

Special City Council Meeting Agenda



Thursday, May 16, 2019 – 6:00 p.m.
Council Chambers, Guelph City Hall, 1 Carden Street

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Open Meeting – 6:00 p.m.

Disclosure of Pecuniary Interest and General Nature Thereof

Special Council – Community Plan

CAO-2019-07 Community Plan

Presentation:

Colleen Clack, Acting Chief Administrative Officer
Barbara Swartzentruber, Executive Director, Strategy, Innovation and Intergovernmental Services
Community Members from the Community Plan Round Table

Recommendation:

1. That the report CAO-2019-07, "Community Plan" dated May 16, 2019 be received.
2. That the Community Plan be referred to and act as the foundational vision for the City's Strategic Plan.

Adjournment

Staff Report



To	City Council
Service Area	Office of the Chief Administrative Officer
Date	Thursday, May 16, 2019
Subject	Community Plan
Report Number	CAO-2019-07

Recommendation

1. That the report CAO-2019-07, "Community Plan" dated May 16, 2019 be received and,
 2. That the Community Plan be referred to and act as the foundational vision for the City's Strategic Plan.
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Executive Summary

Purpose of Report

Staff and community partners have been working together over the last 12 months to create a Community Plan for Guelph. The Community Plan (Plan) is a long-range blueprint for the future of the City that aims to inform and help align city building action of the municipal government, citizens, organizations and business. The Plan also serves as a basis to track our collective progress as a community.

This report officially presents the Plan to Council, including its vision, themes, directions and goals and recommends that the Plan become the foundation for the City's new four-year Strategic Plan.

Key Findings

The City of Guelph and a wide range of community partners have been building a community plan that aims to shape Guelph over the next 10 to 20 years. The innovative project has captured the imagination, hopes and dreams of our city. It lays the foundation for a strong, welcoming and prosperous future for Guelph – one where everyone has a sense of belonging, can access essential services and earn a good living. The Plan will help inform the strategic work of community partners, including the municipality, as we continue to align our separate and collective work for greatest impact.

The Plan is a public document and platform that provides a shared vision and roadmap for future. It is:

- **Comprehensive:** the Plan addresses all aspects of community development, including economic, cultural, educational, environmental and social outcomes.

- Long-range: The Plan identifies communitywide priorities and opportunities over a 10+ year time horizon.
- Related to the entire city – The Plan is not bound by jurisdiction or organizational levels of responsibility. It identifies the needs and priorities of diverse residents, neighbourhoods, businesses and institutions that make up the whole community of Guelph.

The Plan is a strategic visioning document; it is not an implementation plan. Its purpose is not to take the place of existing plans already underway. Instead it aims to draw attention to existing efforts, emphasize alignment between them and help identify new opportunities or areas that might need more support.

The City is already poised to make significant contribution to the Plan. Through analysis of the City's key documents and community partnership plans (e.g. Grow Guelph economic development partnership and Growing Great Kids) the City is currently either responsible for, or a key partner of, 35 of the 38 plans that helped form the basis of this work.

The Plan (Attachment-1) provides the following components:

1. A Vision for Guelph's future
2. Key values for decision making
3. Six thematic areas with 27 aspirational directions and associated goals:
 - We are home
 - We protect our environment
 - We create value
 - We feel well
 - We play and explore
 - We move around freely
4. Ways to keep momentum and measure our progress
5. Extensive appendices including background research and engagement data that can be used by the City, community partners and others in their work e.g. strategy, service development, advocacy and program planning.

Financial Implications

The City has allocated \$150,000 to support the Corporation to:

- integrate the Plan into the City's new Strategic Plan, work plans and budget process,
- reinforce and build strong collaborative relationships needed to keep, momentum, problem solve around key challenges and track progress over time.

Report

What is the Community Plan?

Council approved the development of the Plan on 24 July 2017. The project was designed to build on and enhance existing City and community efforts in the following ways:

- **Make community direction visible:** there are many organizations working towards different community goals. Our ability as a community to mobilize around important action is increased if we have a clear sense of what we want to achieve together.
- **Be a platform to collaborate, amplify and align our efforts:** more than just a static document, the Plan is a new way of working that will provide ways to connect as a community, act on emerging issues or opportunities, and find ways to align our existing efforts more closely.
- **A way to collect community intelligence:** the process to build the Plan created and utilized data about the needs and aspirations of the community. This data can be used by the municipality, organizations, businesses and residents to support their own work.
- **A basis for tracking community progress:** the Plan will provide the basis for an agreed measurement framework to track our progress as a community over the long-term. In addition, creating a process and space to celebrate and learn from things that work is a very powerful and useful exercise.
- **Foundation for advocacy:** the Plan can be used to advocate for the important things the community needs with other levels of government.

Project methodology

Building the Plan involved three main components:

- **Listening:** City-wide, inclusive and network based community and stakeholder engagement provided the backbone of the methodology. Providing the opportunity for community to shape the Plan was of paramount importance to the process. The community brings significant lived experience, technical expertise and innovative thinking. The process was designed to leverage and build from this huge body of knowledge.
- **Observing:** The project worked extensively with City staff, and community partners, Community Foundation and Toward Common Ground to explore and compile key data about the city in an easy to understand 'Village of 100' publication. This data helped prompt and ground dialogue in evidence throughout the process. The 'Village of 100', offers a companion perspective to both the [Community Foundation Vital Signs](#) publication and the [Toward Common Ground data portal](#).
- **Researching:** Respecting and building on work already underway was central to the methodology and function of the Plan. The project explored over 80 City and community partnership strategic planning documents. A deeper dive was carried out on 38 plans to gain a better sense of who was

already working on what, where there were common priorities and potential opportunities for progress.

