



A United Vision:
**GUELPH'S
COMMUNITY PLAN**



Guelph's Community Plan Scan of Strategic Plans

March 2019



Our year of listening



A United Vision:
**GUELPH'S
COMMUNITY PLAN**

MAKE YOUR MARK.



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Introduction

Over the last year, the City of Guelph has been working on the creation of Guelph's first Community Plan. This process has included identifying and understanding existing goals and priorities across the community so that the Community Plan can reflect and build on what is already happening and clearly identify where the city can go next. In addition to its research and stakeholder engagement, the City mapped and synthesized existing strategic plans as a source of information about current priorities and directions across a range of relevant domains.

This document shares the findings from the scan of current strategic plans with community-wide impact owned by City of Guelph, the County of Wellington and collaboratives within the local public and non-profit sectors. This scan brings together the domains and directions that characterize the focus and energy across local government and place-making initiatives. The results of this scan will contribute to the conversation about the focus and directions for Guelph's Community Plan.

The scan includes the following sections:

- I. An overview of findings & considerations
- II. Methods and criteria for inclusion
- III. Summary of Plan domains and directions
- IV. Plan partners

Notes for following discussion:

"Collaboratives" is used to indicate the public, private and non-profit partnerships between organizations, associations, networks, institutions and levels of government who collaboratively hold a strategic plan that has community-wide impact.

"Plan owner" is used to indicate the City, County and collaboratives who developed the strategic plan and who have accountability for its implementation.

Visualizations of the scan findings are available on the Community Plan website at guelph.ca/communityplan.

Appendix A provides the plan by plan inventory.



An Overview of Findings

Thirty-eight plans were included in the final version of the strategic plan scan. Of these, 24 were owned by the City of Guelph; one by the County of Wellington; and 13 by local collaboratives. The City of Guelph is involved in 10 of the 13 collaboratives, which include more than 125 partners across the public, private and non-profit sectors.

The plans overall reflect a wide range of directions across issue areas including:

- Built Environment—transit, infrastructure, development, housing supply
- Community—engagement, collaboration
- Cultural Benefit—arts and culture in the community
- Economic Benefit—entrepreneurship, business, employment
- Health—physical and mental health
- Natural Environment—land, water, climate
- Safety—safety in the community
- Social Benefit—affordable housing, social inclusion, wellbeing, diversity

Plan Themes by Domain

Themes were identified through a content analysis of the strategic directions/action areas of each plan, and then validated by the plan owners. Themes within each plan by domain are presented below.

Built environment

Of the plans included in the scan, 19 relate to the built environment, primarily through City or County-owned plans that capture priorities in transit and transportation, infrastructure, development (in particular, downtown development), and housing supply. Collaborative plans that identify priorities aligned with this domain all focused on the supply of housing. Key themes in this domain include:

- Building neighbourhoods that are sustainable, diverse, mixed-use, maintain the character and history of the city as well offer choices for affordable housing
- Developing integrated networks for transit, cycling and walking so people can move about the city, and connect across its neighbourhoods, downtown and “ends” (south end, west end, etc.)
- Ensuring a balance of buildings, streetscapes and open spaces that are beautiful, have character, are inviting, comfortable, and encourage active public use

Community

Community as a domain was used to capture strategies related to developing a sense of community, engaging residents and building community buy-in. It also includes prioritizing relationships, partnerships and collaborations. As such, it captures 30 of the 38 plans. Themes in this domain include:

- Contributing to a community that is experienced and recognized as healthy, safe, livable, vibrant and offers a high quality of life
- Engaging residents to build their knowledge and awareness of key issues so they can make decisions and choices which reflect the values, visions and goals of various plans, such as greater stewardship, or greater inclusion and wellbeing
- Engaging residents to develop widespread community support and inspire action
- Relationships, partnerships and collaborations that build social capital, influence and develop the social fabric of the community, including making connections across sectors

Cultural benefit

There are five plans included in the scan that focus on cultural benefits to the community. Key themes in this domain include:

- Placemaking and nurturing a shared sense of cultural identity that reflects the history and diversity of the city
- Creating spaces that are beautiful, memorable, enduring, vibrant, engaging
- Building spaces for public gatherings that are appropriate and bring people and ideas together
- Ensuring there are opportunities for and investment in artists, including youth
- Connecting cultural benefit to economic prosperity

Economic benefit

There are 27 plans that include financial and economic directions. Economic benefit as a domain captures priorities and areas for action that relate to the development of the economy, employment and poverty reduction. City-owned plans that address fiscal responsibility are also included in this domain. Key themes are:

- Investing in and prioritizing innovation, technology, knowledge-based sectors
- Nurturing strategic partnerships and collaboration to build interest and investment in the local economy
- Ensuring financial sustainability and fiscal responsibility
- Making investments in natural and cultural heritage and valuing these as attractions/contributors to the local economy
- Making investments in workforce planning and development, and in achieving greater diversity in the workforce
- Committing to ensuring everyone has a livable income and decent work

Health

Ten of the plans included in our scan address physical health, mental health and addictions. These plans specifically focus on priorities related to:

- Ensuring the right supports are available and accessible to families, parents, children and youth, especially those with complex needs
- Promoting greater physical activity, particularly for

children, youth and older adults, and ensuring a range of opportunities for everyone in the city to be active

Natural environment

There are 14 plans that address the natural environment. Stewardship of the environment and Guelph's natural resources is predominant among the City-owned plans. These plans are aligned in their priorities and directions where the key themes are:

- Ensuring and engaging the community and other stakeholders in the conservation and protection of the environment and Guelph's natural heritage, including the urban forest, biodiversity and groundwater as specific areas of focus
- Investing in renewable and alternative energy generation, as well as in innovative technologies that will build Guelph's reputation as a leader in environmental stewardship, conservation and protection
- Ensuring that the consumption of energy and water are minimized as the population continues to grow

Safety

Seven of the plans included in the scan address issues related to safety. Key themes in this domain are:

- Ensuring safe spaces for public activities (parks, cycling)
- Reducing opportunities for crime and ensuring a safe community
- Focusing on programs for children and youth with emphasis on building resilience and kindness

Social benefit

There are 20 plans that address social benefits, which captures priorities relating to diversity, accessibility, inclusion, and participation across all aspects of living, working and playing in Guelph. Key themes in this domain are:

- Prioritizing accessibility and inclusion in all spaces, ensuring barrier-free participation
- Recognizing and valuing the diversity in Guelph, and focusing on ensuring there are the conditions for greater social inclusion
- Ensuring greater engagement and participation of underrepresented and marginalized groups, focusing on children, youth and families and parents, older adults, newcomers/immigrants, and visible minorities

- Increasing equitable access to services and supports
- Ensuring there are appropriate and accessible supports for families with complex needs
- Addressing the need for affordable housing and reducing food insecurity as key issues in the community

Considerations and Opportunities for Moving Forward

This scan of existing strategic plans provides a snapshot into the issues and opportunities that are currently getting attention through the initiative and action of the City of Guelph, County of Wellington and collaboratives within the public and non-profit sectors. The domains and areas of focus are wide reaching and cover many of the main concerns and priorities across the city and its neighbourhoods. The scan did not include the strategic plans of individual local business or service agencies, individual institutions (university, hospital) or provincial/federal bodies.

When asked about gaps and whether the emerging Community Plan themes reflected the spirit and culture of Guelph, plan owners noted key considerations when building on these findings to inform the Community Plan. These considerations included:

- Taking an equity lens to the directions and actions, and asking questions about unintended barriers and exclusions, specifically attending to the social, cultural and economic domains and to the experiences of various groups within the city such as newcomers, individuals with special/complex needs, youth, and older adults
- Emphasizing inclusion and diversity across all areas of focus
- Bringing out the focus and sense of shared pride in Guelph's culture of environmental stewardship and conservation (e.g. circular food economy and groundwater conservation)
- Seeing the domains as interconnected and working to break down silos

At the beginning of the scan we were looking for existing gaps—areas that weren't being addressed in our community. What we've realized is that the work underway in our community is quite comprehensive, especially considering that this scan does not include

individual organizational plans. There were 127 partners engaged in the 38 strategic plans that were included in this scan, working across every major domain on a wide range of issues and strategies.

What has become evident, however, is that there are significant pressures mounting on specific issues and greater progress could be made by better leveraging collective attention and investment. If social, cultural, health, environmental, and economic challenges and inequities persist across the city, it is not because there isn't attention, effort and resources being invested. Moving forward, more of the same isn't going to move the dial.

It wasn't hard to track down the plans. Locating targets and expected results was more difficult. The opportunity before us is to take this time to have a good look at existing plans, how we are measuring success or progress, and how we are working together to tackle shared road blocks and keep momentum to achieve broadly understood and communicated results. This becomes increasingly important as more value is being expected from existing, and often static, resources.

Asking how the City and collaboration-based plans can better leverage their collective resources and social capital as well as further embedding innovative approaches and evaluative thinking should also be considered in our Community Plan and collaborative work.

One of the challenges in completing this scan of strategic plans was the range of content, styles and approaches in strategic planning. There is, of course, no single right way to do strategic planning. However, adopting a set of best practices, with shared language would make it easier to understand what's happening and what the potential impact is.

At the same time, strong, consistent commitment to setting measures, tracking progress and public reporting will make it easier to find connections, gaps and road blocks so that we can address them together and understand community progress.

In reviewing the strategic plans, it is abundantly clear there is commitment, expertise and resolve for addressing the issues that face our community as well as for making Guelph a recognized leader—environmentally, culturally and economically. Working together, and in some cases working differently, will be necessary to build on the solid foundation of existing work and collaborations.

Methods

A scan of City, County and collaboratively owned plans within the public and non-profit sectors was completed between October 2018 and March 2019. We accessed plans through relevant websites or through direct communication with plan owners if their strategic plan was not posted. An early version of the scan was presented to plan owners in November for feedback and input. We refined our approach, completing a review of over 60 different plans, of which 38 were included in our final scan.

It quickly became clear once the scan was started, that there is a substantive number of strategic plans and directions within the City, County and community. The City of Guelph website lists more than 80 City-owned plans, reviews and strategy updates. Across the community, there are anchor institutions, a range of businesses and business supports, leading agencies and non-profit organizations, citizen action groups and collaboratives also carrying their own visions, missions and strategies.

While we recognize and respect the breadth and importance of the work underway within the City and across the community, it was beyond the scope to complete a comprehensive study of all the different players and the strategies each are driving. For our first attempt at characterizing strategic plans, we decided to focus our work on initiatives with community-wide impact held by the City, County or a collaborative of established organizations, agencies and institutions.

Criteria for Inclusion

City of Guelph and County of Wellington Plans

For city-and county-owned plans to be included in the scan, they needed to:

- Hold community-wide impact
- Have a systems-level focus
- Be multi-year and current (within last 4 years)

Collaboratively Plans

For a collaboratively-owned plan to be included in the scan, it needed to:

- Hold community-wide impact
- Be led by a formal collaborative of public and non-profit stakeholders with shared leadership and responsibility
- Have a systems-level focus
- Be multi-year and current (within the last 4 years)

We did not include community-owned plans that were:

- Owned by a single organization
- Owned by a citizen group
- Program focused
- Project based

These criteria for selecting community-owned plans were designed to emphasize organizational collaboration and partnerships with community-wide impact. We know that as a result, some important work in our community did not make it into this version of the scan. Future iterations of the scan can be considered based on need.





Template for Reviewing the Strategic Plans

Though few plans follow the same template for organizing content, we did draw on common components across plans to complete a database of plans and strategic directions. For each plan, the database includes:

Plan Component	Description
Plan Owner	The owner was identified according to the organization that sponsored the plan's creation and who leads its implementation. The assumption is that the plan owner is accountable for achieving the goals and objectives.
Title and weblink	The name of the plan to the extent each plan has a formal title. Titles are linked to the website where each plan can be found.
Domains	The broad issue addressed by the plan's strategies.
Focus Area	Specific aspect of the domain the strategy relates to.
Populations	The intended beneficiary group.
Drivers	Short description of key context and conditions that characterizes the need for the plan and strategic directions.
Vision	The improved state of the community the plan is working towards.
Goals / Priority areas	The specific areas of focus.
Strategies	The areas of action that will move the needle towards releasing the vision.
Targets	Quantified measures that will demonstrate the achievement.

