reason & estimated start date	estimated completion date and reason if delayed	if completed when and how
Audit Report: ServiceGuelph Report Issued: February 2014							
1.1	Create a service mandate for ServiceGuelph	Manager, Business Services/Supervisor, ServiceGuelph	Agree. Utilize existing public service/government service delivery models and budget structures as best practices. Engage key stakeholders to develop citizen-centred model.		Service Mandate to be referred to Citizens First Customer Service Strategy start date in Q4		
1.2	Options are depicted below. For further information refer to the Service Options section of this report.	Manager, Business Services/Supervisor, ServiceGuelph	Agree. Selection and implementation of a Service Option will be dependant on the establishment of a mandate for ServiceGuelph.			Staff reviewing each of the three options, with a decision expected by end of Q2	
2.1	Create service level agreements with departments to clearly define service expectations and position the department for service based budgeting in the future.	Supervisor, ServiceGuelph	Agree. Create a template (document) and process that can be used by ServiceGuelph to develop service level agreement for a service with department. Create service level agreements on a prioritized basis using transaction volume or other service based criteria			Template being developed for existing services by end of Q4.	
2.2	Develop a methodology for the request of additional services and amendments to the agreements.	Supervisor, ServiceGuelph	Agree. Create a process, SOP, and communications for departments to informs them on how service level agreement can be activated or changed			Assessment methodology to be developed after mandate (1.1) has been scoped, by end of Q4	
3	Create a formal training plan for ServiceGuelph staff include: a. planned time with administration/clerical staff in the departments supported to identify changes and improve operational understanding b. customer service training such as conflict resolution, communications, dealing with difficult people	Supervisor, ServiceGuelph	Agree. Develop a formal training plan for ServiceGuelph team members. The plan should touch on some key components: - customer service training - people skills training - knowledge transfer through job shadowing			Formal training plan completed by end of Q2.	
4	Review the Corporate Service Excellence Strategy and Standards report that went to Governance Committee in 2011 for relevancy and implement those standards that apply to ServiceGuelph with corresponding performance measurement.	Manager, Business Services/Supervisor, ServiceGuelph	Agree.				Completed in 2013, public soft launch in March 2014
5	Define key performance indicators, not just statistics; to drive value added activity and continuous improvement. Measures could include; • Contact reasons – to influence what information and the way information is provided to the public • Wait times to assist with setting and validating standards of service	Supervisor, ServiceGuelph	Agree. Conduct research necessary to determine the best key performance indicators to measure based on best practices. Determine any costs/resources required to implement the tracking of any new indicators.			Metrics being scoped out with implementation by end of Q4. Investigation of wait time measuring mechanism under way with business case expected as part of 2015 capital budget submission by Q4 for purchase/installation of queue management system.	
6	Develop and implement a knowledge base system to share applicable information from the various departments across the organization	Manager, Business Services/Supervisor, ServiceGuelph	Agree. Contingent on IT Strategic Plan. Will work to develop project scope and budgetary requirements and move toward implementation plan.			Presented to ITGC, and referred to 2015 budget. Business case to be developed by Q4.	
7	Investigate and implement a CRM (Customer Relationship Management) program to manage this information.	Manager, Business Services/Supervisor, ServiceGuelph	Agree. Contingent on IT Strategic Plan. Will work to develop project scope and budgetary requirements and move toward implementation plan.			Presented to ITGC, and referred to 2015 budget. Business case to be developed by Q4.	

ServiceGuelph Audit Implementation Plan

As at end of:	X	Q1 2014
		Q2 2014
		Q3 2014
		Q4 2014

IMPLEMENTATION SCHEDULE					Status of Recommendation(s)		
Rec #	Recommendation	Responsibility	Management Action Plan	Target Completion Date	Not started	In progress	completed
					state reason & estimated start date	estimated completion date and reason if delayed	if completed when and how
8.1	Conduct a review of the layout of ServiceGuelph to address privacy, safety and accessibility.	Manager, Business Services	Agree. Conduct space/security feasibility study of ServiceGuelph counter. Implementation plan to be developed through capital budget process			External architect has provided initial draft concepts with a business case to be developed for 2015 capital budget submissions by end of Q4.	
8.2	Also review the current location of administrative functions with a potential to move these activities to the first floor to provide the best customer service possible.	Manager, Business Services/Supervisor, ServiceGuelph	Agree. Selection and implementation of a Service Option will be dependant on the establishment of a mandate for ServiceGuelph.			Included in 8.1	
9	Create a service mandate for ServiceGuelph based on the options provided in the Service Options section of this report and adjust the resources appropriately to provide for this administrative function	Manager, Business Services/Supervisor, ServiceGuelph	Agree. Selection and implementation of a Service Option will be dependant on the establishment of a mandate for ServiceGuelph.		Same as 1.1. Service Mandate to be referred to Citizen First Customer Service Strategy start date in Q4		
10	Changes in the hours of service such as extending hours to 6:00 pm or 8:00 pm one or two days a week and Saturday hours.	Manager, Business Services/Supervisor, ServiceGuelph	Agree. Actions taken already include a six month extended hours pilot launched January 2, 2014. ServiceGuelph open until 7 p.m. on Thursdays until June 26, 2014. Traffic and contact data being tracked for review and recommendation after pilot period.			Extended Thursday evening hours under way for 6 month pilot until June 26th. Pending pilot evaluation, a business case will be submitted as part of the 2015 budget in Q4, to make this a permanent increase in service levels.	