Key Project Phases

The project phases are outlined as follows:

Timeline	Activity	Description
October 2017- February 2018	Pre-project planning and research	Defining governance, intended outcomes, principles and guiding partners
January 2018- 2019	Engaging the community in the year of listening	Conducting community outreach and engagement through various approaches
January 2019- April 2019	Building and validating the Plan	Reviewing the data and drafting core elements, working with stakeholders to refine and validate initial drafts
May 2019	Present to City Council	Presenting to Guelph City Council for their consideration as the foundation of the new City Strategic Plan
May 2019 onwards	Putting the Plan into action	<p>Working with Council and staff to develop the new four-year City Strategic Plan</p> <p>Communicating and bringing the Plan to life, and supporting others to use the Plan in their work</p> <p>Setting up systems for monitoring, evaluating and reporting</p> <p>Community partners consider Plan priorities in their strategic planning and programming. Partners work to identify areas for increased collaboration and innovation.</p>

Governance

The project governance was designed to facilitate inclusion and effective engagement. Workshop style round tables were set up, giving staff and community leaders opportunities to actively shape and test the engagement activities and products. The round table members also actively championed the process amongst their networks and helped make sure that staff were on the right track, making sure that our process stood true to our grounding project principles which included:

- Use work not make work

- Every voice has value
- Practical and product driven

How the City will use the Community Plan

The City worked with the community to create the Plan in part so it could form the basis for the Corporation’s new four-year Strategic Plan. The City plays a critical role in supporting the Plan. It provides foundational services, programs, policy, by-laws, funding and infrastructure that meet the needs of community, partners and businesses across all of themes. Many of the themes were built upon the significant work the City already undertakes as a corporation and in its partnerships with local organizations and business. The development of the new City Strategic Plan will help focus these efforts more directly against the areas of significant pressure, or opportunity towards achieving the shared vision of the broader community. This is particularly important as the City is faced with many significant competing priorities.

Figure 1 shows how the Plan fits with the City’s strategic planning and performance framework. The Plan will help us as better align our efforts to areas of importance to residents, businesses and our partners for the greatest impact. It will show how we will ensure that our corporation continues to operate effectively and maximize our resources over the next four years for excellent service delivery – showing how the strategy will shape work plans, budgets and individual staff activities.

Work to produce the City’s Strategic Plan has already commenced and will be completed by the end of July 2019. This process is designed to direct work plans and the transition to multi-year budgeting.

Figure 1: Strategic Planning Framework Diagram



How will we keep momentum?

Guelph's Plan presents a vision for the next ten years and more; a vision shaped and co-created by the community.

This will be particularly valuable information as the City of Guelph transitions to creating a new Strategic Plan and starts multi-year budgeting. However, this Plan isn't just for the City of Guelph, it is a partnership plan that will require local organizations, agencies, government and community members to action. We will be working with partners, agencies, residents and business to communicate the Plan, and show how they can use the Plan in their own planning, policy and program delivery to align to the goals.

By spelling out the future we want to achieve, it will help guide our collective efforts. It will help us to understand who's working on what, highlight areas that need more attention, align different efforts and make priorities clearer.

To keep momentum, we will continue to work together with those who helped build the Plan, building on existing networks to do the following things:

- Tracking and communicating our progress: The Plan provides us with a blueprint of the future. This forms the basis to measure our progress as a community. We will use international (World Council on City Data ISO Standard 37120) and local frameworks such as Toward Common Ground and Community Foundation Vital Signs to establish a measurement framework that tells us what we need to know.
- Facilitating focused community action: The research shows that the community is already working hard to achieve a strong future for the city. However, there are areas where we need to focus more effort to support dialogue or innovative problem-solving in areas significant challenges or when new opportunities come up.
- Learning and celebrating significant acts of community building and innovative problem-solving: Working together and learning from each other is incredibly important. Sharing stories and examples of excellence can enable and inspire others.

The Plan offers us a new way to work together to achieve our city building goals as a united community. This is the community's plan — a plan for all of us to help work together towards common ground.

Financial Implications

The City has allocated \$150,000 to support the corporation to:

- integrate the Plan into the City's new Strategic Plan, work plans and budget process,
- reinforce and build strong collaborative relationships needed to keep, momentum, problem-solve around key challenges and track progress over time.

Consultations

The project reached over 10,000 residents, organizations, businesses and staff in the development of the Plan.

Corporate Administrative Plan

Overarching Goals

Service Excellence

Innovation

Financial Stability

Service Area Operational Work Plans

Our People - Building a great community together

Our Services - Municipal services that make lives better

Our Resources - A solid foundation for a growing city

Attachments

Attachment-1 [The Community Plan](#)

Attachment-2 [Community Plan Discussion Paper](#)

Attachment-3 [Community Plan Year of Engagement Analysis Report](#)

Attachment-4 [Community Plan Strategic Plans Scan Report](#)

Attachment-5 [Community Plan Household Telephone Survey Findings](#)

Attachment-6 [Community Plan Guelph as a Village of 100 People](#)

Attachment-7 [Community Plan 1st Economic Sector Workshop Summary](#)

Attachment-8 [Community Plan 2nd Economic Sector Workshop Summary](#)

Attachment-9 [Community Plan Environment Sector Workshop Summary](#)

Attachment-10 [Community Plan Social, Health and Education Sector Workshop Summary](#)

Attachment-11 [Community Plan Arts and Culture Sector Workshop Summary](#)

Departmental Approval

Barbara Swartzentruber, Executive Director, Strategy, Innovation,
Intergovernmental Services

Report Author

Jennifer Smith, Manager, Corporate & Community Strategic Initiatives



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