Once we created the database, we then completed a process of line-by-line coding on the strategies, using the following coding scheme:

Domain – broad issues	Focus Area – specific aspect of the domain the strategy relates to	Code
Built Environment (BE)	Public Transit	PT
	Cycling/Walking	CW
	Transportation	TR
	Infrastructure	IN
	Downtown Development	DD
	Housing Supply	HS
Community (C)	Engagement	EG
	Community Buy-in	CB
	Civic Pride/Community Spirit	CP
Cultural Benefit (CB)	Cultural Heritage	CH
	Arts	AR
Economic Benefit (EB)	Learning & Training	LT
	Employment	EM
	Business Development	BD
	Innovation	IV
	Financial Sustainability	FS
	Growth / Investment	GI
Health (H)	Livable Income	LI
	Physical Health	PH
Natural Environment (NE)	Mental Health	MH
	Natural Heritage	NH
	Land Use	LU
	Water	WA
	Air	AI
	Climate Change	CC
	Energy	EN
	Waste	WS
	Waste Water	WW
	Solid Waste	SW
	Agriculture	AG
Safety (S)	Safety	S
Social Benefit (SB)	Affordable Housing	AF
	Food Security	FS
	Diversity	DI
	Accessibility	AC

Summary of Strategic Plans

Plan Inventory by Vision and Domains

#	Plan Owner	Plan	Vision	BE	C	CB	EB	HMH	NE	S	SB
Total # of Plans by Domain				19	30	5	27	10	14	7	20
1	City of Guelph	City of Guelph Official Plan [March 2018 Consolidation]	The City of Guelph is legislated to have an Official Plan. The Official Plan is comprehensive and includes secondary plans to support land use evaluation and decision making by Council and others. The integration of energy, transportation and land use planning will make a difference in the environmental sustainability, cultural vibrancy, economic prosperity and social well-being of Guelph.	x	x	x	x	x	x	x	x
1a	City of Guelph	Chapter 3: Planning a Complete and Healthy Community	Ensure an appropriate range and mix of employment opportunities, local services, community infrastructure, housing including affordable housing and other land uses are provided to meet current and projected needs to the year 2031.	x	x		x	x	x	x	x
1b	City of Guelph	Chapter 4: Protecting What is Valuable	Protect and maintain: Natural Heritage System; Water Resources; Public Health and Safety; Community Energy Planning; Cultural Heritage Resources. These features, resources and built form are highly valued and essential to the protection of the natural and cultural heritage resources, ensure health and safety, enhance energy sustainability and the quality of life within the city.	x	x	x	x		x		x
1c	City of Guelph	Chapter 5: Movement of People and Goods—An Integrated Transportation System	A balanced, integrated transportation system will contribute to vibrant streets designed to ensure pedestrians and cyclists comfortably and safely co-exist with motor vehicles, thus improving health and quality of life.	x			x	x	x	x	x
1d	City of Guelph	Chapter 6: Municipal Services and Infrastructure	Provision of infrastructure, including drinking water, wastewater, storm water and waste management, electrical and telecommunication services will be financially viable and manage demand. Existing infrastructure will be optimized in order to reduce the need for new facilities.	x					x		



#	Plan Owner	Plan	Vision	BE	C	CB	EB	HMH	NE	S	SB
1e	City of Guelph	Chapter 7: Community Infrastructure	Community infrastructure includes the services that are integral to the social, health, educational, cultural and recreational needs of the city. These services contribute to the quality of life for existing and future residents of all ages, abilities, interests, cultural background or income level.	x	x			x			x
1f	City of Guelph	Chapter 8: Urban Design	Achieve a complete community through thoughtful urban design policies, which are fundamental to the creation of enduring, attractive and valued environments which are memorable and flexible and can evolve to accommodate changes in use over time. Adaptable and well-designed infrastructure networks, buildings and open spaces result in communities and places that remain viable and attractive for many generations, supporting civic and economic activity and a high quality of life.	x		x	x		x	x	x
1g	City of Guelph	Chapter 9: Land Use	Provision of land use designations and policies to direct development and the basis for decision-making on development applications.	x	x	x	x	x	x	x	x
1h	City of Guelph	Section 11.1: Downtown Guelph Secondary Plan	Downtown Guelph: a distinct and vital urban centre nestled against the Speed River, comprised of beautiful buildings and public spaces, and surrounded by leafy neighbourhoods, where people live, work, shop, dine, play and celebrate.	x	x	x	x	x	x	x	x
1i	City of Guelph	Section 11.2: Guelph Innovation District Secondary Plan	The Guelph Innovation District (GID) is attractive, pedestrian-focused and human-scaled. It provides a mix of land uses at transit-supportive densities, offers meaningful places to live, work, shop, play and learn, and supports a wide range of employment and residential land uses. It protects valuable natural and cultural heritage resources while fully integrating them with the new community, features sustainable buildings and infrastructure, and works towards carbon neutrality.	x	x	x	x		x		
2	City of Guelph	Local Growth Management Strategy Terms of Reference	Create a long-term plan to manage the portion of growth in the Wellington-Guelph Area expected to take place within the City.	x					x		

#	Plan Owner	Plan	Vision	BE	C	CB	EB	HMH	NE	S	SB
3	City of Guelph	Bicycle-Friendly Guelph: Cycling Master Plan	The City of Guelph envisions: A well-connected network of on- and off-road cycling facilities; Cyclists who feel safe and confident riding their bicycles; Cycling will be perceived as an efficient and enjoyable mode of transportation; Visitors and residents can easily cycle around Guelph; Injuries and fatalities will be reduced to a minimum; Cyclists and cycle-friendly partners will be rewarded.	x	x		x			x	
4	City of Guelph	Natural Heritage Action Plan	Supporting the vision and following the policies of our Official Plan, Guelph will lead by example to protect, maintain, restore and improve (hereinafter referred to as management) our natural heritage system and water resources supported through community partnerships and stewardship networks. Our actions and decision-making practices will be informed by science to assist in building a healthy community, where the urban environment is inclusive of nature and resilient to climate change.		x		x		x		
5	City of Guelph	Guelph Transit Growth Strategy and Plan and Mobility Services Review (2010)	Transit is the preferred transportation choice over the single occupant vehicle for residents, employees and visitors to Guelph. Update as per Service Review Recommendations.	x	x		x				x
6	City of Guelph	City of Guelph Solid Waste Management Master Plan Review (2014)	Guelph will become a Zero Waste community by focusing efforts for environmental sustainability on source reduction, extended producer responsibility, elimination of toxics and design for the environment.	x	x		x		x		x
7	City of Guelph	Wastewater Treatment Master Plan	The Guelph Wastewater Treatment Master Plan (WWTMP) will provide direction for wastewater infrastructure planning, investment and implementation to the year 2054. Plan renewal 2020	x					x		
8	City of Guelph	Water Supply Master Plan Update (2014)	Updating the WSMP is an opportunity to discuss with the community how best to manage the water supply so that we continue to provide sufficient water supply capacity to meet the approved growth needs of the community and to provide the high level of service Guelph residents have come to expect.	x	x		x		x		



#	Plan Owner	Plan	Vision	BE	C	CB	EB	HMH	NE	S	SB
9	City of Guelph	2016 Water Efficiency Strategy Update	Build on the design of Guelph's Water Efficiency Strategy to reduce the need for costly infrastructure expansion projects, to reduce the cost of operations, and to minimize the environmental impact associated with the water and wastewater systems.	x	x		x		x		
10	City of Guelph	Urban Forest Management Plan	The City of Guelph will foster the health and sustainability of its community by increasing its urban forest cover. Continually pursuing and promoting the implementation of best practices for tree protection, tree establishment and tree maintenance will provide a range of environmental, economic, and health benefits for residents, and habitat for a diversity of plant and animal species. By setting an example on its own lands and supporting expanded local stewardship, the City will enjoy and sustain its urban forest for the long-term. Plan renewal Q4 2019	x					x		
11	City of Guelph	Recreation, Parks & Culture Strategic Master Plan and South End Centre Component Study (July 2009)	Guelph is the City that makes a difference. Parks, recreation, and culture are accessible to all and engage the community to inspire creativity, active lifestyles, and an awe of nature. Plan renewal 2020	x	x	x	x	x	x		x
12	City of Guelph	Older Adult Strategy	Guelph is an age-friendly community that values and supports older adults; optimizes opportunity for choice, independence, and quality of life; celebrates diversity; is inclusive of all, reducing inequities (is fair and just). The City of Guelph will ensure that all services, policies and programs are designed, delivered and resourced, where feasible, using the following guiding values and principles: participation and inclusion of all citizens; respect and dignity; active engagement in communication and decision making; access to a safe living environment; fairness and equity; self-determination and choice.	x	x		x	x			x
13	City of Guelph	Prosperity 2020 (Economic Development & Tourism Strategy)	A diverse, prosperous and sustainable local economy that supports the broader economic, environmental, social and cultural goals of the City.	x	x		x				

#	Plan Owner	Plan	Vision	BE	C	CB	EB	HMH	NE	S	SB
14	City of Guelph	Community Engagement Framework (August 7, 2015)	Guelph is an involved, vibrant city where municipal decisions strive to be sustainable and supported by the community.		x						x
15	City of Guelph	Community Investment Strategy (Phase 2 Report—September 11, 2012)	The Community Investment Strategy project will provide the City with a clear strategy for investing in local organizations and the work that they do. The project will also find new more effective investment programs and tools and will give City decision-makers and the community as a whole more information about how successful these efforts are.		x		x				x
16	City of Guelph	Cultural Heritage Action Plan (CHAP): Background Report (May 2018–Draft)	The CHAP will help direct [City of Guelph] staff efforts, provide relevant information to Council to assist with development reviews relating to cultural heritage resources and provide advice on potential financial incentives that the City may explore in the future for designated heritage properties.	x	x	x	x				
17	City of Guelph	Urban Design Action Plan	Demonstrate and provide guidance on the use of urban design excellence in the creation of a complete and distinctive community that enhances the sense of place enjoyed by Guelph citizens.	x	x		x		x		
18	City of Guelph	Multi-Year Accessibility Plan (2013–2017)	Our goal is to make City workplaces and customer service areas accessible and welcoming environments—places where both employees and customers are accommodated according to their needs.						x		x
19	City of Guelph	Affordable Housing Strategy (May 8, 2017)	Successful outcomes will result in an increase in the amount of smaller units, creation of affordable rental housing units, and increased security of tenure for rental households.	x			x				x
20	City of Guelph	Smart Cities	Guelph/Wellington will become the “Food Community of the Future”: Canada’s first data- and technology-enabled circular food community. We will create new opportunities and improve the health and food security of our community by re-imagining and re-inventing our food provisioning system—inspired by nature’s own circular system—and provide a practical roadmap for others to follow.				x		x		x



#	Plan Owner	Plan	Vision	BE	C	CB	EB	HMH	NE	S	SB
21	City of Guelph	Think Youth: 2013–2018 Guelph Youth Strategy	All youth in Guelph are celebrated and supported by a caring network of elected officials, community members, organizations and municipal staff. As powerful, engaged residents, Guelph's youth contribute to creating an energetic and thriving community life and a safe, fair, sustainable, and culturally rich city. Fully implemented	x	x	x	x	x		x	x
22	City of Guelph	Diversity and Inclusion Plan	The City of Guelph's Diversity and Inclusion Plan is built to strengthen the three focus areas within our Talent Blueprint (HR Strategy): Know and attract; Learn and grow; Lead and engage. The plan will make a difference in the employee experience and aims to support leaders and employees with making diversity and inclusion a part of the way we approach, design and deliver our employment services. Draft plan		x		x				x
23	City of Guelph	Sustainable Neighbourhood Engagement Framework	Engaged neighbourhoods make a positive difference to the health and wellbeing of the people who live in them. Every neighbourhood in Guelph should be a welcoming, inclusive place that engages its residents and involves them, in large ways and in small ways, in the shared activities that impact the circumstances, aspirations and opportunities of all who live there, and raise the quality of life for Guelph as a whole.		x						x
24	City of Guelph	Asset Management Plan	Protect and enhance the quality of life in Guelph by making the best possible decisions regarding our assets in a way that provides targeted levels of service and manages risk in a cost-effective manner throughout the entire asset lifecycle.		x		x		x	x	
25	Adverse Childhood Experiences Coalition Guelph Wellington	Adverse Childhood Experiences Coalition Guelph Wellington, Theory of Change	A resilient community that prevents and reduces the effect of Adverse Childhood Experiences(ACES).		x			x			x
26	Dufferin Wellington Special Needs	Dufferin Wellington Special Needs Strategy	An Ontario where children and youth with special needs get the timely and effective services they need to participate fully at home, at school, in the community, and as they prepare to achieve their goals for adulthood.		x			x			x

#	Plan Owner	Plan	Vision	BE	C	CB	EB	HMH	NE	S	SB
27	Our Energy Guelph	Community Energy Initiative Update 2018	Create a reliable, sustainable energy supply in order to attract quality investment and enhance Guelph's long-term competitiveness and prosperity.		x		x		x		
28	Grow Guelph Task Force	Grow Guelph Business Retention and Expansion —Report 2016	To create a strong local economy where businesses can grow and prosper.		x		x				
29	Growing Great Kids Network	Growing Great Kids Community Plan: 2015–2020	A community that works together to understand, value and support the optimal development of young children and their families.		x			x			x
30	Growing Great Generations Network	Growing Great Generations	All children, youth and their families in the Wellington service delivery area have access to resources, services and supports that promote their optimum social, emotional, intellectual and physical development.		x		x	x			x
31	Guelph Arts Council	Strategic Plan	To cultivate a vibrant city that integrates the arts into all community building.		x	x	x				
32	Guelph Neighbourhood Support Coalition	Guelph Neighbourhood Support Coalition overview	A healthy, safe community where everyone feels at home.		x						
33	Guelph Local Immigration Partnership	Guelph Wellington Local Immigration Partnership Project —Strategic Plan 2018–2020	We envision a caring, equitable community where everyone thrives.	x	x		x				
34	Guelph and Wellington Task Force for Poverty Reduction	Guelph and Wellington Task Force for Poverty Elimination	Poverty will be eliminated in Guelph-Wellington by working collaboratively to take local action and advocating for system and policy change.	x			x	x			x
35	Safe Communities Wellington County	Safe Communities Wellington County: Strategic Plan	To make Wellington County the safest and healthiest place to live, learn, work and play in Canada.		x		x			x	
36	Toward Common Ground	Framework and Theory of Change, Strategic Plan	Everyone in Guelph and Wellington is happy, healthy and thriving		x		x			x	x



#	Plan Owner	Plan	Vision	BE	C	CB	EB	HMH	NE	S	SB
37	Wellington Guelph Drug Strategy	Wellington Guelph Drug Strategy	We envision communities in Guelph-Wellington free from harm related to substance use.					x		x	
38	County of Wellington	A Place to Call Home: A 10-year Housing and Homelessness Plan for Guelph- Wellington	The Guelph and Wellington Task Force for Poverty Elimination and the County of Wellington Social Services share a vision that everyone in Guelph-Wellington “can find and maintain an appropriate, safe, and affordable place to call home.”	x	x		x				x

Detailed Strategies by Domain

Built Environment (19 Plans)

Plan Owner, Plan Title	Priority Areas	PT	CW	TR	IN	DD	HS
City of Guelph; City of Guelph Official Plan [March 2018 Consolidation]	Establish a Growth Management Strategy; Set out general policies that are intended to provide an overall guiding framework for the detailed policies of subsequent sections of the Official Plan; Provides policies for the City's transportation system to facilitate efficient, safe, convenient and energy efficient movement of goods and people throughout the city; Provides policies for municipal services including water, wastewater, solid waste and stormwater; Sets out a policy framework for the efficient and adequate provision of physical and social infrastructure to sustain and support growth and quality of life; Provides detailed policy on how the city will be built. It sets out objectives and policies that focus on creating adaptable and well-designed infrastructure networks, buildings, sites, neighbourhoods and open spaces; Sets out policies and permissions for the use of land within the City; Provides the operational framework and tools necessary to achieve the goals and objectives and implement the policies of the Plan; Lists the Secondary Plans that have been adopted by Council and form part of the Official Plan.	x	x	x	x	x	x
Chapter 3: Planning a Complete and Healthy Community	Utilize an interdisciplinary approach to planning whereby decisions are made with an understanding of the ecological, social, cultural and economic interrelationships and implications for any particular course of action; Ensure an appropriate range and mix of employment opportunities, local services, community infrastructure, housing including affordable housing and other land uses are provided to meet current and projected needs to the year 2031; Provide for urban growth and land use patterns that ensures efficient use of public expenditures and municipal financial sustainability over the long term; Ensure that development is planned to meet the goals, objectives and policies of this Plan.				x	x	x
Chapter 4: Protecting What is Valuable	Ensure that land use planning provides for a diverse and inclusive city; Support an integrated approach to meeting the energy needs of the community by designing places and buildings in a way that minimizes consumption of energy and water and production of waste whereby supporting an increasingly low carbon footprint; Advance innovation by building on the synergies between infrastructure, built form and climate change imperatives				x		



Plan Owner, Plan Title	Priority Areas	PT	CW	TR	IN	DD	HS
Chapter 5: Movement of People and Goods —An Integrated Transportation System	To ensure that the transportation system is accessible and meets the needs of all members of the community; To ensure that the transportation system is planned, implemented and maintained in a financially sustainable manner; To encourage and support walking and cycling as healthy, safe and convenient modes of transportation all year round and ensure that the design of pedestrian and cycling networks are integrated with other modes of transportation; To place a priority on increasing the capacity of the existing transit system and facilitate its efficient expansion, where necessary and feasible, to areas that have achieved, or are planned to achieve, transit-supportive residential and employment densities; To aim to increase non-auto mode shares; To develop and maintain an appropriate hierarchy of roads to ensure the desired movement of people and goods within and through the city; To work in cooperation with Federal, Provincial and other local governments, to create a transportation system that accommodates current and anticipated regional transportation movements; To reduce the amount of energy used for transportation.	x	x	x	x	x	
Chapter 6: Municipal Services and Infrastructure	To encourage the efficient use of municipal services and utilities; To ensure full municipal services are provided for all forms of development; To promote the retention, repair and upgrading of infrastructure in the older parts of the City.				x	x	
Chapter 7: Community Infrastructure	Community Facilities: Promote the maintenance and development of sustainable neighbourhoods by providing community facilities that supports a high quality of life standard for all residents.						x
Chapter 8: Urban Design	To create neighbourhoods with diverse opportunities for living, working, learning and playing; To build compact neighbourhoods that use land, energy, water and infrastructure efficiently and encourage walking; To ensure that the design of the built environment promotes excellence in urban design by respecting the character of the existing distinctive areas and neighbourhoods of the city; To establish a pattern of interconnected streets and pedestrian networks in which buildings frame and address public spaces; To allow for a range of architectural styles and promote expressions that bring interest and diversity in urban form and architectural design while responding appropriately to the local context and achieving compatibility; To preserve and enhance the identified and protected public views and public vistas of built and natural features; To design for a choice of mobility including walking, cycling, transit and driving; To require urban design that reduces energy and water demand through such measures as, but not limited to, orientation of streets and buildings and the implementation of active and passive renewable energy systems and alternative energy systems and water conservation strategies.		x	x	x	x	x
Chapter 9: Land Use	Urban Agriculture; Residential Uses; Residential Designations; Commercial and Mixed-use Designations; Employment Designations; Major Institutional; Open Space and Parks; Major Utility Designation.				x	x	x

Plan Owner, Plan Title	Priority Areas	PT	CW	TR	IN	DD	HS
Section 11.1: Downtown Guelph Secondary Plan	<p>Economic Development: Target Downtown as the preferred location for major office uses, key knowledge-based sectors such as the information and communication technology sector and post-secondary institutions; Encourage a supportive business environment by fostering learning and innovation within Downtown; Attract more Guelph citizens and tourists to Downtown and make Downtown the centerpiece of the City. Mobility: Achieve a network of streets, transit facilities, trails and other infrastructure that supports multiple modes of travel to and within Downtown as well as existing and planned land uses; Promote the use of public transit, both within the city and to other regions; Ensure Guelph Central Station is easily accessed by transit vehicles, cyclists and pedestrians from all main directions; Encourage walking or cycling for trips within Downtown; Ensure Downtown is highly accessible to people of all ages and all abilities; Provide route options for those traveling to and through Downtown by car, truck or bicycle; Provide parking to meet the needs of Downtown businesses, residents and visitors; Ensure planned mobility improvements are coordinated with development. The Public Realm, Community Facilities and Heritage: Improve physical and visual access to the river's edge for all Downtown users; Establish appropriate and new settings for civic gatherings and cultural events; Increase opportunities for informal gatherings Downtown and the enjoyment of leisure activities. Energy, Water and the Natural Environment: Efficiently use existing municipal services, municipal facilities and utilities to support growth downtown; Promote site planning, architecture, landscape architecture and storm water management that demonstrates best practices in environmental design; Increase the amount of urban forest tree canopy cover Downtown; Promote development that mitigates and adapts to climate change; Promote the clean-up of brownfields Downtown. Land Use and Built Form: Promote design excellence; Encourage a wide range of land uses and built forms; Capitalize on and support existing and planned transit services by concentrating higher density uses, including office uses in compatible locations, within a short walking distance of Guelph Central Station; Promote the development of diverse neighbourhoods in Downtown with a variety of housing choices, including units suitable for families and affordable housing; Reinforce Wyndham Street north of Wellington Street, MacDonell Street west of Wellington Street and Quebec Street as Downtown's main commercial streets while encouraging retail establishments and restaurants in other areas as well; Ensure the built form of development contributes to attractive streetscapes and open spaces and supports an inviting, comfortable and active public realm; Ensure new development respects the character of downtown's historic fabric and the quality of life in surrounding neighbourhoods.</p>	x	x	x	x	x	x



Plan Owner, Plan Title	Priority Areas	PT	CW	TR	IN	DD	HS
Section 11.2: Guelph Innovation District Secondary Plan	Create Sustainable and Energy Efficient Infrastructure: Build efficient infrastructure; Allow current and future generations to walk or cycle to daily needs; Provide convenient transit services to access broader activities. Create an Attractive and Memorable Place: Bring people, activities, environment(s) and ideas together; Create a sense of arrival and inclusion. Promote a Diversity of Land Uses and Densities: Create vibrant, resilient, and efficient spaces that make it possible, practicable and beneficial to reduce our ecological footprint.	x	x		x	x	
City of Guelph; Local Growth Management Strategy Terms of Reference	Redevelopment; Development of vacant and underused lots within built areas (Infill development); Expanding or converting existing buildings.					x	
City of Guelph; Bicycle-Friendly Guelph: Cycling Master Plan	Give priority to providing a comprehensive cycling network; Maximize cycling connections and reduce barriers to cycling; Develop a strategy to address end-of-trip facilities throughout the City of Guelph; Update Guelph's cycling maps regularly; Review and suggest changes to road and intersection design practices to improve cycling and bicycle facility design; Form partnerships and support advocacy groups to enhance cycling; Enhance the recognition and influence of the Bicycle Friendly Guelph brand; Collaborate with partners to reinforce safer share-the-road practices; Support safe cycling education and promotion; Develop an employer cycling recognition program; Create a cycling enforcement strategy; Enhance enforcement opportunities; Improve safety records; Review and suggest changes to municipal cycling laws and regulations; Establish a comprehensive monitoring plan; Collect baseline performance data; Provide regular evaluation of cycling accomplishments; Coordinate the implementation of the Cycling Master Plan through capital projects; Be project-ready to make use of new funding opportunities for infrastructure initiation; Conduct ongoing public engagement; Seek additional funding sources and partnerships; Review and suggest improvements to maintenance of cycling infrastructure.		x		x		
City of Guelph; Guelph Transit Growth Strategy and Plan and Mobility Services Review (2010)	5-year ridership growth plan for conventional transit services; Protection for and implementation of Higher Order Transit systems and corridors to capture an increased transit share of future travel demand; A vision, with goals and objectives for Guelph Transit, in line with the Transportation Demand Management Plan and Development Charges Plan, supported by performance and design standards to measure and monitor success; Resource Requirements, Implementation Plan and Monitoring Strategies.	x		x	x		
City of Guelph; City of Guelph Solid Waste Management Master Plan Review (2014)	Explore expanding the development approval process to promote waste diversion in multi-residential properties; Expand the type of collection services provided to multi-residential properties.				x		
City of Guelph; Wastewater Treatment Master Plan	Prepare for wastewater treatment capacity of 144 ML/d by 2054.				x		

Plan Owner, Plan Title	Priority Areas	PT	CW	TR	IN	DD	HS
City of Guelph; Water Supply Master Plan Update (2014)	Review and update the existing water supply system capacity, the projected population growth and the estimated future supply demand; Provide implementation recommendations for preferred water supply alternatives to meet the future demand.				x		
City of Guelph; 2016 Water Efficiency Strategy Update	Reduce water use in existing buildings; Research and pilot new technologies and ensure new technology is proven; easy to implement.				x		
City of Guelph; Urban Forest Management Plan	Continually seek creative ways to leave space for and integrate existing trees into new and infill developments; Plant the right tree in the right place; Consider new technologies to integrate trees downtown and in other built-up settings.					x	
City of Guelph; Recreation, Parks & Culture Strategic Master Plan & South End Centre Component Study (July 2009)	Equitable, balanced, and justified provision and allocation of neighbourhood and community facilities based on market demand conditions and related factors; Strategic decisions with respect to aging parks, recreation, and culture infrastructure; Recreational opportunities that enable and support unstructured, self-scheduled, multi-ability, and low-cost activities, in addition to local sports and other organized activities; Strategic partnerships with other recreation facility providers to maximize benefits to the community; A greener community that protects and enhances greenway corridors, trails, parks, and open space for current and future generations; A community that is physically connected through greenways, trails, open space corridors, rivers, and natural areas; Coordinated stewardship and management of parks, the natural environment, and the watershed; Sufficient parkland to meet the active and passive recreational needs of residents; Capitalize on the City's extensive parks system to encourage its use as a 'living community centre' that provides animated spaces serving as activity hubs; Proactive strategies that accommodate the unique and growing parks and recreation needs created by residential intensification and a growing emphasis on walkability; The downtown as a place of community and cultural focus; A leader among the Province's 'creative cities'.		x		x	x	
City of Guelph; Older Adult Strategy	Older adults in Guelph will have access to a range of public, private and community-run transportation services that are accessible, safe and affordable; For older adults in Guelph, housing is available, affordable and supported sufficiently to allow them to choose where they will live as they age.			x			x
City of Guelph; Prosperity 2020 (Economic Development & Tourism Strategy)	Define an effective tourism management model for Guelph in the context of a larger Regional Tourism Organization; Target the Downtown as a preferred location for new University or College space requirements; Promote the Downtown as a strong location for information and technology businesses.					x	
City of Guelph; Cultural Heritage Action Plan (CHAP): Background Report (May 2018–Draft)	Sympathetic development and building design recommendations involving cultural heritage resources.					x	



Plan Owner, Plan Title	Priority Areas	PT	CW	TR	IN	DD	HS
City of Guelph; Urban Design Action Plan	Create Commercial Development Built Form Standards for vacant sites, redevelopment and greyfields; Amend the Zoning Bylaw to include urban design regulations and update zoning in community mixed use nodes; Create a design toolbox to accommodate an integrated approach to placemaking; Invest in streetscape improvements.			x	x	x	
City of Guelph; Affordable Housing Strategy (May 8, 2017)	Removal of zoning by-law barriers; Inclusionary zoning; Affordable housing report requirement; Guidelines for height and density bonusing; Development standards; Exemptions from charges as a means of financially incentivizing affordable housing; Build on existing partnerships; Making appropriate linkages with relevant directions of key stakeholders; Supporting the revitalization of existing social housing properties.				x		x
City of Guelph; Think Youth: 2013-2018 Guelph Youth Strategy	Sell bus tickets at all high schools; Provide CAN-Bike courses for all students; Implement a universal bus pass plan for all high school students; Provide free, accessible space for emerging and existing youth groups/committees; Build permanent public skate park; Promote a City-wide car free day at Guelph schools; Work towards a City of Guelph a sustainable transportation model.		x	x	x		
Guelph Local Immigration Partnership; Guelph Wellington Local Immigration Partnership Project—Strategic Plan 2018-2020	Strengthen newcomer voice in housing issues.						x
Guelph & Wellington Task Force for Poverty Reduction; Guelph and Wellington Task Force for Poverty Elimination	Homelessness; Housing						x
County of Wellington; A Place to Call Home: A 10-year Housing and Homelessness Plan for Guelph-Wellington	To offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions; To increase the supply and mix of affordable housing options for low to moderate-income households.						x
Total # of Plans / Domain		2	4	5	11	7	6

Community (29 Plans)

Plan Owner, Plan Title	Priority Areas	EG	CB	CP
City of Guelph; City of Guelph Official Plan [March 2018 Consolidation]	Sets out a policy framework for the efficient and adequate provision of physical and social infrastructure to sustain and support growth and quality of life; Lists the Secondary Plans that have been adopted by Council and form part of the Official Plan.	x		x
Chapter 3: Planning a Complete and Healthy Community	Utilize an interdisciplinary approach to planning whereby decisions are made with an understanding of the ecological, social, cultural and economic interrelationships and implications for any particular course of action; Ensure an appropriate range and mix of employment opportunities, local services, community infrastructure, housing including affordable housing and other land uses are provided to meet current and projected needs to the year 2031; Preserve and enhance a safe, livable and healthy community.		x	x
Chapter 4: Protecting What is Valuable	Establish and implement policies and actions that will contribute to achieving the targets of the City's Community Energy Plan; Support an integrated approach to meeting the energy needs of the community by designing places and buildings in a way that minimizes consumption of energy and water and production of waste whereby supporting an increasingly low carbon footprint.		x	
Chapter 7: Community Infrastructure	Promote the maintenance and development of sustainable neighbourhoods by providing community facilities that supports a high quality of life standard for all residents; The open space system plays an important role in defining the character of the City and promoting community health and wellness.	x		x
Chapter 9: Land Use	Special Study Areas; Site Specific Policies	x		x
Section 11.1: Downtown Guelph Secondary Plan	Support strategic and collaborative economic development partnerships in the local community.	x		
Section 11.2: Guelph Innovation District Secondary Plan	Make citizens stewards of the resources for current and future generations; Make connections that serve the community.			x
City of Guelph; Bicycle-Friendly Guelph: Cycling Master Plan	Form partnerships and support advocacy groups to enhance cycling; Conduct ongoing public engagement.	x		x
City of Guelph; Natural Heritage Action Plan	Urban ecosystem resilience to support a healthy community; Engagement models for supporting implementation; Education, outreach and stewardship.	x		x
City of Guelph; City of Guelph Solid Waste Management Master Plan Review (2014)	Implement a Grasscycling Program; Outreach for residential waste minimization and diversion programs; Outreach for multi-residential waste minimization and diversion programs.	x	x	
City of Guelph; Water Supply Master Plan Update (2014)	Review and update the existing water supply system capacity, the projected population growth and the estimated future supply demand; Investigate existing and new water supply options, including water conservation strategies, considering water quality and quantity, water supply security, economic factors, environmental concerns and relevant regulations; Provide implementation recommendations for preferred water supply alternatives to meet the future demand.	x		
City of Guelph; 2016 Water Efficiency Strategy Update	Reduce water use as part of new growth; Increase awareness and customer perception of the value of safe, reliable water supply.	x		



Plan Owner, Plan Title	Priority Areas	EG	CB	CP
City of Guelph; Recreation, Parks and Culture Strategic Master Plan & South End Centre Component Study (July 2009)	A complete community with affordable services and programs for people of all ages, including children, youth, adults, and seniors; A vibrant community that builds leadership and capacity through participation and social engagement; Strong relationships and coordination between the City and neighbourhood support groups, volunteers, and partners; A continued commitment to be a high-performance organization through the employment of best practices such as Integrated Service Delivery; A delivery system that leverages municipal resources and those of non-municipal partners; Strategic partnerships with other recreation facility providers to maximize benefits to the community; A greener community that protects and enhances greenway corridors, trails, parks, and open space for current and future generations; A community that is physically connected through greenways, trails, open space corridors, rivers, and natural areas; Capitalize on our cultural assets to build economic prosperity, quality of life, and community identity.	x	x	x
City of Guelph; Older Adult Strategy	In Guelph, older adults and those who care for them will have easy access to comprehensive, timely and clear information regarding services and supports relevant to them; Guelph will be a place where older adults can contribute to the health of the economy and the community by actively participating in paid and unpaid work.	x		x
City of Guelph; Prosperity 2020 (Economic Development and Tourism Strategy)	Increase collaborative engagement with senior government and other organizations.	x		
City of Guelph; Community Engagement Framework (August 7, 2015)	Support the City's strategic goals through transparent, accountable, consistent and accessible community engagement; Build engagement opportunities that inspire community stakeholders to shape Guelph's future; Support decisions that reflect the common good for all Guelphites now and in the future; Build community stakeholder trust in the City of Guelph's decision-making process.	x	x	
City of Guelph; Community Investment Strategy (Phase 2 Report—September 11, 2012)	Provide greater transparency and accountability to City support for local organizations; Enhance knowledge of existing and emerging community needs; Facilitate connections between community groups; Support joint marketing and communication efforts; Support use of city space as a community asset.	x		x
City of Guelph; Cultural Heritage Action Plan (CHAP): Background Report (May 2018—Draft)	Facilitate conservation of cultural heritage resources; Promote public awareness of heritage conservation in the community.	x		
City of Guelph; Urban Design Action Plan	Create a design toolbox to accommodate an integrated approach to placemaking; Prepare a Community Improvement Plan for community mixed-use nodes.			x
City of Guelph; Think Youth: 2013–2018 Guelph Youth Strategy	Facilitate quarterly youth meetings for the purpose of connecting new and existing youth groups together; Youth Services will coordinate twice annual youth town hall meetings between Mayor, Council and local youth; Have youth representation on the Guelph City Council; Facilitate Youth Engagement training for all City employees; Develop a comprehensive marketing plan so all youth are aware of programming and supports for youth in crisis; Continue supporting and promoting community endeavours that engage youth; Implement youth community gardening project; Provide free, accessible space for emerging and existing youth groups/committees; Expand the Wyndham House STEPS program throughout the City.	x		x

Plan Owner, Plan Title	Priority Areas	EG	CB	CP
City of Guelph; Diversity and Inclusion Plan	Embed inclusive messaging into all job adverts, employment outreach activities and onboarding materials to attract a diverse candidate pool and reinforce messaging for all new team members.			x
City of Guelph; Sustainable Neighbourhood Engagement Framework	Provide clarity on how the City works with, supports, and resources neighbourhoods in Guelph; Support connections and aligned initiatives between neighbourhoods and the City; Improve knowledge of the needs and opportunities of neighbourhoods and neighbourhood residents.	x		x
City of Guelph; Asset Management Plan	Defining levels of service in consultation with stakeholders; Documenting asset management business processes; Publicising asset management documents such that they are accessible to all stakeholders; Developing stakeholder engagement strategies to ensure that internal and external stakeholders are able to participate, influence, and contribute to asset management initiatives, where appropriate.	x		
Adverse Childhood Experiences Coalition Guelph Wellington; Adverse Childhood Experiences Coalition Guelph Wellington, Theory of Change	To give practitioners and community members information (through training and take-home resources) about adverse childhood experiences, resilience and their role in addressing ACEs; To identify actions and interventions that move towards shared vision; To increase our collective knowledge about ACEs, as well as to strengthen skills and strategies to support people who have experienced ACEs.	x		x
Dufferin Wellington Special Needs; Dufferin Wellington Special Needs Strategy	New service planning coordinators for children and youth with multiple or complex special needs will connect families to the right services and supports.			x
Our Energy Guelph; Community Energy Initiative Update 2018	Take actions within our sphere of influence, as a community and as a municipality; Develop strategic partnerships to maximize and expand that sphere of influence.		x	
Grow Guelph Task Force; Grow Guelph Business Retention and Expansion - Report 2016	Encourage support for local businesses.	x		
Growing Great Kids Network; Growing Great Kids	Make early years services and programmes respond to the diversity of children & their families in our community; Improve accessibility of the GGK website to families and service providers; Make GGK website content relevant to the needs of users (families and service providers); Develop a holistic understanding of the transition to school process.	x		x



Plan Owner, Plan Title	Priority Areas	EG	CB	CP
Growing Great Generations Network; Growing Great Generations	Integrate the Early Development Instrument (EDI) data with other existing local data to develop a comprehensive picture of the risk factors in early childhood development associated with access to early years programmes and services; Identify and clearly define the full range of transition points and support needs for various populations of children and youth; Develop transition supports survey for children, youth, and families accessing these supports; Increase knowledge and awareness of the different parental supports available locally; Identify and increase awareness about parental supports that meet the unique needs of priority populations, including youth who are parents; Explore strategies for supporting families with complex needs in the community; Identify social inclusion support needs of marginalized children and youth; Identify diversity training needs across the service system for children and youth to enhance the capacity of service providers.	x		x
Guelph Arts Council; Strategic Plan	Increase opportunities for the creative community to learn, work, and thrive in Guelph; Grow connections and collaboration in the arts and between community sectors; Increase the engagement of residents and visitors with Guelph’s artists and arts programs.	x		x
Guelph Neighbourhood Support Coalition; Guelph Neighbourhood Support Coalition overview	Each neighbourhood group should reflect the community that surrounds them; Each neighbourhood group should embed policy and process that ensures accessibility, understands diversity, and teaches about inclusivity; The GNCS can help neighbourhood groups shape themselves to be representative of their whole neighbourhood while also being part of something larger across the city; The GNCS can also nurture and guide the neighbourhood groups to ensure they are developing and delivering programs and events that are truly meeting the needs of the community.	x	x	x
Guelph Local Immigration Partnership; Guelph Wellington Local Immigration Partnership Project—Strategic Plan 2018–2020	Increase access to up-to-date data about newcomers/ immigration trends; Partnership with organisations to help streamlining and improving timeliness of access to service; Strengthen newcomer voice in housing issues; Improve access to translation services; Foster cultural connections; Increase awareness of impact of newcomers; Create the condition for international students to want to stay in Guelph and Wellington	x		x
Safe Communities Wellington County; Safe Communities Wellington County: Strategic Plan	Create awareness by networking with new and existing partners; Successfully complete and submit annual report cards to Parachute Canada; Develop and implement evidence-based activities for addressing the identified needs within the community; Monitor and evaluate activities to ensure initiatives are implemented as intended and to quantify number of people reached with actions; Monitor and evaluate activities to ensure sustainability and effectiveness of programs; Grow our capacity to address emerging concerns in the community; To have an effective and collaborative approach to addressing safety issues in Wellington County through coordinated efforts of community partners; Maintain Safe Community Designation; Facilitate implementation of activities that will address the injury categories identified in our Priority Setting Exercise; Maintain a strategic plan to support the identified priorities.	x		x



Plan Owner, Plan Title	Priority Areas	EG	CB	CP
Toward Common Ground; Framework and Theory of Change, Strategic Plan	Support the development and implementation of a community plan to prevent and mitigate the effects of Adverse Childhood Experiences; Maintain and update data dashboard on towardcommonground.ca; Facilitate Community of Practice for practitioners who support collaborative initiatives to address complex issues; Provide strategic planning and facilitation services for community partners and collaborative initiatives working on complex issues; Seize opportunities to secure local funds for a common purpose.	x		x
County of Wellington; A Place to Call Home: A 10-year Housing and Homelessness Plan for Guelph-Wellington	To end chronic homelessness.	x		
Total # of Plans / Domain		25	6	19

Cultural Benefit (5 Plans)

Plan Owner, Plan Title	Priority Areas	CH	AR
City of Guelph; City of Guelph Official Plan [March 2018 Consolidation]	Protecting what is valuable establishes policies and development criteria for Cultural heritage conservation; Secondary Plans: Lists the Secondary Plans that have been adopted by Council and form part of the Official Plan.	x	
Chapter 4: Protecting What is Valuable	Enhance the visual identity of the city through protecting and celebrating the City's cultural heritage resources.	x	
Chapter 8: Urban Design	To engage in "place-making" - developing infrastructure, spaces and buildings that are permanent and enduring, memorable and beautiful, adaptable and flexible, and valued; To conserve and celebrate the City's cultural heritage resources through the reuse of built heritage and cultural heritage landscape assets and ensuring that adjacent development responds to and respects these assets; To create a diversity of inviting and accessible gathering places that promote a full range of social, cultural and economic interaction; To preserve and enhance the identified and protected public views and public vistas of built and natural features.	x	
Section 11.1: Downtown Guelph Secondary Plan	Establish appropriate and new settings for civic gatherings and cultural events; Increase opportunities for informal gatherings Downtown and the enjoyment of leisure activities; Protect cultural heritage resources through the use of the Ontario Heritage Act and other planning tools; Ensure new development respects the character of downtown's historic fabric and the quality of life in surrounding neighbourhoods.	x	
Section 11.2: Guelph Innovation District Secondary Plan	Create an Attractive and Memorable Place: Bring people, activities, environment(s) and ideas together.	x	
City of Guelph; Recreation, Parks & Culture Strategic Master Plan & South End Centre Component Study (July 2009)	A vibrant and valued arts and culture sector: The downtown as a place of community and cultural focus, A leader among the Province's 'creative cities', Numerous opportunities for artistic appreciation, expression and development, Highest per capita use of cultural facilities among any comparable Canadian city, Capitalize on our cultural assets to build economic prosperity, quality of life, and community identity.	x	x
City of Guelph; Cultural Heritage Action Plan (CHAP): Background Report (May 2018—Draft)	Facilitate conservation of cultural heritage resources; Promote public awareness of heritage conservation in the community; Maintain protected heritage properties; Manage City-owned assets of cultural heritage value; Identify and map candidate CHLs within the city; Establish a prioritized list of candidate CHL study areas with a schedule for potential listing on Heritage Register and possible designation; Guide the suitability of Part V designation for CHLs (e.g. the downtown core); Sympathetic development and building design recommendations involving cultural heritage resources.	x	
City of Guelph; Think Youth: 2013–2018 Guelph Youth Strategy	The Arts: Advertise and support permanent youth art space displays, Collaborate with Guelph Arts Council to bring the annual youth artists awards/recognition program, Provide youth space for practicing the arts.		x
Guelph Arts Council; Strategic Plan	Increase opportunities for the creative community to learn, work, and thrive in Guelph; Grow connections and collaboration in the arts and between community sectors; Advocate for and support: Economic investment in the arts, Cultural initiatives, including cultural planning and creative spaces, that enhance Guelph's economic development and quality of life; Promote understanding and respect for: The value of the arts for individuals and communities, The diversity of creative practice.		x
Total # of Plans / Domain		3	4

Economic Benefit (27 Plans)

Plan Owner, Plan Title	Priority Areas	LT	EM	BD	IV	FS	GI	LI
City of Guelph; City of Guelph Official Plan [March 2018 Consolidation]	Land Use: Sets out policies and permissions for the use of land within the City; Secondary Plans: Lists the Secondary Plans that have been adopted by Council and form part of the Official Plan.			X	X	X	X	
Chapter 3: Planning a Complete and Healthy Community	Utilize an interdisciplinary approach to planning whereby decisions are made with an understanding of the ecological, social, cultural and economic interrelationships and implications for any particular course of action; Ensure an appropriate range and mix of employment opportunities, local services, community infrastructure, housing including affordable housing and other land uses are provided to meet current and projected needs to the year 2031; Provide for urban growth and land use patterns that ensures efficient use of public expenditures and municipal financial sustainability over the long term; Encourage steady and diverse economic growth while striving to achieve a balanced tax assessment ratio and a wide range of employment opportunities; Promote opportunities for employment in the emerging high-tech “knowledge based” sectors including environmental management and technology and agri-food technology; Foster sustainable local food systems.		X	X	X	X	X	
Chapter 4: Protecting What is Valuable	Promote opportunities for the use and generation of renewable and alternative energy systems; Advance innovation by building on the synergies between infrastructure, built form and climate change imperatives.				X		X	
Chapter 5: Movement of People and Goods—An Integrated Transportation System	To ensure that the transportation system is planned, implemented and maintained in a financially sustainable manner.					X		
Chapter 8: Urban Design	To create a diversity of inviting and accessible gathering places that promote a full range of social, cultural and economic interaction.						X	
Chapter 9: Land Use	Employment Designations.			1				



Plan Owner, Plan Title	Priority Areas	LT	EM	BD	IV	FS	GI	LI
Section 11.1: Downtown Guelph Secondary Plan	Economic Development: Target Downtown as the preferred location for major office uses, key knowledge-based sectors such as the information and communication technology sector and post-secondary institutions; Support strategic and collaborative economic development partnerships in the local community; Encourage a supportive business environment by fostering learning and innovation within Downtown; Pursue projects that are economic priorities for the Downtown and contribute to the renewal of the City; Mobility: Provide parking to meet the needs of Downtown businesses, residents and visitors; Energy, Water and the Natural Environment: Efficiently use existing municipal services, municipal facilities and utilities to support growth downtown; Land Use and Built Form: Reinforce Wyndham Street north of Wellington Street, MacDonell Street west of Wellington Street and Quebec Street as Downtown's main commercial streets while encouraging retail establishments and restaurants in other areas as well.	x	x				x	
Section 11.2: Guelph Innovation District Secondary Plan	Grow Innovative Employment Opportunities: Support the knowledge-based innovation sector within a compact, mixed-use community.				x			
City of Guelph; Bicycle-Friendly Guelph: Cycling Master Plan	Education & Encouragement: Promote a bicycle-friendly city: Develop an employer cycling recognition program; Coordinate the implementation of the Cycling Master Plan through capital projects; Be project-ready to make use of new funding opportunities for infrastructure initiation; Seek additional funding sources and partnerships.	x		x			x	
City of Guelph; Natural Heritage Action Plan	Data management and technology to improve efficiencies and share knowledge; Education, outreach and stewardship.	x			x			
City of Guelph; Guelph Transit Growth Strategy and Plan and Mobility Services Review (2010)	5-year ridership growth plan for conventional transit services; A vision, with goals and objectives for Guelph Transit, in line with the Transportation Demand Management Plan and Development Charges Plan, supported by performance and design standards to measure and monitor success.						x	
City of Guelph; City of Guelph Solid Waste Management Master Plan Review (2014)	Industrial, Commercial and Institutional: Provide assistance to industrial, commercial and institutional (IC&I) establishments.						x	
City of Guelph; Water Supply Master Plan Update (2014)	Investigate existing and new water supply options, including water conservation strategies, considering water quality and quantity, water supply security, economic factors, environmental concerns and relevant regulations.						x	
City of Guelph; 2016 Water Efficiency Strategy Update	Reduce water use as part of new growth; Research and pilot new technologies and ensure new technology is proven; easy to implement; Reduce costs for the City to keep water rates low; Stimulate the Guelph economy, where possible.				x	x	x	

Plan Owner, Plan Title	Priority Areas	LT	EM	BD	IV	FS	GI	LI
City of Guelph; Recreation, Parks & Culture Strategic Master Plan and South End Centre Component Study (July 2009)	A leader in service excellence: Long-term financial sustainability through the fiscally responsible and efficient management of resources; A vibrant and valued arts and culture sector: Capitalize on our cultural assets to build economic prosperity, quality of life, and community identity.					x	x	
City of Guelph; Older Adult Strategy	Guelph will be a place where older adults can contribute to the health of the economy and the community by actively participating in paid and unpaid work.		x					
City of Guelph; Prosperity 2020 (Economic Development & Tourism Strategy)	Focus Investment and Growth: Focus economic development investment on growth sectors; Re-position Guelph: Identify and implement “business friendly” initiatives, Establish a one-window approval process with clear timelines; Strengthen Governance, Profile and Reach: Restructure/re-purpose the City’s Economic Development Advisory Committee, Establish protocols to define lead agencies and responsibilities, Establish new regional economic development partnerships and business cluster initiatives.			x			x	
City of Guelph; Community Investment Strategy (Phase 2 Report —September 11, 2012)	Provide greater transparency and accountability to City support for local organizations.						x	
City of Guelph; Cultural Heritage Action Plan (CHAP): Background Report (May 2018 - Draft)	Options for municipal financial incentives that promote heritage conservation.						x	
City of Guelph; Urban Design Action Plan	Invest in streetscape improvements.						x	
City of Guelph; Affordable Housing Strategy (May 8, 2017)	Partnerships: Build on existing partnerships, Making appropriate linkages with relevant directions of key stakeholders.			x				
City of Guelph; Smart Cities	The creation of new circular collaboration partnerships, businesses and jobs.			x				
City of Guelph; Think Youth: 2013–2018 Guelph Youth Strategy	Employment and Volunteer Opportunities: Support and advertise already existing employment programs, Develop a City of Guelph volunteer program for high school students, Create a recognition program for businesses that train and employ young people.	x	x					



Plan Owner, Plan Title	Priority Areas	LT	EM	BD	IV	FS	GI	LI
City of Guelph; Diversity and Inclusion Plan	Foundation - Using our employment systems as the foundation of an inclusive culture: Make a commitment to action on the experience of our employees, and recommendations of other specialists in the employment experience, Help current and potential workforce understand commitment, action and accountabilities for building a workplace that is inclusive; Flexibility Works - Growing an inclusive culture through flexible mindsets and work practices; Build capability of leaders and teams to practice more flexibility and agility in their work, Embed flexibility into key diversity programs, Innovate and invest in learning and development programs and practices to best meet our employees unique learning needs; Network and Industry Partners - Growing a diverse workforce and driving an inclusive culture through networks and industry partners: Leverage networks and industry partners to foster innovation and bolster the City of Guelph employment systems, Embed inclusive messaging into all job adverts, employment outreach activities and onboarding materials to attract a diverse candidate pool and reinforce messaging for all new team members.	x	x		x		x	
City of Guelph; Asset Management Plan	Provide levels of service that meet expectations and ensure a high quality of life for the community through: Evaluating and communicating the cost of providing the service, Quantifying the impacts of decisions on service; Managing risks through: Establishing the organization's risk appetite, Developing risk management strategies; Demonstrating sustainable, full lifecycle planning through: Quantifying and tracking the full lifecycle costs for assets, Ensuring budgets are supported by asset management practices, Bridging the gap between capital and operational budgets.					x		
Our Energy Guelph; Community Energy Initiative Update 2018	Address the way we use energy, with a focus on making a positive impact on the local economy, enhancing prosperity, bringing employment opportunities, and increasing job security; Develop strategic partnerships to maximize and expand that sphere of influence; Advocate for provincial and federal action to support our efforts.			x			x	

Plan Owner, Plan Title	Priority Areas	LT	EM	BD	IV	FS	GI	LI
Grow Guelph Task Force; Grow Guelph Business Retention and Expansion—Report 2016	Business development: Encourage support for local businesses, Build relationships with existing businesses, Help solve immediate business concerns, Retain businesses and jobs where there is a risk of closure, Increase local businesses' ability to compete in the global economy, Engage in Economic Gardening – create jobs by supporting local businesses; Innovation: Continue to invest in technology equipment / upgrade purchases, Provide access to research and development, Explore potential for the University of Guelph, local agencies and research companies to collaborate with businesses assisting them in research and innovation, Ensure partnership opportunities may be explored; Workforce development: Ensure workforce availability, stability and quality, Clearly communicate information about a mentoring program – especially in areas of human resources, business planning and marketing; Business climate: Build a community's capacity to sustain growth and development.	x	x	x	x		x	
Growing Great Generations Network; Growing Great Generations	Social Inclusion: Identify diversity training needs across the service system for children and youth to enhance the capacity of service providers.	x						
Guelph Arts Council; Strategic Plan	Advocate for and support: Economic investment in the arts, Cultural initiatives, including cultural planning and creative spaces, that enhance Guelph's economic development and quality of life.			x			x	
Guelph Local Immigration Partnership; Guelph Wellington Local Immigration Partnership Project—Strategic Plan 2018–2020	Employment and Entrepreneurship: Reduce the number of newcomers who are unemployed or underemployed; Raise employers' awareness about the potential of newcomers and about the available national and provincial programmes that supports employers in this regard; Create an enabling environment for newcomers who choose to become entrepreneurs to start up their businesses.		x	x				
Guelph and Wellington Task Force for Poverty Reduction; Guelph and Wellington Task Force for Poverty Elimination	Livable incomes; Decent work		x					x
Safe Communities Wellington County; Safe Communities Wellington County; Strategic Plan	Maintain ongoing, sustainable funding through the Police Services Board in Wellington County; Fundraise and seek-out sponsorship for additional funding for project and activities.					x	x	
Toward Common Ground; Framework and Theory of Change, Strategic Plan	Seize opportunities to secure local funds for a common purpose; Work with funders to align funding expectations and requirements.						x	



Plan Owner, Plan Title	Priority Areas	LT	EM	BD	IV	FS	GI	LI
County of Wellington; A Place to Call Home: A 10-year Housing and Homelessness Plan for Guelph-Wellington	To support the sustainability of the existing social and affordable housing stock.					x		
Total # of Plans / Domain		7	7	9	5	6	17	2

Health / Mental Health (11 Plans)

Plan Owner, Plan Title	Priority Areas	PH	MH
City of Guelph; City of Guelph Official Plan [March 2018 Consolidation]	Protecting what is valuable establishes policies and development criteria for: Health and safety provisions aimed at ensuring a diverse, healthy environment.	x	
Chapter 3: Planning a Complete and Healthy Community	Preserve and enhance a safe, livable and healthy community.		x
Chapter 5: Movement of People and Goods—An Integrated Transportation System	To encourage and support walking and cycling as healthy, safe and convenient modes of transportation all year round and ensure that the design of pedestrian and cycling networks are integrated with other modes of transportation.	x	
Chapter 7: Community Infrastructure	The open space system plays an important role in defining the character of the City and promoting community health and wellness.	x	x
Section 11.1: Downtown Guelph Secondary Plan	Ensure existing and future Downtown residents have access to parkland and community facilities that meet their recreational needs; Ensure the built form of development contributes to attractive streetscapes and open spaces and supports an inviting, comfortable and active public realm.	x	
City of Guelph; Recreation, Parks & Culture Strategic Master Plan and South End Centre Component Study (July 2009)	A physically active and healthy community that promotes active living: Continued increases in the level, duration and intensity of physical activity for all residents so as to create the most physically active residents in Canada, Improved community wellness and health indicators as a result of physical activity initiatives; A sustainable network of recreational infrastructure: Recreational opportunities that enable and support unstructured, self-scheduled, multi-ability, and low-cost activities, in addition to local sports and other organized activities.	x	x
City of Guelph; Older Adult Strategy	In Guelph, all older adults will be treated respectfully and included fully in social life; Guelph will offer facilities and programs that allow older adults to participate in recreational and social activities as they age.	x	x
City of Guelph; Think Youth: 2013-2018 Guelph Youth Strategy	Develop a comprehensive marketing plan so all youth are aware of programming and supports for youth in crisis; Endorse City of Guelph anti-bullying policy; Facilitate a City-led health and wellness campaign to support youth wellness.	x	x
Adverse Childhood Experiences Coalition Guelph Wellington; Adverse Childhood Experiences Coalition Guelph Wellington, Theory of Change	Research: To understand the prevalence and effects of ACEs locally; Local best practice: To share Circle of Security, an evidence-based, relationship-based program focused on enhancing attachment between parents and children by supporting parents to read their child's emotional needs, support their child to manage emotions, and develop their child's self-esteem.	x	x
Dufferin Wellington Special Needs; Dufferin Wellington Special Needs Strategy	Identifying kids earlier and getting them the right help sooner: Trained providers will have a new developmental screen for children in the preschool years. They will screen for potential risks to the child's development as early as possible.	x	x
Growing Great Kids Network; Growing Great Kids	Equitable access to early years services for children birth to 6 years of age and their families: Increase early years' service levels, Increase accessibility to early years services and programmes.	x	x



Plan Owner, Plan Title	Priority Areas	PH	MH
Growing Great Generations Network; Growing Great Generations	Mental health services & supports: Conduct an environmental scan of the mental health services that exist locally, Support the work of the lead for children and youth mental health services following the implementation of the Child and Youth Mental Services Framework; Recreation services and supports: Define the role of recreation in the social and health service system, Integrate recreation with other social and health policies for children and youth; Family supports: Increase knowledge and awareness of the different parental supports available locally, Identify and increase awareness about parental supports that meet the unique needs of priority populations, including youth who are parents; Social Inclusion: Identify social inclusion support needs of marginalized children and youth.	x	x
Guelph & Wellington Task Force for Poverty Reduction; Guelph and Wellington Task Force for Poverty Elimination	Health inequities	x	x
Toward Common Ground; Framework and Theory of Change, Strategic Plan	Adverse Childhood Experiences: Support the development and implementation of a community plan to prevent and mitigate the effects of Adverse Childhood Experiences.		x
Wellington Guelph Drug Strategy; Wellington Guelph Drug Strategy	Prevention; Harm Reduction; Treatment & Recovery	x	x
Total # of Plans / Domain		9	10

Natural Environment (13 Plans)

Plan Owner, Plan Title	Priority Areas	NH	LU	WA	AI	CC	EN	WS	WW	SW	AG
City of Guelph; City of Guelph Official Plan [March 2018 Consolidation]	Protecting what is valuable establishes policies and development criteria for: Natural heritage protection, Water resource protection, Energy conservation measures; Municipal Services and Infrastructure: Provides policies for municipal services including water, wastewater, solid waste and stormwater; Land Use: Sets out policies and permissions for the use of land within the City; Secondary Plans: Lists the Secondary Plans that have been adopted by Council and form part of the Official Plan.	x		x			x	x	x	x	
Chapter 3: Planning a Complete and Healthy Community	Utilize an interdisciplinary approach to planning whereby decisions are made with an understanding of the ecological, social, cultural and economic interrelationships and implications for any particular course of action; Promote opportunities for employment in the emerging high-tech "knowledge based" sectors including environmental management and technology and agri-food technology; Foster sustainable local food systems.	x									x
Chapter 4: Protecting What is Valuable	Protect, maintain, enhance and restore natural heritage features and functions and biodiversity of the City's Natural Heritage System to the greatest extent possible and support linkages between and among such systems and features within the city and beyond; Establish and implement policies and actions that will contribute to achieving the targets of the City's Community Energy Plan; Support an integrated approach to meeting the energy needs of the community by designing places and buildings in a way that minimizes consumption of energy and water and production of waste whereby supporting an increasingly low carbon footprint; Promote opportunities for the use and generation of renewable and alternative energy systems; Decouple energy consumption from population growth; Advance innovation by building on the synergies between infrastructure, built form and climate change imperatives.	x		x		x	x				



Plan Owner, Plan Title	Priority Areas	NH	LU	WA	AI	CC	EN	WS	WW	SW	AG
Chapter 5: Movement of People and Goods - An Integrated Transportation System	To reduce the amount of energy used for transportation.						x				
Chapter 6: Municipal Services and Infrastructure	To ensure groundwater resources, on which Guelph's water supply is based and which sustain the area's natural environment, are respected, protected and conserved.	x		x							
Chapter 8: Urban Design	To build compact neighbourhoods that use land, energy, water and infrastructure efficiently and encourage walking; To showcase natural attributes as defining features that are an integral component of the City's image and character by making them highly visible and accessible, especially lands along the Speed and Eramosa Rivers; To preserve and enhance the identified and protected public views and public vistas of built and natural features; To require urban design that reduces energy and water demand through such measures as, but not limited to, orientation of streets and buildings and the implementation of active and passive renewable energy systems and alternative energy systems and water conservation strategies.	x		x		x	x				
Chapter 9: Land Use	Open Space and Parks; Special Study Areas; Reserve Lands; Natural Heritage System.	x									



Plan Owner, Plan Title	Priority Areas	NH	LU	WA	AI	CC	EN	WS	WW	SW	AG
Section 11.1: Downtown Guelph Secondary Plan	The Public Realm, Community Facilities and Heritage: Ensure existing and future Downtown residents have access to parkland and community facilities that meet their recreational needs, Improve physical and visual access to the river's edge for all Downtown users; Energy, Water and the Natural Environment: Maximize opportunities for renewable and alternative energy generation and delivery systems such as district energy, Promote site planning, architecture, landscape architecture and storm water management that demonstrates best practices in environmental design, Increase the amount of urban forest tree canopy cover Downtown, Ensure the risks to human health and safety from flooding downtown are minimized, Promote development that mitigates and adapts to climate change, Protect habitat of threatened and endangered species, Promote the clean-up of brownfields Downtown; Land Use and Built Form: Encourage a wide range of land uses and built forms; Land Use and Built Form: Encourage a wide range of land uses and built forms.	x				x	x			x	
Section 11.2: Guelph Innovation District Secondary Plan	Protect what is Valuable: Create a place that respects the Natural Heritage System and cultural heritage resources, Make citizens stewards of the resources for current and future generations; Create Sustainable and Energy Efficient Infrastructure: Focus on renewable energy sources, Support an integrated energy distribution system that enables a carbon free lifestyle; Promote a Diversity of Land Uses and Densities: Create vibrant, resilient, and efficient spaces that make it possible, practicable and beneficial to reduce our ecological footprint.	x				x	x				
City of Guelph; Local Growth Management Strategy Terms of Reference	Growth Intensification: Reuse of Brownfield Sites.	x									



Plan Owner, Plan Title	Priority Areas	NH	LU	WA	AI	CC	EN	WS	WW	SW	AG
City of Guelph; Natural Heritage Action Plan	Watershed Planning to Manage Growth and Infrastructure: Supporting growth through watershed planning, Environmental monitoring / science-based decision making; Natural Heritage and Biodiversity Conservation: Understand and enhance our biodiversity, Continuous improvements in institutional processes and practices, Plant and wildlife habitat management in the urban setting; Resilience and Restoration Planning: Urban ecosystem resilience to support a healthy community, Restore urban ecosystems to support biodiversity, Continuously improve institutional processes and practices; Fostering Community Support, Raising Awareness and Engagement: Education, outreach and stewardship.	x		x							
City of Guelph; City of Guelph Solid Waste Management Master Plan Review (2014)	Municipal: Explore alternative methods for recovery of designated materials, Promote “waste less” principles and policies, share and reuse initiatives, Transfer responsibility for public space waste collection throughout the City to Solid Waste Resources, Explore alternatives to landfill, Align with the Provincial Strategy for a Waste Free Ontario, G7 Plastics Charter, Canadian Council of Ministers of the Environment, Strategy for Zero Plastic Waste and other enhanced diversion strategies; Residential: Establish a Food Waste Reduction Campaign, Reinstate the twice per year curbside yard waste collection service, Outreach for residential waste minimization and diversion programs; Multi-Residential: Outreach for multi-residential waste minimization and diversion programs, Explore expanding the development approval process to promote waste diversion in multi-residential properties; Construction and Demolition: Develop a construction and demolition (C&D) waste diversion strategy.					x		x		x	
City of Guelph; Wastewater Treatment Master Plan	Prepare for wastewater treatment capacity of 144 ML/d by 2054.								x		

Plan Owner, Plan Title	Priority Areas	NH	LU	WA	AI	CC	EN	WS	WW	SW	AG
City of Guelph; Water Supply Master Plan Update (2014)	Investigate existing and new water supply options, including water conservation strategies, considering water quality and quantity, water supply security, economic factors, environmental concerns and relevant regulations; Provide implementation recommendations for preferred water supply alternatives to meet the future demand.	x		x							
City of Guelph; 2016 Water Efficiency Strategy Update	Reduce water use as part of new growth; Reduce water use in existing buildings.			x							
City of Guelph; Urban Forest Management Plan	Develop and maintain a good understanding of the City's urban forest; Assess and monitor the state of the City's urban forest management program at regular intervals. Continually seek creative ways to leave space for and integrate existing trees into new and infill developments; Plant the right tree in the right place; Consider new technologies to integrate trees downtown and in other built-up settings; Improve resilience to climate change and other stressors by managing the urban forest for optimal species and structural diversity, and health; Strive to maintain City trees in a healthy and safe condition; Recognize the value of and invest in the City's green infrastructure on a long-term basis; Take an adaptive management approach to urban forest initiatives at all levels.	x				x					
City of Guelph; Recreation, Parks and Culture Strategic Master Plan & South End Centre Component Study (July 2009)	A connected parks and trails system that inspires an awe of nature: A greener community that protects and enhances greenway corridors, trails, parks, and open space for current and future generations, A community that is physically connected through greenways, trails, open space corridors, rivers, and natural areas, Coordinated stewardship and management of parks, the natural environment, and the watershed, Sufficient parkland to meet the active and passive recreational needs of residents, Capitalize on the City's extensive parks system to encourage its use as a 'living community centre' that provides animated spaces serving as activity hubs.	x		x							



Plan Owner, Plan Title	Priority Areas	NH	LU	WA	AI	CC	EN	WS	WW	SW	AG
City of Guelph; Urban Design Action Plan	In conjunction with future development, implement civic space and other public improvements in the community mixed-use nodes.	x									
City of Guelph; Smart Cities	Cultivating access to nutritious food within our community; Valuing waste as a resource.							x			x
City of Guelph; Asset Management Plan	Managing risks through: Understanding potential vulnerabilities to climate change, Implementing appropriate climate change adaptation and mitigation strategies.					x					
Our Energy Guelph; Community Energy Initiative Update 2018	Address the way we use energy, with a focus on making a positive impact on the local economy, enhancing prosperity, bringing employment opportunities, and increasing job security.						x				
Total # Plans / Domain		7	1	5	1	4	2	3	2	2	2

Safety (7 Plans)

Plan Owner, Plan Title	Priority Areas	S
City of Guelph; City of Guelph Official Plan [March 2018 Consolidation]	Protecting what is valuable establishes policies and development criteria for: Health and safety provisions aimed at ensuring a diverse, healthy environment; Secondary Plans; Lists the Secondary Plans that have been adopted by Council and form part of the Official Plan.	x
Chapter 3: Planning a Complete and Healthy Community	Preserve and enhance a safe, livable and healthy community.	
Chapter 5: Movement of People and Goods - An Integrated Transportation System	To encourage and support walking and cycling as healthy, safe and convenient modes of transportation all year round and ensure that the design of pedestrian and cycling networks are integrated with other modes of transportation.	x
Chapter 8: Urban Design	To improve conditions for greater personal security within publicly accessible spaces by designing them to be attractive and comfortable to the public, increasing the potential for informal surveillance and reducing opportunities for crime.	x
Section 11.1: Downtown Guelph Secondary Plan	Energy, Water and the Natural Environment: Ensure the risks to human health and safety from flooding downtown are minimized.	x
City of Guelph; Bicycle-Friendly Guelph: Cycling Master Plan	Education & Encouragement: Promote a bicycle-friendly city: Collaborate with partners to reinforce safer share-the-road practices, Support safe cycling education and promotion; Enforcement: Protect a cycling-friendly environment: Create a cycling enforcement strategy, Enhance enforcement opportunities, Improve safety records, Review and suggest changes to municipal cycling laws and regulations.	x
City of Guelph; Think Youth: 2013-2018 Guelph Youth Strategy	Youth Safety: Endorse City of Guelph anti-bullying policy, Develop Safe Spaces for youth policy and program, Incorporate youth safety into municipal planning.	x
City of Guelph; Asset Management Plan	Managing risks through: Understanding risk exposure, Implementing appropriate condition assessment, inspection, and performance evaluation strategies for all relevant assets.	x
Safe Communities Wellington County; Safe Communities Wellington County: Strategic Plan	Maintain Safe Community Designation.	x
Toward Common Ground; Framework & Theory of Change, Strategic Plan	Adverse Childhood Experiences: Support the development and implementation of a community plan to prevent and mitigate the effects of Adverse Childhood Experiences.	x
Wellington Guelph Drug Strategy; Wellington Guelph Drug Strategy	Community Safety	x
Total # of Plans / Domain		7

Social Benefit (20 Plans)

Plan Owner, Plan Title	Priority Areas	AF	FS	DI	AC
City of Guelph; City of Guelph Official Plan [March 2018 Consolidation]	Protecting what is valuable establishes policies and development criteria for: Health and safety provisions aimed at ensuring a diverse, healthy environment; Secondary Plans: Lists the Secondary Plans that have been adopted by Council and form part of the Official Plan.	x	x	x	x
Chapter 3: Planning a Complete and Healthy Community	Utilize an interdisciplinary approach to planning whereby decisions are made with an understanding of the ecological, social, cultural and economic interrelationships and implications for any particular course of action; Ensure an appropriate range and mix of employment opportunities, local services, community infrastructure, housing including affordable housing and other land uses are provided to meet current and projected needs to the year 2031.	x			x
Chapter 4: Protecting What is Valuable	Ensure that land use planning provides for a diverse and inclusive city.			x	
Chapter 5: Movement of People and Goods—An Integrated Transportation System	To ensure that the transportation system is accessible and meets the needs of all members of the community.				x
Chapter 7: Community Infrastructure	Affordable housing is important to meet the needs of the city's existing and future residents.	x			
Chapter 8: Urban Design	To create a diversity of inviting and accessible gathering places that promote a full range of social, cultural and economic interaction; To design space that is accessible to all, regardless of abilities.			x	x
Chapter 9: Land Use	Site Specific Policies			x	x
Section 11.1: Downtown Guelph Secondary Plan	Mobility: Ensure Downtown is highly accessible to people of all ages and all abilities, Ensure planned mobility improvements are coordinated with development; Land Use and Built Form: Promote the development of diverse neighbourhoods in Downtown with a variety of housing choices, including units suitable for families and affordable housing.	x			x
City of Guelph; Guelph Transit Growth Strategy and Plan and Mobility Services Review (2010)	5-year ridership growth plan for conventional transit services.				x
City of Guelph; City of Guelph Solid Waste Management Master Plan Review (2014)	Residential: Establish a Food Waste Reduction Campaign.		x		

Plan Owner, Plan Title	Priority Areas	AF	FS	DI	AC
City of Guelph; Recreation, Parks and Culture Strategic Master Plan & South End Centre Component Study (July 2009)	An accessible and inclusive community that provides access for all: Accessible and inclusive opportunities to participate in recreation, parks, and cultural activities for all residents, regardless of physical ability, ethnic origin, and economic means, A community without barriers to participation in introductory-level recreational and cultural activities, Active engagement of under-represented groups (including – but not limited to – those with culturally diverse backgrounds, persons of low income, persons with disabilities, and youth) in program and service planning and delivery; A leader in service excellence: A continued commitment to be a high-performance organization through the employment of best practices such as Integrated Service Delivery, A delivery system that leverages municipal resources and those of non-municipal partners.			x	x
City of Guelph; Older Adult Strategy	Buildings and outdoor spaces will be safe, accessible, and appropriate for older adults; For older adults in Guelph, housing is available, affordable and supported sufficiently to allow them to choose where they will live as they age.	x			x
City of Guelph; Community Engagement Framework (August 7, 2015)	Support the City's strategic goals through transparent, accountable, consistent and accessible community engagement.				x
City of Guelph; Community Investment Strategy (Phase 2 Report—September 11, 2012)	Ensure that activities in Guelph are inclusive and accessible for all citizens.				x
City of Guelph; Multi-Year Accessibility Plan (2013–2017)	To meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA, 2005) Standards for Customer Service and the Integrated Accessibility Standard Regulation; To build awareness with City staff to support identifying, removing, and preventing barriers for people with disabilities.				x
City of Guelph; Affordable Housing Strategy (May 8, 2017)	Targets and Benchmarks: That the City review the affordable housing target during the next Official Plan review based on factors such as vacancy rate, success of the actions recommended in this Strategy and performance of the market sector in delivering affordable housing; Planning Regulations and Processes: Affordable housing report requirement; Development Charges: Exemptions from charges as a means of financially incentivizing affordable housing; Implementation/Monitoring: Measure the affordable rental housing target as a five-year average, Link annual affordable housing information to existing monitoring reports.	x			
City of Guelph; Smart Cities	Cultivating access to nutritious food within our community.		x		



Plan Owner, Plan Title	Priority Areas	AF	FS	DI	AC
City of Guelph; Think Youth: 2013–2018 Guelph Youth Strategy	Marginalized Youth: Prioritize marginalized youth so that they are always taken into consideration in program and youth planning; Culture, Identity and Belonging: Provide Anti-Racism/Anti Oppression training for all City of Guelph staff that engage with youth; Youth Space: Provide free, accessible space for emerging and existing youth groups/committees, Create positive youth space in all publicly accessible City of Guelph facilities; Environment: Maintain and expand City environmental programs to include a youth audience; Health and Wellness: Develop and promote the City of Guelph online Youth Service’s Hub.			x	x
City of Guelph; Diversity and Inclusion Plan	Foundation - Using our employment systems as the foundation of an inclusive culture: Align and communicate policy changes in ways that relate to broader diversity and inclusion activities, Help current and potential workforce understand commitment, action and accountabilities for building a workplace that is inclusive; Flexibility Works - Growing an inclusive culture through flexible mindsets and work practices: Embed flexibility into key diversity programs; Network and Industry Partners - Growing a diverse workforce and driving an inclusive culture through networks and industry partners: Embed inclusive messaging into all job adverts, employment outreach activities and onboarding materials to attract a diverse candidate pool and reinforce messaging for all new team members, Celebrate and recognise both achievements and initiatives to build a more inclusive culture.			x	x
City of Guelph; Sustainable Neighbourhood Engagement Framework	Enhance work of neighbourhood groups by providing City supports while reducing barriers to operations.				x
Adverse Childhood Experiences Coalition Guelph Wellington; Adverse Childhood Experiences Coalition Guelph Wellington, Theory of Change	Theory of Change: To identify actions and interventions that move towards shared vision; Stakeholder engagement: To increase our collective knowledge about ACEs, as well as to strengthen skills and strategies to support people who have experienced ACEs.				x
Dufferin Wellington Special Needs; Dufferin Wellington Special Needs Strategy	Coordinating service planning: New service planning coordinators for children and youth with multiple or complex special needs will connect families to the right services and supports; Making supports and service delivery seamless: The delivery of rehabilitation services, such as speech-language therapy, occupational therapy and physiotherapy will be integrated. Services will be easier to access and seamless from birth through the school years.			x	x

Plan Owner, Plan Title	Priority Areas	AF	FS	DI	AC
Growing Great Kids Network; Growing Great Kids	Equitable access to early years services for children birth to 6 years of age and their families: Increase early years' service levels, Increase accessibility to early years services and programmes, Make early years services and programmes respond to the diversity of children & their families in our community; A GGK website that is relevant for families and service providers: Improve accessibility of the GGK website to families and service providers, Make GGK website content relevant to the needs of users (families and service providers), Improve families' access to internet; Smooth transition to school experiences for children, their families and educators: Enhance the capacity of early years service system to support the transition to school process.			X	X
Growing Great Generations Network; Growing Great Generations	Mental health services & supports: Conduct an environmental scan of the mental health services that exist locally, Assess the service pathways and identify gaps in the current service system; Early childhood development: Examine levels of access that families have to early childhood development programmes in our service area; Transition services and supports: Close the service gap for children in full day kindergarten, Determine the transition support needs for youth transitioning into adult services; Recreation services and supports: Define the role of recreation in the social and health service system, Integrate recreation with other social and health policies for children and youth, Improve access to organized recreation for children and youth living in Wellington County municipalities, Reduce inequity in access to recreation activities across our service area; Family supports: Increase knowledge and awareness of the different parental supports available locally, Identify and increase awareness about parental supports that meet the unique needs of priority populations, including youth who are parents, Explore strategies for supporting families with complex needs in the community, Identify gaps in the current service system; Social Inclusion: Gather reliable local data on marginalized children and youth that can be used in service planning, Identify social inclusion support needs of marginalized children and youth.			X	X
Guelph and Wellington Task Force for Poverty Reduction; Guelph & Wellington Task Force for Poverty Elimination	Homelessness; Housing; Food insecurity	X	X		
Toward Common Ground; Framework and Theory of Change, Strategic Plan	Collaborative Responses to Unmet Needs: Work with local stakeholders to collectively respond to unmet needs.				X



Plan Owner, Plan Title	Priority Areas	AF	FS	DI	AC
County of Wellington; A Place to Call Home: A 10-year Housing and Homelessness Plan for Guelph-Wellington	To help low-income households close the gap between their incomes and housing expenses; To provide a range of housing stability supports to assist with housing retention and homelessness prevention; To offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions; To increase the supply and mix of affordable housing options for low to moderate-income households; To promote client-centred, coordinated access to the housing and homelessness system; To foster access to culturally appropriate housing and homelessness services for Indigenous peoples	x	x		x
Total # of Plans / Domain:		5	5	7	16

Collaborative Partners

Partners by Plan

The following table lists 127 partners associated with the various collaboratives who hold a strategic plan with community wide impact. See following the table for plan abbreviations.

Collaborative Partners	ACES	Special Needs Strategy	Business Retention	Growing Great Kids	Growing Great Generations	Arts Council	GNSC	GWLIP	Poverty Elimination	Safe Communities	Toward Common Ground	Drug Strategy	Place To Call Home
2nd Chance Employment Counselling								X					
Agilec								X					
HIV/AIDS Resources and Community Health												X	
Beyond Rewards								X					
Business Centre Guelph Wellington			X					X					
Canadian Mental Health Association (CMHA)	X	X					X	X	X	X			X
Career Education Council Guelph Wellington Dufferin			X										
CCAC Waterloo Wellington		X											
Central West CCAC		X											
Centre for Addiction and Mental Health (CAMH)												X	
Centre Wellington Chamber of Commerce								X					
Centre Wellington Council										X			
Centre Wellington Hydro										X			
City of Guelph			X	X	X	X	X	X	X		X	X	X
Civil K9										X			
Community Networks of Specialized Care									X				
Community Resource Centre of North and Centre Wellington												X	
Conestoga College			X					X					
ConnexOntario									X				
Conseil scolaire de district catholique Centre Sud		X											
Conseil Scolaire Viamonde		X						X					
Correctional Service Canada									X				
County of Wellington Children's Early Years Division	X												
County of Wellington Ontario Works												X	
Crime Stoppers Guelph Wellington										X			
Downtown Guelph						X							
Dufferin Child and Family Services		X											



	ACES	Special Needs Strategy	Business Retention	Growing Great Kids	Growing Great Generations	Arts Council	GNSC	GWLP	Poverty Elimination	Safe Communities	Toward Common Ground	Drug Strategy	Place To Call Home
Collaborative Partners													
Dufferin County		X											
Dufferin Peel Catholic District School Board		X											
Dunara Homes for Recovery												X	
Emergency Management										X			
Entité 2								X					
ErinoakKids Centre for Treatment & Development		X											
Family and Children’s Services of Guelph and Wellington County	X	X					X			X	X	X	
Family Counselling and Support Service for Guelph-Wellington	X										X	X	
Fergus Educational Services										X			
Forensic Directors Group									X				
Get In Touch For Hutch										X			
Grand River Conservation Authority										X			
Groves Memorial Community Hospital										X			
Guelph Chamber of Commerce			X										
Guelph Community Foundation						X		X			X		
Guelph Community Health Centre	X						X	X			X	X	
Guelph Economic Development Advisory Committee								X					
Guelph Family Health Team	X										X		
Guelph Mercury Tribune						X							
Guelph Neighbourhood Support Coalition	X												
Guelph Police Services							X					X	
Guelph Wellington Task Force for Poverty Elimination													X
Guelph Wellington Women in Crisis	X											X	
Guelph-Wellington Paramedic Services										X			
Health Insights Inc.								X					
Homewood Health Centre												X	
HPS Hammond Power Solutions						X							
Immigrant Services Guelph Wellington							X	X					
Immigration, Refugees and Citizenship Canada								X					
Indigo Girls										X			
Innovation Guelph			X										
Kerry’s Place Autism Services		X											
KidsAbility Centre for Child Development		X											

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Collaborative Partners													
Latino Business Professional Network								X					
Launch It Minto								X					
Legal Aid Ontario									X				
LHIN Central West		X											
LHIN Waterloo Wellington		X							X				
Local COP and Safe Communities committees										X			
Lutherwood								X					
Meridian						X							
Ministry of Children, Community and Social Services									X				
Ministry of Community Safety and Correctional Services									X				
Ministry of Health and Long Term Care									X				
Ministry of Natural Resources										X			
Ministry of the Attorney General									X				
Mount Forest Chamber of Commerce										X			
Mount Forest Family Health Team												X	
New Growth Family Centre Inc.										X			
Occupational Health Clinics for Ontario Workers (OHCOW)								X					
Ontario Addiction Treatment Centres (O.A.T.C.)												X	
Ontario Association of Chiefs of Police									X				
Ontario Centres of Excellence			X										
Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)			X					X					
Ontario Ministry of Economic Development and Growth			X										
Ontario Ministry of Transportation										X			
Ontario Provincial Police									X				
Operation Lifesaver										X			
Parachute Canada										X			
Parent Action on Drugs (PAD)												X	
Pauwels Travel & Tours						X							
People and Information Network											X		
Portage Ontario												X	
Poverty Task Force Intersectionality Advisory Committee													X
Ray of Hope												X	
Royal City School of Ballet and Theatre Jazz Inc.						X							



	ACES	Special Needs Strategy	Business Retention	Growing Great Kids	Growing Great Generations	Arts Council	GNSC	GWLIP	Poverty Elimination	Safe Communities	Toward Common Ground	Drug Strategy	Place To Call Home
Collaborative Partners													
Sanguen Health Centre												X	
Second Chance Employment Services												X	
Shelldale Family Gateway	X												
Social Services										X			
St. John's Ambulance										X			
Stonehenge Therapeutic Community												X	
Suicide Awareness Council										X			
Sutherland Insurance						X							
Toward Common Ground	X												
Traverse Independence												X	
Trellis Mental Health and Developmental Services												X	
Two Wheels Motorsports										X			
United Way Guelph Wellington Dufferin								X			X		
University of Guelph			X					X				X	
University of Guelph Institute of Community Engaged Scholarship								X			X		
Upper Grand District School Board		X					X	X		X		X	
Victorian Order of Nurses										X			
Waterloo Wellington Canadian Mental Health Association											X	X	
Waterloo Wellington John Howard Society												X	
Waterloo Wellington Local Health Integration Network (WWLHIN)										X		X	
Welcome In Drop In Centre													X
Wellington and Guelph Housing Services												X	X
Wellington Catholic District School Board		X					X			X		X	
Wellington County							X	X		X	X	X	X
Wellington County OPP										X		X	
Wellington County Roads Superintendent Association										X			
Wellington Developmental Services Planning Group					X								
Wellington Guelph Drug Strategy					X					X			
Wellington Heights Secondary School										X			
Wellington-Dufferin-Guelph Public Health	X	X					X	X		X	X	X	
Women in Crisis													X
Workforce Planning Board of Waterloo Wellington Dufferin			X					X					
Wyndham House												X	X
YMCA-YWCA of Guelph								X			X	X	

Plan Abbreviations

Abbreviation	Plan Name
ACES	Adverse Childhood Experiences Coalition Guelph Wellington, Theory of Change
Special Needs Strat	Dufferin Wellington Special Needs Strategy
Business Retention	Grow Guelph Business Retention and Expansion - Report 2016
Growing Great Kids	Growing Great Kids Guelph-Wellington
Growing Great Generations	Growing Great Generations Community Plan
Arts Council	Guelph Arts Council Strategic Plan
GNSC	Guelph Neighbourhood Support Coalition overview
GWLIP	Guelph Wellington Local Immigration Partnership Project – Strategic Plan 2018-2020
Poverty Elimination	Guelph & Wellington Task Force for Poverty Elimination (Strategic Plan 2018-2021)
Safe Communities	Safe Communities Wellington County: Strategic Plan
Toward Common Ground	Toward Common Ground: Framework & Theory of Change, Strategic Plan
Drug Strategy	Wellington Guelph Drug Strategy
Place to Call Home	A Place to Call Home: A 10-year Housing and Homelessness Plan for Guelph-Wellington